

Self-declaration ISO 26000

This document contains the self-declaration of ISO 26000 (Social Responsibility), including the preparation, scope and answers to the questions described in the guidance on the self-declaration *NPR 9026-en-Guidance on self-declaration NEN-ISO 26000.pdf*.

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Introduction

Zarttech, is a forward-thinking organization committed to leveraging technology to elevate the quality of life for individuals in Africa and the rest of the world. Founded on a profound dedication to sustainability and social impact, Zarttech aligns its mission with select United Nations sustainability goals, shaping its growth and operational principles around these fundamental objectives.

In light of Zarttech's deep-seated commitment to social responsibility and sustainability, the organisation has undertaken the task of self-declaration on social responsibility in accordance with ISO 26000. Following the "NPR 9026 (en) Guidance on self-declaration NEN-ISO 26000," the ensuing steps have been executed:

A. Preparation

During the preparation phase, Zarttech identified the competencies required to conduct a comprehensive self-assessment and subsequently evaluate and review the outcomes against the backdrop of NEN-ISO 26000. Moreover, the organization defined the scope of this self-declaration.

B. Carrying out Assessment

This phase entailed an internal assessment along with the completion of the questionnaire outlined in Clauses 5 to 8 of this code of practice. Within this questionnaire, specific assessment questions were tailored to correspond with each facet of NEN-ISO 26000, including its principles, engagement with stakeholders, core subjects of social responsibility, and relevant issues. In many instances, Zarttech could reference pre-existing information, such as reports, surveys, operational procedures, and work methodologies, compiled within a reference matrix (see Annex B). Furthermore, a Table included in Annex C facilitated the summary and reporting of data related to the assessment of the importance, significance, and priority of social responsibility subjects, as well as the subsequent actions to be undertaken.

C. Reviewing Results

Internally, Zarttech critically evaluated and reviewed the assessment results, with NEN-ISO 26000 serving as the guiding framework. This evaluation enabled the organization to ascertain the grounds for proceeding with the self-declaration. A standard format for the self-declaration is available in Annex A, which is used to establish and formalize the self-declaration and its validity period.

D. Publishing the Self-Declaration

The final step involved the public communication of the self-declaration itself, the reference matrix, and links to supporting information. Zarttech has chosen to prominently feature this information on its official website, ensuring accessibility and transparency.

E. Determining Need for Re-assessment

Zarttech recognizes the importance of ongoing review and re-assessment. At regular intervals, the organization will revisit the outlined process to ensure the self-declaration remains current, aligning with the determined validity period.

Understanding social responsibility

This chapter outlines Zarttech fundamental understanding of the seven principles of social responsibility, the seven core subjects, and their primary issues concerning social responsibility. This information is part of Zarttech ongoing commitment to enhance and monitor its social responsibility initiatives.

In accordance with the ISO standard on social responsibility (ISO 26000:2010):

"Social Responsibility (SR) is the responsibility of an organization for the impacts of its decisions and activities on society and the environment through transparent and ethical behavior that:

- Contributes to sustainable development, including the health and welfare of society
- Takes into account the expectations of stakeholders
- Is in compliance with applicable law and consistent with international norms of behavior
- Is integrated throughout the organization and practiced in its relationships."

The Principles of Social Responsibility

Zarttech upholds and integrates the following seven principles of social responsibility into its core values:

Accountability: This principle signifies the organization's commitment to being answerable for its decisions and actions to its governing bodies, legal authorities, and stakeholders, all of whom are affected by its actions.

Transparency: Zarttech embraces openness by sharing information about its decisions and activities that impact society, the economy, and the environment. The organization communicates these details clearly, accurately, transparently, and honestly.

Ethical Behavior: Ethical behavior is paramount at Zarttech. It involves making decisions based on accepted principles of right and good conduct in various situations. The organization encourages its employees to consider whether they would be comfortable with their actions becoming public knowledge.

Respect for Stakeholder Interests: Zarttech identifies various groups of stakeholders who are affected by its decisions and actions. While it doesn't mean letting stakeholders make decisions, it involves acknowledging and responding to their concerns and interests.

Respect for the Rule of Law: Zarttech complies with all applicable laws and regulations, even when they are not adequately enforced. The organization recognizes the importance of adhering to legal requirements and standards.

Respect for International Norms of Behavior: Zarttech adheres to international norms of behavior, which are derived from customary international law, universally accepted principles of international law, or intergovernmental agreements. These norms guide the organization in situations where local laws may lack adequate environmental or social safeguards.

Respect for Human Rights: Zarttech is committed to identifying vulnerable populations among its stakeholders and ensuring their fair treatment. In situations where human rights are not adequately protected, the organization takes proactive steps to respect human rights and avoid taking advantage of such circumstances.

By adhering to these principles, Zarttech actively contributes to social responsibility, sustainable development, and ethical behavior, aligning its actions with its mission and vision for a better future.

The core subjects and its issues of social responsibility

In accordance with ISO 26000:2010, Zarttech embraces the seven core subjects of social responsibility, incorporating them into its organizational framework. These core subjects, along with their specific issues, guide the company's commitment to responsible business practices. Below is an overview of each core subject and relevant specific issues:

1. Organizational Governance

Zarttech leadership promotes ethical behavior, accountability, and transparency.

Tools recommended by ISO 26000 are utilized to integrate social responsibility (SR) into core organizational decisions.

Specific Issues for SR Improvement:

- Develop incentives to encourage performance on social responsibility.
- Adjust the organizational structure to include third-party review of sensitive areas.
- Implement processes to track decisions and their implementation to ensure accountability.
- Foster meaningful two-way communication with stakeholders.

2. Human Rights

Zarttech identifies and responds to members of vulnerable groups within its sphere of influence.

Avoid complicity in human rights abuses.

Specific Issues for SR Improvement:

- Develop mechanisms for "due diligence" to identify, address, and prevent human rights damage.
- Examine the treatment of vulnerable groups.
- Provide remedy and grievance procedures.

3. Labour Practices

Zarttech ensures that all workers have the opportunity to earn a living wage through freely chosen work.

Just and favorable working conditions are provided, extending responsibility beyond owned or directly controlled workplaces.

Specific Issues for SR Improvement:

- Eliminate child labor and forced labor.
- Comply with laws and regulations regarding union rights, collective bargaining, and social protection.
- Eliminate hiring and dismissal discrimination.
- Prioritize worker health and safety, providing necessary training and equipment.
- Consider the impact on workers' family lives when making scheduling decisions.
- Avoid partnerships with suppliers or subcontractors engaging in unfair labor practices, including child labor.

Environment

4. Specific Issues for SR Improvement:

- Prevent pollution and reduce emissions into the air, water, and soil.
- Practice green procurement by evaluating suppliers based on environmental impacts.
- Utilize sustainable, renewable resources whenever possible.
- Conserve water in operations.
- Implement a life-cycle approach, aiming to reduce waste, reuse products or components, and recycle materials.

By addressing these core subjects and their specific issues, Zarttech demonstrates its commitment to social responsibility, sustainability, and ethical business practices, in line with its mission and vision.

A Preparation

In the preparation the organization determines what competencies are necessary to carry out an adequate self-assessment and to evaluate and review the results of this in the light of NEN-ISO 26000. In addition the organization establishes the scope of the self-declaration.

Scope

Before the assessment is carried out using the assessment questions from Clauses 5 to 8 it is important to establish the scope of NEN-ISO 26000 and hence, ultimately also the scope of the self-declaration. 'Scope' means the range and boundaries of the self-declaration. The scope of the self-declaration is determined with the following questions.

What is the name of the organization?

The name of the organization is: Zarttech B.V. (hereafter: Zarttech).

What are the most important activities (trademarks, products and/or services) of the organization?

The main activities of Zarttech are:

- to develop, produce and publish software;
- to outsource and outstaff IT talent;
- to boost and facilitate the mobility of IT talents across the globe; and
- to build partnerships with other corporate entities and entrepreneurs to support the mission.

In which countries is the organization active?

Zarttech is active in the Netherlands, the U.S., the U.K., France, Ireland, Belgium, Nigeria and Germany.

Where is the head office of the organization located?

The head quarter of Zarttech is located in The Hague (the Netherlands) and is registered as:

KVK 77414764

Vestigingsnr. 000045117527

Benoordenhoutseweg 46

2596 BC

Den Haag

Does the organization have other divisions, operating companies, subsidiaries, etc.?

Zarttech is formally and legally connected to TBEC Group of Companies (details). Zarttech has shared projects with Zwart Talent.

To what parts of the organization does the application of NEN-ISO 26000 relate and does the self-declaration apply (only the head office, establishments in the Netherlands, etc.)?

The self-declaration applies to all parts of Zarttech.

Roles

In the preparation the organization should determine what competencies and other resources are necessary to be able to carry out an adequate self-assessment and to evaluate the results of this in the light of NEN-ISO 26000. The following roles can be distinguished:

- the assessor; the person who performs the self-assessment and collects and reports the results of it;
- the reviewer; the person who evaluates the assessment results and concludes whether there is sufficient basis to make a self-declaration;
- the signatory; the person who signs the self-declaration on behalf of the organization.

Role*	Name	Position
<i>Assessor</i>	Uju Mmbaeri	Head of Compliance officer
<i>Reviewer</i>	Nelson T. Ajulo	Founder and CEO
<i>Signatory</i>	Nelson T. Ajulo	Founder and CEO

**The following competencies are important for the proper implementation of the different roles.*

Assessor:

- knowledge of the organization (based on sufficient work experience in the organization);
- assessment skills (interviewing employees, reviewing documents and records);
- knowledge of NEN-ISO 26000;
- reporting skills (unambiguous reporting).

Reviewer:

- knowledge of the organization (based on sufficient work experience in the organization);
- knowledge of NEN-ISO 26000;
- reviewing skills (interpretation of assessment results, critical judgement);
- understanding of the process of self-declaration;
- understanding of the meaning of a self-declaration.

Signatory:

- knowledge of the organization;
- informed of NEN-ISO 26000;
- understanding of the meaning of a self-declaration.

It is preferable to separate the functional fulfilment of these roles and especially those of assessor and the other two roles (reviewer and signatory) from one another.

Because the signatory signs on behalf of the whole organization, it is preferable to put this role at the management. In any event, it is important that the signatory has the formal authority to sign a self-declaration on behalf of the organization.

B Assessment

Clauses 5 to 8 of the code of practice¹ contain the guidance for carrying out the assessment through specific questions about and points for attention for the application of NEN-ISO 26000. For each part of NEN-ISO 26000 (principles, fundamental approaches, social responsibility core subjects and issues and integration throughout an organization) specific assessment questions are included.

The structure of the Clauses with the assessment questions is copied into this declaration and is as follows.

1. A short introductory text on the basis of NEN-ISO 26000, in which the essence of the issue is set out.
2. One or more questions related to the application of the relevant subject from NEN-ISO 26000.
3. Focus points for answering the question(s) which are derived from the most important recommendations in NEN-ISO 26000 for the relevant subject.

Carrying out the assessment includes answering the assessment questions. In order to do this properly, it is recommended to rely not only on the texts included in this code of practice, but also to study the corresponding parts in NEN-ISO 26000. While assessing the way in which the organization has applied the subjects and guidelines from NEN-ISO 26000, useful questions to ask are: who is responsible for this? Who monitors this? Is this recorded? How is this recorded? How is this ensured? Is this a single example or is it implemented generally in the organization?

In answering the questions the organization may refer to supporting, relevant information already present (such as existing reports, (descriptions of) system components etc.). This supports the self-declaration. This report includes the answers to the assessment questions, including the (references to the) available information ('evidence') on the answers are based.

All research questions are answered in the same structure, being:

1. the number of the question;

¹ "NPR 9026 (en) Guidance on self declaration NEN-ISO 26000", this pdf document has been supplied under license by NEN on 02-04-2021 11:02 with NEN order number #042462608.

2. the question itself
3. the answer;
4. the source (this can also be a link or a specific reference to supporting information such as a document or a website).

The questions can be answered directly or be a clarification on the source referred to.

1 Accountability

[NEN-ISO 26000 – 4.2]

An organization should be accountable for its impacts on society, the economy and the environment. This principle suggests that an organization should accept appropriate scrutiny and also accept a duty to respond to this scrutiny.

The degree of accountability may vary, but should always correspond to the amount or extent of authority. Those organizations with ultimate authority are likely to take greater care for the quality of their decisions and oversight.

Question 1	
Question	<p>Our organization is accountable for its impacts on society, the economy and the environment. Which activities does your organization undertake to give substance to this principle?</p> <p>We are accountable for:</p> <ul style="list-style-type: none"> ✓ the impacts of our decisions and activities on society, the environment and the economy, especially significant negative consequences; ✓ the actions taken to prevent repetition of these negative consequences. <input type="checkbox"/> other, namely ... <p>Clarification/examples:</p>
Answer	<p>Zarttech is accountable for its decisions and activities on the society, the environment and the economy. Zarttech undertakes several activities to give substance to this principle.</p> <p>Accountability and social responsibility in general is incorporated in the philosophy of the company: the positive social impact on the African economy is the aim of the organization. A selection of the UN SDG is the focus and per goal the vision and plans of Zarttech are published on the website.</p> <p>To be more specific, mitigations for possible negative impacts are listed below.</p> <ul style="list-style-type: none"> • A possible negative impact is the brain drain of African talent. We counter this impact by ensuring that African talent can work from their home country. We don't require the resources to move to the client's site. • Another possible negative impact is that the senior talents in African might be exhausted at some point if the younger talents are not educated and trained. Zarttech takes accountability in this by introducing a foundation called "Zwart Talent" that trains people in Africa from poor backgrounds at zero costs. These talents are trained to become junior developers. The juniors are trained in hard and in soft skills by senior engineers with international experience.

	<ul style="list-style-type: none"> Another possible negative impact is the reduction of job opportunities for Western IT developers. However, the gap between job postings and suitable candidates in the West is enormous. This gap could not be filled by Western developers only and therefore adding developers from other regions of the world, is, in fact, not a current negative impact although it might be perceived as such. By bridging the global IT gap, poverty in the African region can be reduced while the western need for developers is being met.
Source	<ul style="list-style-type: none"> https://zarttech.com/who-we-are/ https://zarttech.com/mission-and-vision/ https://zarttech.com/our-story/ https://zarttech.com/our-values/ (humanity, inclusion, sustainability, branding, entrepreneurship and partnerships)

2 Transparency

[NEN-ISO 26000 – 4.3]

An organization should be transparent in its decisions and activities that impact on society and the environment.

An organization should disclose in a clear, accurate and complete manner, and to a reasonable and sufficient degree, the policies, decisions and activities for which it is responsible, including their known and likely impacts on society and the environment. This information should be readily available, directly accessible and understandable to those who have been, or may be, affected in significant ways by the organization. It should be timely and factual and be presented in a clear and objective manner so as to enable stakeholders to accurately assess the impact that the organization's decisions and activities have on their respective interests.

The principle of transparency does not require that proprietary information be made public, nor does it involve providing information that is privileged or that would breach legal, commercial, security or personal privacy obligations.

Question 2	
Question	<p>Our organization is transparent about decisions and activities which have an impact on our society and our environment.</p> <p>Which activities does your organization undertake to give substance to this principle?</p> <p>We are transparent regarding:</p> <ul style="list-style-type: none"> ✓ the purpose, nature and location of our activities; ✓ the identity of any controlling interest in the activity of our organization; ✓ the manner in which decisions are made, implemented, and reviewed; ✓ the definition of the roles, responsibilities, accountabilities and authorities across the different functions in our organization; ✓ the standards and criteria against which our organization evaluates its own performance relating to social responsibility; ✓ our performance on relevant and significant issues of social responsibility; ✓ the sources, amounts and application of our funds; ✓ the known and likely impacts of our decisions and activities on our stakeholders, society, the economy and the environment; ✓ our stakeholders and the criteria and procedures used to identify, select and engage them; <p><input type="checkbox"/> other, namely</p> <p>This information is:</p> <ul style="list-style-type: none"> ✓ Public and easily available.

	<ul style="list-style-type: none"> ✓ Understandable for our stakeholders. ✓ Timely, factual correct, clear and objective. <p>Where can this information be found?</p> <p>Clarification/examples:</p>
Answer	<p>Zarttech values transparency and is transparent about decisions and activities which have an impact on our environment. Zarttech is a young company and a lot of practices still have to grow, including regular publications on evaluations.</p> <p>Zarttech is transparent about all for public and stakeholders relevant information. This information can be found online on the company website, online platforms and registers. A selection of the UN SDG is the focus and per goal the vision and plans of Zarttech are published on the website.</p> <p>Some examples are listed:</p> <ul style="list-style-type: none"> • Zarttech has a complaint page that is easy to find and to fill in. • Zarttech is easily reachable via (social media) platforms. • There is an internal document in place that states who has what role in our organizations with what responsibilities. • The stakeholders are informed about the social journey through social media platforms and newsletters. • The aim of Zarttech is to evaluate its own performance on social responsibility every six months. Since the organization is still young, the first evaluations has been spontaneous. • 1 fte is hired for the monitoring of the performance of our social responsibility growth. This fte focuses especially on the Zwart Talent Foundation project and will run this project, including all its coordination with stakeholders. This fte ensures that 2 hours per week of each Zarttech engineer is utilized to general public training through the Zwart Talent program. After six months of training new junior developers would have to be educated. These junior developers have the freedom to work with any company. This information is found on the website of Zwart Talent.
Source	<ul style="list-style-type: none"> • https://zarttech.com/ • The annual report can be downloaded from KVK (www.kvk.nl). • https://www.linkedin.com/company/zarttech-global/people/ • https://zarttech.com/contact-us/ • Internal document: "ZWTGL210110ED- Zarttech Organizational Roles.doc" (upon request) • Internal document: Upon request stakeholders receive a slide deck ("pitch deck") where information about sources, amounts and applications of funds are included. • https://zarttech.com/who-we-are/ • https://zarttech.com/mission-and-vision/

	<ul style="list-style-type: none"> • https://zarttech.com/our-story/ • https://zarttech.com/why-diverse-it-experts/ • https://zarttech.com/our-values/ ((humanity, inclusion, sustainability, branding, entrepreneurship and partnerships)
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3 Ethical behaviour

[NEN-ISO 26000 – 4.4]

An organization should behave ethically. Its behavior should be based on the values of honesty, equity and integrity. These values imply a concern for people, animals and the environment and a commitment to address the impact of its activities and decisions on stakeholders ' interests.

Question 3	
Question	<p>Our organization behaves ethically.</p> <p>Which activities does your organization undertake to give substance to this principle?</p> <p>We:</p> <ul style="list-style-type: none"> ✓ identify and state our core values and principles; ✓ develop and use governance structures that promote ethical behavior within our organization, in its decision making and in its interactions with others; ✓ identify, adopt and apply standards of ethical behavior appropriate to our purpose and activities and consistent with the principles outlined in NEN-ISO 26000; ✓ encourage and promote the observance of these standards; ✓ define and communicate the standards of ethical behavior expected from our governance structure, personnel, suppliers, contractors, owners and managers, and particularly from those that have the opportunity, while preserving local cultural identity, to significantly influence the values, culture, integrity, strategy and operation of our organization and people acting on its behalf; ✓ prevent or resolve conflicts of interest throughout the organization that could otherwise lead to unethical behavior; ✓ establish and maintain oversight mechanisms and controls to monitor, support and enforce ethical behavior; ✓ establish and maintain mechanisms to facilitate the reporting of unethical behavior without fear of reprisal; ✓ recognize and address situations where local laws and regulations either do not exist or conflict with ethical behavior; □ adopt and apply internationally recognized standards of ethical behavior when conducting research with human subjects; N/A

	<p><input type="checkbox"/> respect the welfare of animals, when affecting their lives and existence, including by providing decent conditions for keeping, breeding, producing, transporting and using animals; <i>N/A</i></p> <p><input type="checkbox"/> other, namely... ..</p> <p>How is this ethical behavior formalized?</p> <p>✓ Code of behaviour, namely ...</p> <p><input type="checkbox"/> Whistle-blower policy, namely ...</p> <p>✓ Policy or standard for ethical behavior, namely ...</p> <p><input type="checkbox"/> Other, namely</p> <p>Clarification/examples:</p>
Answer	<p>We value ethical behaviour. In our mission and vision statement we defined multiple values. Two of these values are: humanity and inclusion.</p> <p>“We stand for humanity. We believe that all humans are equal in fundamental worth and moral status. Consequently, people have a fundamental human right to be treated equally and enjoy equal opportunities. To ensure a humane environment, we provide the opportunity for the enjoyment of family life, a healthy lifestyle, decent work, safe work environment, and personal development. Humanity and equality are in our DNA, and we proudly represent and express this through our organisation, services and partnerships.</p> <p>We stand for inclusion. We believe in the beauty of pluralism. Differences are considered uniting qualities instead of dividing factors. We strive for inclusion by securing high diversity in our organisation, from the bottom to the top. Diversity and inclusion lead to better solutions, more creativity and greater innovations. People that work in inclusive environments feel self-confident and appreciated, resulting in top-notch output.”</p> <p>We try to bring these values into our daily practice through:</p> <ul style="list-style-type: none"> • In our governance structure we promote ethical behaviour. In our hiring guide and on boarding documents we have codified the procedure how employees are selected and which ethical aspects are important in this regard, such as making sure that the ones that have the mandate to select people are not biased. • We also have an ethical code. We are currently implementing the procedure to have one “trusted” person in the company that employees can always go to when they feel the ethical code is breached or other ethical issues arise. This person will also have significant influence towards the board of directors without fear of reprisal.

	<ul style="list-style-type: none"> • As for the local law and regulations in countries we work with, we mostly apply a higher standard than is used locally of how we take care of our employees as to sick leave, security and safety, work/life balance, etc. • We don't have a whistle blower policy yet but currently the first draft of this policy is being set up.
Source	<ul style="list-style-type: none"> • Internal document: "Zarttech Ethical Code.doc" • Internal document: "Zarttech Hiring Protocol.doc" • Internal document: "Zarttech Code of Conduct.doc" • https://zarttech.com/our-values/

4 Respect for stakeholder interests

[NEN-ISO 26000 – 4.5]

An organization should respect, consider and respond to the interests of stakeholders. Although an organization's objectives may be limited to the interests of its owners, members, customers or constituents, other individuals or groups may also have rights, claims or specific interests that should be taken into account. Collectively, these individuals or groups comprise the organization's stakeholders.

Question 4	
Question	<p>Our organization respects the interests of our stakeholders and take them into account.</p> <p>Which activities does your organization undertake to give substance to this principle?</p> <p>We:</p> <ul style="list-style-type: none"> ✓ identify our stakeholders; ✓ recognize and have due regard for the interests as well as the rights of our stakeholders and we respond to their expressed concerns; ✓ recognize that some stakeholders can significantly affect the activities of the organization; ✓ assess and take into account the relative ability of stakeholders to contact, engage with and influence the organization; ✓ take into account the relation of our stakeholders' interests to the broader expectations of society and to sustainable development, as well as the nature of the stakeholders' relationship with our organization; ✓ consider the views of stakeholders whose interests are likely to be affected by a decision or activity even if they have no formal role in the governance of the organization or are unaware of these interests; <p><input type="checkbox"/> other, namely ...</p> <p>Clarification/examples:</p>
Answer	<p>We have a stakeholder analysis in place where the different types of stakeholders are identified and prioritized (high/low power/interest). Some stakeholders are regularly asked to fill out an evaluation form.</p>
Source	<ul style="list-style-type: none"> • Internal document: "Zarttech Stakeholder Analysis.doc" • Internal document: "Zarttech Evaluation Form.doc" (different variants)

5 Respect for the rule of law

[NEN-ISO 26000 – 4.6]

An organization should accept that respect for the rule of law is mandatory. The rule of law refers to the supremacy of the law and, in particular, to the idea that no individual or organization stands above the law and that government is also subject to law. In the context of social responsibility, respect for the rule of law means that an organization complies with all applicable laws and regulations. This implies that it should take steps to be aware of applicable laws and regulations, to inform those within the organization of their obligation to observe and to implement those measures.

Question 5	
Question	<p>Our organization respects the applicable laws and regulations.</p> <p>Which activities does your organization undertake to give substance to this principle?</p> <p>We:</p> <ul style="list-style-type: none"> ✓ comply with legal requirements in all jurisdictions in which the organization operates, even if those laws and regulations are not adequately enforced; ✓ ensure that our relationships and activities comply with the intended and applicable legal framework; ✓ keep ourselves informed of all legal obligations; ✓ periodically review our compliance with applicable laws and regulations; □ other, namely . <p>Clarification/examples:</p>
Answer	We have a compliance department that makes sure the organization is in compliance with the laws and regulations, i.e. the GDPR.
Source	<ul style="list-style-type: none"> • Internal document: “on boarding.doc”

6 Respect for international norms of behavior

[NEN-ISO 26000 – 4.7]

An organization should respect international norms of behavior, while adhering to the principle of respect for the rule of law.

Question 6	
Question	<p>Our organization respects the international norms of behavior.</p> <p>Which activities does your organization undertake to give substance to this principle?</p> <p>We:</p> <ul style="list-style-type: none"> ✓ respect international norms of behavior in situations where the law or its implementation does not provide for adequate environmental or social safeguards, or conflicts with international norms of behavior; ✓ reconsider our relations and activities in areas where the law or its implementation is in conflict with international norms of behavior and where not following these norms would have significant consequences; ✓ consider legitimate opportunities and channels to seek to influence relevant organizations and authorities to remedy conflicts of laws and regulations with the international norms of behavior; ✓ avoid being complicit in the activities of another organization that are not consistent with international norms of behavior; <p><input type="checkbox"/> other, namely ...</p> <p>. Clarification/examples:</p>
Answer	<p>We have a compliance department that makes sure the organization is in compliance with i.e. international norms of behaviour. Our staff, managers and directors are well aware of the international and intercultural character of the organization. When conflicts arise we</p>
Source	<ul style="list-style-type: none"> • Internal document: "Zarttech Ethical Code.doc" • Internal document: "Zarttech Code of Conduct.doc"

7 Respect for human rights

[NEN-ISO 26000 – 4.8]

An organization should respect human rights and recognize both their importance and their universality.

Question 7	
Question	<p>Our organization respects and recognizes the universal human rights.</p> <p>Which activities does your organization undertake to give substance to this principle?</p> <p>We:</p> <ul style="list-style-type: none"> ✓ respect the universality of these rights, that is, that they are indivisibly applicable in all countries, cultures and situations; ✓ take steps to respect human rights and avoid taking advantage of these situations in situations where human rights are not protected; ✓ adhere to the principle of respect for international norms of behavior in situations where the law or its implementation does not provide for adequate protection of human rights; <p><input type="checkbox"/> other, namely ...</p> <p>Clarification /examples:</p>
Answer	<p>In our mission, vision, and core values statement, we have identified several key values, two of which stand out prominently: humanity and inclusion.</p> <p>Humanity.</p> <p>“In Zarttech, we believe that all humans are equal in fundamental worth and moral status. Consequently, people have a basic human right to be treated equally and enjoy equal opportunities. We provide the opportunity to enjoy family life, a healthy lifestyle, and a safe work environment. Humanity and equality are in our DNA; we represent proudly and express this through our organisation, services, and partnerships.”</p> <p>Inclusion.</p> <p>“Our team believes in the beauty of pluralism. Differences are considered uniting qualities instead of dividing factors. We strive for inclusion by securing high diversity in the global workforce, from the bottom to the top. Diversity and inclusion lead to better solutions, more creativity and greater innovations. People that work in inclusive environments feel self-confident and appreciated, resulting in top-notch output.”</p>

	<p>Our commitment to humanity means that we prioritize the well-being of all people, both within our organization and in the communities we serve. We strive to create a work environment that supports family life, encourages a healthy lifestyle, provides decent work opportunities, ensures a safe workplace, and promotes personal development for all our team members.</p> <p>Inclusion is a core aspect of our identity. We are dedicated to fostering an inclusive workplace culture where diversity is celebrated, and every voice is heard and valued. We do not discriminate based on gender, nationality, race, religion, or abilities. Instead, we focus on the skills and potential of individuals, enabling them to thrive in our diverse and collaborative team.</p> <p>Our commitment to gender equality and reduced inequality remains unwavering. We actively work to eliminate discrimination, promote fair labor practices, and champion gender equality. Our efforts extend beyond borders, welcoming people from different backgrounds, nationalities, and cultures into our workforce, thereby addressing inequality in practical and meaningful ways.</p> <p>At Zarttech, we believe that by upholding these values of humanity and inclusion, we contribute to a more equitable and sustainable world.</p>
Source	<ul style="list-style-type: none"> • https://zarttech.com/our-values/ • https://zarttech.com/mission-and-vision/

8 Assessment questions on stakeholders

Stakeholders are individuals or groups that have one or more interests in any decision or activity of an organization. Because these interests can be affected by an organization, a relationship with the organization is created. Examples of an organization's stakeholders are customers, suppliers, sector or professional associations, labor unions, NGO's, (local) governments, investors, employees, works councils, sister or mother companies, and shareholders.

8.1 Stakeholder identification

[NEN-ISO 26000 – 5.3.2]

To identify stakeholders, an organization should ask itself the following questions:

- To whom does the organization have legal obligations?
- Who might be positively or negatively affected by the organization's decisions or activities?
- Who is likely to express concerns about the decisions and activities of the organization?
- Who has been involved in the past about the decisions and activities of the organization?
- Who can help the organization to address specific impacts?
- Who can affect the organization's ability to meet its responsibilities?
- Who would be disadvantaged if excluded from the engagement?
- Who in the value chain is affected?

How an organization identifies its stakeholders may vary, depending on the type of organization and its size. Within a small and medium-sized organization (SMO) a managing director together with a small group of employees may easily identify all stakeholders. Larger companies may take several steps, starting with a brainstorm session by a representative sample of management and employees that leads to an initial overview, followed by a systematic inventory in departments maintaining external contacts (acquisition, sales, communication).

Question 8

Question How did your organization identified its stakeholders (who were involved and how were they consulted)?

Answer	The original stakeholder analysis has been updated and enriched by the managing director and founder of Zarttech in collaboration with the compliance officer. The document is finalized in April 2021. First the compliance officer did an update on the analysis and after that the managing director enriched it. Since the original analysis the company has grown in volume and in experience how to deal or not deal with stakeholders in the light of growing ethical awareness.
Source	<ul style="list-style-type: none"> Internal document: "20210408-Zarttech Stakeholders Analysis Result.xlsx"

Question 9	
Question	Who are the stakeholders of your organization?
Answer	<p>The stakeholders of Zarttech are:</p> <ul style="list-style-type: none"> TBEC Group of Companies Zwart Talent Foundation Shareholders Board of Directors The Africa community The western Community In house Engineers Engaged Engineers Candidates Pool Interns Managers Prospects Suppliers Startups Embassies Clients Employees 30 NGO's Partners Recruitment Partners Sales
Source	<ul style="list-style-type: none"> Internal document: "20210408-Zarttech Stakeholders Analysis Result.xlsx"

8.2 Stakeholder engagement

[NEN-ISO 26000 – 5.3.3]

Stakeholder engagement involves dialogue between the organization and one or more of its stakeholders. It assists the organization in addressing its social responsibility by providing an informed basis for its decisions. Stakeholder engagement can take many

forms. It can be initiated by an organization or it can begin as a response by an organization to one or more stakeholders. It can take place in either formal or informal meetings and can follow a wide variety of formats such as individual meetings, conferences, regular and structured information or web-based forums. Stakeholder engagement should be interactive and is intended to provide opportunities for stakeholders' views to be heard.

Question 10	
Question	<p>Why and how does your organization engage its stakeholders? Give examples.</p> <p>We engage our stakeholders to:</p> <ul style="list-style-type: none"> ✓ increase our understanding of the likely consequences of our decisions and activities on specific stakeholders; ✓ determine how best to increase our beneficial impacts of our activities and decisions and how to lessen any adverse impact; ✓ determine whether our claims about our social responsibility are perceived to be credible; ✓ help us review and improve our social responsibility performance; ✓ reconcile conflicts involving our own interests, those of our stakeholders and the expectations of society as a whole; ✓ fulfill legal obligations we have towards stakeholders; ✓ increase transparency of our activities and decisions; ✓ form partnerships to achieve mutually beneficial objectives; <p><input type="checkbox"/> other, namely ...</p>
Answer	<p>We engage our stakeholder to increase our understanding of the likely consequences of our activities. A good example is the Zwart Talent Foundation. Because if we would keep mining from African talent, at some point all experts will become too expensive for local companies to afford. In order to produce equal talented people, we use the enabled high quality specialists to train new junior specialists.</p> <p>We are actively request for feedback from both customers and our talents to determine the credibility of our social claims.</p> <p>We are also constantly busy with innovative ideas on social return, such as the "each euro matters" initiative that is explained on our website .</p>
Source	<ul style="list-style-type: none"> • Internal document: "20210408-Zarttech Stakeholders Analysis Result.xlsx" • https://zarttech.com/for-it-experts-social-impact/

8 Assessment questions on social responsibility core subjects

In Clause 6 of NEN-ISO 26000 seven social responsibility core subjects are described, with 37 related social responsibility issues, as well as possible actions that an organization could take. These issues are more or less relevant and significant and therefore have more or less priority depending on the organization. Thus, an organization needs to determine which of the 37 social responsibility issues are relevant and significant, whether they get priority and what actions are subsequently taken. Annex C contains a Table that the organization can use when summarizing and reporting this information.

This Clause of the code of practice covers the way in which your organization has determined the relevance and significance of the social responsibility issues and has set priorities.

8.1 Determining relevance

[NEN-ISO 26000 – 7.3.2.1]

All core subjects, but not all issues, have relevance for every organization. An organization should review all core subjects to identify which issues are relevant. An issue is relevant when it plays a role in the activities and decisions of an organization, thereby (possibly) affecting stakeholders and/or sustainable development.

To determine relevancy of issues, an organization does not only look at its own activities and decisions, but also at those of organizations within its value chain and sphere of influence [see also NEN-ISO 26000 – 7.2].

Question 11	
Question	<p>State whether during the determination of relevant issues you have looked at:</p> <ul style="list-style-type: none"> ✓ The activities and decisions of your own organization. ✓ Activities and decisions of organizations in the value chain and sphere of influence of your organization. ✓ Daily activities as well as extraordinary situations.
Answer	<p>We took into consideration the activities and decisions of our own organization, Zarttech, but also of the organizations within our sphere of influence, including the Zwart Talent Foundation. We have looked at regular daily activities and at extraordinary situations.</p>
Source	<ul style="list-style-type: none"> • Internal document: "2021-Assessment ISO 26000 relevancy subjects and issues.xlsx"

Question 12

Question	Which subjects are relevant?
Answer	All subjects are relevant: 1: Organizational governance 2: Human rights 3: Labour practices 4: The environment 5: Fair operating practices 6: Consumer issues 7: Community involvement and development
Source	<ul style="list-style-type: none"> Internal document: "2021-Assessment ISO 26000 relevancy subjects and issues.xlsx"

8.2 Determining significance

[NEN-ISO 26000 – 7.3.2.2]

Once an organization has identified the broad range of issues relevant to its decisions and activities, it should look carefully at the issues identified and develop a set of criteria for deciding which issues have the greatest significance and are most important to the organization.

Question 13	
Question	Which criteria did you use in determining the significant issues? <ul style="list-style-type: none"> ✓ The extent of the impact of the issue on stakeholders and sustainable development. ✓ The potential effect of taking action or failing to take action on the issue. ✓ The level of stakeholder concern about the issue. The societal expectations of responsible behavior concerning these impacts. □ Other criteria, namely.
Answer	Most of the relevant issues are also significant to Zarttech.
Source	<ul style="list-style-type: none"> Internal document: "2021-Assessment ISO 26000 relevancy subjects and issues.xlsx"

Question 14	
Question	Which issues are significant?
Answer	The significant issues are: Issue 1: Due diligence

	<p>Issue 2: Human rights risk situations</p> <p>Issue 3: Avoidance of complicity</p> <p>Issue 4: Resolving grievances</p> <p>Issue 5: Discrimination and vulnerable groups</p> <p>Issue 6: Civil and political rights</p> <p>Issue 7: Economic, social and cultural rights</p> <p>Issue 8: Fundamental principles and rights at work</p> <p>Issue 1: Employment and employment relationships</p> <p>Issue 2: Conditions of work and social protection</p> <p>Issue 3: Social dialogue</p> <p>Issue 4: Health and safety at work</p> <p>Issue 5: Human development and training in the workplace</p> <p>Issue 1: Prevention of pollution</p> <p>Issue 2: Sustainable resource use</p> <p>Issue 1: Anti-corruption</p> <p>Issue 2: Responsible political involvement</p> <p>Issue 3: Fair competition</p> <p>Issue 4: Promoting social responsibility in the value chain</p> <p>Issue 1: Fair marketing, factual and unbiased information and fair contractual practices</p> <p>Issue 2: Protecting consumers' health and safety</p> <p>Issue 3: Sustainable consumption</p> <p>Issue 4: Consumer service, support, and complaint and dispute resolution</p> <p>Issue 5: Consumer data protection and privacy</p> <p>Issue 6: Access to essential services</p> <p>Issue 7: Education and awareness</p> <p>Issue 1: Community involvement</p> <p>Issue 2: Education and culture</p> <p>Issue 3: Employment creation and skills development</p> <p>Issue 4: Technology development and access</p> <p>Issue 5: Wealth and income creation</p> <p>Issue 6: Health</p> <p>Issue 7: Social investment</p>
Source	<ul style="list-style-type: none"> Internal document: "2021-Assessment ISO 26000 relevancy subjects and issues.xlsx"

8.3 Establishing priorities for social responsibility issues

[NEN-ISO 26000 – 7.3.4]

An organization should determine and commit to its priorities for integrating social responsibility throughout the organization and its daily practices. Priorities should be established from among the issues considered significant a relevant. Stakeholders should be involved in the identification of priorities. Priorities are likely to vary over time.

Question 15	
Question	<p>Which criteria did you use in determining the issues of high priority?</p> <ul style="list-style-type: none"> ✓ The current performance of the organization with regard to legal compliance, international standards, international norms of behavior, the state-of-the-art and best practice. ✓ Whether the issue can significantly affect the ability of the organization to meet important objectives. ✓ The potential effect of the related action compared to the resources required for implementation. ✓ The length of time to achieve the desired results. ✓ Whether there can be significant cost implications if not addressed quickly. ✓ The ease and speed of implementation, which may have a bearing on increasing awareness of and motivation for action on social responsibility within the organization. <p><input type="checkbox"/> Other criteria, namely</p>
Answer	<p>We have thought about the implication of what we do. We already foresee, based on the resources available in Africa, that in the next 10 years there might be scarcity of these resources. The foundation of the Zwart Talent Foundation is aimed to tackle this problem. In the timeframe needed it takes time to train and grow about 6 years for a junior to become a senior developer. Poverty is a big situation and with the surge in population and decline in economic growth, more people are born every day into poverty. 56% of this population in Nigeria is under 25 years old (as of 2021), meaning every day and every month more of young people will become older and are in need of decent life and decent work. And if provisions are not made now, they could turn into negative factors, instead of being an agent of positive implication to the society and to the world at large due to globalization. Hence the urgent move for immediate action to create opportunities. This is why a lot of issues have high priority.</p>
Source	<ul style="list-style-type: none"> • Internal document: "2021-Assessment ISO 26000 relevancy subjects and issues.xlsx"

Question 16	
Question	Which issues have priority?
Answer	These issues have high priority:

	<p>Issue 2: Human rights risk situations</p> <p>Issue 3: Avoidance of complicity</p> <p>Issue 4: Resolving grievances</p> <p>Issue 5: Discrimination and vulnerable groups</p> <p>Issue 6: Civil and political rights</p> <p>Issue 7: Economic, social and cultural rights</p> <p>Issue 8: Fundamental principles and rights at work</p> <p>Issue 1: Employment and employment relationships</p> <p>Issue 2: Conditions of work and social protection</p> <p>Issue 3: Social dialogue</p> <p>Issue 5: Human development and training in the workplace</p> <p>Issue 1: Anti-corruption</p> <p>Issue 2: Responsible political involvement</p> <p>Issue 3: Fair competition</p> <p>Issue 4: Promoting social responsibility in the value chain</p> <p>Issue 1: Fair marketing, factual and unbiased information and fair contractual practices</p> <p>Issue 2: Protecting consumers' health and safety</p> <p>Issue 3: Sustainable consumption</p> <p>Issue 5: Consumer data protection and privacy</p> <p>Issue 6: Access to essential services</p> <p>Issue 7: Education and awareness</p> <p>Issue 2: Education and culture</p> <p>Issue 3: Employment creation and skills development</p> <p>Issue 4: Technology development and access</p> <p>Issue 5: Wealth and income creation</p> <p>Issue 6: Health</p> <p>Issue 7: Social investment</p>
Source	<ul style="list-style-type: none"> Internal document: "2021-Assessment ISO 26000 relevancy subjects and issues.xlsx"

Question 17	
Question	Which actions have been taken as a result of these priorities or which actions are you going to take?
Answer	<p>There are a lot of actions taken and to take. These are all listed on the website (links below). Some parts are copied here:</p> <p>No Poverty: At Zarttech, we are deeply committed to addressing the global challenge of poverty. We understand that poverty is a complex issue influenced by various factors, and we have taken concrete steps to make a</p>

positive impact. One of our key initiatives involves providing higher wages to our software engineers compared to locally available rates. Many of our engineers are based in developing countries, where poverty rates can be high. By paying our engineers a comfortable living wage that is 32% higher than local averages, we aim to uplift not only individuals but entire communities. Importantly, the income generated from these higher wages remains within the African economy, contributing to its growth.

Good Health: The health and well-being of our employees are paramount to us, especially in the face of global health challenges like the COVID-19 pandemic. We have implemented a remote work strategy to protect our employees by reducing the risk of exposure to viruses like COVID-19 and the seasonal flu. This strategy includes measures such as encouraging the use of masks and minimizing physical contact. We are committed to maintaining remote work as a long-term practice to safeguard the health of our workforce. To further support the health and well-being of our employees, we provide comprehensive healthcare and health insurance. We understand the mental health challenges associated with relocation, so we prioritize remote work, which has been shown to positively impact employees' mental well-being. Our focus on employee health extends to their families, as we recognize that their living conditions could be affected by the need for international relocation.

Quality Education: Education is a cornerstone of personal and societal development, and we are dedicated to ensuring that educational opportunities are accessible to all. The disruptions caused by the COVID-19 pandemic have highlighted the importance of flexible learning opportunities. By offering competitive wages that enable our employees' families to engage in education, we contribute to the educational development of communities. We provide extensive resources during our onboarding process to help engineers acclimate to their roles and foster a culture of continuous learning. Moreover, we actively support employees in testing their abilities and expanding their knowledge at work. We believe that ongoing learning is essential, particularly in the dynamic field of software development, where innovation is constant. Our commitment to education extends beyond our workforce to contribute to a more informed and skilled global workforce post-pandemic.

Gender Equality: Gender equality is a fundamental value at Zarttech. We are dedicated to eliminating discrimination based on sex, gender, or any other factor. Our commitment extends to ensuring equal pay and opportunities for all genders within our organization. We take pride in our diverse workforce, fostering an inclusive environment where all voices are heard and valued.

We have implemented policies to eradicate sexist or discriminatory language and behavior in the workplace, and we actively encourage employees to report any such incidents. Our comprehensive approach includes providing appropriate maternity and paternity leave, both for our overseas and Netherlands-based employees. We further emphasize inclusivity by conducting anonymous surveys among our employees, ensuring that the power structure does not silence marginalized voices. We are committed to dismantling gender inequality in the tech industry, with the aim of addressing systemic issues and narrowing gender gaps.

Decent Work and Economic Growth: Zarttech is dedicated to providing high-quality job opportunities that align with the skills and talents of our software engineers. Many of these engineers, who are based in developing countries, often lack access to jobs that allow them to fully utilize their abilities. By connecting them with organizations worldwide, we enable them to make a positive impact on a global scale.

Within our organization, we emphasize professional growth and development. Engineers have the opportunity to gain experience and acquire new skills, paving the way for better career prospects. By connecting talented individuals in Africa with diverse entities such as start-ups, scale-ups, large corporations, and international organizations, we contribute not only to personal development but also to the growth of the tech industry and economies. Additionally, we recognize the software skills gap in Western countries, where demand for engineers outpaces supply. By bridging this gap with highly skilled engineers from Africa, we facilitate economic growth in both regions.

Industry Innovation and Infrastructure: Zarttech operates in the dynamic and rapidly evolving field of software development. Our work plays a crucial role in making various technological processes more efficient, faster, and environmentally friendly. These advancements open up opportunities for job creation and income generation in emerging sectors.

We take pride in connecting talented software developers worldwide, equipping them with the necessary skills to foster innovation within the technology industry. Furthermore, we facilitate technology transfer for Western information technology companies seeking to enter the African market. Through networking and knowledge-sharing with African engineers, we promote innovation and infrastructure development.

Reduced Inequality: Reducing inequality is a core principle at Zarttech, both within our organization and in the broader context of our operations. We do not tolerate discrimination in our hiring practices or workplace, welcoming individuals from different countries, races, religions, genders, and abilities. By

	integrating people from diverse backgrounds into our workforce, we actively address inequality on practical and emotional levels.
Source	<ul style="list-style-type: none"> • https://zarttech.com/our-values/ (humanity) • https://zarttech.com/our-values/ (inclusion) • https://zarttech.com/our-values/ (sustainability) • https://zarttech.com/our-values/ (branding) • https://zarttech.com/our-values/ (entrepreneurship) • https://zarttech.com/our-values/ (partnership)

Question 18	
Question	Explanation on determining priorities (explain also why certain issues are or are not considered).
Answer	Few issues are not considered because we are still a small company and resources are limited. We lack expertise in regulating and evaluating some of these issues in depth.
Source	<ul style="list-style-type: none"> • Internal document: "2021-Assessment ISO 26000 relevancy subjects and issues.xlsx"

Question 19	
Question	Indicate which stakeholders you have involved in determining relevancy, significance and the issues of priority and how you have done this.
Answer	<p>Before the founding of the company a survey was done between both Europe startups and African engineers. Zarttech was designed around the conclusion of this survey. During our operations employees, interns, and recruited engineers are constantly involved in our implementations and information process. The board of directors and shareholders are constantly updated and informed.</p> <p>In sum, the stakeholders involved in establishing the relevancy, significance and prioritizing of issues are:</p> <ul style="list-style-type: none"> • Shareholders • Board of Directors • The Africa community • The western Community • Engaged • Engineers • Interns • Managers • Startups • Clients

	<ul style="list-style-type: none">• Employees
Source	<ul style="list-style-type: none">• Internal document: "20210408-Zarttech Stakeholders Analysis Result.xlsx"• Internal document: "Zarttech preformation survey"

9 Assessment questions about integrating social responsibility throughout the organization

After determining the relevance and significance of the social responsibility issues, and prioritizing the actions (Clause 7), the organization should integrate social responsibility into its core processes. Below, the parts of ISO 26000 are addressed that describe how social responsibility can be integrated into the organization.

9.1 Chain responsibility and sphere of influence

[NEN-ISO 26000 – 7.3.3]

An organization should not only work on social responsibility within its own organization. It should also stimulate this at other organizations and stakeholders. An organization can exercise its influence with others either to enhance positive impacts on sustainable development, or to minimize negative impacts, or both. In this way an organization stimulates taking social responsibility in its environment.

Stakeholders or organizations which an organization can influence are within the sphere of influence of an organization. To exercise this influence, an organization should first establish which parties are within its sphere of influence.

To identify organizations in the sphere of influence, an organization should ask the following questions:

- At which organizations do we have an ownership interest?
- At which organizations are we represented in the governing body?
- Which parties have a large economical interest in our organization, or depend economically on our organization?
- Which parties are influenced by legal or political authorities of our organization? This includes legally binding (supplier) contracts.
- Which parties can (possibly) be influenced by the ability of our organization to influence the public opinion?

Question 20

Question	Which (types of) organizations are in your sphere of influence and how are they related to your organization?
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Answer	<p>Zarttech is the main sponsor of the Zwart Talent Foundation. The Zwart Talent Foundation was founded in March 2021 and consists of the Zwart Talent Academy (ZTA) and the Zwart Talent Entrepreneurial Hub (ZTEH). It was founded with an aim to empower African youth to seize global opportunities, while boosting the local African economy. The Zwart Talent Foundation is within our sphere of influence. It is founded to subdue the negative impact a positive intention might cause on the local production in Nigeria. It is designed to be the beginning stem of operation of Zarttech where the future engineers are trained on social and general knowledge, practical knowledge and cultural knowledge, which are essential skills needed by our future engineers to functionally participate in the circular economy.</p>
Source	<ul style="list-style-type: none"> • https://zarttech.com/for-it-experts-social-impact/

When an organization knows which parties are in its sphere of influence, it can exercise its influence to encourage them to take social responsibility.

Question 21	
Question	<p>How does your organization encourage social responsibility with other organizations? Give examples.</p> <ul style="list-style-type: none"> ✓ By setting social responsibility criteria in contractual provisions or incentives. ✓ By making public statements about social responsibility. ✓ By engaging with the community, political leaders and other stakeholders. ✓ By applying social criteria while making investment decisions. ✓ By sharing knowledge about social responsibility issues with stakeholders, thereby enlarging their awareness. ✓ By undertaking responsible lobbying and using media relations. ✓ By promoting good practices. ✓ By working together with suppliers, customers and sector associations on sustainability projects. <p><input type="checkbox"/> Other, namely</p>
Answer	<p>In the MOU between Zarttech and ZwartTalent criteria are mentioned with regards to the number of and hours of senior engineers to spend on training juniors. Also a lease is included of equipment and space. One of the criteria is that the juniors trained have an equal gender diversity (50/50 female/male). The system build by Zarttech for ZwartTalent ensures non-biased admission process with regard to gender.</p> <p>An example of engaging with the community and political leaders is the recent video made in collaboration with RVO (Rijksdienst voor Ondernemend Nederland).</p>

Source	<ul style="list-style-type: none"> Internal document: "MOU-Zarttech-ZwartTalent.doc"
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Question 22	
Question	How does your organization review (potential) (negative) impacts of its activities and decisions on society, environment and economy?
Answer	The review is done by constantly measuring our social impact and considering opportunity costs. We compare the intended results with the opportunity costs. This is done at least every 6 months.
Source	<ul style="list-style-type: none"> Internal document: "Braindrain calculations.doc"

Question 23	
Question	How does your organization review (potential) (negative) impacts of the activities and decisions of organizations in your sphere of influence on society, environment and economy?
Answer	The review is done by constantly measuring our social impact and considering opportunity costs. We compare the intended results with the opportunity costs. This is done at least every 6 months.
Source	<ul style="list-style-type: none"> Internal document: "Pitch deck Zwart Talent.ppt"

9.2 Due diligence

[NEN-ISO 26000 – 7.3.1]

Due diligence in the context of social responsibility is a comprehensive, proactive process to identify the actual and potential negative social, environmental and economic impacts of an organization's decisions and activities, with the aim of avoiding and mitigating those impacts. Due diligence may also entail influencing the behaviour of others, where they are found to be the cause of human rights or other violations in which the organization may be implicated. In any due diligence process, an organization should consider the country context in which it operates or in which its activities take place; the potential and actual impacts of its own activities; and the potential for negative consequences resulting from the actions of other entities or persons whose activities are significantly linked to those of the organization.

Question 24	
Question	How is due diligence exercised or implemented in your organization. Give examples.
	<ul style="list-style-type: none"> ✓ Organizational policies that give meaningful guidance to those within the organization and those closely linked to the organization. ✓ Means of assessing the impact of existing and proposed activities.

	<ul style="list-style-type: none"> ✓ Means of integrating social responsibility core subjects throughout the organization. ✓ Means of tracking performance over time, to be able to make necessary adjustments in priorities and approach. ✓ Appropriate actions to address possible negative impacts. □ Other, namely
Answer	<p>In Zarttech, due diligence is exercised and implemented through ongoing assessments, integration of social responsibility core subjects, performance tracking, and appropriate actions to address possible negative impacts. Here are examples of how these elements are applied:</p> <p>Impact Assessment: Zarttech regularly assesses the impact of its existing and proposed activities on various stakeholders, including employees, partner organizations, and the communities it serves. Impact assessments help identify potential risks and opportunities, enabling the organization to make informed decisions and take actions that align with its values.</p> <p>Integration of Social Responsibility: Social responsibility core subjects, such as poverty reduction, gender equality, and environmental sustainability, are integrated into the company's daily operations and decision-making processes. For instance, Zarttech addresses poverty by offering higher wages to software engineers in developing countries, promoting gender equality through equal pay and maternity/paternity leave policies, and supporting environmental sustainability through remote work practices.</p> <p>Performance Tracking: Zarttech tracks its performance over time to measure progress and identify areas for improvement. Performance indicators related to poverty reduction, employee well-being, gender equality, and environmental impact are regularly monitored to ensure that the company stays on course with its social responsibility goals.</p> <p>Addressing Negative Impacts: When negative impacts are identified, Zarttech takes appropriate actions to address them promptly. For example, if issues related to discrimination or inequality arise, the company actively encourages employees to report such incidents, and corrective measures are implemented to rectify the situation.</p>

	Overall, Zarttech is committed to due diligence in all aspects of its operations, ensuring that its actions align with its mission and values while continuously striving for positive social and environmental impact. Additional information about specific initiatives and projects can be found on the company's website and in this document.
Source	<ul style="list-style-type: none"> • https://zarttech.com/who-we-are/ • https://zarttech.com/mission-and-vision/ • https://zarttech.com/our-values/ • https://zarttech.com/our-foundation/ • https://zarttech.com/our-story/

Question 25	
Question	Which (potentially) negative impacts on society, environment and economy has your organization identified?
Answer	<p>We have thought about the implication of what we do. We already foresee, based on the resources available in Africa, that in the next 10 years there might be scarcity of these resources. The foundation of the Zwart Talent Foundation is aimed to tackle this problem. In the timeframe needed it takes time to train and grow about 6 years for a junior to become a senior developer. Poverty is a big situation and with the surge in population and decline in economic growth, more people are born every day into poverty. 56% of this population in Nigeria is under 25 years old (as of 2021), meaning every day and every month more of young people will become older and are in need of decent life and decent work. And if provisions are not made now, they could turn into negative factors, instead of being an agent of positive implication to the society and to the world at large due to globalization.</p> <p>The Zwart Talent Foundation is founded to subdue the negative impact a positive intention might cause on the local production in Nigeria. It is designed to be the beginning stem of operation of Zarttech where the future engineers are trained on social and general knowledge, practical knowledge and cultural knowledge, which are essential skills needed by our future engineers to functionally participate in the circular economy.</p>
Source	<ul style="list-style-type: none"> • https://zarttech.com/for-it-experts-social-impact/

9.3 Vision, mission, policy and strategy

[NEN-ISO 26000 – 7.4.2]

The statements and actions of an organization's leadership and the organization's purpose, aspirations, values, ethics and strategy set the direction for the organization. To make social responsibility an important and effective part of the functioning of the organization, it should be reflected in these aspects of the organization.

An organization should set its direction by making social responsibility an integral part of its policies, organizational culture, strategies, structures and operations. An organization can lay down its principles on how to act according to its social responsibility in a code of conduct.

Question 26	
Question	<p>How does your organization give direction to its social responsibility? Give examples.</p> <ul style="list-style-type: none"> ✓ By including in the organization's aspirations or vision statement reference to the way in which it intends social responsibility to influence its activities. ✓ By incorporating in our purpose or in a mission statement specific, clear and concise references to important aspects of social responsibility, including the principles and issues of social responsibility that help determine the way the organization operates. ✓ By adopting written codes of conduct or ethics that specify the organization's commitment to social responsibility by translating the principles and values into statements on appropriate behavior. ✓ By including social responsibility as a key element of the organization's strategy, through its integration into systems, policies, processes and decision-making behavior. ✓ By translating the priorities for action on core subjects and issues into manageable organizational objectives with strategies, processes and timelines. Objectives should be specific and measurable or verifiable. This includes detailed plans for achieving the objectives, including responsibilities, timelines, budgets and the effect on other activities of the organization. <p><input type="checkbox"/> Other, namely</p>
Answer	<p>Zarttech is committed to social responsibility, and our direction in this regard is embedded in our mission, vision, and core values. These guiding principles influence our activities and decision-making processes, ensuring that social responsibility remains at the forefront of our organization's mission.</p> <p>Our Vision: At Zarttech, our vision is to create a world where every talented individual has the opportunity to access equal and fair work opportunities</p>

	<p>while enjoying an exceptional quality of life without the need for geographical detachment from their families. We believe that talent knows no boundaries, and by breaking down the barriers that limit access to opportunities, we aim to empower individuals to thrive both professionally and personally.</p> <p>Our Mission: To bring our vision to life, our mission is centered around bridging the opportunity gap. We are dedicated to connecting a diverse pool of IT experts with global work opportunities. By fostering partnerships, facilitating remote work arrangements, and nurturing a vibrant community of professionals, we strive to ensure that talent is recognized, harnessed, and celebrated on a global scale. Zarttech is committed to being the motivator for change, creating pathways that lead to brighter and more inclusive professional horizons for everyone.</p> <p>Core Values: Our commitment to social responsibility is reflected in our core values:</p> <p>Innovation: We foster a culture of continuous innovation, where creativity and forward-thinking are celebrated. We believe in staying at the forefront of technological advancements to provide cutting-edge solutions to our clients.</p> <p>Diversity and Inclusion: We celebrate diversity as a source of strength and innovation. Our global team represents a multitude of perspectives and backgrounds, fostering a culture of inclusivity and equality.</p> <p>Adaptability: In a rapidly changing tech landscape, adaptability is key. We embrace change, anticipate market shifts, and adjust our strategies and offerings to meet evolving client needs.</p> <p>Collaboration: Collaboration fuels our innovation. We understand that no company can thrive in isolation, so we actively seek partnerships and collaborations to create synergies and drive groundbreaking solutions.</p> <p>Excellence: We are committed to delivering excellence in all our endeavors. From our talented team members to the solutions we provide, we strive for the highest quality and aim for excellence as a standard.</p> <p>Through our mission, vision, and core values, Zarttech ensures that social responsibility remains a guiding force in our organization's operations, influencing the way we work and the impact we strive to create in the world.</p>
Source	<ul style="list-style-type: none"> • Internal document: "Zarttech Ethical Code.doc" • Internal document: "Zarttech Code of Conduct.doc" • https://zarttech.com/mission-and-vision/ • https://zarttech.com/our-values/

9.3 Raising awareness and building competency

[NEN-ISO 26000 – 7.4.1]

Building social responsibility into every aspect of an organization involves commitment and understanding at all levels of the organization. Furthermore, everyone in the organization should have the proper competencies to give substance to it. Where appropriate, these efforts should also include building competency and training of managers and workers in the supply chain.

Question 27	
Question	<p>How does your organization raise awareness for social responsibility, within your organization and outside?</p> <p>.....</p> <p>Indicate whether you have given attention to:</p> <ul style="list-style-type: none"> ✓ Increasing the knowledge of the principles, social responsibility core subjects and issues. ✓ Involvement of the organization's leadership in taking its social responsibility. ✓ Creating a culture of social responsibility. <input type="checkbox"/> Other, namely .
Answer	<p>Zarttech is actively engaged in raising awareness for social responsibility both within our organization and in the broader community. Our efforts encompass various strategies to increase knowledge of the principles, social responsibility core subjects, and critical issues:</p> <p>Knowledge Dissemination:</p> <p>Social Media Engagement: We leverage our social media platforms to regularly publish content about our mission, vision, and core values. This content includes examples of projects and initiatives that align with our social responsibility goals. By sharing our activities and achievements, we aim to inspire and educate our audience about the importance of social responsibility.</p> <p>Thought Leadership:</p> <p>Prominent Representatives: Prominent individuals within our organization, including leaders and experts, actively participate in spreading awareness about our values. They engage in interviews, contribute articles to newspapers, participate in events, and share their insights on the significance</p>

	<p>of social responsibility. These efforts not only highlight our commitment but also serve as examples of thought leadership in the field.</p> <p>Leadership Involvement:</p> <p>Commitment from Leadership: Our leadership team is actively involved in championing social responsibility initiatives. They provide guidance and support for projects that align with our values, reinforcing our commitment at the highest levels of the organization.</p> <p>Cultivating a Culture of Social Responsibility:</p> <p>Internal Communications: We prioritize internal communication channels to ensure that our employees are well-informed about our social responsibility initiatives. By fostering a culture of social responsibility within our organization, we encourage employees to actively participate in and contribute to our mission.</p> <p>Through these efforts, both internally and externally, Zarttech is dedicated to raising awareness of social responsibility, promoting its principles, and inspiring positive action within our organization and the wider community.</p>
Source	<ul style="list-style-type: none"> • https://www.linkedin.com/company/zarttech-global/ • https://www.instagram.com/zarttech/

Besides raising awareness for taking social responsibility, it is important that workers have the proper competencies to give substance to social responsibility. Consider the skills necessary to arrange a meaningful dialogue with stakeholders or build a lasting involvement of stakeholders within the organization.

Question 28	
Question	How does your organization build the necessary competency for taking social responsibility, within the organization and, if relevant, outside?
Answer	We hired an fte that is focused on accomplishing the social goals. We also ensure that the board of directors are constantly getting themselves familiar with social and sustainability goals that are relevant to the international community and all of our stakeholders.
Source	N/A

9.4 Building social responsibility into an organization's governance, systems and procedures

[NEN-ISO 26000 – 7.4.3]

An important and effective means of integrating social responsibility throughout an organization is through the organization's governance, the system by which its decisions are made and implemented in pursuit of the objectives.

An organization should conscientiously and methodically manage its own impacts associated with each core subject and monitor the impacts of the organizations within its sphere of influence, so as to minimize the risk of social and environmental harm, as well as maximize opportunities and positive impacts. When making decisions, including with regard to new activities, an organization should consider the likely impacts of these decisions on stakeholders. In doing so, an organization should consider the best ways of minimizing the harmful impacts of its activities and of increasing the beneficial impacts of its behaviour on society and the environment. The resources and planning required for this purpose should be taken into account when decisions are made. An organization should confirm that the principles of social responsibility are applied in its governance and reflected in its structure and culture. It should review procedures and processes at appropriate intervals to make sure that they take into account the social responsibility of the organization.

Some useful procedures may include:

- ensuring established management practices reflect and address the organization's social responsibility;
- identifying the ways in which the principles of social responsibility and the core subjects and issues apply to the various parts of the organization;
- if appropriate to the size and nature of the organization, establishing departments or groups within the organization to review and revise operating procedures so that they are consistent with the principles and core subjects of social responsibility;
- taking account of social responsibility when conducting operations for the organization;
- incorporating social responsibility into purchasing and investment practices, human resources management and other organizational functions.

Question 29

Question	<p>How has your organization integrated its social responsibility in its governance structure, operating systems and procedures?</p> <ul style="list-style-type: none"> ✓ By monitoring and carefully managing the impacts of our activities on society, environment and economy. ✓ By monitoring the impacts of organizations within our sphere of influence. ✓ By taking into account impacts of decisions, for example about new activities. ✓ By ensuring that the principles of social responsibility are part of our governance structure and are applied to our operating systems and culture.
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	<p>✓ By periodically reviewing whether we sufficiently take social responsibility into account in our procedures and processes.</p> <p>□ By other, namely ..</p> <p>Clarification/examples:</p>
Answer	<p>Zarttech has intricately integrated its commitment to social responsibility into its governance structure, operating systems, and procedures. This integration is not only reflected in our mission and values but also in practical approaches:</p> <p>Governance Structure:</p> <p>Alignment with Values: Our governance structure is aligned with our core values, which emphasize inclusivity, sustainability, branding, entrepreneurship, and partnership. These values are embedded in decision-making processes, ensuring that social responsibility remains a foundational principle.</p> <p>Operating Systems and Culture:</p> <p>Principles in Action: We have implemented social responsibility principles within our operating systems and organizational culture. This involves regularly monitoring and managing the impact of our activities on society, the environment, and the economy.</p> <p>Review Mechanisms:</p> <p>Continuous Evaluation: We periodically review our procedures and processes to assess whether we are effectively incorporating social responsibility considerations. This ongoing evaluation ensures that our commitment to social responsibility remains dynamic and adaptable.</p> <p>Governance Oversight:</p> <p>Leadership Involvement: Our leadership actively participates in overseeing and championing social responsibility initiatives. This involvement ensures that the principles of social responsibility are an integral part of our governance structure.</p> <p>Through these measures, Zarttech ensures that social responsibility is not just a concept but a practical and integral component of our organization's DNA. We remain dedicated to creating a sustainable and inclusive environment where social responsibility is not just a goal but a way of doing business.</p>
Source	<ul style="list-style-type: none"> • https://zarttech.com/our-values/ • https://zarttech.com/mission-and-vision/

10 Communication and reporting

[NEN-ISO 26000 – 7.5]

In this section the following three issues are treated on: communication on social responsibility of an organization, reporting on social responsibility and conflicts with stakeholders.

10.1 Communication on social responsibility

Communication is critical to many different functions in social responsibility, because it raises awareness for social responsibility subjects and helps to engage and create dialogue with stakeholders. There are many different methods and media that may be used for communication. To ensure that the communication on social responsibility of an organization is complete, accurate and not misleading, it should comply with a number of criteria.

Question 30

Question

Does your organization adhere to the following criteria when communicating on social responsibility?

- ✓ Complete: information should address all significant activities and impacts related to social responsibility.
 - ✓ Understandable: information should be provided with regard for the knowledge and the cultural, social, educational and economic background of those who will be involved in the communication. Both the language used, and the manner in which the material is presented, including how it is organized, should be accessible for the stakeholders intended to receive the information.
 - ✓ Responsive: information should be responsive to stakeholder interests.
 - ✓ Accurate: information should be factually correct and should provide sufficient detail to be useful and appropriate for its purpose.
 - ✓ Balanced: information should be balanced and fair and should not omit relevant negative information concerning the impacts of an organization's activities.
 - ✓ Timely: out of date information can be misleading. Where information describes activities during a specific period of time, identification of the period of time covered will allow stakeholders to compare the performance of the organization with its earlier performance and with the performance of other organizations.
 - ✓ Accessible: information on specific issues should be available to the stakeholders concerned.
- ☐ Other, namely ...

	Clarification/examples:
Answer	<p>Zarttech adheres to a comprehensive set of criteria when communicating on social responsibility:</p> <ol style="list-style-type: none"> 1. Complete Information: Our communication encompasses all significant activities and impacts related to social responsibility. We believe in providing a holistic view of our efforts. 2. Understandable: We take into account the diverse backgrounds of our stakeholders when crafting our communication. Our language and presentation are designed to be accessible to a wide audience. 3. Responsive: Our communication is responsive to stakeholder interests. We actively seek feedback and engage with our stakeholders to address their concerns and interests. 4. Accurate: Accuracy is paramount in our communication. We ensure that all information is factually correct and detailed enough to serve its intended purpose. 5. Balanced: We maintain a balanced and fair approach in our communication. We do not omit relevant negative information when describing the impacts of our activities. 6. Timely: We recognize the importance of timeliness in our communication. Our information is up-to-date, and we clearly identify the period covered, allowing stakeholders to make meaningful comparisons. 7. Accessible: We make specific issue-related information available to the stakeholders concerned. Transparency and accessibility are core principles of our communication strategy. <p>Furthermore, we utilize an information mapping and sharing calendar to ensure that our communication remains relevant and up-to-date. This proactive approach allows us to promptly identify and remove outdated information from the public domain when necessary.</p> <p>Our commitment to adhering to these criteria underscores our dedication to transparent and responsible communication on social responsibility matters.</p>
Source	<ul style="list-style-type: none"> • Marketing calendar (internal) • Marketing strategy (internal)

Question 31	
Question	<p>How does your organization communicate on its social responsibility? Give examples.</p> <ul style="list-style-type: none"> ✓ In meetings or conversations with stakeholders ✓ By communication with stakeholders on specific issues or projects of social responsibility ✓ Internal communication between management and employees or members of the organization. . . . ✓ Internal team activities focused on integration of social responsibility throughout the organization. . ✓ Communication on the performances in the area of social responsibility .. ✓ Communication with suppliers about procurement requirements related to social responsibility <input type="checkbox"/> Communication to the public about emergencies, in preparation for as well during an emergency . . . ✓ Product-related communication for consumers. . . . ✓ Articles on social responsibility in magazines or newsletters. .. ✓ Advertisements or other public statements to promote social responsibility .. ✓ Submitting information to government bodies or public inquiries. . . . ✓ Public social reporting. . . . <input type="checkbox"/> Other, namely . . .
Answer	<p>Zarttech actively communicates its social responsibility efforts through various channels and interactions with stakeholders:</p> <p>Social Media Platforms: We leverage our presence on social media platforms to disseminate information about our mission, vision, values, and ongoing initiatives. We share stories, updates, and examples of projects that showcase our commitment to social responsibility.</p> <p>Prominent Persons within the Organization: Prominent individuals within our organization represent our values through their participation in interviews, newspaper articles, and events. They serve as spokespersons, effectively communicating our dedication to social responsibility.</p> <p>These communication channels allow us to engage with a diverse audience, both internally and externally, and to raise awareness of our social responsibility initiatives. Our proactive approach ensures that our commitment to social responsibility is visible and accessible to all stakeholders.</p>
Source	<ul style="list-style-type: none"> • https://www.linkedin.com/company/zarttech-global/

10.2 Reporting on social responsibility

An organization should, at appropriate intervals, report about its performance on social responsibility to the stakeholders affected. A growing number of organizations report to their stakeholders periodically with a social report. Such reports can take various forms, such as digital or on paper, as an independent report or as part of an annual financial report.

Question 32a	
Question	Does your organization report on social responsibility via a social report (with an independent report or otherwise)? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No (continue with question 33a)
Answer	We have all the information needed for a report but it is not summarized in one report document yet. It is an objective to get this in place but this will need more time, money and resourcing than we currently can spend.
Source	N/A

Question 32b	
Question	Indicate whether your social report contains information on: <input type="checkbox"/> Goals related to issues and core subjects. <input type="checkbox"/> Performances related to issues and core subjects. <input type="checkbox"/> How and when stakeholders are involved in the reporting. <input type="checkbox"/> Successes and failures and how failings are dealt with. <input type="checkbox"/> Other, namely
Answer	N/A
Source	N/A

Question 32c	
Question	Did you consider the following while preparing your social report? <input type="checkbox"/> The scale, substance and scope of the report should be appropriate for the size and nature of the organization. (Small organizations generally provide less information, discuss less issues and have a smaller scope than bigger organizations.) <input type="checkbox"/> The level of detail reflects the extent of the organization's experience with such reporting. (Organizations with more experience are generally more able to report in detail than organizations who are just starting.)
Answer	N/A
Source	N/A

10.3 Conflicts or disagreements with stakeholders

Conflicts or disagreements may arise with or between stakeholders of the organization. An organization should develop mechanisms for resolving conflicts or disagreements.

Question 33a	
Question	Has your organization experienced conflicts or disagreements with stakeholders? <input type="checkbox"/> Yes, namely <input checked="" type="checkbox"/> No
Answer	N/A
Source	N/A

Question 33b	
Question	Which mechanisms have you developed to resolve possible conflicts or disagreements? <input type="checkbox"/> Direct discussion with affected stakeholders. <input type="checkbox"/> Provision of written information to prevent misunderstandings. <input type="checkbox"/> Forums in which stakeholders and the organization can present their points of view and look for solutions. <input type="checkbox"/> Formal complaints handling procedures. <input type="checkbox"/> Mediation or arbitration procedures. <input type="checkbox"/> Systems that enable reporting of wrongdoing without fear of reprisal. <input type="checkbox"/> Other types of procedures for resolving grievances, namely . ..
Answer	N/A
Source	N/A

11 Monitoring activities and reviewing performances

[NEN-ISO 26000 – 7.7]

Effective performance on social responsibility depends in part on commitment, careful oversight, evaluation and review of the activities undertaken, progress made, achievement of identified objectives, resources used and other aspects of the organization's efforts. There are different methods for monitoring. Consider feedback from stakeholders, performing benchmarks, or measuring by means of quantitative (for example CO2-emissions or absences) or qualitative (for example values, principles or attitude) indicators.

Question 34a	
Question	<p>How does your organization monitor the activities which affect the relevant subjects and issues?</p> <ul style="list-style-type: none"> ✓ Feedback from stakeholders. ✓ Implementing benchmarks. ✓ Measure by means of performance indicators, namely <input type="checkbox"/> Other, namely..
Answer	We use KPI's. A KPI example is the 1EUR spend per hour of hired engineers on social returns in the country of the hired engineer.
Source	<ul style="list-style-type: none"> • https://zarttech.com/for-it-experts-social-impact/

Question 34b	
Question	<p>Indicate whether the following points apply for this monitoring:</p> <ul style="list-style-type: none"> ✓ The extent of the monitoring is in line with the extent and the importance of the activities. ✓ The monitoring gives results which are reliable, timely available and easy to understand. ✓ The monitoring is tuned to the needs of the stakeholders. <input type="checkbox"/> Other, namely ..
Answer	<ul style="list-style-type: none"> ✓ I.e., In January 2020, Zarttech took an initiative to donate €1 for every hour an engineer is engaged to an organization. For example, if 10 engineers are at work for 32 hours a week for 9 months that would total to €11.520 in donations alone. We carefully selected 5 NGO's (and its programs) for possibly donating to. The final purpose of this donation will be determined by our clients, where they will be able to select the project. In this way, our customers can actively contribute and also use this in their own corporate social responsibility program and report.
Source	<ul style="list-style-type: none"> • https://zarttech.com/for-it-experts-social-impact/

In addition to its day-to-day oversight and monitoring of the activities related to social responsibility, an organization should carry out reviews at appropriate intervals to determine how it is performing against its targets and objectives for social responsibility and to identify needed changes in the programmes and procedures. The participation of stakeholders can be valuable in such reviews.

Question 35	
Question	<p>How does your organization review its performances on relevant subjects and issues?</p> <p>During this review, did you ask yourselves the following questions:</p> <ul style="list-style-type: none"> ✓ Did we achieve the intended goals? ✓ If we look back, did we choose the correct goals? ✓ Did we choose the proper strategies and processes for these goals to be achieved? ✓ What worked out well, and why? What did not work out well, and why not? ✓ What should we have done different? ✓ Are all relevant persons involved?
Answer	<p>Within our organization we are used to agile working and continuously evaluate past performances which include all of the questions mentioned. Reviewing our social impact goals is evidently part of our routine.</p>
Source	N/A

Question 36	
Question	Did you involve stakeholders, if so which ones?
Answer	Yes: employees, board of directors and shareholders, TBEC group of companies, Zwart Talent.
Source	N/A

Question 37a	
Question	Which improvements or successes did your organization achieve?
Answer	<p>For every engineer, the 1EUR is spent on social return in the relevant country. This KPI is achieved. The Zwart Talent Foundation is registered and will kick-off per 1st of July 2021.</p>
Source	<ul style="list-style-type: none"> • https://zarttech.com/for-it-experts-social-impact/ • Internal document: "Pitch deck Zarttalent.ppt"

Question 37b	
Question	Which objectives have not (yet) been achieved?
Answer	Some objectives are not yet fully reached: training engineers, train talents, equality in female/male ratio.
Source	N/A

12 Selecting social responsibility initiatives and instruments

[NEN-ISO 26000 – 7.8]

There are many initiatives which encourage and support organizations to take their social responsibility. There are also many guidelines and criteria which organizations can use to give substance to (parts of) their social responsibility. Examples are OESO, BSCI, UN Global Compact, MVO Nederland, or GRI (see for a more extensive list Annex A of NEN-ISO 26000).

Question 38	
Question	In which social responsibility initiatives and possible matching instruments does your organization partake?
Answer	The Zwart Talent foundation is an initiative where ZwartTalent is a main stakeholder. We at Zarttech are social entrepreneurs. We actively execute what we stand for. Not only by our core business, but also the way we achieve our social goals. We realise our social goals, not only by our direct social return program, our business partners, our customers, our talents, but also by being the main sponsor to an NGO who aims to empower African youth to seize global opportunities while boosting the local African economy.
Source	<ul style="list-style-type: none"> https://zarttech.com/for-it-experts-social-impact/

Question 39	
Question	Which of the points underneath did you consider while choosing this initiative?
	<ul style="list-style-type: none"> ✓ Supports the principles of NEN-ISO 26000. ✓ Gives practical guidelines to initiate working with social responsibility. ✓ Is designed for your type of organization or its field of interest. <input type="checkbox"/> Is developed to be used by different organizations. <input type="checkbox"/> Assists the organization to reach specific groups of stakeholders. <input type="checkbox"/> Is managed by a not-commercial organization. ✓ Has a good reputation where credibility and integrity are concerned. <input type="checkbox"/> Has been established in an open and transparent way. <input type="checkbox"/> Has been developed with different stakeholders, from developed and developing countries. <input type="checkbox"/> Is accessible.

	<input type="checkbox"/> Other, e.g. .
Answer	ISO is a recognized practice. It fits our intentional practice of transparency.
Source	N/A

Question 40	
Question	Which specific actions are carried out related to the social responsibility initiative?
Answer	Our recruitment process, our training process and our engagement process.
Source	N/A