

METHODOLOGY FEEDBACK REQUEST CSA 2027

Labor Practices

DEADLINE FOR FEEDBACK:

27th November 2026

As part of the methodology development process for the 2027 CSA, we kindly invite you to review a draft proposal for new and updated questions impacting your industry.

Please review this document and provide your feedback by completing the [online survey](#).

The question texts and methodology presented may be subject to change at any time before the end of March 2027. In addition, questions may look different in the Online Assessment Tool in terms of question structure and layout



Introduction

Criterion Rationale

Employees represent one of a company's most important assets. Maintaining good relations with employees is essential for the success of businesses' operations, particularly in industries characterized by organized labor. Beyond providing a safe and healthy working environment, companies should support fair treatment practices such as ensuring diversity and inclusion, non-discrimination, equal and fair remuneration, decent working time, social protection, freedom of association, and work-life balance. In accordance with international standards on labor and human rights, companies are expected to adhere to and apply these standards equally across all divisions within the organization. Growing customer awareness leads to higher expectations from companies in their role as global corporate citizens and their ability to drive sustainable business practices forward.

Reason for update and summary of changes

The document contains proposals under the Labor Practices criterion.

The question *Labor Practices Programs* has been updated as one option of the question has been transferred to a new question in Human Capital Management criterion, Transition Planning Programs. As this new question is being added to analyze workforce transition, the option on reskilling has been moved for better alignment.

The two questions, *Gender Pay Indicators* and *Workforce Breakdown: Gender*, have been updated and simplified to align with the latest standards and frameworks on gender equality in the workforce. This methodology development aims to reduce reporting friction for companies that participate in the CSA.

A new question, *Workforce Breakdown: Contract Types*, has been proposed to the criterion to assess companies' contracting practices and the share of potentially vulnerable worker groups in the workforce.

Lastly, the question *Employee Layoff Management and Support*, previously included in the Future Questions section, has been updated to better align with current company disclosure practices and incorporated into the Social Dimension under the Labor Practice criterion.

Updated Question

Question: LABOR PRACTICES PROGRAMS

INDUSTRIES IMPACTED:

All industries (62)

QUESTION RATIONALE

The purpose of this question is to assess how a company ensures effective management of its labor practices through robust and dedicated labor programs. Transparency and the proper management of labor practices can have a direct impact on a company's workforce and influence the company's reputation when labor practices are unfair or do not follow local and national laws or standards, as well as international norms. Labor-related programs seek to cover a set of actions that companies should follow to promote productive employment and decent work. The application of labor programs provides companies with tools to assess and improve performance in aspects such as achieving equal remuneration and social protection.

KEY DEFINITIONS

Adequate wage (used interchangeably with "living wage"): A wage that provides for the needs of the worker and their family, considering economic and social conditions. Here, adequate wages should be at or above the cost-of-living estimates determined by a living wage/cost-of-living assessment.

Living wage (also referred to as "adequate wage"): Minimum pay received for the basic number of working hours and required to ensure coverage of workers and their families' basic needs. The living wage consists of the base salary and excludes bonuses and overtime (Fair Wage Network).

Living wage assessments could include at least the following three basic expenses (all): food, housing, and clothing. Additional expenses include, but are not limited to, health, transportation, personal care items, childcare, and education.

Decent working time/hours: This refers to the limit of hours of work within a day and a week to protect workers' wellbeing. Exceptions are applied; however, they should adhere to regulations.

Overtime work: This includes hours worked in addition to the normal, legally mandated working hours during a day or week. (ILO).

Workers' representatives: This refers to persons who are recognized as such under national law or practice, whether they are trade union representatives, namely representatives designated or elected by trade unions or by the members of such unions; or elected representatives, namely representatives who are freely elected by the workers of the undertaking in accordance with provisions of national laws or regulations or of collective agreements and whose functions do not include activities which are recognized as the exclusive prerogative of trade unions in the country concerned.

Equal remuneration: As defined by the ILO, equal remuneration for men and women workers for work of equal value. This refers to rates of remuneration established without discrimination based on sex.

Routinely monitoring gender pay gap: It refers to measures taken to actively and regularly assess and work toward equal remuneration, such as conducting assessments, audits, or external analyses of the gender pay gap.

Social protection or social security: This includes but is not limited to the provision of medical care, sickness benefits, maternity benefits, invalidity benefits, old-age benefits, survivors' benefits, employment injury benefits for occupational injuries and diseases, unemployment benefits, family benefits, etc.

Paid annual leave: This refers to a period of time set by the employer, during which employees can take time away from work while still receiving a paycheck and being eligible for social protection.

NOT APPLICABLE GUIDANCE

For companies with 25 or fewer employees, please mark “This question is not applicable to the company.”

DATA REQUIREMENTS

1. Ensure adequate wages at or above cost-of-living estimates or benchmarks:

Acceptable:

- Ensuring the payment of adequate wages, considering assessments of the cost of living or living wage

Not acceptable:

- Only stating that the company pays “minimum wage”, as this question is capturing companies going beyond national law requirements.

2. Monitor working hours, including overtime management:

Acceptable:

- Measures to monitor employee working hours, abiding by the ILO’s recommendations.

3. Ensure employees are paid for overtime work

Acceptable:

- Programs to manage excessive working time (overtime) and ensure employees are paid overtime pay.

4. Regularly engage with workers' representatives on working conditions

Acceptable:

- Company engagement, consultations, or social dialogue with worker representatives on working conditions.

Not acceptable:

- Engagement with worker representatives on topics other than working conditions or labor practices is not relevant to this.

5. Routinely monitor the gender pay gap to achieve equal remuneration for men and women

Acceptable:

- Company monitoring the gender pay gap to achieve equal remuneration.
- May include assessment, audits, external analysis, or other approaches.

Not acceptable:

- Only reporting pay indicators, without providing clear information on the frequency and methodology of gender pay gap monitoring, is considered insufficient.

6. Expand social protection coverage for workers beyond public programs

Acceptable:

- Social programs beyond the minimum mandated social security contributions
- May include additional days of leave, extra amounts paid for any type of program offered (e.g., family leave, recharge days), etc.

7. Ensure employees are taking their paid annual leave entitlements

Acceptable:

- Public reporting of programs, such as a limit on the number of annual leave days that can be carried to the following year.

DISCLOSURE REQUIREMENTS

- The document(s) attached will be used to verify the response.
- The supporting documents must be available in the company's public reports or website.
- Any response that cannot be verified in the attached public document(s) or web link will not be accepted.

REFERENCES

ILO Social Protection Portal

Organizations and institutions that calculate living wage thresholds include but are not limited to:

- **Fair Wage Network**
<https://fair-wage.com/>

- **Living Wage Foundation**
<https://www.livingwage.org.uk/accredited-living-wage-employers>
- **MIT - Living Wage Calculator**
<https://livingwage.mit.edu/>
- **Ethical Trading Initiative**
<https://www.ethicaltrade.org/act-initiative-living-wages>
- **Asia Floor Wage Alliance**
<https://asia.floorwage.org/>
- **Business for Social Responsibility (BSR)**
<https://www.bsr.org/en/our-insights/blog-view/why-is-living-wage-so-complex>
<https://www.bsr.org/en/our-insights/blog-view/implementing-a-living-wage-program>

QUESTION LAYOUT

*The question requires publicly available information.

Does the company have programs to manage its labor practices?

- Yes, the company has programs to manage its labor practices. Please indicate where this information is available in **public reporting or corporate website**.

References (max. 3 allowed, public URLs only)

- ☐ Ensure adequate wages at or above cost-of-living estimates or benchmarks
- ☐ Monitor working hours including overtime management
- ☐ Ensure employees are paid for overtime work
- ☐ Regularly engage with workers' representatives on working conditions
- ☐ Routinely monitor the gender pay gap to achieve equal remuneration for men and women
- ☐ Expand social protection coverage for workers beyond public programs
- ☐ Ensure employees are taking their paid annual leave entitlements
- ☐ Provide training or reskilling to mitigate negative effects of industrial or climate transition changes

- No, the company does not publicly report on its labor practice programs.
- The question is not applicable to the company.

Updated Question

Question: GENDER PAY INDICATORS

INDUSTRIES IMPACTED:

All industries (62)

QUESTION RATIONALE

This question assesses a company's pay practices by evaluating the results of its gender pay assessments. An increasing number of countries are adopting regulations that require companies to conduct such pay assessments and disclose the results, making this topic of high strategic importance. Furthermore, unequal pay and gender pay gaps threaten a company's ability to attract and retain women employees, lower employee engagement, and can cause reputational damage.

The gender equality questions were developed in collaboration with EDGE, leveraging its robust research on gender equality.

KEY DEFINITIONS

Equal pay: Equal pay compares the salaries of men and women who have the same or equivalent positions to assess whether they are paid the same for equal work. This question requires **equal pay ratios**, calculated as the women's salaries divided by the men's salaries, per employee level.

Executive level: Employees who have an executive function and play a strategic role within an organization. They hold senior positions and impact companywide decisions. Executives usually report directly to the CEO. The CEO is included in the definition of executive level.

Management level: All management-level positions from first-line/junior managers up to top/senior managers with a reporting line of two levels or fewer from the CEO. Excludes executive-level positions. Managerial functions involve planning, policymaking, strategizing, leading, and controlling.

Non-management level: Employees in charge of executive functions, such as production and administrative positions. These employees have limited or no managerial roles.

Other cash incentives: Monetary incentives paid on top of the employee's regular salary to reward employees for job performance or longevity. These incentives have an explicit monetary value and can include rewards such as bonuses and stock options.

Gender pay gap: The gender pay gap is the difference in average gross hourly earnings between women and men; it therefore assesses pay differences at the aggregate level. The gender pay gap does not account for all the factors that may play a role, such as education, hours worked, job type, career breaks, or part-time work. However, it reflects the work that women do and their position in the company hierarchy and also indicates equal opportunities to develop one's career and access higher-paid positions.

Please refer to the detailed guidance in the **References** section on this calculation.

Mean gender pay gap: The difference between the mean hourly pay rate of male full-pay relevant employees and that of female full-pay relevant employees. The mean gender pay gap is calculated as follows: **(Men's Salary - Women's Salary)/ Men's Salary and it should be expressed as a percentage.** If you are using an alternative method for your calculations, kindly adjust the figures according to the formula provided above.

As an example:

Mean salary men 60'000;

Mean salary women 55'000;

Mean gender pay gap = $(60'000 - 55'000)/60'000 = 0.083 = 8.3\%$

Median gender pay gap: The difference between the median hourly pay rate of male full-pay relevant employees and that of female full-pay relevant employees.

Mean bonus gap: The difference between the mean bonus paid to male relevant employees and female relevant employees.

Median bonus gap: The difference between the median bonus paid to male relevant employees and female relevant employees.

NOT APPLICABLE GUIDANCE

For companies with 100 or fewer employees, please mark "This question is not applicable to the company."

DATA REQUIREMENTS

Coverage: Please provide the coverage reported on as a percentage of FTEs. For example, if the company is reporting on its employees in country ABC, and these employees make up 80% of its total workforce, please select the coverage range ">75%."

If the company conducts both equal pay and gender pay gap assessments, please select the option for which the company has data for the highest proportion of employees.

Please only report the metrics for the latest available financial year (data for one year only). Data older than the second latest financial year (i.e., older than FY-2) is not acceptable for this question.

Equal pay ratios should *not* be reported here as percentages. For example, instead of reporting an equal pay ratio of 90%, please report it as 0.9.

Gender pay gap metrics should be reported as percentages.

DISCLOSURE REQUIREMENTS

Disclosure requirements for partially public question: Additional credit will be granted for relevant publicly available evidence disclosing either the equal pay or the gender pay gap metrics.

Supporting evidence:

- The document(s) attached will be used to verify the response.
- The supporting documents must be available in the company's public reports or website.
- Any response that cannot be verified in the attached public document(s) or web link will not be accepted.

REFERENCES

Statutory guidance - Making your calculations. UK government. [Making your calculations - GOV.UK](#)

EDGE <https://www.edge-cert.org/>

International standards: [ILO Convention No. 111](#)

QUESTION LAYOUT

*Additional credit will be granted for relevant public information.

Does the company track the results of its gender pay gap or equal pay analysis?

- Yes, the company tracks the results of its equal pay metrics. Please consult the guidance on this question on how to calculate these metrics and indicate where this information is available.

References (max 3 allowed)

Currency

Text box

Please provide the coverage reported on (as a percentage of FTEs):
(drop down)

Employee level	Average woman salary	Average men salary	FY 2025
Equal pay ratios			
Executive level (base salary only)	Text box	Text box	Text box
Executive level (base salary + other cash incentives)	Text box	Text box	Text box
Management level (base salary only)	Text box	Text box	Text box
Management level (base salary + other cash incentives)	Text box	Text box	Text box
Non-management level (base salary only)	Text box	Text box	Text box

- ☐ The data is publicly available.
- ☐ The data has been third-party verified.
- Yes, the company tracks the results of its gender pay gap analysis. Please consult the guidance on this question on how to calculate this gap and indicate where this information is available.

References (max 3 allowed)

Please provide the coverage reported on (as a percentage of FTEs):
(drop down)

Indicator	Difference between men and women employees (percentage)
Gender pay gap metrics	
	FY 2025

Mean gender pay gap	Text box	
Median gender pay gap	Text box	
Mean bonus gap	Text box	
Median bonus gap	Text box	

- ☐ The data is available but the calculation does not align with guidance
- ☐ The data is publicly available.
- ☐ The data has been third-party verified.

- Yes, the company conducts gender pay assessments but does not disclose the results. Please indicate where this information is available.

References (max 3 allowed)

- No, the company does not track the results of its gender pay gap or equal pay analysis.
- The question is not applicable to the company.
- The information is not available.

Updated Question

Question: **WORKFORCE BREAKDOWN: GENDER**

INDUSTRIES IMPACTED:

All industries (62)

QUESTION RATIONALE

We assess various key performance indicators (KPIs) of an organization to determine not only the quality but also the transparency of its reporting on diversity issues. Gender diversity can improve a company's performance by increasing the likelihood of bringing together people with different types of knowledge, views, and perspectives. This diversity results in better innovation and problem-solving skills, improved talent attraction and retention, increased employee engagement, and higher efficiency. Several initiatives have already been undertaken by shareholders and governments to increase the representation of women in the workforce and in leadership positions. Therefore, companies that are early adopters of inclusive hiring and retention practices will benefit from positive recognition and lower compliance costs in the future.

This question specifically assesses workforce gender diversity by asking about the proportion of women at different levels of responsibility. We also ask companies for gender presentation targets for selected positions.

The gender equality questions were developed in collaboration with [EDGE](#), leveraging its robust research on gender equality.

KEY DEFINITIONS

The definitions below are guidelines to be followed as closely as possible. If a different definition is used, this should be explained, and a consistent definition should be used in any other questions that may require information about organizational structures.

Gender identity: In this question, we refer to employees who self-identify as women. Gender identity may or may not correspond to the sex assigned at birth.

Management positions: This refers to all levels of management, including junior, middle, and senior levels.

Junior management positions: Refer to first-line managers, junior managers and the lowest level of management within a company's management hierarchy. These individuals are typically responsible for directing and executing day-to-day operational objectives of organizations, conveying directives from higher-level officials, and managing subordinate personnel.

Middle management positions: Refer to managers who head specific departments (such as accounting, marketing, production) or business units, or who serve as project managers in flat organizations. Middle

managers are responsible for implementing top management's policies and plans and typically have two levels of management reporting to them.

Top management positions: Refer to management positions with a reporting line at most two levels away from the CEO. They include individuals who plan, direct, and formulate policies; set strategy; and provide overall direction for enterprises/organizations in the development and delivery of products or services, within parameters approved by boards of directors or other governing bodies.

Revenue-generating functions: Refer to line management roles in departments such as sales or those that contribute directly to the output of products or services. It excludes support functions such as human resources (HR), IT and legal. May also be referred to as roles that have profit and loss (P&L) responsibility.

STEM: Science, technology, engineering and mathematics. To be classified as a STEM employee, the employee should have a STEM-related qualification and use these skills in their operational role. Positions include, but are not limited to: Computer programmer, web developer, statistician, logistician, engineer, physicist and scientist.

Coverage: Corresponds to the scope of the data reported on. For example, if a company reports its employees in only one country and these employees represent X% of the total workforce, then the company should select the bracket that includes X%. Please use consistent coverage for all indicators.

NOT APPLICABLE GUIDANCE

For companies with 100 or fewer employees, please mark "This question is not applicable to the company."

DATA REQUIREMENTS

Please provide the coverage reported on as a percentage of FTEs.

All data points need to be in a percentage format (0-100%).

Please only report the metrics for the latest available financial year (data for one year only). Data older than the second latest financial year (i.e., older than FY-2) is not acceptable for this question.

DISCLOSURE REQUIREMENTS

Additional credit will be granted for relevant publicly available evidence covering each of the following aspects of this question:

- Women in the total workforce
- Women in all management positions
- Women in top management positions
- Women in junior management positions
- Women in revenue-generating positions
- Women in STEM-related positions

Disclosure requirements for targets:

- The supporting documents do not need to be available on the company's public reports or website.

Supporting evidence:

- The document(s) attached will be used to verify the response.
- The supporting documents need not be made available in the company's public reports or website.
- Any response that cannot be verified in the attached document(s) or web link will not be accepted.

REFERENCES

EDGE <https://www.edge-cert.org/>

ILO Convention No. 111

QUESTION LAYOUT

*Additional credit will be granted for relevant public information.

Does the company monitor the following indicators regarding workforce gender diversity?

- Yes, the company reports the gender breakdown of its workforce. Please indicate where this information is available

Please select the coverage of the data reported on as a percentage of FTEs:

[Drop down]

Diversity indicators	Percentage	Public targets
Share of women in total workforce (as a percentage of total workforce)	<div>Text box</div> <div> ☐ Public reporting References (max 3 allowed, public URLs only) </div>	<div>Text box</div> <div> Target year <div>Text box</div> ☐ Public reporting References (max 3 allowed, public URLs only) </div>

<p>Share of women in top management positions, i.e. maximum two levels away from the CEO or comparable positions (as a percentage of total top management positions)</p>	<p>Text box</p> <p>☐ Public reporting</p> <p>References (max 3 allowed, public URLs only)</p>	<p>Text box</p> <p>Target year</p> <p>Text box</p> <p>☐ Public reporting</p> <p>References (max 3 allowed, public URLs only)</p>
<p>Share of women in management positions in revenue-generating functions (e.g. sales) as a percentage of all such managers (i.e. excluding support functions such as HR, IT, Legal, etc.</p>	<p>Text box</p> <p>☐ Public reporting</p> <p>References (max 3 allowed, public URLs only)</p>	<p>Text box</p> <p>Target year</p> <p>Text box</p> <p>☐ Public reporting</p> <p>References (max 3 allowed, public URLs only)</p>
<p>Share of women in STEM-related positions (as a percentage of total STEM positions)</p>	<p>Text box</p> <p>☐ Public reporting</p> <p>References (max 3 allowed, public URLs only)</p>	<p>Text box</p> <p>Target year</p> <p>Text box</p> <p>☐ Public reporting</p> <p>References (max 3 allowed, public URLs only)</p>

- No, the company does not track its workforce gender breakdown.
- The question is not applicable to the company.
- The information is not available.

Proposed layout

*Additional credit will be granted for relevant public information.

Does the company track the following metrics for its workforce gender breakdown?

- Yes, the company tracks its workforce gender breakdown. Please indicate where this information is available

References (max 3 allowed)

Please select the coverage of the data reported on as a percentage of FTEs:

[Drop down]

Metrics	FY 2025	Public reporting	Targets
Share of women in the total workforce (as a percentage of the total workforce)	<input type="text"/>	☐ Yes	<input type="text"/>
Share of women in all management positions, including junior, middle and top management (as a percentage of total management positions)	<input type="text"/>	☐ Yes	<input type="text"/>
Share of women in top management positions, i.e., maximum two levels away from the CEO or comparable positions (as a percentage of total top management positions)	<input type="text"/>	☐ Yes	<input type="text"/>
Share of women in junior management positions, i.e., first level of management (as a percentage of total junior management positions)	<input type="text"/>	☐ Yes	
Share of women in management positions in revenue-generating functions (e.g., sales) as a percentage of all such managers (i.e., excluding support functions such as HR, IT, Legal, etc.	<input type="text"/>	☐ Yes	
Share of women in STEM-related positions (as a percentage of total STEM positions)	<input type="text"/>	☐ Yes	

- No, the company does not track its workforce gender breakdown.
- The question is not applicable to the company.
- The information is not available.

New Question

Question: **WORKFORCE BREAKDOWN: CONTRACT TYPES**

INDUSTRIES IMPACTED:

All industries (62)

QUESTION RATIONALE

This question assesses companies' workforce contracting practices, given the potential impacts on different worker groups. Tracking its workforce breakdown by contract types ensures a company can effectively monitor labor rights, particularly for potentially at-risk workers such as employees with non-guaranteed hours or non-employees.

KEY DEFINITIONS

Contract: Refer to a legally binding agreement between an organization (the employer) and its employees that outlines the terms and conditions of the employment relationship. A contract can include details such as pay, working hours, duties, notice periods, other rights and obligations.

Head count: Refers to reporting on the number of individual employees per category and non-employees without the need for further calculation.

Full-time equivalent (FTE): Refers to standardized reporting on the workload of employees and non-employees using the basis of full-time work. Reporting in this metric makes the workload of employees and non-employees comparable across categories.

Employees: Refer to individuals who are in an employment relationship with the organization under national law or practice.

Permanent employees: Refer to employees with contracts for an indeterminate period (i.e., indefinite contracts) for full-time or part-time work.

Temporary employees: Refer to employees with contracts for a limited period (i.e., fixed-term contracts) that end when the specific time period expires, or when the specific task or event with an attached time estimate is completed (e.g., the end of a project or return of replaced employees).

Full-time employees: Refer to employees whose working hours per week, month, or year are defined according to national law or practice regarding working time.

Part-time employees: Refer to employees whose working hours per week, month, or year are less than the number of working hours for full-time employees. This definition is relative to the definition of full-time employees and could vary under national law or practice regarding working time.

Non-guaranteed hours employees: Refer to employees who are not guaranteed a minimum or fixed number of working hours per day, week, or month, but may need to make themselves available for work as required. The organization is not contractually obligated to offer the employee a minimum or fixed number of working hours per day, week, or month. This category includes casual employees, employees with zero hour contracts, and on-call employees.

Non-employees: Refer to workers who are not employees (meaning they do not have a direct employment relationship with the organization), but whose work is controlled by the organization. Some examples include agency workers, apprentices, contractors, home workers, interns, self-employed persons, sub-contractors, and volunteers.

NOT APPLICABLE GUIDANCE

For companies with 100 or fewer employees, please mark "This question is not applicable to the company."

DATA REQUIREMENTS

The disclosure throughout the table has to be consistent, whether it is a head count or full-time equivalents (FTEs).

REFERENCES

Disclosure requirements for partially public question: Additional credit will be granted for relevant publicly available evidence covering each metric of this question.

Supporting evidence:

- The document(s) attached will be used to verify the response.
- The supporting documents must be available in the company's public reports or website.
- Any response that cannot be verified in the attached public document(s) or web link will not be accepted.

QUESTION LAYOUT

*Additional credit will be granted for relevant public information.

Does the company track the breakdown of its workforce by contract types in the last financial year?

- Yes, the company tracks the breakdown of its workforce according to contract types. Please indicate where this information is available

References (max 3 allowed)

Please select the methodology for reporting these metrics (drop-down)

Headcount; Full-time equivalent (FTE)

Categories of workers	FY 2025	Public reporting
A. Permanent employees	<div>Text box</div>	☐ Yes
B. Temporary employees	<div>Text box</div>	☐ Yes
C1. Full-time employees	<div>Text box</div>	☐ Yes
C2. Part-time employees	<div>Text box</div>	☐ Yes
C3. Non-guaranteed hours employees	<div>Text box</div>	☐ Yes
D. Non-employees	<div>Text box</div>	☐ Yes

- No, the company does not track the breakdown of its workforce by contract types in the last financial year.
- The question is not applicable to the company.
- The information is not available.

New Question

Question: EMPLOYEE LAYOFF MANAGEMENT AND SUPPORT

INDUSTRIES IMPACTED:

All industries (62)

QUESTION RATIONALE

The purpose of this question is to assess how companies are navigating workforce reduction. Employee layoffs are becoming increasingly common due to economic uncertainty, business transformation, and technological advances, including the growing adoption of artificial intelligence.

Companies are expected to carefully assess alternatives before proceeding with workforce reductions and consider the potential impacts on employees and business operations. Responsible retrenchment practices include stakeholder consultation, objective and non-discriminatory decision-making, and support programs for affected employees.

KEY DEFINITIONS

Retrenchment planning

Alternatives to retrenchment are assessed and implemented: The company evaluates and, where feasible, implements measures to avoid or minimize involuntary layoffs before proceeding with workforce reductions. This includes assessing alternative workforce management options that can reduce costs, address operational challenges, or adapt to changing business needs while retaining employees. Examples include hiring freezes, redeployment or internal mobility, restriction of working hours, or voluntary redundancy programs.

Overall costs and risks are assessed: The company assesses the full range of direct and indirect costs, risks, and potential impacts associated with workforce reductions before making retrenchment decisions. This includes evaluating not only the immediate financial implications of layoffs but also the broader organizational, social, legal, and reputational consequences. Examples include severance, accrued leave, pensions, low morale, reduced productivity, or potential discrimination claims.

Consultation with external stakeholders is held prior to final decision: The company engages and consults relevant external stakeholders before making final retrenchment decisions to understand potential impacts, explore alternatives, and support a fair and transparent decision-making process. Examples of external stakeholders include workers' representatives, buyers, or government agents.

Criteria are free from discrimination: The company applies fair, objective, and non-discriminatory criteria when identifying employees for layoffs. Retrenchment decisions are based on legitimate business considerations and must:

- ensure no group (women, minorities, disabled workers, etc.) is disproportionately affected or
- adjust criteria to mitigate adverse impacts and keep records across phases.

Severance and Support

Assistance for job transition: The company provides support to help employees successfully transition to new employment, self-employment, or alternative income opportunities following a retrenchment. Examples include job placement services, "job banks" or "job fairs", mechanisms to inform on job opportunities, career counseling, training or reskilling. This also includes financial support specifically awarded to access these programs.

Well-being and social support services: The company provides services to support the emotional, social, and practical well-being of employees affected by layoffs. These services are designed to help employees cope with the personal impacts of job loss and facilitate access to available public and community support systems. Examples include psychological counseling, financial counseling, immigration support or assistance in obtaining government benefits, such as government agencies and NGOs holding information sessions to assist workers in filling out forms to obtain governmental assistance and access to government training programs. This also includes financial support specifically awarded to access these programs.

Provide severance payment or other financial benefits: The company provides financial support to employees affected by layoffs to help mitigate the immediate economic impacts of job loss and support their transition to future opportunities. Examples include severance, paid time off to look for a job, enhanced redundancy packages, income bridging assistance, or economic support for micro-enterprise projects.

Extension of health insurance or other medical assistance: The company provides continued access to healthcare coverage or medical support for employees affected by layoffs to help reduce disruptions in access to essential health services during the transition period following job loss. Examples include continued access to medical benefits for a defined period, subsidized healthcare premiums, medical support funds, or continued coverage for dependents. This also includes financial support specifically awarded to access these programs.

Programs to motivate and support retained employees: The company implements measures to support, engage and motivate employees who remain with the organization following layoffs or workforce restructuring. Clear communication of decisions and upcoming changes to ensure employees are aware.

NOT APPLICABLE GUIDANCE

For companies with 100 or fewer employees, please mark "This question is not applicable to the company."

DATA REQUIREMENTS

Retrenchment planning

1. **Alternatives to retrenchment are assessed and implemented :**

Acceptable:

- Companies state the actions they have considered to avoid retrenchment.
- A statement declaring all alternatives have been assessed is acceptable.

Not acceptable:

- A statement declaring the company takes the decision to “maintain its competitiveness”, “due to challenging market conditions”, “to align with technological advancements” or similar.

2. Overall costs and risks are assessed:

Acceptable:

- A statement confirming companies have assessed the different costs is acceptable; no monetary quantification is required.

3. Consultation with external stakeholders is held prior to final decision:

Acceptable:

- Companies that engage with external stakeholders prior to layoffs being finalized.

4. Criteria are free from discrimination

Acceptable:

- A statement declaring that the company ensures that its criteria are free from discrimination.

Not acceptable:

- A statement declaring the company aims to ensure that the criteria are free from discrimination.

Severance and Support

5. Assistance for job transition:

Acceptable:

- Programs or initiatives provided for employees affected by layoffs that aim to support their transition to alternative employment opportunities, either internally or externally.
- Financial support is specifically awarded to access programs to assist with job transition.

Not acceptable:

- Internal mobility programs that the company offers to all their employees.

6. Well-being and social support services:

Acceptable:

- Programs or initiatives provided for employees affected by layoffs that aim to support their well-being, directly or through social support services.
- Financial support is specifically awarded to access programs for well-being.

Not acceptable:

- Ongoing programs available for all employees.

7. Provide severance payment or other financial benefits:

Acceptable:

- Any form of financial benefit awarded by the company to employees affected by layoffs is acceptable.

8. Extension of health insurance or other medical assistance:

Acceptable:

- Extension of health care coverage for employees affected by layoffs.
- Financial support is specifically awarded to access health care.

9. Programs to motivate and support retained employees:

Acceptable:

- Programs specific to retained employees that could have been affected by layoffs, or whose work responsibilities have been affected by layoffs

Not acceptable:

- General employee motivation programs that are not specific to employees affected by layoffs.

DISCLOSURE REQUIREMENTS

Additional credit will be granted for relevant publicly available evidence for at least one of the selected options.

Supporting evidence:

- The document(s) attached will be used to verify the response.

- The supporting documents need not be made available in the company's public reports or website.
- Any response that cannot be verified in the attached document(s) or web link will not be accepted.

REFERENCES

ILO and IFC Report: Managing Transitions and Retrenchments Guidelines (Version 2.0) | International Labor Organization

QUESTION LAYOUT

*Additional credit will be granted for relevant public information.

Does the company have programs to manage retrenchment and support employees during layoffs?

- Yes, the company has programs to manage retrenchment and support employees during layoffs. Please indicate where this information is available.

References (max 3 allowed)

- ☐ The data is publicly available.

Retrenchment planning

- ☐ Alternatives to retrenchment are assessed and implemented.
- ☐ Overall costs or risks are assessed.
- ☐ Consultation with external stakeholders is held prior to final decision.
- ☐ Criteria are free from discrimination.

Severance & Support

- ☐ Assistance for job transitions (e.g. outplacement assistance, career counselling, financial counselling, training etc).
 - ☐ Well-being and social support services (e.g. psychological counselling, access to government benefits, etc).
 - ☐ Provide severance payments or other financial benefits.
 - ☐ Extensions of health insurance or other medical assistance.
 - ☐ Programs to motivate and support retained employees.
- No, the company does not have programs to manage retrenchment and support employees during layoff.
 - The question is not applicable to the company.
 - The information is not available.

Contact Us

CSA Helpline

+41 44 529 5160

Copyright© 2026 S&P Global Inc. All rights reserved.

Unless otherwise noted, all information, data and other material, including ratings or scores (all such information, "Content") contained in this publication and other reports, materials, or websites of S&P Global Inc. and/or its affiliates is the exclusive property of S&P Global (Switzerland) SA, a subsidiary of S&P Global Inc., and/or its relevant affiliates (individually and collectively "S&P") and may not be copied or reproduced in any form except with the prior written permission of S&P. The Content shall not be used for any unlawful or unauthorized purposes. This publication is derived from sources believed to be accurate and reliable, but it is each reader's responsibility to evaluate the accuracy, completeness and usefulness of any opinions, statements or other Content contained in this publication. The Content and any other material and information in this publication are provided "as is" and without warranties of any kind, either expressed or implied. S&P Global (Switzerland) SA, a subsidiary of S&P Global Inc., and/or its relevant affiliates disclaim all warranties, expressed or implied, including, but not limited to, implied warranties of merchantability and fitness for a particular purpose.

S&P (and any third-party providers, as well as their directors, officers, shareholders, employees or agents) does not guarantee the accuracy, adequacy, completeness, timeliness or availability of any Content and are not responsible for any errors or omissions (negligent or otherwise), regardless of the cause, or for the results obtained from the use of such Content. In no event shall S&P (and any third-party providers, as well as their directors, officers, shareholders, employees or agents) be liable for any direct, indirect, special, incidental, and/or consequential damages, costs, expenses, legal fees, or losses (including, without limitation, lost income or lost profit and opportunity costs) in connection with any use of the Content (including, without limitation, any opinions or other information expressly or implicitly contained in this publication).

Any opinions and views in this publication reflect the current judgment of the authors and may change without notice. Further, any opinions and views expressed by CSA participants do not reflect the policies or positions of S&P or any other person, organization or company. The Content contained in this publication is distributed with the understanding that the authors, publishers and distributors are not rendering legal, accounting or other professional advice or opinions on specific facts or matters and accordingly assume no liability whatsoever in connection with its use. The Content contained in this publication constitutes neither a solicitation, nor a recommendation, nor an offer to buy or sell investment instruments or other services, or to engage in any other kind of transaction, and such information is not directed to persons in any jurisdiction where the provision of such Content would run counter to local laws and regulations. S&P keeps certain activities of its business units separate from each other in order to preserve the independence and objectivity of their respective activities. As a result, certain business units of S&P may have information that is not available to other S&P business units. S&P has established policies and procedures to maintain the confidentiality of certain non-public information received in connection with each analytical process.

For information provided as part of the CSA questionnaire refer to our "Use of Information and Confidentiality Policy" https://portal.s1.spglobal.com/survey/documents/Use_of_Information_Policy.pdf and for personal information provided to S&P refer to S&P Global's Privacy Policy: <https://www.spglobal.com/en/privacy/privacy-policy-english>.

S&P Global Switzerland AG, Zurich Branch