



**TÍTULO:** MANUAL DE REPUTACIÓN CORPORATIVA PARA  
LIVINGSTON INTERNATIONAL

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## COMPORTAMIENTO ÉTICO

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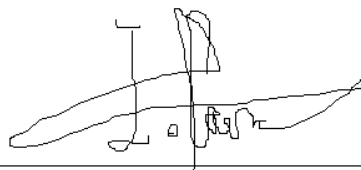
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## **Introducción:**

El siguiente trabajo tiene como objetivo diseñar un manual de reputación corporativa para la empresa Livingston International, una empresa multinacional que ofrece servicios aduaneros en todo el mundo.

Los servicios que Livingston ofrece a sus clientes suponen una gran ventaja competitiva, debido a que su gran especialización les aporta el certificado OEA, que implica grandes simplificaciones, al igual que reducciones en costes aduaneros.

Los clientes de Livingston son grandes empresas con amplias cadenas de suministro. Estas empresas desean tener proveedores de servicios de confianza que cumplan con ciertos estándares de calidad y éticos. Por ello resulta de gran interés diseñar este manual que permita ofrecer esta confianza a sus clientes al igual que a todos los demás grupos de interés de la empresa.

Este manual entiende la reputación corporativa como “la agregación de la percepción de los distintos participantes sobre el grado en que las respuestas de la organización van a satisfacer las demandas y expectativas de los stakeholders”, Wartick (1992, pág. 34). Por ello este manual pretende servir de herramienta a Livingston para poder dar respuestas a los intereses y expectativas de los grupos de interés con el fin de mejorar su responsabilidad social y reputación corporativa.

Con el fin de medir la reputación corporativa de la empresa, Livingston creará su propio instrumento de medida, ya que otras alternativas de medición que existen (rankings publicados por agentes externo o análisis de contenido de noticias) no se encuentran a su disposición.

El manual se estructura de la forma siguiente: en primer lugar se presenta la empresa y el sector. En segundo lugar, se describe en qué medida Livingston cumple con los criterios básicos de la gestión de la reputación corporativa. A continuación, se identifican los stakeholders y especifica la relación que la empresa comparte con estos. Posteriormente se describe la medición de expectativas y desempeños con los stakeholders. Para ello se elabora una tabla que servirá de herramienta para medir los riesgos y oportunidades reputacionales. Seguidamente, se procede con la descripción del procedimiento de gestión de riesgos y oportunidades. Finalmente se detalla la



planificación de gestión de crisis, para los casos en que los riesgos reputacionales no puedan ser reducidos.

Las fuentes utilizadas son principalmente informes de la empresa así como material didáctico de la asignatura del bloque de reputación corporativa del Máster de Responsabilidad Social Corporativa de la UNED, literatura relativa a la reputación corporativa del Foro de Reputación Corporativa (2011) o Manuales para el “Stakeholder engagement” como el desarrollado por AccountAbility. Así mismo, el autor plasma en el trabajo prácticas que la empresa desarrolla en su día a día y no tiene formalizadas y propondrá su verbalización en documento escrito.

Los resultados que se esperan de este trabajo son un documento que sirva a Livingston como Manual de Reputación para utilizar todos los recursos que tiene a su disposición como herramientas de imagen, reputación y fidelización. De modo que se genere un activo intangible que favorezca el volumen de ventas y la disposición de clientes a pagar un precio superior, atraiga el capital humano con mayor potencial, facilite el acceso al capital financiero, favorezca la captación de socios colaboradores y permita elegir los mejores proveedores y socios.

Todos estos beneficios tienen un impacto directo en el resultado financiero de la empresa, lo que favorece a su vez la satisfacción de los intereses de los distintos participantes.

Se espera que todos estos impactos positivos derivados del manual permitan afianzar la posición de Livingston en el mercado, así como su crecimiento, siempre alineado con una buena gestión de su responsabilidad social corporativa.

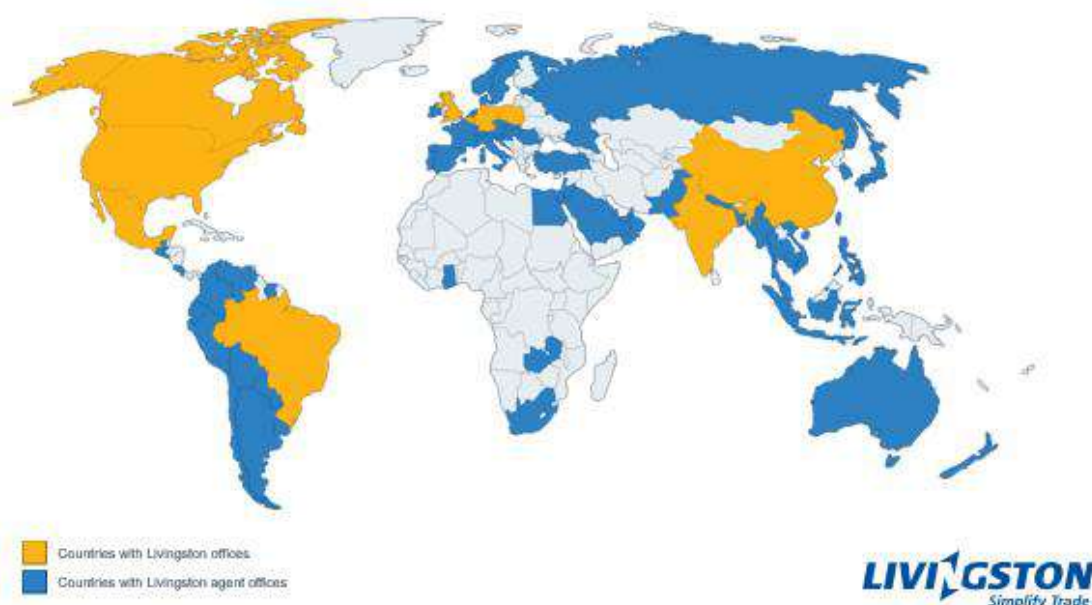
## 1. Descripción de la empresa:

### 1.1. Livingston en el mundo:

Livingston International es una empresa canadiense que ofrece servicios aduaneros en todo el mundo.

Opera a nivel internacional, posee 110 oficinas, 3100 empleados y más de 44000 empleados en todo el mundo.

110 oficinas en todo el mundo y más de 500 partners en 200 ciudades.



Fuente: Informe interno "Introduction to Livingston"

Livingston International a 2018 ha logrado afianzar su posición en el mercado siendo:

- Mayor Agente de Aduanas de Canadá
- Tercer mayor Agente de Aduanas en EEUU
- Localizado en más de 90 pasos fronterizos, puertos marítimos, aeropuertos, y otras localizaciones estratégicas en US, Canadá, Méjico, Europa y Asia.

Esta empresa gestiona a nivel nacional los servicios aduaneros de Ford España, S.L, en Almussafes. La empresa actúa como el Departamento de Aduanas de Ford, para el



cual trabaja como subcontrata en las mismas instalaciones, debido a la necesidad de cercanía para una buena coordinación con el departamento logístico de Ford.

### 1.2. Actividades que desarrolla:

Livingston genera elevados retornos financieros proporcionando un servicio diferenciado a sus clientes: a través de su intermediación aduanera, sus procedimientos para el cumplimiento de las normas comerciales, y su oferta de servicios logísticos globalizados.

Es una empresa muy especializada y como Agente Aduanero ofrece los siguientes servicios:

- **Servicios aduaneros:** gestiona los procedimientos de importación y exportación de sus clientes cumpliendo con las regulaciones aduaneras vigentes en cada país, reduciendo riesgos. Al ser una empresa con certificación OEA, esto le permite realizar despachos centralizados nacionales, utilizar simplificaciones aduaneras en la exportación, obtención de garantías globales de importe reducido, autorización de regímenes especiales, reducción de controles documentales y físicos, notificación previa en caso de control aduanero, tratamiento prioritario en caso de inspección y elección del lugar específico de inspección.
- **Gestión de Comercio Internacional:** Ofrece apoyo con tecnología y conocimientos para grandes empresas. Soluciones operacionales como son: sistemas de gestión de información, gestión aduanera.
- **Consultaría de comercio exterior:** el personal especializado implementa programas para el cumplimiento de la normativa aduanera, adquirir certificados como el NAFTA o superar auditorías de calidad con éxito, recaudación de impuestos y derechos aduaneros, gestiona seguridad fronteriza, seguridad en la cadena de suministro,
- **Tecnología:** Livingston desarrolla una serie de software especializados para el comercio exterior que permiten automatizar y simplificar las operaciones aduaneras.



- **Servicios transitarios:** Organiza transporte vía aérea, marítima, terrestre, ferroviaria o intermodal, desde origen hasta el destino final.
- **Subcontrata de procesos empresariales:** Optimiza negocios con programas de dirección y gestión de la información.

### 1.3. Visión y estrategias:

- **Visión:**

Livingston considera a sus clientes y empleados su activo más importante, por ello su visión integra a ambas partes por igual.

La visión de la empresa es ser la primera opción como suministrador de servicios aduaneros para sus clientes. Por su parte, Livingston se centrará en ofrecer un servicio de calidad diferenciada, y operacionalmente excelente, asegurándose de este modo la fidelización tanto los clientes como de sus los empleados.

- **Estrategia:**

- Cultura centrada en la orientación al cliente:
- Fortalecer el negocio base
- Diferenciación por recursos humanos y tecnología
- Afianzar la competitividad a largo plazo (coste/calidad)
- Capacitación de todos los stakeholders.

- **Principios y valores:**

- **Respeto:** respeto a las personas comunicando de forma clara y actuando con integridad
- **Orientación al cliente:** ofreciendo soluciones eficientes, resolutivas e innovadoras
- **Eficiente toma de decisiones:** las decisiones que se toman se basan en un análisis de la situación y una gran disposición de actuación
- **Actitud Positiva:** actitud positiva y orgullo por los logros de la empresa y del equipo. Entusiasmo por el futuro y los retos y dificultades que pueden venir.
- **Responsabilidad financiera:** responsabilidad financiera, gasto prudente, con apoyo a los objetivos de la empresa y creando valor de forma continua.
- **Equilibrio:** Equilibrio entre las exigencias del trabajo diario y la vida personal.





#### 1.4. **Responsabilidad Social Corporativa:**

Dada la relación existente entre la Responsabilidad Social Corporativa (RSC) y la Reputación Corporativa resulta de vital importancia analizar el nivel de desarrollo de la RSC de Livingston.

Las políticas de RSC, así como las actuaciones y actitudes de la empresa en el compromiso con sus participantes generarán percepciones que supondrán buena o mala reputación, por ello la gestión de la RSC es un elemento clave.

El informe de RSC de Livingston 2018 “CSR Report 2018”, así como la Guía de RSC 2018 “Guide CSR Program 2018” presentes en el Anexo I y Anexo II, se limitan a exponer los objetivos del programa de RSC y las acciones que se han realizado el último año.

El Programa se estructura en tres áreas clave:

- **Nuestras comunidades – Devolver**
- **Nuestra gente – Inversión en el futuro**
- **Nuestro entorno – Apoyo a la sostenibilidad**

Se han detectado algunas carencias en estos informes, así como en la forma de comunicar la RSC de Livingston, por ello se han desarrollado una serie de recomendaciones en materia de RSC:

- Integrar la gestión de la RSC a la visión y estrategia de la empresa
- Integrar de forma definida todos los grupos de interés de la empresa, explicando los compromisos para cada uno de ellos, así como los canales de diálogo para escuchar sus necesidades.
- Alinear la gestión de la RSC a estándares internacionales formales como son la Agenda 2030 para el desarrollo sostenible de las Naciones Unidas, los 17 objetivos de desarrollo sostenible de las Naciones Unidas, seguir los estándares de la Global Reporting Initiative para la creación de informes de
- RSC, seguir la Guía de Principios para los Derechos Humanos de las Naciones Unidas
- Aprovecharse de la gran orientación que tiene hacia el empleado y formalizarlo con alguna norma ISO como es la ISO19011:2018 – Norma SA8000 Working conditions, con el fin de demostrar su compromiso hacia este grupo de interés.

- Las acciones y la actividad relacionada con RSC esta muy focalizada en EEUU, y Livingston como empresa internacional deberá de presentar informes que cubran todas las zonas geográficas donde trabajan.

### 1.5. Descripción del sector:

Como se ha mencionado con anterioridad el servicio que ofrece Livingston a sus clientes es muy especializado, y se encuentra integrado dentro de la industria transitaría. Por ello los estudios de sector que existen en la actualidad son generalizados para el sector de las transitarías.

Para describir el sector se ha utilizado el informe “Freight Forwarding Services 2017”, de la base de datos ABI/Inform Trade and Industry realizado por Dun&Bradstreet company, presente en el Anexo III.

Según este informe la industria genera 260 millones de dólares anualmente.

Las empresas con mayor posición en el mercado de la industria de transitaría y servicios aduaneros según volumen de negocio son: CH Robinson Worldwide, Expeditors International of Washington, y UPS Supply Chain Solutions (USA), junto con CEVA Logistics (Francia); DB Schenker y DHL Supply Chain (Alemanas); Kuehne + Nagel and Panalpina (Suiza); Nippon Express (Japon); y Sinotrans (China).

La rentabilidad de las empresas del sector depende directamente de la eficiencia en sus operaciones, relaciones intensivas con redes de transporte y su especialización en la industria. Las empresas más grandes tienen ventajas de acceso a tecnologías avanzadas, mientras que las empresas más pequeñas se especializan en mercados locales o en el transporte de mercancías inusuales.

### Oportunidades de la Industria:

- **Gaps de la logística Global:** los países de ingresos medios como China, India, Indonesia, Malasia, Turquía y Vietnam son el segmento con mayor potencial de crecimiento. La especialización de los servicios transitarios a través de outsourcing supone grandes oportunidades.
- **Asesoría logística:** Las transitarías y agentes de aduanas se pueden beneficiar de la necesidad de asesoría de sus clientes. Algunas áreas de interés para el

sector incluyen: cadena de suministro, análisis logístico, dirección de inventario Just in Time.

- **Tecnología de seguimiento:** Agentes de aduanas y transitarios han de confiar en sofisticados softwares y hardwares que les permita monitorizar el flujo de cargas. Las empresas desarrollan avanzados sistemas que pueden reducir los tiempos de entrega.
- **Crecimiento comercio US-Asia:**

El crecimiento potencial del comercio entre US y Asia puede llegar a suponer grandes oportunidades de crecimiento para la transitarias y los agentes de aduanas. Se prevé que en 2030 China superará a México y será el segundo mercado exportador a USA. Así mismo se espera que Corea del Sur sea el cuarto mayor mercado receptor de exportaciones estadounidenses.

Canadá se mantendrá como principal mercado para las exportaciones de US. Sin embargo, se prevé que China, India, Malaysia, y Vietnam serán los mercados que mayor crecimiento experimentarán para el consumo de productos estadounidenses, con un crecimiento anual de un 9%.

## **2. Criterios básicos para la gestión de la reputación corporativa:**

Para una buena gestión de la reputación corporativa, Livingston deberá de cumplir con los criterios básicos de Fombrun y Van Riel, 2003: compromiso con los distintos participantes, transparencia en las relaciones, consistencia, diferenciación y visibilidad.

El cumplimiento de estos criterios básicos supondrá satisfacer los intereses y expectativas de los participantes y aumentar el impacto de las actuaciones de la empresa en la generación de percepciones.

### **2.1. Compromiso con los distintos participantes:**

Livingston muestra un compromiso con los clientes, empleados, comunidad y administración en todos y cada uno de los comportamientos hacia estos. La empresa analiza los intereses de cada uno de ellos a través de los canales de dialogo y da respuesta a sus necesidades.



Se ha detectado que la empresa no ha formalizado este compromiso de forma escrita con varios grupos de interés como son: la Administración Pública, los proveedores, y accionistas por lo que deberá de integrarlos en el informe de RSC con el fin de buscar un equilibrio en el grado de satisfacción de los intereses de todos los stakeholders.

A pesar, de tener gran variedad de canales de dialogo con sus stakeholders, Livingston no tiene esta información verbalizada en documento escrito, por lo que sería interesante formalizar esta información con el fin de plantearse cada año una mejora de estos canales. Esto permitiría que el compromiso con los participantes sea sostenible en el tiempo y entender sus intereses y su evolución.

## **2.2. Transparencia:**

Una vez se ha conseguido el equilibrio del compromiso de la empresa hacia todos y cada uno de sus participantes, los stakeholders necesitan tener disponible información que lo corrobore.

En este sentido, Livingston necesitará transparencia informativa con el fin de generar confianza o expectativas de comportamiento legítimo en el futuro.

A pesar de que Livingston comparte gran variedad de información interesante para cada uno de sus participantes, la empresa deberá de desarrollar un sistema de Gobierno Corporativo que establezca mecanismos de control y reduzca las asimetrías de información con el objetivo de reducir los comportamientos oportunistas y los costes de agencia. Este sistema tendrá como finalidad la protección de los intereses de los stakeholders, con una mayor transparencia de la información.

Livingston posee códigos internos como son el código de anticorrupción, código de conducta, políticas antifraude como informes de transparencia básicos, pero sería interesante que desarrollara un código de buen gobierno propio donde establezca el conjunto de valores, principios, políticas, prácticas y procesos, por medio de los cuales la empresa es dirigida y controlada, fomentando la confianza entre los diferentes grupos de interés.

## **2.3. Consistencia:**

Livingston muestra un comportamiento consistente en todas sus relaciones con los diferentes stakeholders lo que favorece y la confianza de sus grupos de interés y por tanto la consolidación de la reputación corporativa.

Livingston deberá de continuar teniendo un comportamiento consistente y evitar que



las acciones que pueda diseñar en el futuro dirigidas principalmente a uno de los participantes tengan en cuenta los intereses y expectativas del resto.

#### **2.4. Diferenciación:**

La diferenciación es una de las estrategias principales de Livingston, tanto a nivel operativo como recursos humanos. Sería interesante que en ese punto se integre la diferenciación en su compromiso hacia sus grupos de interés.

Los comportamientos de Livingston tendrán mayor impacto en las percepciones de sus participantes cuanto más distintivos sean con respecto a la competencia. Por ello deberá de seguir sorprendiendo a sus participantes satisfaciendo más que sus competidoras.

Un ejemplo de esta diferenciación ha sido el comportamiento de Livingston ante la situación de pandemia de este año. La empresa permitió a todo el equipo el trabajo desde casa incluso mucho antes que el estado de alarma se diese, previendo poner en riesgo la salud de sus trabajadores. Muchas otras empresas del sector o subcontratas de Ford siguieron trabajando de forma presencial y Livingston ha establecido el trabajo en casa como una alternativa válida de forma indefinida hasta que se pueda garantizar que ningún empleado se contagie. También se han dado cursos de formación relacionados con el COVID19 para que los empleados eviten infectarse en su vida privada y tengan todos los recursos a su disposición para evitarlo.

#### **2.5. Visibilidad:**

La visibilidad hace que la empresa sea percibida como más creíble y merecedora de la confianza de los participantes.

Livingston deberá comunicar a sus participantes sus aspectos positivos y reducir los negativos o los riesgos para evitar que se hagan visibles.

En este sentido deberá de incrementar la comunicación hacia sus participantes, con el fin de aumentar su visibilidad.

### 3. Descripción de la relación con los stakeholders:

Livingston tiene en consideración el impacto de su actividad en distintos grupos de interés, y tiene como uno de sus objetivos principales mejorar el bienestar de estos, por ello en el **Programa de Responsabilidad Social Corporativa de Livingston 2018** procede a formalizar una serie de objetivos directamente relacionados con estos grupos.

#### 3.1. Clientes:

Como puede observarse en la definición de la visión, estrategia y principios de la empresa la orientación al cliente es un eje fundamental en la actividad de Livingston. Toda la actividad gira entorno a este grupo de interés, con el fin de maximizar la creación de valor para este, adaptando sus procesos y actividades a sus nuevas necesidades e incluso anticipándose a acontecimientos futuros que puedan suponer riesgos o retos para las empresas para las que trabaja.

En particular, en el Programa de Responsabilidad Social Corporativa 2018 los clientes son mencionados en el objetivo 2 (reforzar la reputación positiva de Livingston)

Existen distintos **canales de diálogo** con el cliente como son:

- Encuestas de satisfacción anuales. La última encuesta se presenta en el Anexo IV.
- Reuniones semanales dónde se puede tratar todas sus necesidades y determinar acciones para adaptarse a ellas.
- Business Performance Review (Informe que se presenta cada dos semanas que reúne información sobre riesgos/oportunidades de la operativa, proyectos, ahorros)
- Comunicaciones a través de la web o directas
- Programas de venta y campañas

**Los intereses** del cliente por parte de Livingston son principalmente: ahorro aduanero, cumplimiento de la normativa aduanera, gestión eficiente aduanera (que no hayan retrasos que puedan afectar a la producción ni demoras), cumplimiento requerimientos aduaneros OEA (reconciliación y general), gestión proactiva (aviso de riesgos y oportunidades), capacidad de adaptación para verse impactados negativamente lo menos posible ante cambios externos como puedan ser el Brexit o el G5, e internos como la implementación del MIC o el almacenamiento electrónico de documentación aduanera. Así mismo, al ser grandes empresas que llevan grandes volúmenes de exportaciones e importaciones esperan que las operaciones se gestionen de la forma más automática posible y evitar los procedimientos manuales que cada vez pueden llevar a errores humanos innecesarios. Otros intereses podrían ser la digitalización de



la documentación aduanera que permitiría además de ahorrar costes, ahorrar tiempo y tener un negocio más ecológico.

Livingston se compromete al máximo con estos intereses y necesidades y cada miembro del equipo es consciente de que ha de buscar el cumplimiento de estos de forma proactiva.

### 3.2. Empleados:

Los empleados son la base del negocio de Livingston ya que este servicio de alta calidad que la empresa ofrece a sus clientes, solo puede llevarse a cabo con un personal altamente especializado, con alta motivación y formado continuamente para enfrentarse a los cambios de legislación, regulación y normas del mercado.

Los **canales de diálogo** utilizados con los empleados son:

- **Encuestas:** Livingston International mide el “Engagement” del personal mediante encuestas, que realiza dos veces al año, con el fin de controlar si las acciones que se están desarrollando son efectivas para conseguir ese compromiso y motivación por parte de los empleados. El Anexo V muestra la encuesta que se realiza.  
También se realizan encuestas de opinión de forma puntual, si se requiere determinada información por parte del empleado. Un ejemplo sería la encuesta que se realizó en Junio, para conocer como se siente el personal ante la pandemia (Anexo VI). Ante un escenario de preocupación, en el que el personal cambió de ambiente laboral al teletrabajo, Livingston dese conocer las preocupaciones y necesidades de sus empleados con el fin de dar respuestas y soluciones prácticas a estas necesidades.
- **Team buildings y cenas informales:** todos los años se planifican cenas y jornadas de actividades para afianzar el espíritu de equipo. Estas jornadas son canales informales que pueden servir para comunicarse con los supervisores y expresar puntos positivos y negativos de la empresa.
- **Town Halls:** son reuniones virtuales con grandes directivos con todo el personal de Livingston, se realizan cada dos meses. En estas reuniones se comunica el estado de la empresa, estrategias, objetivos, actualizaciones recientes, así como riesgos y oportunidades.





- **Reuniones personales con el supervisor:** cada miembro de Livingston tiene reuniones personales con el supervisor en las que puede tratar cualquier preocupación y en las que expone sus intereses y expectativas.
- **Reuniones semanales con el equipo:** semanalmente cada equipo se reúne para comentar temas operativos, pero también en estas reuniones se da la oportunidad de presentar quejas o sugerencias
- **People Net:** es una plataforma para los empleados en las que se comparten artículos de interés sobre el sector, o de temas que interesan a los empleados. Además de poder comentar en los artículos dispone de un Buzón de Sugerencias al cual puedes escribir y llega directamente al equipo de comunicación.
- **Recursos Humanos (RRHH):** se pueden dirigir quejas y sugerencias directamente al departamento de RRHH.

Entre los intereses principales que tienen los empleados por parte de la empresa están: la seguridad y salud, conciliación familiar, formación y reconocimiento.

- **Engagement**

En el Programa de responsabilidad Social Corporativa 2018, el informe menciona la mejora del “Engagement” de los empleados como el principal objetivo de la empresa en esta área. El “engagement” hace referencia al compromiso y participación del personal, pero también a esa fidelización del empleado, que le hace sentirse bien en su empresa, sentirse motivado y ser parte de un proyecto común. Para conseguir mejorar este sentimiento Livingston desarrolla una serie de acciones:

- La empresa contribuye en las causas que sus empleados apoyan
- Trabaja para construir orgullo, confianza y unidad entre sus empleados
- Nutre el lugar de trabajo con una actitud positiva para evitar altas tasas de rotación
- A través de actividades en equipo y voluntariados, construye experiencias e incentiva la mejora de habilidades.
- Mejora el reclutamiento de nuevas generaciones de empleados
- Reconocimiento de personas y equipos

- **Formación:**

La inversión en el futuro de los empleados es una de las áreas prioritarias bajo la que se estructura el Programa, lo que supone que la empresa destina buena parte de sus recursos a formación para sus empleados.





El área de recursos humanos de Livingston posee un plan de desarrollo profesional para cada empleado, de modo que además de disponer una plataforma de aprendizaje en ámbitos generales como son: control de riesgos, bases de datos, calidad, Project Management, Exportación o Importación, la empresa ofrece a cada empleado formación adaptada a sus necesidades, como son: cursos de Excel, iniciación al Código Aduanero, idiomas, diplomas en la Universidad sobre Derecho Aduanero, especializaciones en Recursos Humanos u otras áreas.

- **Seguridad y Salud:**

La Seguridad y Salud de sus empleados es otra de las prioridades de Livingston. La empresa tiene el Código de Seguridad y Salud formalizado, y da formaciones obligatorias de Prevención de riesgos laborales. A pesar de que el tipo de trabajo no es peligroso, al ser un trabajo de oficina, dan consejos sobre el control postural, iluminación de los ordenadores para evitar cualquier trastorno de salud en sus empleados.

Este año 2020 se ha implementado el seguro de salud para todos los empleados, así como el seguro de vida. También se ha actuado de forma ética ante la situación de pandemia del COVID 19 donde se ha permitido teletrabajar a todos los trabajadores como medida preventiva y se les ha impartido un curso para conocer las peculiaridades del virus y saber como prevenirlo.

- **Conciliación familiar:**

Un punto que no menciona en el Programa de responsabilidad social pero que Livingston cuida muchísimo es la conciliación familiar.

Livingston ofrece flexibilidad horaria, reducciones de jornada, opción de teletrabajo con el fin de tener una conciliación familiar, adaptándose a las situaciones de cada empleado y ofreciéndoles alternativas de trabajo que más se adecuen a su situación.

Este año se ha implementado un día por semana de teletrabajo para todos los trabajadores, algo que suponía un factor motivacional importante para todos los empleados.

- **Reconocimiento:**

Ante la necesidad por parte de los empleados de reconocimiento profesional el departamento de recursos humanos ha desarrollado el Programa Achivers. Este programa permite dar 500 puntos a la semana a tus compañeros en la plataforma del empleado. Al ofrecer estos puntos has de escribir un comentario de las razones por las



cuales estas agradecido y puedes compartir memes y fotos divertidas junto al comentario. Este reconocimiento es totalmente publico y global, por lo que tanto los supervisores de tu país como grandes directivos a nivel global tienen visibilidad de estos reconocimientos. Además, estos puntos pueden intercambiarse por regalos, principalmente merchandising de la empresa, pero también pueden hacerse donaciones de dinero a distintas ONGs con tus puntos.

Otras formas de reconocimiento son lo Bonus económicos que se ofrecen a los empleados a final de año por cumplimiento de objetivos.

- **Acciones empleados:**

Entre las acciones más interesantes de la empresa hacia los empleados están:

- **Becas para educación:** se han ofrecido fondos destinados a la educación de los hijos de los empleados.
- **Fondos ante situación de crisis:** Livingston ofrece donaciones a los empleados que se encuentren en circunstancias difíciles: catástrofes naturales, o situaciones personales difíciles.

### **3.2. Administración Pública:**

Livingston trabaja muy estrechamente con la Administración Pública, especialmente con el área de aduanas. Tras la concesión por parte del departamento de aduanas de la certificación OEA, Livingston ha de seguir demostrando que es una empresa que actualiza sus procedimientos según los cambios que experimenta la legislación.

Cada incidencia que pueda suponer un riesgo es tratada con la aduana directamente cara a cara, para establecer las medidas y los procedimientos más adecuados en cada situación.

Cada cambio legislativo también es consultado con la aduana, con el fin de asegurar que la interpretación de la ley ha sido correcta y dialogar con la aduana de cómo se va a implementar la ley en la práctica.

Como comentado los principales **canales de comunicación** son:

- Reuniones periódicas
- Auditorias: periódicamente la aduana Audita a las empresas con el certificado OEA. La administración pública posee métricas internas que solicita controlar y mejorar. Estas auditorias permiten establecer mecanismos para facilitar el trabajo en ambas



direcciones. La aduana también adapta sus procedimientos a empresas con grandes volúmenes de operaciones y establece procesos solo para estas empresas con el fin de ser más eficiente.

- Notificaciones por correo: ante cualquier duda o detección de posibles irregularidades la aduana envía al correo de Livingston requerimientos con el fin de explicar ciertas operaciones complejas o situaciones. En ocasiones resulta suficiente enviando evidencias o documentos justificativos demandas, pero en situaciones complejas estas notificaciones derivan en reuniones en las que se ha de explicar el escenario.

### **3.3. Comunidades:**

Las comunidades son otro grupo de interés clave para Livingston. Dentro del segundo objetivo del Programa de Sostenibilidad Corporativa 2018, “Reforzar la reputación positiva”, Livingston quiere contribuir de forma positiva en las comunidades y en su entorno.

Para hacerlo según dos de los pilares que estructura:

- **Nuestras comunidades – Devolver**
- **Nuestro entorno – Apoyo a la sostenibilidad**

Los principales **canales de comunicación** con la sociedad son: la web (correo), eventos, reuniones con ONGs con el fin de detectar intereses de la sociedad.

Un Comité de Sostenibilidad ha sido creado por Livingston con el propósito de desarrollar acciones que impacten positivamente en la sociedad y el medio ambiente.

#### **Acciones:**

- Colaboración con ONGs como la Cruz Roja o World Wildlife Fund con donaciones, eventos y voluntariados.
- Campañas de reducción de papel
- Programas de reciclaje de papel, plástico y toners
- Programas de reducción de plástico
- Reutilización de material informático
- Programas de eficiencia energética
- Servicio de transporte
- Desarrollo de un cuadro de mandos integral para la empresa



### **3.5. Accionistas:**

Livingston es una empresa sociedad limitada que no cotiza en Bolsa. Por lo que no posee todas las obligaciones de transparencia que establece la ley para las empresas Cotizadas.

En estos momentos los canales informativos se limitan a reuniones anuales, envío de newsletters y correos con información financiera y estratégica de la empresa.

Los intereses de este stakeholders son: altas plusvalías y beneficios, altos dividendos, estabilidad de la inversión...

Sería interesante que a pesar de no tener la obligación de cumplir con ciertos requisitos por la ley Livingston tuviese la iniciativa de crear un Código de Buen Gobierno de la empresa con toda la información relevante para el accionista. Así mismo también sería importante que estableciera nuevos canales de comunicación con el fin de conocer los intereses de sus accionistas y su satisfacción.

### **3.4. Proveedores:**

Los proveedores son uno de los grupos de interés que menos se mencionan en el Programa de RSC de Livingston ya que no poseen gran relación con estos.

Al trabajar como subcontrata para muchas empresas, Livingston no tiene su propia oficina ni su propio suministro de servicios en muchos lugares del mundo. Un ejemplo de ello sería España, Alemania o Reino Unido. En estos países trabajan como subcontrata para Ford y es este quien le proporciona el material de oficina, las instalaciones, el material informático o los suministros eléctricos. En este sentido, Livingston no toma decisiones ni tiene relación con los proveedores de Ford.

Solamente en las sedes de cada área geográfica se tienen sus propios proveedores por ello sería interesante integrarlos en el programa de RSC de 2020 para establecer canales de comunicación y compromisos con estos, a pesar de ser solo en la sedes.

#### 4. Procedimiento de gestión de riesgos y oportunidades:

En este apartado se define concepto de riesgo y oportunidad reputacional y se detallará el procedimiento diseñado para que Livingston sea capaz de gestionarlos.

- **Riesgo:** cuando las expectativas de los participantes superan el desempeño.
- **Oportunidad:** cuando el desempeño de la empresa supera las expectativas de los participantes

Los riesgos y oportunidades reputacionales se gestionan de forma diferente ya que las oportunidades se gestionarán todas, sin embargo, los riesgos no podrán gestionarse todos y solo algunos de ellos serán reducibles. Para los riesgos que sean reducibles se tomaran acciones para reducirlos, mientras que los que no sean reducibles se establecerá un proceso de gestión de crisis.

El procedimiento de gestión de riesgos y oportunidades consta de 3 bloques: análisis reputacional, formulación de acciones e implementación de acciones.

##### 4.1. Bloque I: Análisis reputacional:

El análisis reputacional consiste en la identificación de los desfases entre las expectativas de los participantes actuales y potenciales y el desempeño real de la empresa. Estos gaps o desfases van a ser fuente de riesgos y oportunidades reputacionales

##### 4.1.1. Establecimiento de la cultura e ideología central de la empresa:

Previamente a proceder con el análisis reputacional cabe destacar la importancia de la cultura de la empresa para una buena gestión de la reputación de la empresa, ya que cualquier acción que se tome en este proceso deberá de seguir una coherencia con la cultura corporativa.

Una cultura empresarial fuerte supone menores desfases entre actuaciones de la empresa y expectativas de los stakeholders. Así mismo, la cultura orienta a los directivos y miembros de la organización hacia una toma de decisiones consistente que favorece la convergencia entre expectativas y desempeños, facilitando la gestión de la reputación corporativa.

Livingston en este sentido, tiene una cultura y valores fuertes que se comparten con sus participantes continuamente y en ese sentido se encuentra bien direccionada.

#### **4.1.2. Análisis de las expectativas de los participantes actuales y desempeño de la empresa:**

##### **4.1.2.1. Metodología empleada:**

Anualmente Livingston realizará una encuesta interna con el fin de conocer los intereses y expectativas de los stakeholders. Esta encuesta se enviará al departamento de comunicación para que desglose cada interés y expectativa en una Tabla.

En esta encuesta no solo se cuestionarán los intereses de los participantes para conocerlos, sino que se intentarán establecer indicadores para conocer el nivel óptimo, en el cual el participante se sentiría satisfecho.

Así mismo, los gerentes de cada oficina según zona geográfica rellenarán una tabla con los intereses detectados a través de reuniones internas con los distintos participantes y la enviarán al departamento de comunicación.

##### **4.1.2.2. Tabla comparativa de expectativas y desempeño**

Como se ha mencionado, para identificar si existe un riesgo o una oportunidad reputacional es necesario conocer las expectativas de los grupos de interés, establecer un indicador para medir esta expectativa y poder compararla con los desempeños reales de la empresa, con el fin de analizar si los supera o no.

Para ello se utiliza la Tabla 1 como herramienta que podrá actualizarse anualmente con las nuevas expectativas de los stakeholders y desempeños de la empresa adaptándola a cada periodo.

A continuación, se describe cada columna de la Tabla 1:

- Columna 1 (Stakeholder): grupo de interés de la empresa
- Columna 2 (Intereses): para identificar las expectativas de los stakeholders se detallan los intereses de estos por parte de la empresa
- Columna 3 (Medida de desempeño): indicador que mida los desempeños de la empresa en relación a conseguir este interés del stakeholder.
- Columna 4 (Medida de expectativa): Indicador que mida la expectativa por parte del stakeholder.
- Columna 5 (Fuente de información): Fuente que se utilizará para obtener estos indicadores

**Tabla 1: Análisis de expectativas y desempeños**

Stakeholder	Intereses	Medida de desempeño	Medida de expectativa	Fuente de información
<b>Clientes</b>	Cumplir con la legislación vigente	<ul style="list-style-type: none"> <li>- Nº sanciones</li> <li>- Importe total destinado a sanciones aduaneras</li> </ul>	<ul style="list-style-type: none"> <li>- 0 nº sanciones</li> <li>- Importe 0 destinado a sanciones aduaneras sea inferior al del año anterior</li> </ul>	Notificaciones de la Agencia Tributaria
	Mantener el OEA (Una vez la empresa consigue el OEA, esta certificación tiene duración indefinida)	<p>Nº Irregularidades graves</p> <p>*Si Livingston no comete ninguna irregularidad, no perderá el OEA</p>	0 irregularidades que obliguen a perder el OEA	Notificaciones de la Agencia Tributaria
	Reducir costes aduaneros	<ul style="list-style-type: none"> <li>- Importe total de reducción arancelaria por preferencia</li> <li>- Importe total de reducción arancelaria por RPA</li> <li>- Cantidad de certificados digitalizados</li> </ul>	<ul style="list-style-type: none"> <li>- Ahorro de X millones de euros en reducción arancelaria</li> <li>- Ahorro de X millones de euros en reducción arancelaria</li> <li>- Digitalización de todos los certificados</li> </ul>	Informes internos de la empresa

	Automatización de procesos	- Nº de procedimientos manuales	- Nº de procedimientos manuales sea inferior al año anterior	Entropy (base de datos de procedimientos)
	0 demoras por incidencias aduaneras	- Nº demoras	- Nº demoras sea inferior al año anterior	Base de datos de incidencias
<b>Empleados</b>	Conciliación familiar	%Empleados trabajando desde casa % Tiempo que los empleados trabajan desde casa %Empleados con reducción de jornada % Empleados con horario adaptado a sus necesidades	100% peticiones para el trabajo desde casa aceptadas 100% peticiones de reducción de jornada aceptadas 100% peticiones de horario adaptado atendidas	Bases de datos RRHH internas
	Desarrollo profesional	Nº de promociones internas anuales Nº Titulaciones superiores adquiridas con Lii	Nº de promociones incremente en comparación con el año anterior Nº Titulaciones superiores adquiridas con Lii incremente en comparación con el año anterior	Bases de datos RRHH internas
	Buen ambiente laboral	% rotación laboral % dimisiones	Rotación menor a un 10%	Bases de datos RRHH internas



		<p>% personas que contestan que hay buen ambiente laboral</p> <p>Nº empleados que participan en actividades de la empresa</p>	<p>0 dimisiones por mal ambiente</p> <p>80% personal contesta que hay buen ambiente</p> <p>80% de los empleados participan de actividades</p>	Encuesta Engagement
	Seguridad en el trabajo	<p>Nº Accidentes</p> <p>Nº de empleados que completan formación de prevención de riesgos</p>	<p>0 Accidentes</p> <p>0 Bajas por causas directamente relacionadas con el puesto de trabajo</p> <p>100% empleados formados en prevención de riesgos</p>	Base de datos de la mutua
	Reconocimiento	<p>Nº reconocimientos públicos en Peoplenet</p> <p>% Personas que reciben bonus por objetivos</p>	<p>Nº reconocimientos sea superior al año anterior</p> <p>80% del personal recibiendo el bonus</p>	People Net (red interna de la empresa)
	Formación	<p>Nº de cursos impartidos considerados utiles</p>	<p>100% cursos impartidos son considerados útiles</p> <p>Nº de cursos para empleados sea superior al año anterior</p>	

<b>Accionistas</b>	Altas rentabilidades	Plusvalía último año Dividendos Rentabilidad financiera	Plusvalia superior al último año Dividendo superior al último año Rentabilidad financiera superior al último año	Cuentas anuales de la empresa
	Estabilidad	Tasa de variación de dividendos últimos 10 años Tasa de variación del beneficio en los últimos 10 años	Tasas de variación inferiores a la media del sector	Balances de la empresa
<b>Administración Pública</b>	Cumplir con la legislación	Nº sanciones	Nº sanciones inferior al año anterior	Registro sanciones
	Causar el menor número de incidencias	Nº de incidencias	Nº de incidencias inferior al año anterior	Base de datos incidencias
	Simplificar lo máximo posible las operaciones aduaneras	Nº procedimientos simplificados	Nº de procedimientos simplificados superior al año anterior	Entropy
<b>Sociedad</b>	Medio Ambiente	Emisión de CO2 sea el mínimo posible Minimización de Residuos (Proyectos de digitalización)	Nº de personas que usan el autobús sea mayor que el año anterior Nº folios utilizados disminuyan según el año anterior	Documentación física Registro de cajas almacén

			Nº de cajas almacenadas con documentación en el archivo disminuyan según el año anterior	
	Salud	Nº donantes de sangre %Empleados en riesgo laboral	Nº Donantes de sangre sea superior al año anterior 100% de empleados trabajando de forma remota en época del COVID 19	Bases de datos de RRHH
	Voluntariados	Nº Voluntarios Nº Eventos relacionados con voluntariado	Nº Voluntarios superior al año anterior Nº eventos superior al año anterior	People Net (Informe RSC)
	Donaciones	Nº Donaciones	Nº de donaciones superior al año anterior	People Net (Informe RSC)
<b>Proveedores</b>	Contratos estables	Nº años establecido en el contrato	Nª Años>2 años	Contrato con el proveedor
	Periodos de pago cortos	Nº de meses establecido como periodo de pago	Periodo de pago < 2 meses	Contrato con el proveedor

	Solvencia	Deudas a proveedores	a	Deudas a proveedores=0	a	Balance de la empresa
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*Fuente: Elaboración propia*

#### **4.1.3. Jerarquización de riesgos y oportunidades:**

Este apartado consiste en dar prioridad en su gestión a los mayores riesgos más probables, ya que son los riesgos que tienen una mayor probabilidad de desencadenar una crisis con un mayor impacto sobre la reputación corporativa.

Para llevar a cabo esta jerarquización de los riesgos Livingston posee una metodología de gestión de riesgos que es aplicable a gestión de riesgos operacionales generalmente con impacto financiero. Sin embargo, esta metodología que utiliza la empresa actualmente para este tipo de riesgos puede aplicarse también para la gestión de riesgos reputacionales. Livingston imparte un curso de formación sobre gestión de riesgos el primer año en la empresa, ya que todos los empleados han de conocer cómo proceder en caso de detectar un riesgo.

El modelo de gestión de riesgos se denomina FMEA. Livingston registra cada posible riesgo que cada miembro de la empresa pueda prever y lo clasifica el nivel de: severidad, ocurrencia y detectabilidad. Para ello ha de calcular el Risk Priority Number (RPN).

El RPN = Severidad X Ocurrencia X Detección

La persona que detecta el riesgo, después de registrarlo ha de clasificarlo con la ayuda de la Tabla 2 y calculando el RPN.

**Tabla 2: Clasificación de riesgos según la metodología FMEA.**

Rating #	Severity	Occurrence	Detectability / Recoverability
1	No impact	Never	Always detected Always recoverable
2	Minor Rework	Rarely	Easy to detect / nearly always detected Very small resource impact to recover
3	Rework		
4	Minor penalties / fines	Occasional	Fairly easy to detect / usually detected Small resource impact to recover
5	Penalties / fines		
6	Penalties / Fines or significant effort impact to Ford	Often	Hard to detect / often missed Significant resource required to recover
7	Penalties / Fines and/or significant effort impact to Ford		
8	Penalties / Fines and/or Impact to Ford's reputation with Customs	Most of the time	Almost impossible to detect Very high resource impact to recover
9	Loss of AEO Authorisation if not addressed within 30 days of discovery		
10	Loss of AEO Authorisation	Always	Never detected Impossible to recover the situation

Fuente: FMEA\_Training\_ October 2018

Dependiendo del número RPN, es decir de la gravedad de riesgo, se deberá de llevar a cabo una acción o no.

**Tabla 3: Dinámica del RPN**

Occ	Sev	Det	Result	Actions
1	1	1	Ideal Situation	No Action
1	1	10	Assured Masterv	No Action
1	10	1	Failure does not reach user	No Action
1	10	10	Failure reaches user	Yes
10	1	1	Freq. fails. detectable. costlv	Yes
10	1	10	Freq. fails, reaches user	Yes
10	10	1	Freq. fails w/maior impact	Yes
10	10	10	Big Trouble!	Yes!

Fuente: FMEA\_Training\_ October 2018

Ante riesgos que requiera acción, será un tema que se escalará a los supervisores y se tratará de forma contundente. Además, la alta dirección también tiene acceso a este registro y podrá monitorear el estado de todos los riesgos reputacionales de la empresa e intervenir si lo ve necesario.

## 4.2. Bloque II: Formulación de acciones

Una vez identificados los desfases entre las expectativas de los participantes actuales y potenciales y el desempeño real de la empresa, se deben reducir los riesgos y aprovechar las oportunidades reputacionales.

### 4.2.1. Diseño de acciones de comunicación y modificación de impactos:

En esta etapa Livingston deberá diseñar las posibles alternativas de acción para paliar los riesgos reputaciones y las alternativas de comunicación para aprovechar las oportunidades reputacionales que se han identificado en la etapa anterior.

Las alternativas de acciones se registrarán en el mismo documento de gestión de riesgos, se asignará un responsable para cada acción.

**Tabla 4: Diseño de acciones**

Current Controls	D E T	R P N	Actions Recommended	Resp.	Actions Taken	S E V	O C C	D E T	R P N
What are the existing controls and procedures (inspection and test) that prevent either the cause or the Failure Mode? <b>Should include an SOP number.</b>	How well can you detect cause or FMEA?		What are the actions for reducing the occurrence of the cause, or improving detection? <b>Should have actions only on high RPN's or easy fixes</b>	Whose Responsible for the recommended action?	What are the completed actions taken with the recalculated RPN? <b>Be sure to include completion month/year</b>				
		0							0
		0							0
		0							0

Fuente: FMEA\_Training\_ October 2018

### 4.2.2. Evaluación y selección de las acciones:

Para valorar cuál de las opciones planteadas se adapta mejor a las circunstancias y restricciones específicas de la empresa se puede utilizar el triple criterio de adecuación, factibilidad y aceptabilidad.

Esta triple evaluación permitirá decidir qué riesgos son reducibles teniendo en cuenta las restricciones de cada organización y qué riesgos se van a mantener su tolerancia. En cuanto a las oportunidades reputacionales, las acciones de comunicación para aprovecharlas suelen conllevar menos consumo de recursos y deben gestionarse todas.

#### **4.3. Bloque III: Implementación de acciones:**

Este bloque conlleva la puesta en práctica de las acciones, así como el control de su implementación y la efectiva reducción de los desfases entre expectativas y desempeños.

##### **4.3.1. Puesta en práctica:**

Una vez seleccionadas las acciones, estas se desarrollarán y pondrán en práctica. Las acciones que se vayan realizando se irán registrando en el registro de gestión de riesgos (Tabla 4)

##### **4.3.2. Control de las acciones:**

El control de la gestión de riesgos supone un control de la adecuada implementación de las acciones diseñadas para la reducción del riesgo y control del desfase de desempeños y expectativas para verificar que las medidas adoptadas van encaminadas a reducir el desfase entre las expectativas de los participantes y el desempeño de la empresa.

Una vez puestas en práctica las acciones diseñadas se evaluarán los resultados para identificar si el riesgo ha sido paliado. Tras verificar que las acciones adoptadas por la empresa para la gestión de un riesgo mejoran el desempeño y reducen o eliminan el desfase entre comportamiento organizacional y expectativas de los stakeholders, se pueden formalizar los procedimientos adoptados para evitar la posible reaparición del riesgo reputacional.

#### **5. Descripción de la planificación de la gestión de crisis:**

La planificación de gestión de crisis es muy importante dado el uso de las redes y la gran difusión y disponibilidad de la información hoy en día. Disponer de esta planificación de crisis permitirá a Livingston dar una respuesta rápida y controlada que a los riesgos reputaciones minimizando los impactos negativos o incluso podría ser una oportunidad para fortalecer la reputación corporativa de la empresa.

##### **5.1. Prevención:**

Cabe destacar la importancia de la prevención de crisis reputacionales. El procedimiento de gestión de riesgos y oportunidades descrito en el punto 4, tiene como finalidad prevenir que estos riesgos se conviertan en crisis reputacional. Sin embargo, siempre se puede dar que incluso habiendo gestionado correctamente el riesgo y habiendo



seguido el procedimiento correctamente, este riesgo no sea reducible y en estos casos se deberá de desarrollar la gestión de crisis.

## 5.2. Tipos de plan:

- **Planes contingentes:**

Los planes contingentes permitirán a Livingston que la respuesta de la empresa sea más rápida y adecuada.

Estos planes especifican cada una de las acciones a realizar y la forma de desarrollarlas para neutralizar de forma eficaz posibles crisis más probables según actividad y especificidades de la empresa.

En cada uno de los planes contingentes se establecerá los integrantes del gabinete de crisis y las funciones de cada uno de ellos en cada caso. Las personas integrantes de estos gabinetes dependerán de la zona geográfica donde se de la crisis, así como de su gravedad.

Así mismo también deberá determinarse el lugar físico del centro de control de la crisis dónde va a desarrollar su actividad el gabinete de crisis. De modo que cada país deberá de tener establecido el emplazamiento físico dónde se tratarán estas reuniones.

- **Plan de comunicación:**

Este plan de comunicación favorece una respuesta de comunicación inmediata, importante para evitar el silencio que suele ser traducido por culpabilidad o inactividad.

Además, durante la crisis o inmediatamente después es cuando los medios de comunicación se muestran más activos, por lo que retrasar una respuesta de comunicación sólo va a generar una espiral de especulación sobre las causas y los efectos de la crisis.

Este plan de comunicación permitirá ahorrar tiempo a Livingston al tener prediseñada de antemano la respuesta a ciertas cuestiones:

- **Portavoz:** Será el **director general** de Livingston con el fin de dar confianza al público en una situación de crisis. Así mismo, dependiendo del país dónde ocurra la crisis se seleccionará un **alto directivo nativo** en el idioma del país y con habilidades comunicativas, con el fin de tener una comunicación fluida con los participantes y asegurar la claridad y entendimiento del mensaje.



- **Formas de comunicación:** informar a todos los participantes implicados, empleados incluidos, y todas las vías de comunicación (medios de información tradicionales e internet), y el departamento de comunicación deberá de apoyarlo para hacer llegar el mensaje a todos los participantes.

**Tabla 4: Formas de comunicación planificación de crisis.**

Grupo de interés	Canales de comunicación
<b>Cliente</b>	Reunión con el portavoz, correos explicativos, reuniones periódicas con las personas que estén tratando las acciones para paliar la crisis para informar del estado.
<b>Empleado</b>	Reunión Town Hall, Peoplenet (plataforma del empleado), redes sociales, correos, reuniones con supervisores.
<b>Comunidad</b>	Prensa online, newsletters, redes sociales
<b>Proveedores</b>	Reuniones, redes sociales

*Fuente: Elaboración propia*

**Información que se va a dar prioridad:**

El portavoz deberá asumir una posición clara y fundamentada en la verdad.

En lo que respecta a la información que se deberá proporcionar, la Tabla 5 muestra las preguntas a las que se deberá dar respuesta en el comunicado.

**Tabla 5: Información planificación de crisis.**

¿Qué ha ocurrido?	
¿Por qué?	
¿Qué va a hacer la empresa?	

*Fuente: Elaboración propia*



- **Estilo de las comunicaciones de la empresa:** sería interesante que Livingston desarrollara plantillas con el fin de estandarizar los formatos de los comunicados y defina el lenguaje. Así mismo, también es recomendable establecer un protocolo de las comunicaciones.

### 5.3. Control de gestión de crisis

- **Control de implementación:** supone verificar que se están implementando las medidas diseñadas en los planes contingentes y comunicación adecuadamente.
- **Control de reputación corporativa:** supone controlar si las medidas adoptadas a las expectativas de las partes implicadas han sido adecuadas. Debido a que Livingston no es una gran empresa presente en prensa, este control se realizará mediante encuestas a los participantes.



## Conclusión:

La reputación corporativa es un activo intangible muy valioso que se genera en la mente de los participantes de la empresa e influye en todas sus relaciones aportando numerosas ventajas para las organizaciones.

Este activo se genera a través de un proceso que se inicia con el comportamiento de la empresa. En este sentido, la gestión de la responsabilidad social corporativa es parte de la gestión activa de la reputación.

En lo que respecta a la responsabilidad social corporativa, Livingston es una empresa comprometida con sus stakeholders y con especial orientación a sus clientes y empleados. A pesar de ser una empresa con comportamiento ético hacia sus grupos de interés, Livingston todavía tiene muchos aspectos a mejorar en materia de responsabilidad social. Por ello será de vital importancia que la organización siga las recomendaciones aportadas en el punto 1.4 del informe. En síntesis, estas recomendaciones consisten en:

- Integrar la gestión de la RSC a la visión y estrategia de la empresa.
- Internacionalizar las acciones de la empresa en materia de RSC a todos los países dónde opera.
- Incluir de forma definida todos los grupos de interés de la empresa, explicando los compromisos y canales de dialogo para cada uno de ellos.
- Alinear la gestión de la RSC a estándares internacionales formales

Otro punto importante a trabajar para una buena gestión de la reputación corporativa son los **criterios básicos** del punto 2. En este apartado se recomienda que se refuercen ciertos criterios esenciales para la gestión de la reputación:

En relación al *compromiso de todos los participantes* como se ha mencionado con anterioridad Livingston International es una empresa muy orientada al cliente y al empleado. Sin embargo, la atención a ciertos participantes como son los proveedores, accionistas o la administración pública es menor. En este sentido, se sugiere integrar a todos los participantes en la estrategia y objetivos de responsabilidad social de la empresa, con el fin de ofrecer un mayor equilibrio entre los grupos de interés.



En referencia al criterio de *transparencia*, se recomienda la creación de un código de buen gobierno propio con el fin de formalizar este principio y fomentar la confianza entre los diferentes grupos de interés.

*La diferenciación*, es otro valor que Livingston tiene muy arraigado en su cultura corporativa, por lo que dirigir esa diferenciación hacia el compromiso con sus participantes es otro factor a tener en cuenta para fortalecer la reputación corporativa de la organización.

En cuanto a *la visibilidad*, es uno de los criterios que más ha de trabajar la empresa con el fin de que sus comportamientos éticos se conviertan en percepciones positivas para sus participantes, por lo que se deberán de diseñar campañas de comunicación periódicas con el fin de enfatizar la información relevante para los grupos de interés.

En lo que respecta al procedimiento de gestión de riesgos y oportunidades desarrollado en el punto 4, el Bloque I presenta la Tabla 1, el instrumento que utilizará Livingston International para medir las expectativas y desempeños de la empresa. Esta herramienta deberá de actualizarse anualmente con el fin de identificar riesgos y oportunidades reputacionales nuevas.

Una vez identificados, mientras las oportunidades se gestionarán todas, los riesgos deberán analizarse con mayor detalle. Mediante el sistema de gestión de riesgos que ya tiene implementado Livingston (Modelo FMEA) se jerarquizarán estos riesgos y se tratarán los que sean reducibles.

Posteriormente, se formularán acciones e implementarán siguiendo las especificaciones del Bloque II y Bloque III. Dentro de la fase de implementación se llevará un control de si estas acciones han reducido los desfases entre expectativa y desempeño que han generado ese riesgo, para dar por finalizado el proceso, siempre que se haya conseguido eliminar el riesgo reputacional por completo.

Para los riesgos que nos sean reducibles, en el punto 5 se ha desarrollado la planificación de gestión de crisis. Esta planificación no solo aportará a Livingston las claves de como proceder ante una crisis reputacional definiendo elementos esenciales que se han de tener en cuenta para responder rápidamente ante situaciones de crisis, sino también es una oportunidad de demostrar que Livingston puede resolver de forma eficiente ciertas situaciones, lo que puede ayudar a afianzar la reputación corporativa frente a sus grupos de interés.



Siguiendo estas pautas y procedimientos definidos en el Manual, Livingston podrá medir la reputación corporativa y mejorar de forma significativa su posición competitiva favoreciendo la fidelización de todos sus grupos de interés. Esto impactará en el volumen de ventas, la calidad del capital humano, de proveedores y socios, así como a un mayor acceso al capital financiero. Todas estas ventajas tendrán un efecto directo en el resultado financiero de la empresa, lo que a su vez generará la satisfacción de los intereses de los distintos participantes, y consolidará la reputación de la empresa.



ANEXOS

Anexo I: CSR Report (2018)

# LIVINGSTON STRONG CSR REPORT 2018

2018 results of Livingston International's  
corporate social responsibility program.



## CEO MESSAGE



**2018 was a pivotal year for Livingston's corporate social responsibility (CSR) activities.** Livingston Strong, our new CSR program kicked off in April and even though it didn't run for a full year, we saw a packed program of fund-raising and volunteering events, raised a lot of money for your chosen charities, and improved Livingston's environmental footprint.

I'd like to thank our Livingston Strong Champions for everything they did in 2018 to organize exciting events for you to get involved in, and their support of our whole program. The enthusiasm I saw from everyone involved makes me very proud to be part of this organization.

My highlight of our CSR year was seeing our inaugural CSR Week kick off in October. We challenged our CSR Champions to really get behind our fund-raising and volunteering efforts and we took the opportunity to concentrate on supporting our two partner charitable organizations – the Red Cross and the World Wildlife Fund (WWF) for the whole of one week. As the world's leading conservation organization, WWF helps protect the future of nature and our environmental world, and the Red

Cross provides disaster response and relief to communities in Canada, the U.S. and internationally. I know these causes mean a lot to you, and I was very pleased that we could support them both.

Our commitment to CSR through the Livingston Strong program gives us the opportunity to support the charities and causes our people are passionate about, with additional contributions and matched funding with the full support of Livingston. This in turn, strengthens our relationships with clients, contributes to better environmental performance and makes us a better organization.

Thank you again for everything you've done this year to support Livingston Strong.



Dan McHugh





## Background

For many years, Livingston associates have chosen to support charities in their local communities through fund-raising, donations and getting involved in events. There have also been several green initiatives happening in Livingston offices.

Livingston has always supported these efforts over the years. We also made several environmentally friendly decisions that contribute to Livingston being a more sustainable organization. In 2016, we pulled all this activity together under one program and launched Livingston Strong, Livingston's corporate social responsibility program with the over-arching goal of being able to make more of a difference as one big team.





# LIVINGSTON STRONG

The objectives of the program support our associates and the communities in which they live. For employees, the program can also build pride in the company by supporting and recognizing people and teams for their efforts to give back. The CSR work that we do enhances Livingston's brand and reputation, builds customer loyalty and makes Livingston a more appealing company to both prospective clients and the next generation of workers.

## The CSR program

Livingston Strong is made up of three key building blocks.

- **Our communities.** *Giving back.*
- **Our people.** *Investing in the future.*
- **Our environment.** *Supporting sustainability.*

To learn more about everything the program offers in each of these three areas, see the Livingston Strong Guide on PeopleNet.

## Our fantastic CSR Champions

We have 80 Livingston Strong CSR Champions working hard in their locations to support the program and engage associates in fund-raising and volunteering activities. Our Champions are passionate advocates for local causes, and the type of people who get things done. They help to organize fund-raising events, order team t-shirts and provide notice before an event. After an event, they keep track of how much is raised, request fund-matching and report back on activities.

## Employee Crisis Fund

We were pleased to launch our new Employee Crisis Fund as part of the Livingston Strong program. This is an important strand of the program as it gives us the opportunity to help our colleagues in need in times of natural disaster or an unforeseen personal hardship.

The Fund relies primarily on donations added by Livingston International as well as individual donations from associates. Through our CSR program, an initial sum of money was added to establish the Fund and we will continue to support it in subsequent years.

## Trade-related scholarships

Livingston set up 11 trade-related scholarships at colleges and universities near locations where we have national service centers or large offices. This allows us to support students who are interested in pursuing a career in the trade or logistics industry. Some of these graduates may join us as new associates, as former students have done in the past.



The following schools received scholarships in 2018. In 2019, scholarships will be added in Mexico and Poland.

**Loyalist College**

Belleville, Ontario, Canada  
Program: Customs Border Services Program  
Commitment: Annual  
Amount: \$1,000 CAD

**Humber College**

Etobicoke, Ontario, Canada  
Program: Border and Immigration Services  
Commitment: 3 years  
Amount: \$1,000 CAD

**Niagara College**

Niagara Falls, Ontario, Canada  
Program: Protection, Security and Investigation – Customs Border Services  
Commitment: Annual  
Amount: \$1,000 CAD

**Cegep Andre Laurendeau**

Montreal, Quebec, Canada  
Program: Techniques de la logistique  
Commitment: Annual  
Amount: \$1,000 CAD

**Eastern College Moncton Campus**

Moncton, New Brunswick, Canada  
Program: Supply Chain and Logistics  
Commitment: Annual  
Amount: \$1,000 CAD

**Medaille College**

Buffalo, New York, USA  
Program: Homeland Security Major  
Commitment: Annual  
Amount: \$1,000 USD

**University at Buffalo**

Buffalo, New York, USA  
Program: International Trade Program  
Commitment: Annual  
Amount: \$1,000 USD

**Central Michigan University**

Mount Pleasant, Michigan, USA  
Program: College of Business, Logistics Management Program  
Commitment: 5 years  
Amount: \$1,500 USD

**Eastern Michigan University**

Ypsilanti, Michigan, USA  
Program: Supply Chain Management  
Commitment: 5 years  
Amount: \$1,000 USD

**Lewis University**

Romeoville, Illinois, USA  
Program: Transportation, Distribution and Logistics Program  
Commitment: Annual  
Amount: \$1,000 USD

**City Colleges of Chicago**

Chicago, Illinois, USA  
Program: Supply Chain  
Commitment: Annual  
Amount: \$2,100 USD

**Lone Star College**

Houston, Texas, USA  
Program: Logistics Management  
Commitment: Annual  
Amount: \$1,000 USD



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Amount: \$2,100 USD

**Lone Star College**

Houston, Texas, USA  
Program: Logistics Management  
Commitment: Annual  
Amount: \$1,000 USD



**Livingston employee student scholarships**

In 2018, we gave out 15 scholarships of \$1000 each to children of Livingston associates who are pursuing a secondary education in any field.

We received 50 applications from Canada and the U.S. A team of judges assessed the

applications against the criteria and decided on the top 15. Thank you to our volunteer judges including: Ilsie Berlanga, Jon Dailey, Julie Walker, Kelly Burlage, Maureen Moore, Michael Meierkort and Rene Cobos. Here are our scholarship winners.



**Stephanie Atkins**

*Daughter of Jacki Setter, Winnipeg, Manitoba*

"This scholarship will help me achieve my educational goal of becoming a hospital pharmacist. I will be attending the University of Manitoba in the Fall, where I will be pursuing a Doctor of Pharmacy degree."



**Clark Bei**

*Son of Echo Zhang, The West Mall, Toronto, Ontario*

"I am going to the University of Waterloo to major in Computer Science. As a single-engine pilot with a strong passion for aviation, my ambitions are to develop and improve software used in aircraft in future technological developments."



**Kara Braun**

*Daughter of Dina Braun, The West Mall, Toronto, Ontario*

"I am choosing to go into health studies and gerontology at McMaster University. I am very passionate about taking care of seniors. They deserve all the happiness in the last portion of their lives and I would like to be a part of making that happen."



**Deanna Cadieux**

*Daughter of Tammy Bullock, Atlanta, Georgia*

"I am attending my first year at the University of Western and taking biology. I aspire to be a pathologist, excelling in my field and living in a city of my choice."





**Kelsey Cordova**

*Daughter of Jose Cordova, Valley Stream, New York*

"I intent to graduate with a degree in electrical and computer engineering at New York Institute of Technology to develop electrical equipment and solve complex problems in my future profession. I aspire to enhance my degree and one day become a medical engineer."



**Itzel Flores**

*Daughter of Edelmiro Flores, Laredo, Texas*

"I plan to get my bachelor's degree in management information systems at Texas A&M University at College Station. Furthering my education will make it easier for me to get a stable job that would help get enough money to help my community and my family."



**Miranda Gibbons**

*Daughter of Donna Syvret, Laval, Quebec*

"I will be attending McGill University. I plan to obtain a Ph.D. in History, travel the world to participate in archaeological digs, and eventually become a professor."



**Ryan Greenaway**

*Son of Alison Greenaway, Sarnia, Ontario*

"After graduating the chemical production and power engineering technology program at Lambton College, I plan to gain employment as an operating engineer in the petrochemical industry."



**Kareem Adam Hirani**

*Son of Neelam Hirani, Houston, Texas*

"Following my graduation from Texas A&M University, I hope to pursue an MS in business, preparing myself for a leadership position at a technology company. I hope to pursue my goal of providing access to technology to people in impoverished areas around the world so they can have the tools they need to succeed in this increasingly technological world."



**Scott Hreno**

*Son of David Hreno, The West Mall, Toronto, Ontario*

"People with neurological disorders or injuries struggle daily with things the average person takes for granted. At the University of Toronto, I'll be studying behavior, genetics and neuroscience with the goal of becoming a brain doctor."



**Miranda MacAckill**

*Daughter of Mary MacAskill, The West Mall, Toronto, Ontario*

"I will be attending the University of Toronto for a master's in biomedical communications. Medical illustration combines my love for creative work and my passion for science and technology. I'm excited about the opportunity to use what I learn to advance public health education as well as promote new technologies and techniques within the medical industry."



**Morgan MacLeod**

*Daughter of Ken MacLeod, Airport Road, Toronto, Ontario*

"I am entering my first year at Ryerson University in Toronto this September studying media production. I hope to use this degree to explore my interests in video and media, and to pursue a career in this field."



**Isha Patel**

*Daughter of Celine Jacob Patel, The West Mall, Toronto, Ontario*

"I hope to become a specialized doctor, taking care of my parents' financial future, and be independent. The rationale for choosing this career path is simply because I have a strong desire to help others, and becoming a doctor is the best way I can see myself achieving that. I am attending the University of Western."



**Genesis Rodriguez**

*Daughter of Marcella Rodriguez, Valley Stream, New York*

"In the future, I see myself completing a residence in dermatology and opening my own private practice. I hope to expand my knowledge and skill set to also practice cosmetic surgery. I am attending Hunter College."



**Molly Schaubroeck**

*Daughter of James Schaubroeck, Minneapolis, Minnesota*

"I plan to attend the University of South Carolina to pursue a degree in nursing. I aspire to become a nurse because of my interest in the medical field and I also care about helping people, both physically and emotionally."

## Sustainability

We made some key changes this year that improve how sustainable we are including reducing the amount of paper we use, increasing the amount we recycle and increasing energy efficient programs in our office refurbishments. Here's a summary of sustainability activities in 2018 that were introduced, increased or are in the works.

- Campaign to promote duplex printing
- Further reduction of paper through automation
- Increased use of recycled or responsibly stewarded paper products
- Recycling of coffee packets (Flavia)
- Recycling of toner cartridges
- Eliminated Styrofoam from offices
- Introduced recycling programs in some offices that didn't already have it
- Re-use, recycling or refurbishment of used furniture and computer equipment
- Increased energy efficiency programs in office refurbishments
- SmartWay program used by Vehicle Transportation Services
- Procuring warehousing that is environmentally friendly
- Developing environmental scorecard for 2019
- Leveraging sustainability opportunities in planning of office refurbishment, furniture, equipment and computer changes for 2019





# ACHIEVEMENTS IN 2018

Thank you to all our associates who participated in Livingston Strong in 2018, by volunteering their time or raising money and collecting donations to support a charitable organization in your community.

## Volunteering events



In May 2018, Chris Towers and 21 colleagues from the Itasca office volunteered by filling, sealing and packing nutritious meals for the **Feed My Starving Children** organization.



Janet Pawelczyk (center) volunteered for eight hours at the **Community Emergency Response Team**.



Rohela Ellahi volunteered 26 hours of her time to train new volunteers among other duties for **CISV International**.





In August 2018, the Norfolk office held a **Volunteer for Bellamy** event to honor their colleague Bellamy Gamboa. They raised \$450 while also volunteering their time to bring food and serve it for an **H.E.R. Shelter** event.



Erick Jesus Baltierrez Molina from the Hermosillo office in Mexico volunteered to clean up and reforest the area within his neighborhood.



Fort Erie's CSR Champion, Cindy Edmonds organized a walkathon to raise money for the **Red Cross**. She along with 33 associates participated and volunteered their time to walk for one hour.



Cynthia Nepomuceno, The West Mall CSR Champion, coordinated with the **Canadian Red Cross** representatives to come in to lead a workshop on building emergency kits. Seventeen people participated logging in volunteer hours.



Alison Greenaway, CSR Champion for Sarnia, organized a chili event with her team for CSR Week in support of **WWF** and the **Red Cross**. They raised **\$450.30** in total and used nine volunteering hours.



Several associates from the Detroit Service Center spread the holiday cheer by ringing bells for the **Salvation Army** to encourage donations. A total of 13.5 hours were used.



Karol Sastaunik, CSR Champion for the Delta office along with six associates volunteered at the **Vancouver Food Bank**. During their time at the facility, they learned how to sort the shopping carts of food and other goods and spent time cleaning the warehouse. They used a total of 30 hours for this event.



Louise Ross used 2.45 hours of volunteer time by packaging and bringing groceries to her local food bank.



Dulce Macedo, Kelsey Cruz and Cynthia Nepomuceno from The West Mall visited and volunteered with **Youth Without Shelter**.

♥ Lori Gall from Marysville organized a pet food and supplies drive for the **Bluewater Humane Society**.

♥ Kelsey Cruz organized a clothing donation drive at The West Mall for the **New Circles Clothing Bank**.

### Fundraising events



Fort Erie office had 23 associates participate in the Big Bike Ride event for the **Heart & Stroke Foundation**. The total amount raised was \$3,240.54.



Mary Ann McDowell and her team at Sarnia raised \$501.85 through a bake sale and donation drive for the **Sarnia & District Humane Society**.



SaraLee Kimball and her team in Derby Line held an online scavenger hunt and raised \$55 for their local **Humane Society**.

♥ Lindsay Kuntz at the Tonawanda office organized an event and raised \$180 for the **Buffalo City Mission**.

♥ Gina Schacht and the Laval office raised \$169 worth of toys for their local toy drive.

♥ The Norfolk office raised \$405 for the **H.E.R. Shelter** during their volunteering event.

♥ The New Orleans office raised \$141 for the **Second Harvest Food Bank**.

♥ Greg Grasher and the Blaine office raised \$800 worth of toys and gift cards for Blaine's new **Community Toy Store**.

♥ New Orleans held bake sales and other events to raise money for the **American Cancer Society**. They raised a total of \$450.





Diana Mammoliti, organizer of the event and 65 Livingston participants in the Airport Road office collected \$605 for the **Tim Horton's Children Foundation**.



Tom Ferguson from the Fort Erie office and their team "Brooklyn" held a walk for **Childhood Apraxia of Speech** and raised \$1,661.76.



Christina Macri from Airport Road held a Polynesian themed fundraising dinner event for the **Kalayaan Cultural Community Center**. They raised \$3,045.

♥ Associates in Bydgoszcz, Poland, raised a total of \$4,485 for the **Kawalek Nieba Foundation** in support of Livingston colleague, Maja Bielska.

♥ Julie Camacho from the Laredo office participated in raising funds for the **American Cancer Society** and raised \$161.

♥ Brad Williams from the Southfield office held a food drive for **Gleaner's Food Drive** and raised an estimated amount of \$230.



CSR Champion, Debbie Tardo, and the New Orleans office raised \$6,403 through a **Relay for Life** event for the **American Cancer Society**.



Donna Timmerman and her team from Alexandria Bay held a chicken barbeque for the **American Cancer Society** and raised \$3,073.

♥ Todd Chestnut and associates in the Tonawanda office raised a total of \$1,000 for the **Courage of Carly Fund** and **Kaely's Kindness**.



Kimberly Szabo and the downtown Chicago office raised \$250 by participating in the Chicago Duck Derby for the **Special Olympics Illinois**.



Cindy Edmonds organized a garage sale and bake sale at the Fort Erie office and raised \$485 for **Dreams to Memories**.





Cynthia Nepomuceno organized a food drive at The West Mall and raised an estimated \$2,375 worth of food for the **Daily Bread Food Bank**.



Carol Graves, CSR Champion for the Detroit office, started a food drive for **Fish and Loaves** and raised \$500 worth of groceries.



The New Orleans team raised \$800 worth of toys for the **New Orleans Women and Children's Shelter**.



The West Mall participated in a silent auction, bake sale and donated items for **Youth Without Shelter**. They raised \$1,712.50.



Danielle Magliaro and the Vehicle Transportation team in Concord sponsored a family of five through the **Holiday Helpers Canada** organization. Leading up to the holidays, they spent five weeks organizing pancake breakfasts, money jars and an items donation bin. Concord raised a total of \$2,000.

## CSR WEEK

As a part of the Livingston Strong program, Livingston pledged to endorse and support the work of two national and global organizations – the Red Cross and the World Wildlife Fund.

In October 2018, Livingston held its first CSR week, celebrating our partnership with the Red Cross and the World Wildlife Fund by holding a week of fund-raising, volunteering and fun activities to support both charities.

CSR champions attended a webinar to get the scoop on everything they needed to know for the week, and received a package of promotional items to help them generate support and engagement from their teams. There were daily contests with prizes up for grabs and each Champion worked hard to organize a week of fun events and games. Some offices chose to support the Red Cross or WWF and some decided to split the proceeds half and half.

Livingston associates raised the following during CSR week:

- Canadian Red Cross - \$2,102.50
- American Red Cross - \$3,150.30
- WWF Canada - \$1,313.10
- WWF U.S.A. - \$3,334.55

A big shout out to the offices who raised the largest amounts:

- Tonawanda, NY - \$2,266.00
- Southfield, MI - \$1,223.15
- Airport Road, ON - \$750.00

Congratulations again to the most spirited office winner for CSR week, New Orleans.



Associates in the Itasca office chose to wear red or green to support the Red Cross and WWF.



# 2018 DONATIONS

<b>Event</b>	<b>Funds donated</b>
Q2 Employee donations to various charities	\$11,132.39
Q2 Corporate matching 100 %	\$11,132.39
Q3 Employee donations to various charities	\$11,759.76
Q3 Corporate matching 100%	\$11,759.76
Q4 Employee donations to various charities	\$11,185.96
Q4 Corporate matching 100%	\$11,185.96
CSR Week employee donations to the Red Cross and WWF	\$9,905.45
CSR Week corporate matching 100%	\$9,905.45
Year end corporate donation to American Red Cross	\$5,000.00
Year end corporate donation to Canadian Red Cross	\$5,000.00
Year end corporate donation to International Red Cross	\$5,000.00
Year end corporation donation to World Wildlife Fund	\$5,000.00
<b>Total</b>	<b>\$107,967.12</b>





## Anexo II: Guide CSR Program (2018)

*Guide to Livingston's corporate social responsibility program*

### Overview

#### Background

For many years, Livingston employees have organized themselves to support charitable initiatives in their community and have supported their colleagues in times of crisis. Livingston has also supported these efforts. In addition, the company has made several environmentally-friendly decisions that contribute to sustainability. These actions are at the grass roots of Livingston being a good corporate citizen. In 2018, we formalized our actions and introduced *Livingston Strong*, Livingston corporate social responsibility (CSR) program.

#### Objectives

- 1) Improve employee engagement:
  - Contribute to and support our associates and the causes they support
  - Build pride, trust and unity among associates
  - Nurture a positive workplace and improve retention
  - Through team activities and volunteering, build experience and skills
  - Improve recruitment of the next generation of workers
  - Recognize people and teams
- 2) Reinforce Livingston's positive reputation:
  - Contribute to the communities and environments we live in
  - Enhance brand, reputation and leadership position
  - Improve public, media and social media perception
  - Increase customer loyalty and retention
  - Have greater appeal to prospects and win more new customers

#### Program structure

The program is made up of three key components:



**Our communities** – *Giving back*



**Our people** – *Investing in the future*



**Our environment** – *Supporting sustainability*





## Criteria

All of the charitable initiatives supported by our associates must align with Livingston's corporate *Social Responsibility Policy* (Appendix A) and meet the following criteria.

Livingston **will not** support organizations that:

- Are connected to political parties or have any political affiliations
- Promote and support particular religions
- Force, coerce or exclude others based on religious or spiritual beliefs
- Promote or support violence, aggression, prejudice or oppression or any infringement on human rights.

Livingston **will** support organizations that:

- Are making the effort to be environmentally responsible
- Are registered charities, non-government organizations (NGO), non-profit organizations or foundations

Associates choosing to spend work time supporting or helping a charity or cause need to be transparent about how the money being raised or the time being donated will make a difference.

Donations or fund-raising initiatives must comply with our *Anti-bribery Policy*.

Please see the *Social Responsibility Policy* (includes environment) in Appendix A of this guide and on PeopleNet.



## Our communities

*Giving back*

### Guiding principles

- *Given our diverse cultures, associates should choose to support organizations that are most important to them and their communities, and that meet Livingston's criteria.*
- *Livingston supports their choices.*
- *Livingston is a global citizen and supports making the world a better place.*

### Components of 'Our communities'

- 1) Individual offices may select and support charitable organizations or events
- 2) Livingston will add to or match employee donations made through fund-raising events
- 3) Livingston provides nominal support to fundraising teams (e.g. for t-shirts)
- 4) Livingston will endorse and supports a national or global organization
- 5) Livingston may offer disaster relief services in communities where our associates are affected

- 1) Individual offices may select and support charitable organizations or events

### Overview

- As they do today, employees at any office location may choose to organize themselves to support a charitable organization or participate in a community event.
- Employees may also choose to support Livingston's selected global organizations, the Red Cross or the World Wildlife Fund.
- Employees should have the general support of their local leader to organize and participate.
- Employees are encouraged to participate but are not obligated to do so.
- Organizations and events selected must comply with the CSR criteria and policy.
- Each location should have a CSR Champion who can help organize. Small locations may share a CSR Champion with neighboring offices.
- Event must be reported before (for team support and CSR calendar of events) and after (for fund matching, pictures and measurement.)

### Process

- Employees organize their event with CSR Champion's help and manager's support.
- Before the event, the CSR Champion or event organizer should complete the form, *Event notice (pre-event)* and note if you are requesting team support for t-shirts or caps. Download the form from PeopleNet, fill it in, and send it to [CSR@livingstonintl.com](mailto:CSR@livingstonintl.com).
- The CSR administrator will:
  - Provide instructions to acquire team support merchandise
  - Add your event to the calendar of upcoming events
  - Flag any PR opportunities to our PR Director





- Leverage senior leadership participation for events, if possible
- After the event, the CSR Champion or event organizer should complete the form, *Event report (post-event)* and note if you are requesting fund matching for the monies your team raised. Download the form from Peoplenet, fill it in, and send it to [CSR@livingstonintl.com](mailto:CSR@livingstonintl.com).
- Send your photos in to [peoplenet@livingstonintl.com](mailto:peoplenet@livingstonintl.com) for photo gallery or more.

2) Livingston will add to or match employee donations made through fund-raising events.

#### Overview

- As they do today, employees will participate in an event for charitable fund raising, make the donation to the organization and receive individual tax receipts for associates.
- Livingston has designated a pool of funds to be used for matching employee fund raising. This pool of funds has been divided and allotted for each quarter of 2018 to ensure that funds are available for matching throughout the year.
- At the end of each quarter, Livingston will review all reported events and raised funds, and match to 100% of employee donations if possible. If the employee raised donations exceed the allotted funds for that quarter, Livingston will provide an even percentage to all events in that quarter, e.g. 90% match for all events in Q2.

#### Process

- After the event, complete the form, *Event report (post-event)* and note if you are requesting fund matching for the monies your team raised. Download the form from Peoplenet, fill it in, and send it to [CSR@livingstonintl.com](mailto:CSR@livingstonintl.com).
- The CSR administrator will keep track of the matching requests until the end of the quarter and then determine if full matching can be done based on the funds available for that quarter.
- The CSR administrator will facilitate the final approvals, requisition cheques, ensure that the charitable organizations receive the funds, and that Livingston receives a tax receipt.
- The CSR administrator will confirm to the event organizers that the matching has taken place.

3) Livingston provides nominal support to fundraising teams

#### Overview

- Employees who organize a team to participate in a charitable event and wish to appear as a team representing Livingston can order a t-shirt and/or a cap with the CSR program logo.
- Employees who have received a t-shirt and/or cap with the CSR program logo should use this for subsequent events, rather than reordering.

#### Process

- Before the event, the CSR Champion or event organizer should complete the form, *Event notice (pre-event)* and note if you are requesting team support for t-shirts or caps. Download the form from PeopleNet, fill it in, and send it to [CSR@livingstonintl.com](mailto:CSR@livingstonintl.com).



- The CSR administrator will provide a CODA number and instructions to access the Livingston PrintSys portal to order the t-shirts or caps online
- The promotional items will be shipped directly to the organizer. Please allow enough time before your event to receive your items.

#### 4) Livingston will align to and support a national or global organization

##### Overview

- Livingston has selected the **Red Cross** as the charitable organization it will support and endorse on a company-wide basis.
- Employees are encouraged to consider events and activities that support the Red Cross in addition to other community-based organizations that they feel worthy of their support.

##### Process

- When organizing an event to support the Red Cross, please follow the same process outlined above in 1) Individual offices select and support charitable organizations or events.

##### Choosing the Red Cross

We wanted to make sure we picked an organization that addressed a wide range of issues, so our associates can support the causes that they are most passionate about. We knew from research that our associates care about charities and causes supporting homelessness, cancer and other illnesses, children and animals.

Second we wanted to make sure that our charities do an exceptional job of turning donation dollars into positive impact. For that we turned to services like [charitynavigator.org](http://charitynavigator.org) and [givewell.org](http://givewell.org) that monitor the efficacy of different charities. We wanted to be sure that our donations get to the people who really need them.



We chose the Red Cross because:

- They have a strong presence and opportunities for involvement at the local, national and international level.
- They offer many community based programs, e.g. homelessness, family support, safety (fire prevention), supporting the elderly, anti-violence / bullying, etc.
- In the U.S., they include services and a giving program for veterans.
- They are world class in their disaster relief efforts from communities to a global scale, and we can contribute to these efforts where our communities are impacted.
- They offer volunteering opportunities at the community level up to an international level.





- They offer training related to health and safety, e.g. first aid, CPR, basic life support, etc.
- They host blood drives which our people can easily support.

5) Livingston may offer disaster relief services in communities where our associates are affected

#### Overview

- Livingston will consider providing disaster relief related services and/or donations in communities where Livingston has associates who have been impacted.
- Support for each natural disaster event will be considered on a case-by-case basis by senior leaders for the appropriate level and type of support offered by Livingston and its associates.
- Support may include the following but is not exclusive of other forms of support being offered:
  - Fast-tracking services to customers providing disaster relief goods to an affected region
  - Discounted rates or complimentary services to customers providing disaster relief goods
  - Cash donations and / or services to support the efforts of the Red Cross
  - Cash donations to support an employee emergency fund

#### Process

- Prior to an event (if known) or upon an event taking place, the CSR administrator will contact senior leaders to evaluate the situation and determine the support to be provided.
- Business leaders will coordinate service-related offerings and coordinate customer communications through existing channels.
- The CSR administrator will:
  - Coordinate any activities through the Red Cross
  - Coordinate any activities related to employee disaster support
  - Keep employees informed through PeopleNet
  - Continue to monitor the situation and respond / adjust as needed



## Our people

*Investing in the future*

### **Guiding principles**

- Livingston cares about our people and their efforts to help others.
- Livingston encourages learning, growth and the next generation of associates.

### **Components of 'Our people'**

- 1) Make a bank of 5,000 volunteer hours available to associates
- 2) Establish scholarships for institutions with trade-related programs
- 3) Establish scholarships for children of Livingston employees
- 4) Establish an employee crisis fund

- 
- 1) Make a pool of 5,000 volunteer hours available to associates

### **Overview**

- A pool of approximately 5,000 total volunteer hours will be available to Livingston associates to use for charitable and community volunteering activities in 2018. This pool of volunteer hours will be divided up across all of Livingston's office locations.
- Each Livingston location will have 1.5 hours per employee as a pool of volunteer hours for that location, to be used at their discretion in 2018. See sample calculations below.
- Volunteer hours will be managed for the location by the local CSR Champion or by the local manager / leader.
- Volunteering as an individual or part of a team is optional for associates who wish to donate their time. Associates will not be obligated to volunteer.
- Volunteering time must be scheduled for a mutually convenient time for an associate and their manager / leader.
- Volunteers must provide a letter from the organization to verify their participation.
- If an office chooses not to use their full allotment of volunteer hours, they may transfer their remaining hours to another location for their use. CSR Champions should coordinate agreement with the local manager / leader to either return volunteer hours to the pool or request additional volunteer hours.
- Volunteer hour returns or requests should go to the CSR administrator at [CSR@livingstonintl.com](mailto:CSR@livingstonintl.com) who will track transferrable volunteer hours.
- Selected organizations must comply with Livingston's CSR criteria (page 3).



#### Process

- Each location will designate the CSR Champion or the local manager / leader as the "owner" of the volunteer hours for the purpose of tracking and reporting their use.
- Individuals or groups organize their volunteering opportunity and get permission from their manager(s) to participate and agree to an appropriate schedule.
- After the volunteering event is complete, the associate should provide a verifying letter from the charitable organization to their manager.
- After the event, the "owner" of the hours calculates the remaining pool of hours for location.
- After the event, the "owner" of the hours will complete the form, *Volunteering report (post-event)* so that the company may track how volunteer hours are being used. Download the form from Peoplenet, fill it in, and send it to [CSR@livingstonintl.com](mailto:CSR@livingstonintl.com).
- Note: Hours will not be accounted for through the payroll systems.

#### Sample calculations

##### Allotting volunteer hours by location:

Airport Road has 320 employees x 1.5 hours = 480 volunteer hours for location use in 2018

Strathroy has 10 employees x 1.5 hours = 15 volunteer hours for location use in 2018

##### Using up volunteer hours – example 1:

Airport Road has 480 volunteer hours for use in 2018

- 10 employees volunteer at a food bank for 3 hours each = used up 30 volunteer hours
- 1 employee volunteers at an animal shelter for a day = used up 8 volunteer hours
- 20 employees help at a Red Cross blood drive for 1 hour each = used up 20 volunteer hours

Total hours used to date for Airport Road = 58 hours

Remaining volunteer hours for Airport Road is 480 – 58 = 422 hours

##### Using up volunteer hours – example 2:

Strathroy has 15 volunteer hours for use in 2018

- 2 employees volunteer for an environmental group's park cleanup for 2 hours each = used up 4 volunteer hours
- 1 employee volunteers at a women's shelter for half a day = used up 3 volunteer hours

Total hours used to date for Strathroy = 7 hours

Remaining volunteer hours for Strathroy is 15 – 7 = 8 hours



## 2) Establish scholarships for institutions with trade-related programs

### Overview

- Livingston will establish scholarships at post-secondary academic institutions in cities where we have a national service center (NSC) or large office.
- Scholarships will be established for the 2018 admissions year where time still allows or for the 2019 admission year and moving forward.
- Scholarships will be for \$1,000 each (or equivalent) for a student entering a trade-related, logistics or supporting industry program.
- Students may receive a Livingston scholarship only once.
- Local Livingston NSC / office leaders may consider establishing relationships with these institutions for the purposes of recruiting new employees or offering student internships.

### Process

- Livingston will work with individual institutions to define the criteria for each scholarship.
- The institutions will manage the scholarship eligibility, application and awards process.
- The institutions will provide the name / profile of recipients to Livingston's CSR administrator.

### Institutions / programs with Livingston scholarship

#### Toronto

- Sir Sandford Fleming College: Customs Border Services
- Loyalist College: Customs Border Services
- Humber College: Customs Border Services

#### Fort Erie

- Niagara College Canada: Protection, Security and Investigation - Customs Border Services

#### Montreal

- Cégep Andre Laurendeau: Techniques de la logistique de Transport
- Cégep Lionel Groulx: Techniques de la logistique de Transport

#### Buffalo

- Medaille College: Bachelor of Science in Homeland Security
- Bryant and Stratton College: Security Technology Associate Degree

#### Detroit

- Central Michigan University: Logistics Management
- Eastern Michigan University: International Business – Supply Chain Management



#### Chicago

- Lewis University: Transportation, Distribution and Logistics
- City Colleges of Chicago: Transportation, Distribution and Logistics

#### Houston

- Lone Star College: Logistics Management

#### Mexico City, Mexico

- Colegio Holandés: Customs Science and Foreign Trade (Lic. Ciencias Aduanales y comercio exterior)

#### Bydgoszcz, Poland

- Wyższa Szkoła Bankowa: Logistics (weekend studies)

### 3) Establish scholarships for children of Livingston employees

#### **Overview**

- Livingston will establish scholarships for children of full time Livingston employees globally who are entering a post-secondary institution to further their education.
- Children must be entering into a program with a diploma / degree (College or University).
- 15 scholarships of \$1,000 (or equivalent) will be available each year.
- Recipients may be entering any year (not just year one) of their educational program.
- Recipients may receive a scholarship from Livingston only once.
- Criteria for assessing recipients will be based on entering their program of choice with marks of 75% or higher, extracurricular activities and a submitted paragraph about desired goals.
- Potential recipients must complete the *Scholarship Application* form on PeopleNet.
- Scholarships will be awarded in the summer preceding the September commencement of the academic year and will be sent directly to the institution in the recipient's name (where possible).

#### **Process**

- Parents can download the *Scholarship Application* form from Peoplenet for completion by their child.
- Return completed form to [CSR@livingstonintl.com](mailto:CSR@livingstonintl.com) by the specified deadline.
- The CSR administrator will collect the applications and provide them to the scholarship committee for review and selection.
- The CSR administrator will notify parents of all applications of the outcome.
- The CSR administrator will requisition cheques for academic institutions.
- Successful recipients will provide a photo to the CSR administrator for recognition on PeopleNet.



#### 4) Establish an employee crisis fund

##### Overview

- Livingston will establish an employee crisis fund through the Emergency Assistance Foundation Inc., a third-party service provider specializing in employee crisis services.
- Services offered by Emergency Assistance Foundation include:
  - Support to employees affected by a natural disaster or hardship
  - Donations through company contribution, employee contributions through one-time donation, company matching or one-off fundraising events
  - Management of employee grants to affected employees
- Livingston will contribute a lump sum to establish the fund and promote access to the services for employees who wish to contribute to the fund or request assistance.
- A Livingston portal will be established on the Emergency Assistance Foundation website with details about the services, criteria, and application process to request relief.
- The fund and relief is managed globally and confidentially for Livingston employees.

##### Process

- Access Livingston's portal on the Emergency Assistance Foundation's website through Peoplenet.
- If requesting funds, review the criteria and submit an application form.
- If donating funds, review the process and follow the instructions.



## Our environment

Support sustainability

### Guiding principles

- Livingston works to reduce its environmental footprint towards sustainability.
- Livingston strives to meet the expectations of our customers who want to partner with green-conscious companies.

### Components of 'Our environment'

- 1) Create a sustainability team in Livingston for continuous improvement
- 2) Expand our recycling programs
- 3) Reduce paper use
- 4) Find other ways to reduce our environmental footprint
- 5) Align to and support an environmental organization

### Setting a benchmark

In developing this program, the project team documented Livingston's current environmentally-related activities by location and costs, where available, with the objective of setting a benchmark. Areas of focus and several opportunities were identified, and those have been noted in the components outlined below. The Sustainability Committee moving forward will promote these initiatives through projects, new processes or internal campaigns and education. Targets and measurement against the benchmark can take place with some progress in the defined areas.

See Appendix B for Livingston's current environment activities.

## 1) Create a sustainability team in Livingston for continuous improvement

### Overview

- A Sustainability Committee is established comprised of a representative each from Brokerage Services, International Freight and Transportation Services, Global Trade Management, Facilities and Corporate Communications.
- The Committee will meet regularly to manage and build on Livingston's environmental program with the objectives to:
  - Advise on sustainability opportunities and innovations
  - Analyze opportunities to expand the geographic reach of current green activities
  - Set sustainability priorities and goals based on the benchmark established by the CSR project team of Livingston's current activities
  - Develop a sustainability plan for the remainder of the year
  - Address and manage challenges and constraints to the sustainability initiatives

- Track, monitor and analyze sustainability metrics and measures
- Develop a sustainability communication plan and process
- Recommend or provide sustainability education, support or advice to employees, e.g. quick wins on duplex printing

#### Process

- The CSR administrator will play a key role in communicating the work of the Sustainability Committee including advancement of the program, new initiatives, results and internal campaigns for employee support or participation in green efforts.

### 2) Expand our recycling programs

#### Overview

- Associates in Livingston owned buildings to be encouraged to recycle as much as possible.
- Associates in a leased building with recycling programs to take full advantage of these programs offered by the leasing management company.
- Associates in a leased building without recycling programs to find ways to recycle, if possible.
- Consider reinstating the coffee packet recycling program.
- Expand other recycling programs such as toner cartridges, batteries, cans / glass / plastics, organics / food waste, lightbulbs, etc.
- Each location will get an Environmental Scorecard and be challenged to improve it.

### 3) Reduce paper use

#### Overview

- Implement paper reduction campaign across all Livingston locations, including instructions to set duplex printing as a preference.
- Livingston to continue to look for ways to reduce paper in its processes and track results, e.g. through automation, paperless invoices, document imaging.
- Livingston to use only Forestry Stewardship Council certified paper for all printed materials.
- Livingston to source sustainable / recycled paper for use in offices, e.g. photo copying, paper towels, etc.
- Paper reduction to be included on the environmental scorecard for each location.

### 4) Find other ways to reduce our environmental footprint

#### Overview

- Re-use viable office furniture in other Livingston locations. Donate or recycle non-viable furniture and materials where possible.
- Recycle or donate unwanted computer and technology equipment through our partnership with Reboot and MicroAge. (Reboot and MicroAge refurbish the equipment).



- Implement energy efficient programs in office refurbishments moving forward, such as replacing fluorescent light bulbs with LEDs.
- Vehicle Transportation Services to monitor and improve environmental footprint of fleet using tools such as Smartway, energy efficient engines, low resistance tires, etc.
- Measure sustainability of Livingston-owned warehouses using Smartway and consider opportunities to reduce environmental footprint, e.g. lighting, energy use.

#### 5) Align to and support an environmental organization

##### Overview

- Livingston has selected the World Wildlife Fund as the environmental organization it will support and endorse on a company-wide basis.
- Employees are encouraged to consider events and activities that support the World Wildlife Fund in addition to other community-based organizations that they feel worthy of their support.

##### Process

- When organizing an event to support the World Wildlife Fund (WWF), please follow the same process outlined above in the "Our Community" section, 1) Individual offices select and support charitable organizations or events.

##### Choosing the World Wildlife Fund

We wanted to select an organization that addresses a wide range of environmental issues, so our associates can support the causes that they are most passionate about. Similar to our endorsement of the Red Cross, we wanted to make sure that our donations get to the end cause and that the organization held a high ranking on [charitynavigator.org](http://charitynavigator.org) and [givewell.org](http://givewell.org) for the efficacy of its administration.



We chose the World Wildlife Fund because:

- WWF is one of the world's leading conservation organizations working in 100 countries with 5 million members. Their work combines global reach with a foundation in science, involves actions at every level of local to global, and delivers innovative solutions that meet the needs of both people and nature.
- They are commonly thought of as an organization focused on preserving wildlife, but that is only a small part of their mission and environmental effort.
- Areas of focus include:
  - *Forests* - Conserve the world's most important forests
  - *Oceans* - Safeguard healthy oceans and marine livelihoods
  - *Fresh water* - Secure water for people and nature
  - *Wildlife* - Protect the world's most important species



*Guide to Livingston's corporate social responsibility program*

- *Food* - Double net food availability; freeze its footprint
- *Climate* - Create a climate-resilient and zero-carbon world, powered by renewable energy
- They have a strong presence and opportunities for our associates to get involved at the local, national and international level.
- They offer many ways for individuals or companies to offer support.
- It's easy to leverage their "take action" or athletic events for fundraising.
- Can volunteer, become a "Panda Ambassador" or do something special for "Panda Nation"



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**Appendix A:**

## Social Responsibility Policy

Effective Date	Applicable to	Policy
March 31, 2018	All Livingston International Inc. employees, officers, directors, contractors, consultants, representatives and others who conduct business on Livingston's behalf	SRP – 1.0

### Introduction

As part of our commitment to service excellence, Livingston International Inc. ("**Livingston**" or the "**Company**") is committed to exhibiting leadership in social affairs in all of its business activities. The company shall seek to enforce this policy to the extent feasible, taking into consideration the market, needs of the company, needs of customers, community expectations and other relevant factors.

### Social Responsibility

Livingston's Social Responsibility Policy includes our commitment to:

- Conducting business in a socially responsible and ethical manner;
- Using our resources efficiently and protecting the environment and the health and safety of people;
- Protecting and supporting human rights; and
- Respecting and supporting the various communities in which we work.

### Business Ethics

1. Livingston conducts business with integrity and promotes safe and fair dealing and anti-bribery and anti-corruption practices.
2. All employees, officers, directors, contractors and consultants of Livingston are expected to:
  - (a) maintain the highest standards of integrity and Corporate Governance practices to ensure excellence in daily operations and to promote confidence in Livingston's Governance systems;
  - (b) conduct business in an open, honest, and ethical manner; and
  - (c) recognize the importance of protecting all of the company's human, financial, physical, informational, social, environmental and reputational assets.

### Environmental Responsibility and Health and Safety

3. Livingston recognizes the need to protect the natural environment. Livingston strives to be an environmentally responsible neighbour in the communities where the Company operates.



and will act promptly and responsibly to correct incidents or conditions that endanger health, safety, or the environment.

4. All employees, officers, directors, contractors and consultants of Livingston are expected to:
  - (a) conserve natural resources by reusing and recycling materials, purchasing recycled materials, and using recycling packaging and other materials where feasible;
  - (b) utilize products that are safe for their intended use, energy efficient, protective of the environment, and reusable or recyclable;
  - (c) utilize processes that do not adversely affect the environment, including developing and improving operations and technologies to minimize waste, prevent air, water and other pollution, minimize health and safety risks, and dispose of waste safely and responsibly; and
  - (d) ensure the responsible use of energy throughout the company's business, including conserving energy, improving energy efficiency, and giving preference to renewable over non-renewable energy sources when feasible.
5. Livingston commits to minimizing the environmental risks to employees and communities in which the Company operates.
6. Livingston will implement programs and various communication channels to promote employee awareness of environmental concerns, actions and responsibilities.
7. Livingston is committed to protecting the health and safety of all individuals affected by our activities, including our employees, contractors and consultants, and the public.

**Stakeholder Relations**

8. Livingston will engage its stakeholders clearly, honestly and respectfully.

**Employee Relations**

9. Livingston will continue to provide a safe and healthy workplace and ensure that employees are properly trained.
10. Livingston will ensure that employees and workplaces have the appropriate safety and emergency equipment, and that employees are provided training on the use of such equipment.
11. All employees will be treated fairly, with dignity and respect, taking their goals and aspirations into consideration.
12. All employees, officers, directors, contractors and consultants of Livingston are expected to embrace diversity in the workplace.



13. Fair labor practices will be applied while respecting the national and local laws of the countries and communities in which Livingston operates.
14. Livingston will provide equal opportunity in all aspects of employment and not engage in or tolerate unlawful workplace conduct, including discrimination, intimidation or harassment.
15. All employees are responsible and accountable for contributing to a safe working environment, for fostering safe working attitudes, and for operating in a socially responsible manner.

#### **Human Rights**

16. Livingston does not tolerate any human rights abuses, and will not engage or be complicit in any activity that solicits or encourages human rights abuse.
17. Livingston strives to build trust, deliver mutual advantage, and demonstrate respect for human dignity and rights in all relationships the company enters into. This includes respect for cultures, customs, and values of individuals and groups.

#### **Community**

18. Livingston will seek opportunities to contribute to the local community quality of life by supporting innovative programs in health, education, social services, and the environment as well as cultural and civic projects.
19. Livingston encourages employees to volunteer through programs organized internally or externally.
20. Livingston will continue to volunteer its time and expertise to local community groups and voluntary organizations. Livingston will aim to work with charities and create a partnership that is in tune with our business values.

#### **Continued Improvement**

21. Livingston will strive to continually improve the Company's social management system and related policy, programs, and performance base on the results of periodic reviews and considering regulatory changes, company needs, client needs, technical developments, and scientific understanding and community expectations.

#### **Related policies**

- *Criminal Background and Credit Check Policy*
- *Code of Conduct*
- *Anti-Corruption/ Anti-Bribery*
- *Environmental Responsibility Policy*
- *Anti-Fraud Policy*





*Guide to Livingston's corporate social responsibility program*

- *Enterprise security policies*
- *Acceptable Business Use Policy*
- *Access Control Policy*
- *Electronic Communication Policy*
- *E-Mail Policy*
- *Identification Policy*
- *Information Security Policy*
- *Health, Safety and Environmental Compliance Policy*
- *U.S. Privacy Policy*



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## Appendix B:

### Current environmental activities

You may or may not be aware of our current environmental activities. We hope that by sharing what we already do, we can raise awareness amongst our associates and empower them to address their immediate surroundings with a view to make it "greener". Not all of the initiatives below will be applicable for every location, e.g. A Fort Erie retrofit done a few years ago was a capital investment made to take advantage of the local utility's retrofit program and now benefits us by lower energy use and a \$6,000 per year savings.

#### Facility renovations

- Use LEED certified suppliers for renovations. Leadership in Energy and Environmental Design® (LEED) is a rating system that is recognized as the international mark of excellence for green building in over 180 countries.
- Store and reuse furniture or donate and recycle, where possible.
- Lighting retrofit to LED and motion sensors installed in meeting / training rooms at Taylor in September 2017. 85% payback received by March 2018.
- Project to do lighting retrofit to LED in Fort Erie.

#### Paper reduction

- Duplex education for personal printing by associates and corporate printing where possible.
- Imaging, e-manifests and e-reports continue to reduce paper use.
- Current paper use for invoicing is approximately 9.78 million sheets per year. Electronic invoicing (eBill and ePay) to be introduced in 2018 and paper reduction measured. It is anticipated that there will be a significant savings in printing and re-printing invoices once the project is launched. Additional savings are expected by offsetting postage, courier, and printer maintenance costs.
- Current automation projects will also contribute to paper reduction. This includes focused EDI teams and FTP billing. Results to be captured.
- All Livingston printed collateral done on sustainable paper as certified through the Forestry Stewardship Council (FSC).

#### Office products

- 20 cases of office supplies donated in 2018
- Mandated ban on Styrofoam cups in Livingston offices
- Seeking options for recycled paper for photocopy use



**Recycling**

A large majority of our offices are leased and various levels of recycling programs are offered through their respective property management companies. Whether we own the building and can set up our own recycling program or lease space and can influence the property manager, there is a lot of opportunity to increase our recycling efforts at Livingston.

	<b>Canada</b>	<b>US</b>
Locations owned vs. leased	19% vs. 77%	12% vs. 88%
Locations that shred	73%	78%
Locations that recycle paper	96%	58%
Locations that recycle cans, glass, plastic	60%	40%
Locations that do other forms of recycling	40%	26%

- Canadian offices returned 382 toner cartridges in 2017 for remanufacturing or recycling. This represents 12% of Canadian offices.
- Paid to recycle 150 multi-functional printing units (MFUs) in 2017 rather than sent to landfill
- In 2017, donated 26 computer, 5 printers, 39 laptops, 31 monitors and 57 other pieces of equipment to Reboot for refurbishment or recycling at a total cost of \$7420. Livingston is now partnering MicroAge for similar services for donation or recycling of copper / parts for no charge.





## Anexo III: Freight Forwarding Services (2017)

dun&bradstreet

FIRST RESEARCH

INDUSTRY PROFILE

### Freight Forwarding Services

1.30.2017

NAICS CODES: 4885

SIC CODES: 4731

#### About First Research

First Research, a D&B company, is the leading provider of Industry Intelligence Tools that help sales and marketing teams perform faster and smarter, open doors and close more deals. First Research performs the "heavy lifting" by analyzing hundreds of sources to create insightful and easy to digest Industry Intelligence that can be consumed very quickly to better understand a prospect's or client's business issues. Customers include leading companies in banking, accounting, insurance, technology, telecommunications, business process outsourcing and professional services. Used by more than 60,000 sales professionals, First Research can benefit any organization which has prospects in multiple industries.

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## Industry Overview

Companies in this industry provide freight forwarding and customs brokerage services. Major companies include CH Robinson Worldwide, Expeditors International of Washington, and UPS Supply Chain Solutions (all based in the US), along with CEVA Logistics (France); DB Schenker and DHL Supply Chain (Germany); Kuehne + Nagel and Panalpina (Switzerland); Nippon Express (Japan); and Sinotrans (China).

The global freight forwarding services industry generates annual revenue of more than \$260 billion. China, Singapore, and South Korea are home to the world's busiest container shipping ports, as well as some of the busiest airports based on cargo volume. France, Germany, Dubai, Japan, the Netherlands, and the UK also host major international cargo hubs. Freight forwarders are targeting the Asia/Pacific region for growth.

The US freight forwarding services industry includes about 20,000 establishments (single-location companies and units of multi-location companies) with combined annual revenue of about \$55 billion.

Freight forwarding services providers arrange the transportation of goods by various modes on behalf of shippers. Customs brokers are included in the industry. The industry doesn't include freight carriers, logistics consultants, or supply chain management software manufacturers. A separate Warehousing & Storage profile covers that industry.

### Competitive Landscape

Demand is driven by domestic manufacturing output and levels of international trade. The profitability of individual companies depends on **efficient operations**, extensive **relationships** in shipper and carrier networks, and **industry expertise**. Large companies have advantages in account relationships and access to advanced logistics technologies. Small operations can compete effectively by serving a local market, specializing in cargo transfer with specific countries, and facilitating the transport of unusual goods. The US industry is **fragmented**: the top 50 companies account for about a third of revenue.

### Products, Operations & Technology

Unlike fully integrated carriers that own truck, rail, air, or ocean assets and transport cargo, freight forwarders arrange the transportation of goods without owning any transportation equipment or handling ("fingerprinting") the cargo. Customs brokers add another layer of expertise by facilitating the clearing of goods through international customs barriers. Most companies specialize in either freight forwarding or customs brokering, though companies and individuals can provide both.

Forwarders are well-versed in the schedules, rates, and availability of cargo carriers. They use this expertise to solve logistics challenges, lower expenses, and minimize delays for companies that ship or receive goods. Forwarders book cargo space with carriers; negotiate rates; arrange insurance; calculate the weight, volume, and cost of goods to be moved; prepare quotations, invoices, bills of lading, and letters of credit; and keep extensive records of all transported products. Forwarders may also act as freight consolidators, buying bulk cargo space on trucks, ships, and airlines only to resell it at a higher rate. Many forwarders specialize in a particular region, industry, or mode of transportation.

Customs brokers clear goods through international customs on behalf of an importing or exporting business. Key responsibilities include preparing documents; submitting information electronically; paying taxes, duties, and excises on behalf of the client; and facilitating communication among the shipper, receiver, and government agencies. Government entities can be both international and domestic, as many goods require clearance and inspection from agencies like the FDA, USDA, or the US Fish and Wildlife Service. Just as forwarders tend to specialize, many customs brokers specialize in certain types of transactions, such as clothing, perishables, or obtaining clearance for the crew and manifest of large ocean vessels.

Shipping service providers can range from a sole, independent proprietor working out of a local office to large corporations with a network of hundreds of small offices and agents. Forwarding companies can also be a part of a freight services franchise. Local offices are largely autonomous: they serve local customers and are responsible for local marketing and for dealing with local contract carriers. In addition to their own offices, forwarders also may maintain a network of agents, especially in foreign locations.

### Technology

Computer systems find the best routes for a shipment, present alternative fares and schedules, consolidate loads, confirm and bill orders, track and trace shipments, produce management reports, and allow logistics analysis. Customs brokers can be connected to the US Customs Automated Export System (AES), which allows shippers to electronically file a Shipper's Export Declaration and Ocean Manifest.

Freight forwarders use enterprise resource planning (ERP) applications and supply chain management (SCM) and logistics software to standardize freight forwarding processes and manage finances. Developing integrated

systems that span operations in multiple countries has become a major focus of IT investments for the largest logistics companies. Utilizing both homegrown and third-party platforms, freight forwarders continue to expand their use and development of online quoting and booking tools. Such platforms help forwarders manage rates, contracts, and pricing, and allow shippers to gather and compare competitive quotes.

Using both homegrown and third-party platforms, freight forwarders continue to enhance their online quoting and booking tools. Such platforms help forwarders manage rates, contracts, and pricing; they also allow shippers to gather and compare quotes.

### Sales & Marketing

Typical **customers** are shippers and receivers that need to move cargo within the US or internationally. Shippers include chemical companies, construction firms and building manufacturers, commodity importers and exporters, consumer products companies, food suppliers, and vehicle manufacturers.

Major types of **marketing** include online ads and rate quotes, telemarketing, and face-to-face visits with potential customers. Large shippers may negotiate national contracts with national or regional customers who are served through local offices.

**Internet sales** are common, especially for less-than-truckload (LTL) cargo. Potential customers can quickly get rate quotes and compare fees online. For specialized goods and heavier cargo, forwarders and brokers often use online forms to collect information and call back the prospect to discuss terms.

**Prices** vary depending on route, weight, volume, and demand. Freight shipping service providers make their money on the **spread** between the rates charged to customers and the rates they pay carriers. To get the most favorable rates, forwarders typically agree to provide a carrier with a minimum number of shipments. The forwarder and the carrier may also agree on general payment terms, but specific rates are negotiated at the time of service. Most sales are to repeat customers with whom the forwarder has long-term relationships. Customer contracts may call for discounts in return for a specific volume of business.

### Finance & Regulation

**Cash flow** for most freight shipping services is fairly steady throughout the year, though the need for liquidity rises in the third and fourth quarters in advance of the Christmas season. Inventories are at or near zero, as forwarders and brokers are service providers that don't handle product. Freight forwarders have **few assets** except for local offices and proprietary software systems. Receivables are typically about 40 days' sales. Companies must establish and maintain firm collection policies to lower the days of sales outstanding.

**Insurance** coverage is a critical expense for freight shipping service providers. Forwarders typically obtain "errors and omissions" insurance to protect the shipper in case of delays or errors on documentation.



Financial industry data provided by MicroBilt Corporation collected from 32 different data sources and represents financial performance of over 4.5 million privately held businesses and detailed industry financial benchmarks of companies in over 900 industries (SIC and NAICS). More data available at [www.microbilt.com](http://www.microbilt.com).

### Regulation

Forwarders and brokers are regulated and licensed according to their specialty. An ocean transportation intermediary that forwards freight on a non-vessel operating common carrier (NVOCC) must be licensed by the Federal Maritime Commission (FMC). Forwarders that handle air freight are typically accredited with the International Air Transport Association (IATA) as cargo agents. Many states require additional freight forwarding licenses, particularly for alcoholic beverages or other heavily regulated consumer goods.

Customs brokers are regulated by the US Customs and Border Protection, a division of Homeland Security. All brokers must pass an exam and background check. Current federal employees are ineligible to serve as customs brokers.

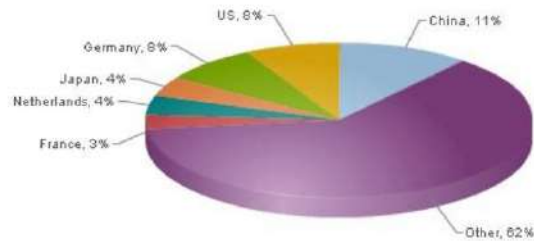
Both forwarders and customs brokers depend highly on the international trade climate. The US has imports of more than \$2 trillion annually and exports of more than \$1.5 trillion. Leading trade partners for the US include China, Canada, Mexico, and Japan. As specialists in efficient global trade, brokers and forwarders must have extensive knowledge in international trade, tariffs, and the current regulatory climate.

### International Insights

The global freight forwarding industry generates annual revenue of more than \$260 billion. Major companies based outside the US include DHL Supply Chain and DB Schenker (Germany); Kuehne + Nagel and Panalpina (Switzerland); CEVA Logistics and SDV (France); Sinotrans (China); DSV Solutions (Denmark); and Nippon Express (Japan).

China, Singapore, and South Korea are home to the world's busiest container shipping ports, as well as some of the busiest airports based on cargo volume. France, Germany, Dubai, Japan, the Netherlands, and the UK also host major international cargo hubs. Freight forwarders are targeting the Asia/Pacific region for growth. Countries including China, India, Singapore, and Vietnam are major sources of manufactured goods, and economic growth, particularly in China and India, is fueling both interregional and international trade.

### Largest Merchandise Exporters by Value - World Trade Organization, 2012



Freight forwarders face many of the same challenges that they address for customers. Although international expansion provides growth opportunities, each country comes with its own set of government regulations, tariffs, security requirements, and logistical challenges.

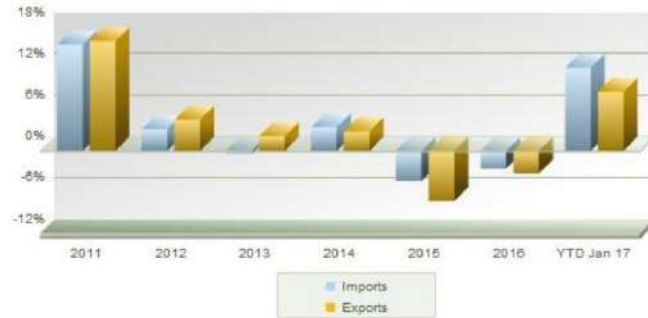
In emerging markets such as China, companies are faced with less developed transportation infrastructure. Such conditions may require freight forwarders to maintain complex partner relationships with local operators, or invest in their own transportation networks.

### Change in Dollar Value of US Trade - US International Trade Commission

Imports to the US come primarily from China, Canada, Mexico, Japan, and Germany.

Major markets for US exports include Canada, Mexico, China, Japan, and UK.

**Total Imports & Exports**



**Regional Highlights**

In the US, California, Texas, Florida, New York, and Illinois are the leading states for freight shipping services. Forwarders and brokers tend to maintain offices near major transportation nodes: ports, rail terminals, and intermodal transfer stations.

**Human Resources**

Average hourly industry wages for the industry in the US are about the same as the national average. Freight forwarding firms that are a part of a larger integrated carrier network may require many low-skilled material handlers and drivers. While background checks are required for customs brokers, a past criminal record doesn't preclude an individual from becoming licensed.

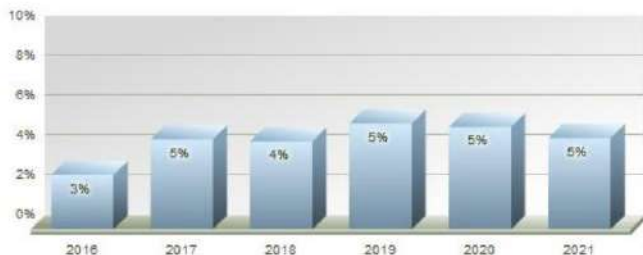
Unlike transportation providers, forwarders don't handle cargo. The annual injury rate in the freight forwarding industry is well below the national average.

**Industry Employment Growth  
Bureau of Labor Statistics**



**Average Hourly Earnings & Annual Wage Increase  
Bureau of Labor Statistics**





First Research forecasts are based on INFORUM forecasts that are licensed from the Interindustry Economic Research Fund, Inc. (IERF) in College Park, MD. INFORUM's "interindustry-macro" approach to modeling the economy captures the links between industries and the aggregate economy. Forecast FAQs

### Industry Drivers

Changes in the economic environment that may positively or negatively affect industry growth.

Data provided by First Research analysts and reviewed annually



**Energy Prices** Change in crude oil and related energy prices



**Government Regulations** Changes in federal, state, or local government regulations or business-related policies

### Critical Issues

**Demand Tied to Economic Cycles** - Freight shipping services depend highly on the volume of domestic and international trade. Economic slowdowns or a drop in consumer confidence typically results in less products being manufactured and shipped; thus, less business for companies that specialize in the efficient transfer of cargo. Shipping volume falls faster than manufacturing activity during an economic slowdown, as distributors and retailers have less inventory turnover.

**Dependence on Free Trade** - Forwarders and customs brokers are highly dependent on the free flow of goods among nations. Embargoes, protectionist policies, and trade sanctions can limit or completely halt commerce among nations. Customs brokers that specialize in specific nations can see opportunities shut off entirely when free trade is blocked. Too much free trade can also harm the industry: the free flow of goods with limited customs barriers can reduce the need for experts to deftly navigate customs, tariffs, and filings.

### Business Challenges

**Increased Competition** - As trade has become more global and information technology more complex, competition in the freight forwarding market has intensified. Regional logistics providers with limited networks are challenged to compete against multi-national freight forwarders, which typically have more advanced IT systems that can provide customers with greater shipment visibility and analytic capabilities. Non-asset freight forwarders also face increasing competition from transportation carriers, some of which have developed internal forwarding and customs capabilities, reducing the need for third-party brokers.

**Expensive Information Systems** - Advanced computer information systems select the best routes and rates for

a shipment and allow customers to track and trace loads in real time. Most systems rely on bar codes, scanners, and other devices to make them function properly. Comprehensive systems are costly; only fairly large shippers can afford the investment. The competitive advantage of these systems has increased industry consolidation in recent years.

**Perishable and Fragile Goods** - Forwarders often arrange the delivery of perishable and fragile goods, which can be complex and unpredictable. Temperature control from harvest to delivery is essential, especially for products like seafood, produce, and flowers. Delivery timing is critical to reduce the risk of spoilage. To comply with a country's regulations on specific perishables, companies may be challenged by international import and export authorities. Forwarders and customs brokers typically maintain expensive insurance policies to protect them against delivery mishaps.

**Customer, Industry Concentration** - Although large freight shipping service providers typically receive no more than 5% of business from any single customer, local forwarders often rely on just a few large accounts for the bulk of revenue. Many independent forwarders specialize in shipping goods for a particular industry, such as electronics or fresh produce, leaving them vulnerable to a slowdown in that industry. Customs brokers that specialize in a particular country are subject to the economic strength of that country and its major trading partners.

**Seasonality** - The freight shipping services industry experiences seasonal demand shifts that affect volume. US shipments typically diminish during and after the Christmas holiday season, and import traffic also fluctuates depending on season. In addition to managing sales swings, freight forwarders must factor in changes in shipping rates. Carriers may levy surcharges during peak seasons.

**Restricted Shipping Capacity** - A number of factors, including the global economic downturn of the late 2000s, created excess capacity in the container shipping industry. Carriers responded by reducing their active fleets and raising prices, forcing some exporters to utilize more expensive air freight transport. These conditions present a challenge to shipping services providers, who are charged with finding the most efficient and least expensive shipping routes for customers.

## Business Trends

**International Trade Expands** - The ease of global importing and exporting has fueled the growth of the freight shipping services industry. The rapid expansion of electronics and clothing factories in China and India has resulted in volumes of new business to companies specializing in air and sea freight services. The annual volume of US international trade in goods (imports plus exports) has increased more than 50% over the past decade.

**Security Concerns Increase Costs** - Insurance premiums for air freight companies have increased sharply because of terrorism concerns. Tighter screening requirements cause delays and increase costs. Depending on the route or type of cargo, shippers may impose war or terrorism risk surcharges.

**Air Freight Demand Slows** - The extended global economic downturn has reduced demand for commodity air freight service, which can cost shippers as much as 10 times more than shipping by ocean lines. A shift to more fuel-efficient aircraft could improve air freight providers' competitiveness, but some shippers have determined that transit times are less important than cost and predictability for certain items. The trend could benefit freight forwarders that specialize in arranging containership and trucking services.

## Industry Opportunities

**Global Logistics Gaps** - Middle-income countries, a market segment being targeted for freight forwarding growth, continue to be underserved by dedicated logistics service providers. Improvements to specialized services such as freight forwarding, particularly through outsourcing, offered the greatest opportunity for such nations to enhance their logistics performance, according to the World Bank. China, India, Indonesia, Malaysia, Turkey, and Vietnam are among the countries designated as middle-income by the World Bank.

**Logistics Consulting, Analysis** - Forwarders can take advantage of customers' greater logistics needs to provide services beyond basic freight scheduling. Consulting opportunities include supply chain management, logistics analysis, and just-in-time (JIT) inventory management. Large companies are developing logistics consulting divisions; individual forwarders often take on work as project consultants.

**Technology Improves Tracking** - Customs brokers and freight forwarders can rely on sophisticated software and hardware to monitor the flow of cargo. Companies have developed advanced proprietary systems that can reduce delivery times, lower loss rates, and track cargo as it moves. RFID tags and scanners can automatically detect a shipment and enter the information into a centralized computer system.



**Growing US-Asia Trade** - Expansion of trade between the US and Asian countries could provide growth opportunities for freight forwarders. By 2030 China will surpass Mexico to become the second-largest US export trading partner, and South Korea is projected to become the fourth-largest market for US exports, according to a report released by HSBC and Oxford Economics in 2015. Although Canada is expected to remain the top market for US exports, China, India, Malaysia, and Vietnam are forecast to be the fastest-growing markets for US goods, with annual growth of about 9%. The US's four largest trade partners for imports (China, Canada, Mexico, and Japan) are expected to remain unchanged over the same period. However, India is expected to overtake Germany for the fifth position, and the fastest-growing providers of US imports are projected to be China and Vietnam.

## Executive Insight

### Chief Executive Officer - CEO

#### Forecasting Customer Demand

To provide adequate personnel and equipment to serve customers, forwarders must anticipate customer demand. Shipping volume is highly sensitive to national and local economic conditions and may be seasonal for individual customers. Excess or insufficient resources are costly.

#### Establishing Shipper Relationships

To keep large customers, forwarders offer contracts that provide discounts for a specific volume of business. Many companies rely on repeat customers. Contracts specify a level of discount rather than fixed prices because prices change with market conditions.

### Chief Financial Officer - CFO

#### Negotiating Contracts with Carriers

Freight forwarders negotiate contracts with land, sea, and air carriers to transport customer goods. These contracts generally don't specify prices, which depend on market conditions at the time of service. Large shippers can impose special requirements on carriers, while small shippers typically use standard contracts that describe performance, billing, and payment terms. To expand their capabilities, even integrated shippers have contracts with other carriers.

#### Setting and Comparing Rates

Forwarders and brokers must be keenly aware of the rates offered by competitors. Companies establish rates by adding a premium to carrier fees, tariffs, and taxes. As service providers, the barriers to entry for competition are very low. Rates typically fall within an industry-accepted norm.

### Chief Information Officer - CIO

#### Improving Rate and Scheduling Systems

To route customer shipments by the fastest or lowest-cost route, forwarders and brokers must juggle a variety of schedules and fare rates for truck, rail, air, and sea carriers. Some large companies have proprietary computer systems that integrate information from many carriers, but the large number of carriers makes tight integration difficult.

#### Improving Integration with Customer Information Systems

Carriers and shippers are developing Internet-based tracking for customers. Freight forwarders can have difficulty providing such information because they may need to receive and post information from a variety of shippers and carriers. Integrating logistics software can be complex for these third-party intermediaries.

### Human Resources - HR

#### Providing Specialized Training

Workers may need special training in computer systems, shipping schedules, export/import regulations, and logistics. Because most business is from existing customers, workers may need education about specific customers or customer industries.

#### Complying With Licensing Requirements

Freight shipping service providers must obtain appropriate licenses and certification from federal authorities. Depending on their product expertise and cargo specialization, forwarders and brokers need to comply with federal air, sea, and highway administrations. Customs brokers must be licensed by the US Customs and Border Protection.

### VP Sales/Marketing - Sales



**Anexo IV: Encuestas satisfacción cliente (Enero 2020)**

**Encuesta modelo I:**

Customer Satisfaction Interview | **2020**

Client	
Region	
Date completed	
Documented by	

SERVICE		PERCEPTION RATING								
		People / Support			Process / Service			Performance / Quality		
Import Services	<input checked="" type="checkbox"/>	R <input type="checkbox"/>	A <input type="checkbox"/>	G <input checked="" type="checkbox"/>	R <input type="checkbox"/>	A <input type="checkbox"/>	G <input checked="" type="checkbox"/>	R <input type="checkbox"/>	A <input type="checkbox"/>	G <input checked="" type="checkbox"/>
Export Services	<input checked="" type="checkbox"/>	R <input type="checkbox"/>	A <input type="checkbox"/>	G <input checked="" type="checkbox"/>	R <input type="checkbox"/>	A <input type="checkbox"/>	G <input checked="" type="checkbox"/>	R <input type="checkbox"/>	A <input type="checkbox"/>	G <input checked="" type="checkbox"/>
Classification	<input checked="" type="checkbox"/>	R <input type="checkbox"/>	A <input type="checkbox"/>	G <input checked="" type="checkbox"/>	R <input type="checkbox"/>	A <input type="checkbox"/>	G <input checked="" type="checkbox"/>	R <input type="checkbox"/>	A <input type="checkbox"/>	G <input checked="" type="checkbox"/>
Special Trade Programs	<input checked="" type="checkbox"/>	R <input type="checkbox"/>	A <input type="checkbox"/>	G <input checked="" type="checkbox"/>	R <input type="checkbox"/>	A <input type="checkbox"/>	G <input checked="" type="checkbox"/>	R <input type="checkbox"/>	A <input type="checkbox"/>	G <input checked="" type="checkbox"/>
Vendor Management	<input checked="" type="checkbox"/>	R <input type="checkbox"/>	A <input type="checkbox"/>	G <input checked="" type="checkbox"/>	R <input type="checkbox"/>	A <input type="checkbox"/>	G <input checked="" type="checkbox"/>	R <input type="checkbox"/>	A <input type="checkbox"/>	G <input checked="" type="checkbox"/>
Compliance	<input checked="" type="checkbox"/>	R <input type="checkbox"/>	A <input type="checkbox"/>	G <input checked="" type="checkbox"/>	R <input type="checkbox"/>	A <input type="checkbox"/>	G <input checked="" type="checkbox"/>	R <input type="checkbox"/>	A <input type="checkbox"/>	G <input checked="" type="checkbox"/>
Quality / Audit	<input checked="" type="checkbox"/>	R <input type="checkbox"/>	A <input type="checkbox"/>	G <input checked="" type="checkbox"/>	R <input type="checkbox"/>	A <input type="checkbox"/>	G <input checked="" type="checkbox"/>	R <input type="checkbox"/>	A <input type="checkbox"/>	G <input checked="" type="checkbox"/>
Technology	<input checked="" type="checkbox"/>	R <input type="checkbox"/>	A <input type="checkbox"/>	G <input checked="" type="checkbox"/>	R <input type="checkbox"/>	A <input type="checkbox"/>	G <input checked="" type="checkbox"/>	R <input type="checkbox"/>	A <input type="checkbox"/>	G <input checked="" type="checkbox"/>
Finance Related	<input checked="" type="checkbox"/>	R <input type="checkbox"/>	A <input type="checkbox"/>	G <input checked="" type="checkbox"/>	R <input type="checkbox"/>	A <input type="checkbox"/>	G <input checked="" type="checkbox"/>	R <input type="checkbox"/>	A <input type="checkbox"/>	G <input checked="" type="checkbox"/>
Other (Note)	<input type="checkbox"/>	R <input type="checkbox"/>	A <input type="checkbox"/>	G <input type="checkbox"/>	R <input type="checkbox"/>	A <input type="checkbox"/>	G <input type="checkbox"/>	R <input type="checkbox"/>	A <input type="checkbox"/>	G <input type="checkbox"/>

Notes: |

**Encuesta Modelo II:**

Customer Satisfaction - Survey | **2020**

Client	
Region	
Date completed	<a href="#">Click here to enter a date.</a>

1	Are you satisfied with the level of engagement that you receive from Livingston Global Trade Management for your services? Please indicate <b>satisfaction level for each of the following.</b>											
		not satisfied				satisfied				very satisfied		
		1	2	3	4	5	6	7	8	9	10	N/A
	Responsive	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Knowledgeable	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Communication	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Comments:												



2 Do you feel that Livingston Global Trade Management provides strategic and innovative support to your organization? Please indicate **the level you feel Livingston supports your organization for each item.**

	not strategic/ innovative				strategic/ innovative				very strategic/ innovative			N/A
	1	2	3	4	5	6	7	8	9	10		
Partnership	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Flexibility	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Processes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Available Services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Technology	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Comments:												

3 Are you provided the information you need to manage and/or understand your Global Trade business? Please indicate **the level of information** for the following.

	minimal information				information provided				very informed			N/A
	1	2	3	4	5	6	7	8	9	10		
Metrics and Reporting	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Data and Analysis	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Trade Updates and Notifications	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Responses to Inquiries/Questions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Comments:												

4 Is there a service or an area within your business that Livingston Global Trade Management should focus? Either current services or services you would want additional information?

	Additional Information on Current Services	Additional Information on New Services
Regulatory Compliance	<input type="checkbox"/>	<input type="checkbox"/>
Quality Audit	<input type="checkbox"/>	<input type="checkbox"/>
Import	<input type="checkbox"/>	<input type="checkbox"/>
Export	<input type="checkbox"/>	<input type="checkbox"/>
Excise	<input type="checkbox"/>	<input type="checkbox"/>
Classification	<input type="checkbox"/>	<input type="checkbox"/>
Cost Minimization	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Licensing and Permits	<input type="checkbox"/>	<input type="checkbox"/>
Special Trade Programs	<input type="checkbox"/>	<input type="checkbox"/>
Technology	<input type="checkbox"/>	<input type="checkbox"/>
Broker Management	<input type="checkbox"/>	<input type="checkbox"/>
Other (Indicate in Comments)	<input type="checkbox"/>	<input type="checkbox"/>
Comments:		

5 How likely are you to **recommend** the services of Livingston Global Trade Management?

very unlikely		likely						very likely	
1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>	7 <input type="checkbox"/>	8 <input checked="" type="checkbox"/>	9 <input checked="" type="checkbox"/>	10 <input type="checkbox"/>
Comments:									



### **Anexo V: Encuesta satisfacción empleados (Junio 2020)**

*Question 1 – 20: rating 1 - strongly disagree to 5 strongly agree with optional comment box*

*Question 21-22: open text*

1. The expectations of me at work are reasonable
2. My role is a good fit based on my skills and interests
3. I have the resources, tools and support I need to succeed at my job
4. There is good cooperation and collaboration across my team or group
5. I have the opportunity at work to grow personally and professionally
6. I receive feedback that helps me improve
7. The recognition I receive makes me feel valued
8. I find meaning and purpose in my work
9. I am getting what I need from my manager
10. I have confidence in our leadership
11. I am a good fit with the culture and the way we do things here
12. I am able to balance work and personal life in a way that works for me
13. I am appropriately involved in decisions that affect my work. My ideas and suggestions count.
14. As a client of Livingston, I would be extremely satisfied with the quality of the products and services I receive.
15. Within Livingston, people are held accountable for poor performance
16. Livingston does a good job communicating and helping me understand how changes will affect my work.
17. Leaders in this company are active role models for our core values.
18. I would recommend this as a great place to work
19. I rarely think about looking for a job elsewhere
20. I am enthusiastic about my job
21. What are the 2-3 things we are doing well here
22. What are the 2-3 things we could improve here

### **Anexo VI: Encuesta empleado COVID 19 (Junio 2020)**

*Question 1 – 10: rating 1 - strongly disagree to 5 strongly agree*

*Question 11-13: open text*



1. I receive timely and credible information (e.g. how the organization is managing through this pandemic event)
2. I have the resources I need to fulfill my role and contribution during this event (e.g. clarity of direction, technological resources, collaboration, communication, expectations, training)
3. I'm supported in balancing my work and personal responsibilities during this event (e.g. flexible work times to allow for caring for others, allowing for quiet times)
4. I have the support I need to stay healthy during this event (e.g. resources to support physical and mental wellness, Employee Assistance Program access, tips from colleagues, training)
5. I have sufficient and meaningful contact with my direct manager during this event (frequency of check-ins, meaningful conversations, availability)
6. I have adequate and meaningful contact with my colleagues during this event (e.g. time to connect, formal and informal video calls, IM)
7. I have confidence in my function and/or department approach to managing through this event successfully (e.g. cost saving measures, customer experience)
8. I feel comfortable communicating concerns or making suggestions about the event to my direct manager and/or senior leadership (VPs and above).
9. I find working remotely to be less productive (1-2), as productive (3) or more productive (4-5) as compared to working at my regular work location.
10. While working remotely, I have a space where I can focus on work.
11. What do you appreciate that has been implemented so far (e.g. weekly updates, being able to work from home, flexibility)?
12. What other support and/or resources do you need to manage effectively through this event?
13. Share one tip that helps you during this event (e.g. take walks, set boundaries, plan my day)



**Referencias bibliográficas:**

- AccountAbility, United Nations Environment Programme, Stakeholder Research Associates Canada Inc. (2005): From words to action.
- The stakeholder engagement manual. Volume2: The practitioners handbook on stakeholder engagement (versión inglesa en [www.accountability.org.uk](http://www.accountability.org.uk), [www.stakeholderresearch.com](http://www.stakeholderresearch.com) y [www.uneptie.org](http://www.uneptie.org))
- Foro de Reputación Corporativa (2011): Introducción a la gestión de los riesgos reputacionales. Corporate Excellence.