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# Risk Resilience & Sustainable Procurement

Die 4 Phasen der Covid 19 Krise

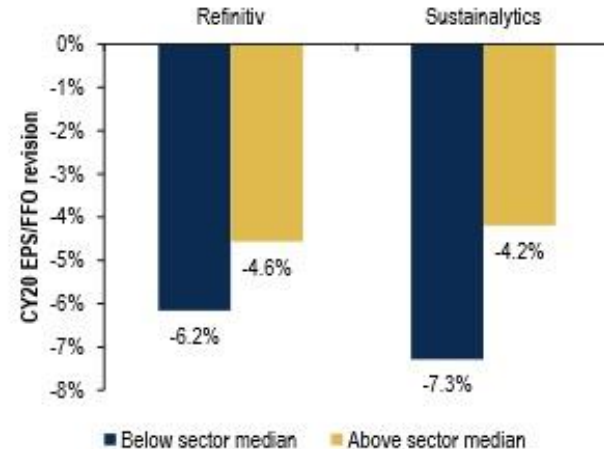
# Coronavirus: Wie ESG-Ergebnisse die Widerstandsfähigkeit im Q1-Marktabschwung signalisierten

Cumulative equity market performance Q1 2020:  
ESG Leaders vs ESG Laggards



Chart 14: US companies with lower ESG scores have seen bigger EPS cuts

CY20 consensus EPS (FFO for REITs) revisions between 2/19/2020 and 3/20/2020



Source: Refinitiv, Sustainalytics, IBES, BofA US Equity & Quant Strategy

Source : Axa Avril 2020 - Coronavirus: How ESG scores signalled resilience in the Q1 market downturn [https://realassets.axa-im.com/content/-/asset\\_publisher/x7LvZDsY05WX/content/insight-ri-coronavirus-how-esg-scores-signalled-resilience-in-the-q1-market-downturn/23818](https://realassets.axa-im.com/content/-/asset_publisher/x7LvZDsY05WX/content/insight-ri-coronavirus-how-esg-scores-signalled-resilience-in-the-q1-market-downturn/23818)

# 4 Phasen der Bewältigung von COVID-19 in der Lieferkette

Phase



## Reaktion

Gewährleistung der Sicherheit der Mitarbeiter, Minimierung von Unterbrechungen der Lieferkette und Konzentration auf kritische Bereiche - für Ihr Unternehmen und für die Gesellschaft



## Resilience

Anpassung der Strategie für kurzfristige Belastbarkeit und Widerstandsfähigkeit bei gleichzeitigem Management von Risiko-Tradeoffs



## Rebound

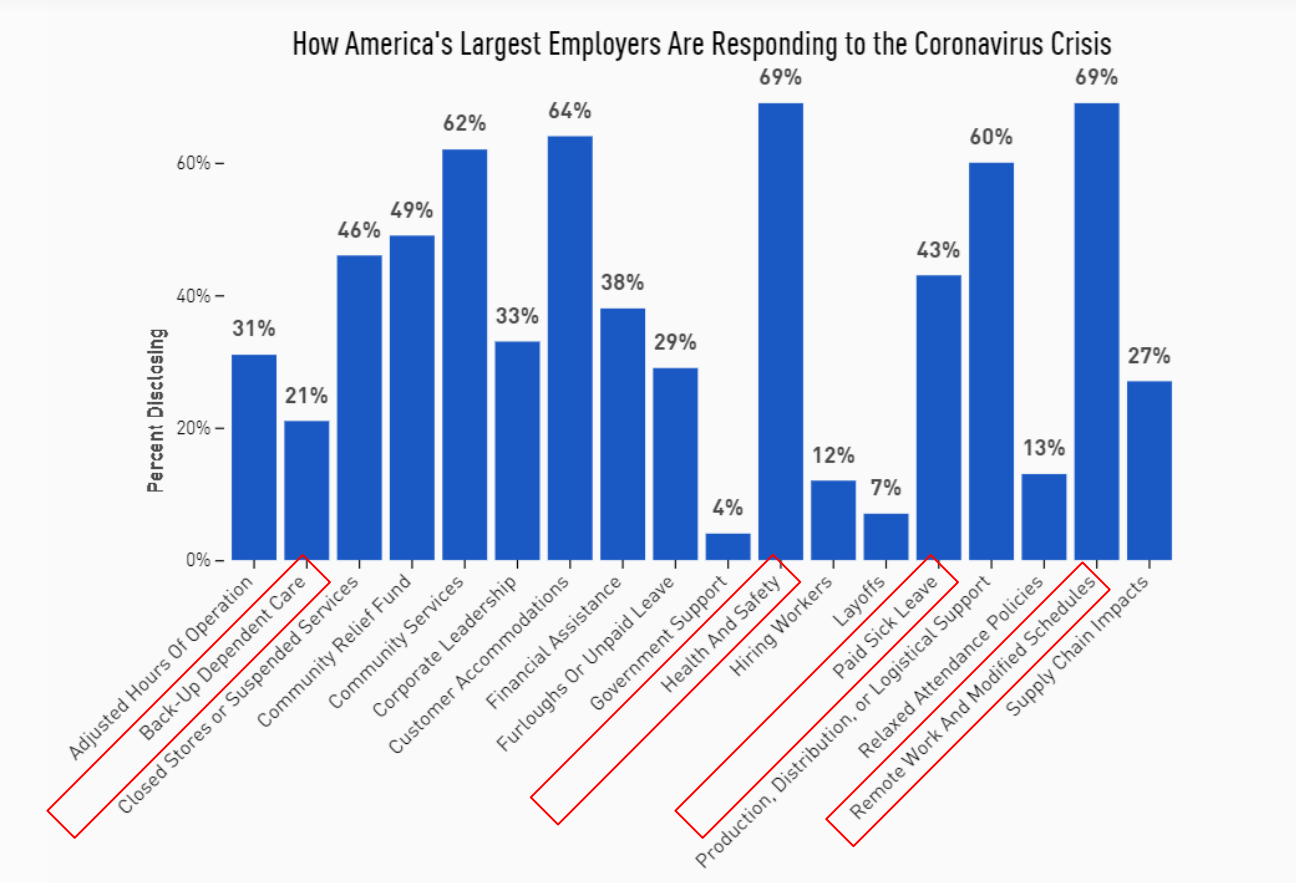
Die Geschäftstätigkeit intelligenter und besser als zuvor wieder ankurbeln



## Neues Normal

Antizipation des neuen Paradigmas, mit integrierter Widerstandsfähigkeit in der gesamten Wertschöpfungskette

# Wie reagieren die Unternehmen darauf



# Identifizieren und Einbinden von Lieferanten zur Verbesserung der langfristigen Belastbarkeit

## Employee health & safety



Risk: No evidence of actions on employee health & safety issues

## Working conditions

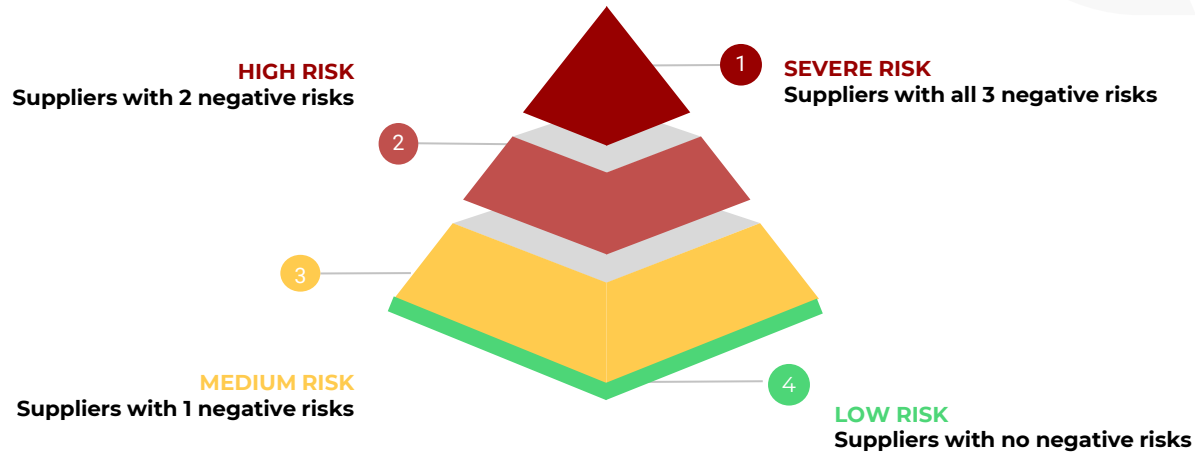


Risk: No evidence of actions on working conditions

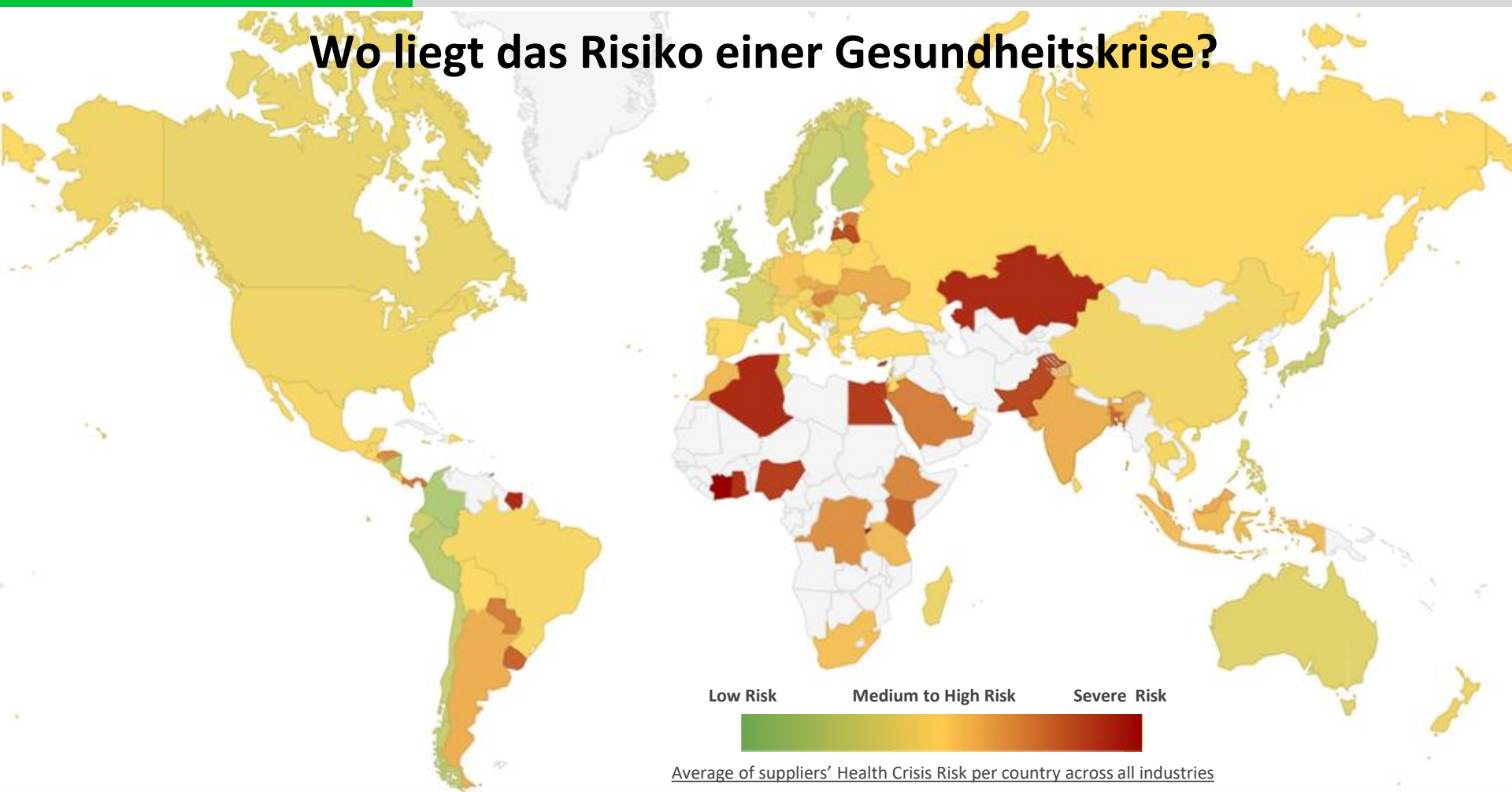
## Sustainable procurement



Risk: No evidence of supplier CSR risk analysis and/or supplier CSR assessments



# Wo liegt das Risiko einer Gesundheitskrise?



*“There are **huge disruptions** in industry infrastructure as we see it. New entrants will come into industries, old titans unable to renew themselves and operate sustainably will cease to exist. Which companies will survive? As **procurement professionals**, we need to be very alert right now and make sure we pick the winners. Then make sure that we **update all our category strategies**, our engagement with the future winners, and then start migrating from the ones who have ‘gotten it’.”*

**-- Thomas Udesen, CPO, Bayer**



Fragen?



# Vielen Dank für Ihre Zeit

Resources:

<https://resources.ecovadis.com/covid19>

**COVID-19 Sustainable Procurement Resources**

**Four Phases of COVID-19 Supply Chain Response**  
This infographic takes a step back to present a longer-term view on the priorities, challenges and actions that

**Sustainable Procurement and Resilience**  
How EcoVadis Helps Businesses Manage Supply Chain Preparedness for Pandemics

**COVID-19 Exposes Hidden Sustainability Risks in the Supply Chain - But It's Not Too Late to Address Them**  
6 days ago

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