

How to Engage and Support SME Suppliers in their Commitment to Sustainability

Thursday 14 May 2015 at 10am EDT



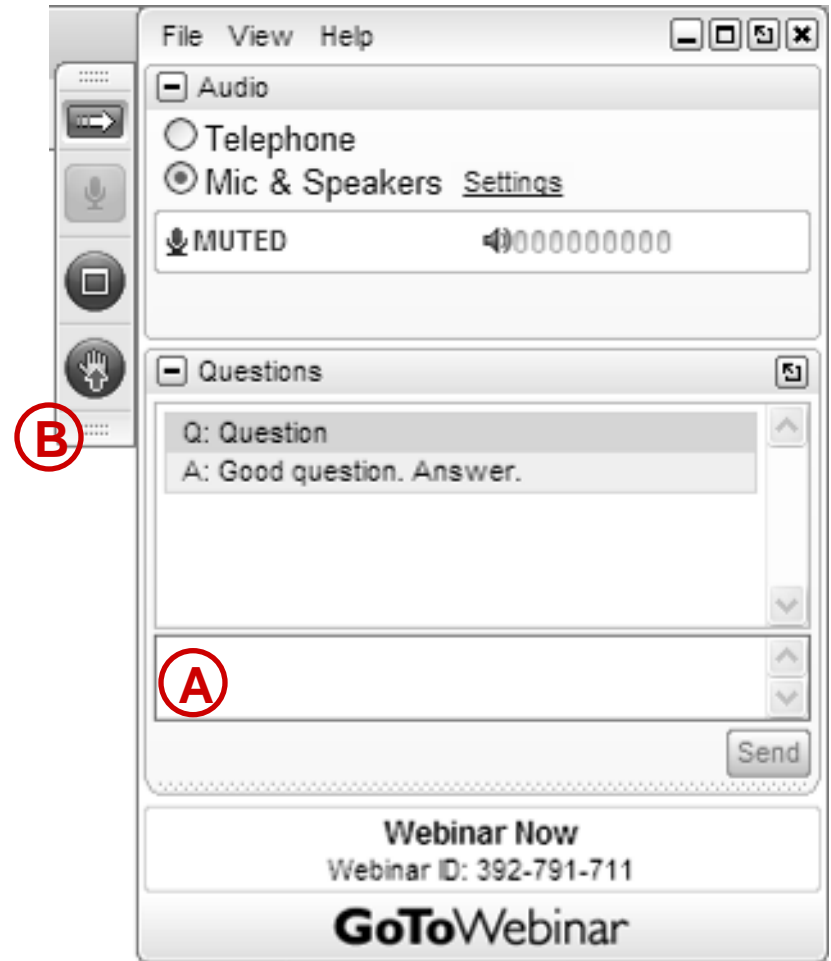
United Nations Global Compact

Questions

Technical Difficulties: If you have technical issues, please let us know by typing a message in the Questions pane (A). You can raise your hand (B) if we do not respond.

Q&A: We will be taking questions on content at the end, but you can send them to us throughout the webinar by using the Questions pane (A). Please specify to whom the question should be directed.

Example: Question for John Doe: What is Human Trafficking?



Agenda



Welcome and Introduction

Anita Househam, Senior Manager, Supply Chain Sustainability, UN Global Compact



Network Spain

Local Network's Engagement with SME Members

Isabel Garro, Managing Director, Global Compact Network Spain

Comments from: Ana Benavente Rodriguez, Sustainability Manager, Acciona



Sustainable Supplier Development: Partnerships for Sustainability

Gerardo Patacconi, Chief, Cluster and Business Linkages Unit, UNIDO



Business Engagement with SME Suppliers

Gustavo Pérez Berlanga, Vice President, Corporate Social Responsibility, Toks

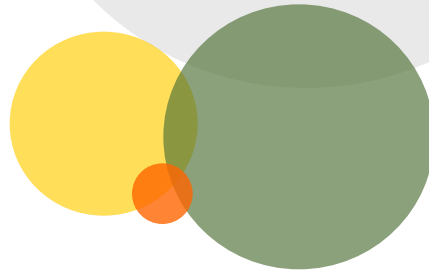
Member of the UN Global Compact's Board and of the Advisory Group on Supply Chain Sustainability

Q & A: Remaining Time



United Nations Global Compact

***“How to Engage and Support SME
Suppliers in their Commitment to
Sustainability”***



Isabel Garro
General Manager



Network Spain

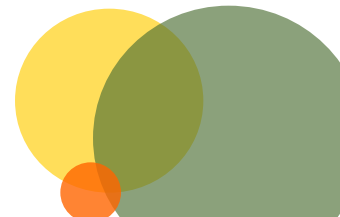
What are we doing with SMEs and Suppliers?



➔ Publications: Supply Chain Management



➔ E-Learning



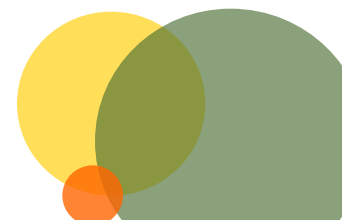
What are we doing with SMEs and Suppliers?



Publications: Supply Chain Management



E-Learning



Large companies currently working on their supply chain

Electricity Sector	Financial Sector	Gas, Water & Multiutilities Sector	Beverage Sector	Alternative Energy Sector
				

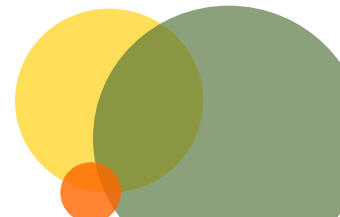
Objectives

- Promote engagement to Global Compact within SMEs suppliers in different activity sectors.
- Advise in the implementation of CSR policies, actions and monitoring
- Encourage suppliers to submit their sustainability report based on the Ten Principles
- Adjust the project to the needs of each large company and its supply chain

Actions

- Online and in-person training sessions
- Acces to reporting tools
- Acces to an analyst specialized in CRS

More than 1.000 suppliers as new GC Participants!





Supply Chain Training Program



In Collaboration with



Assisting its most of 15,000 suppliers in the responsible management of its own supply chain through online training on Responsible Management of the Supply Chain

Project Timeline: April- October 2015



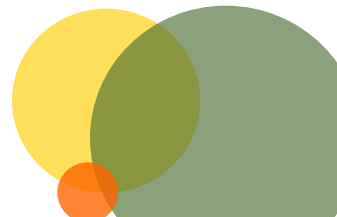
Extend CSR issues as part of its supply chain:

- Training on Global Compact issues and CSR in-person meetings
- Ongoing advice by a team of analysts

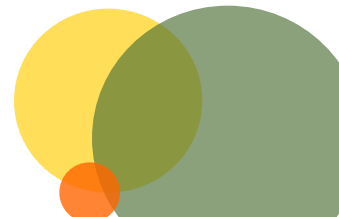
Project Timeline: January- December 2015



Benefits for large companies



Benefits for SME suppliers



Thanks.



Network Spain

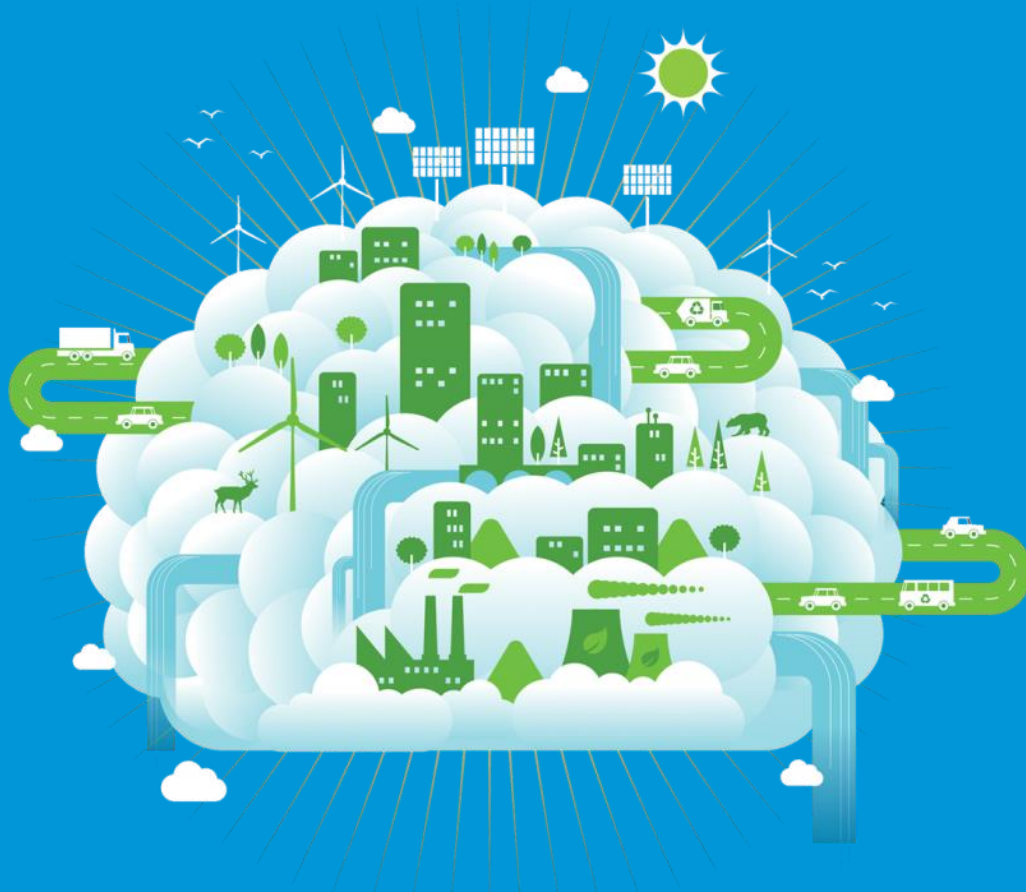
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UNITED NATIONS
INDUSTRIAL DEVELOPMENT ORGANIZATION

Global Compact Webinar: How to Engage and Support SME Suppliers in their Commitment to Sustainability



INCLUSIVE AND SUSTAINABLE INDUSTRIAL DEVELOPMENT

Sustainable Supplier Development: Partnerships for sustainability



Gerardo Patacconi
Chief, Clusters & Business Linkages Unit
UNIDO



Content

1. *UNIDO mandate and SDGs*
2. *Commodity-base value chain development*
3. *The Sustainable Supplier Development Programme (SSDP)*
4. *PPP model for SSDP*



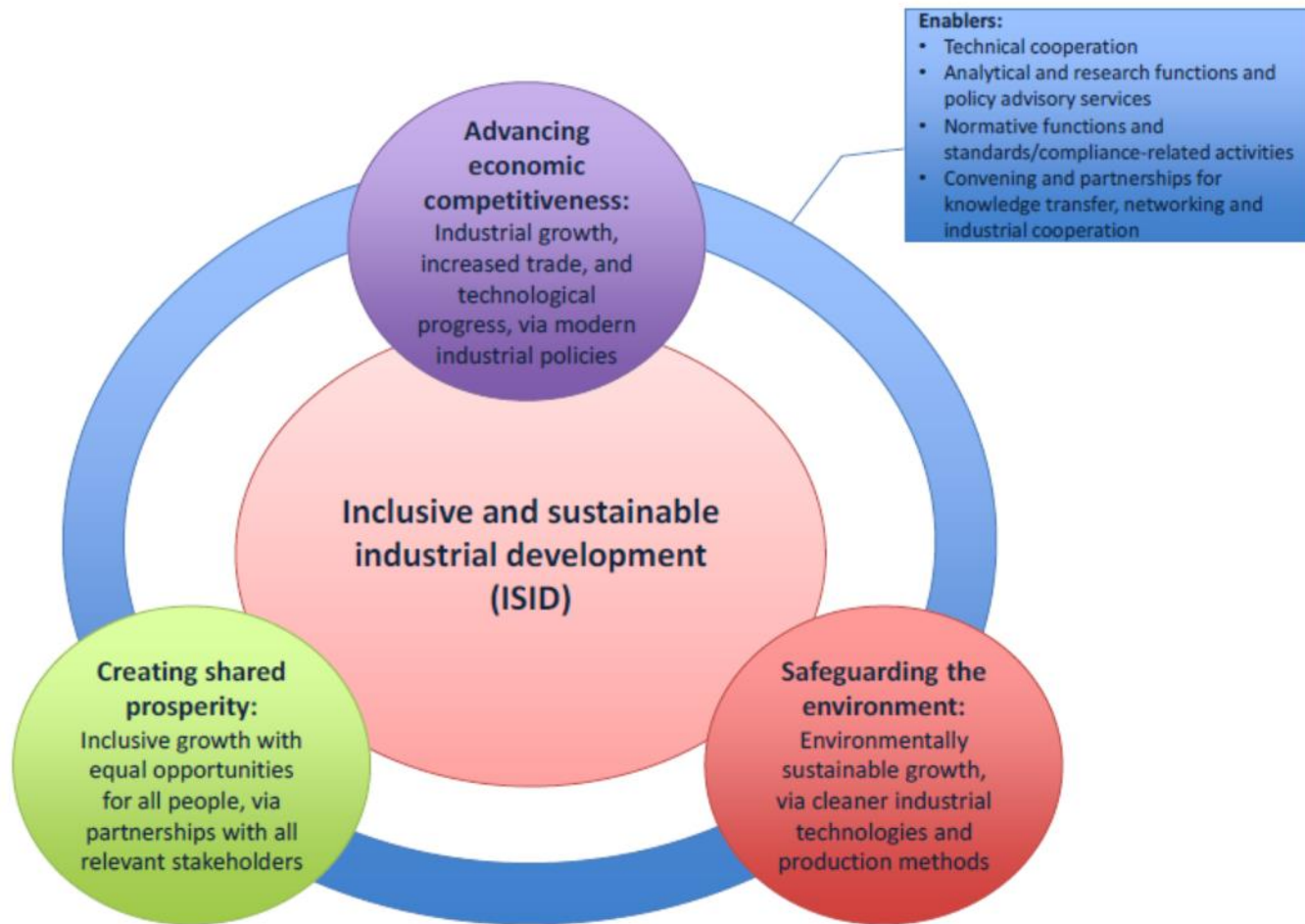
UNIDO'S Mandate

The Lima Declaration, adopted by UNIDO's Member States in December 2013, set the foundation for a new vision of inclusive and sustainable industrial development (ISID) and highlighted the role of industrialization as a driver for development.

ISID Implies that no one is left behind and all parts of society benefit from industrial progress, which also provides the means for tackling critical social and humanitarian needs.

<https://isid.unido.org>

Role of ISID in the global development landscape





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INDUSTRIAL DEVELOPMENT ORGANIZATION

Targeted SDGs

GOAL 9

BUILD RESILIENT INFRASTRUCTURE, PROMOTE
INCLUSIVE AND SUSTAINABLE INDUSTRIALIZATION AND
FOSTER INNOVATION



SUSTAINABLE DEVELOPMENT GOALS
More at sustainabledevelopment.un.org/sdgsproposal

GOAL 1

END POVERTY IN ALL ITS FORMS EVERYWHERE

SUSTAINABLE DEVELOPMENT GOALS
More at sustainabledevelopment.un.org/sdgsproposal

GOAL 2

END HUNGER, ACHIEVE FOOD SECURITY AND
IMPROVED NUTRITION AND PROMOTE
SUSTAINABLE AGRICULTURE

SUSTAINABLE DEVELOPMENT GOALS
More at sustainabledevelopment.un.org/sdgsproposal

GOAL 8

PROMOTE SUSTAINED, INCLUSIVE AND SUSTAINABLE
ECONOMIC GROWTH, FULL AND PRODUCTIVE
EMPLOYMENT AND DECENT WORK FOR ALL

SUSTAINABLE DEVELOPMENT GOALS
More at sustainabledevelopment.un.org/sdgsproposal

GOAL 12

ENSURE SUSTAINABLE CONSUMPTION AND
PRODUCTION PATTERNS

SUSTAINABLE DEVELOPMENT GOALS
More at sustainabledevelopment.un.org/sdgsproposal

GOAL 17

STRENGTHEN THE MEANS OF IMPLEMENTATION AND
REVITALIZE THE GLOBAL PARTNERSHIP FOR
SUSTAINABLE DEVELOPMENT

SUSTAINABLE DEVELOPMENT GOALS
More at sustainabledevelopment.un.org/sdgsproposal

**Supplier Development and role of Private sector in the
implementation of SDGs.....**

INCLUSIVE AND SUSTAINABLE INDUSTRIAL DEVELOPMENT

Value Chains in Development

- **Business Objectives**

- Attract investment and increase value addition and local content
- Market Access and Profitability
- Linking to Buyers (manufacturers or retailers)
- Attraction of potential “pioneers” firms and developing vertical/horizontal linkages from such firms including buyers and suppliers integration
- Increase tax revenues...

- **Development objective**

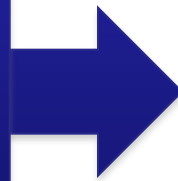
- improving income, jobs and safety/security
- Diversification, value addition, waste reduction
- Consumer protection
- Climate Change....

- 
- A large blue arrow points from the Business Objectives and Development objective sections towards the list of principles on the right.
- **Inclusive**
 - **Sustainable/CSR**
 - **Pro-Poor**
 - **Ethical/Human Rights**
 - **Gender-balanced**
 - **Market-driven**



Value Chains in Development

Value chains are becoming shorter with higher standards and stronger, vertical integration and information flows.



Concerted effort by governments, NGOs, civil society, the private sector and the donor community to create an enabling environment for their development.



Value Chains in Development - Problem to be addressed

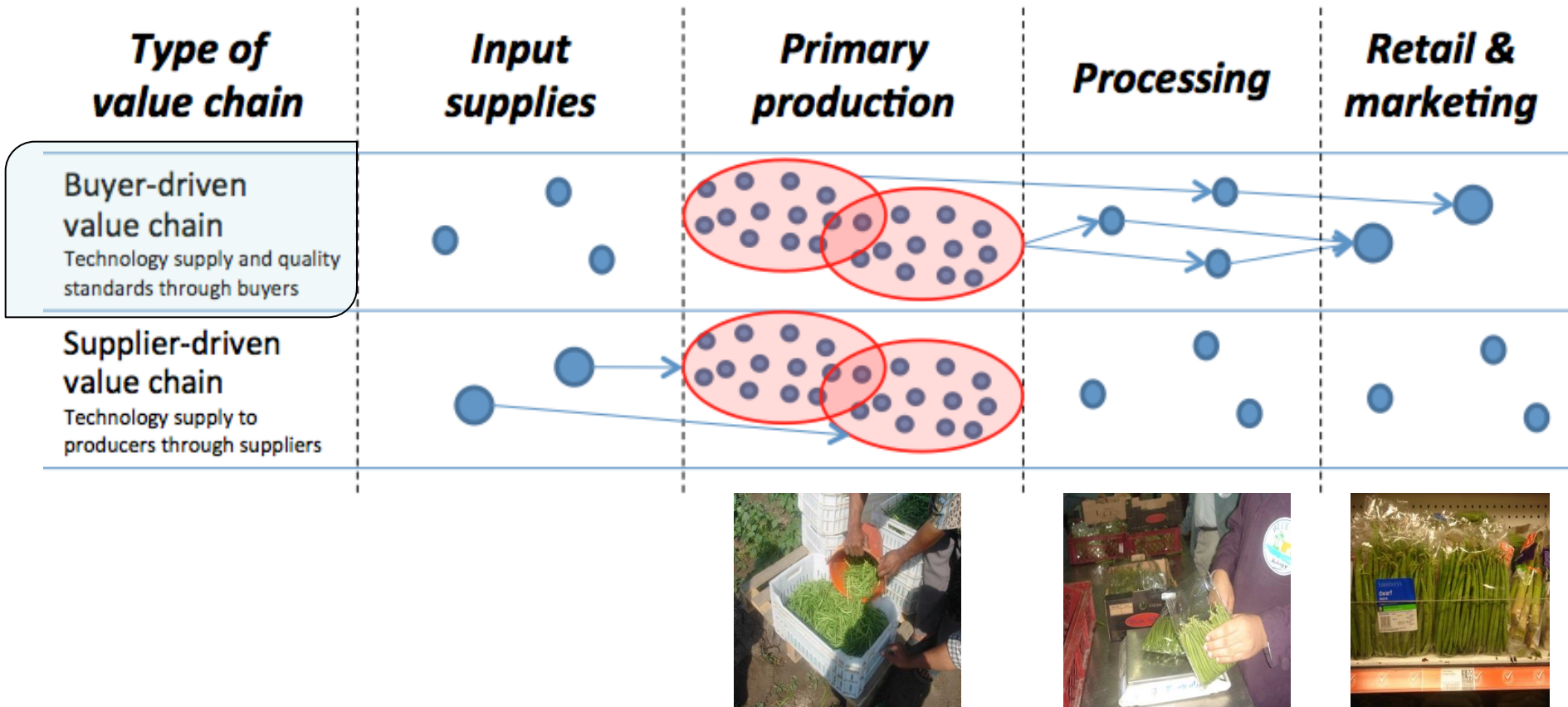
- **Poor supplier base**
- **low added-value** of local produce (bulk trade of commodities);
- **losses** during harvesting, collection, processing and distribution;
- **weak infrastructure** of the chains (links between the value chains production-processing-marketing and logistics);
- **uneven quality, safety** and limited **traceability** of products;
- **Lack of diversification** (product type, packaging, marks and labels, ...)
- **Gap** between the regulatory framework and their actual implementation;
- **Scattered SMEs producers** versus large estates/companies, clusters
- Low attention to **social and environmental issues**
- Lack of **skills**, access to **know-how** and **knowledge of markets**...
- **Gender unbalance**....
- **Cultural resistance** in farmers...



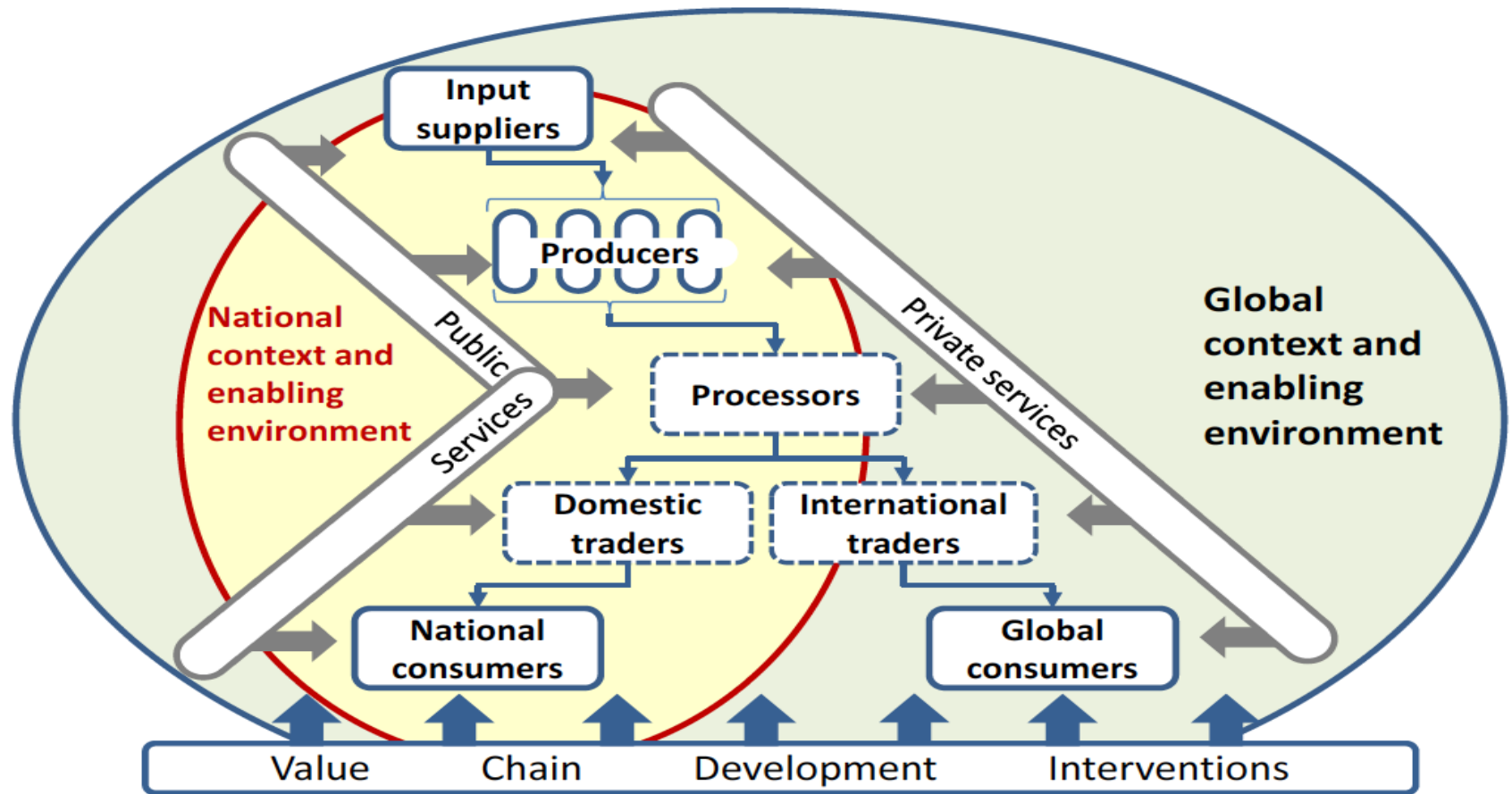
Focus on holistic VC analysis and development

- Most value chain development approaches have **specific purpose** (e.g., market access, inclusion of the poor, enterprise development, or compliance with standards) - *not holistic in nature*;
- **No sufficient analysis** and understanding of systemic challenges
- UNIDO targets **7 dimensions** for **diagnostics**: i) inputs and supplies, ii) production capacity and technology, iii) markets and trade, iv) value chain governance, v) value chain finance, vi) quality/safety cleaner production and energy, vii) business environment and policies.
- **Goals:**
 - LED, poverty reduction, income and employment creation
 - Market access and, economic growth,
 - Firms/cooperatives/consortia/clusters development and upgrading
 - Streamlining and reduce non-value added actors in VC
 - Economic, social and environmental sustainability...

Global value chain dynamics and the role of clusters



Holistic value chain & Cluster mapping



Quality matters: Focus on standards/quality infrastructure

- How to **comply** with market demand, quality/safety management/sustainability standards (public and private)
- Countries are required to operate **laboratories**, which are able to test products and samples for compliance to international standards.
- Assistance need for:
 - Enabling **national standards bodies** to offer services for industrial compliance with WTO agreements, while taking into account private sector, exporter and consumer needs;
 - Developing local **capacities in metrology, calibration and product testing**, in order to provide services to local testers, producers and exporters according to international best practices, and also to enhance consumer protection;
 - Enabling **national and regional accreditation schemes** to assess the performance of local and regional laboratories, inspection units and certification bodies; and
 - Building the capacities of **consumer associations** to promote consumer rights based on national policies and in line with international best practices.



Quantity matters: Focus on cluster development

Approach

- Work with existing clusters and foster new aggregations of suppliers
- Private-sector-oriented
- Pro-poor growth,
- Collective efficiency through **joint actions**

Measures

- 1) Foster linkages between cluster stakeholders,
- 2) facilitate consensus building,
- 3) build relationships,
- 4) encourage trust building,
- 5) strengthen governance mechanism
- 6) support the cluster's institutional network and
- 7) strengthen cluster governance mechanisms



Supply Chains matters: Focus on supplier development

Local suppliers (farms and firms in developing countries) face difficulties in complying with market requirements and lack technical and financial means to **produce sustainably** goods with appropriate **quality at required quantity**:

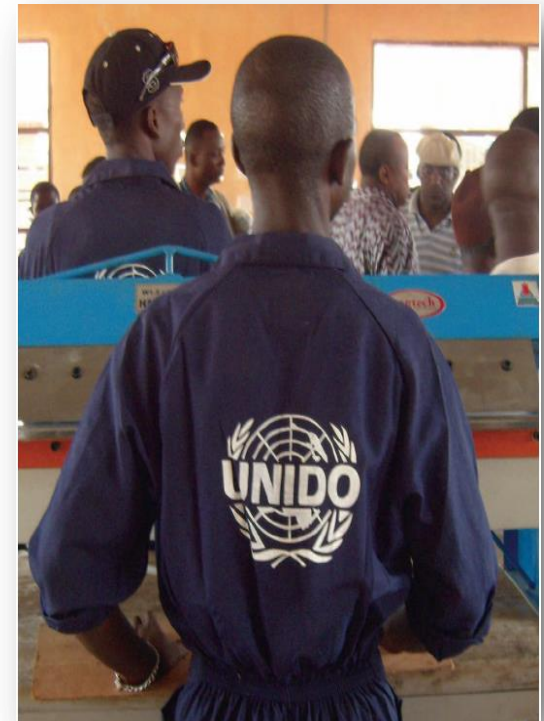
- **Gradual capacity building** among suppliers in developing countries with a continuous improvement focus at heart:
- Develop **partnerships** for responsible supply chain development and promote appropriate and feasible **cost sharing** among different partners:
- **Adapt to country or region**:
- Engage in **harmonization of standards**
- Promote **networking** among firms
- Stronger **bargaining power**
- **Continuous Improvements...**



Challenges for suppliers

SMEs/farms are particularly affected by the following factors:

- **Disappearance** of informal outlets/retailing
- Strong **competition** to enter modern-segment value chains
- Access to **finance and modern technology**
- Inadequate **volume/quantity** to “enter” the supply chain
- **Compliance** with international standards and market requirements (private standards) : Quality, Safety, Sustainability (Environmental, ethical and social)
- Need to prove **reliability**, consistent production volumes and quality, product diversity, fast delivery, and competitive pricing.....





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THE UNIDO APPROACH TO SUSTAINABLE SUPPLIER DEVELOPMENT



INCLUSIVE AND SUSTAINABLE INDUSTRIAL DEVELOPMENT



UNIDO Sustainable Supplier Development Programme (SSDP)

Rationale:

Build Public-Private Partnerships, which integrates quality and food/product safety with sustainability and business objectives and operates as an inclusive and sustainable development scheme



Objective:

Work with farms/firms/clusters/cooperatives in developing countries that face difficulties complying with market requirements and lack technical and financial means to integrate supply chains by **producing sustainably goods with appropriate quality at required quantity**





UNIDO Sustainable Supplier Development Programme (SSDP)

- Gradual **capacity building** of suppliers/local support institutions in through **continuous improvement**
- Develop **partnerships for responsible supply chain development** and promote appropriate and fair **cost sharing** among different partners:
- Promote **networking/clustering** among firms and stronger **bargaining power** for the small producers
- Establish long-lasting **business linkages** with buyers
- Engage in **harmonization of standards/practices**
 - Implement the GFSI Global market protocol (training, assessments, mentoring)
 - Implement social and environmental sustainability practices
 - Localize standards/practices
- **Upgrade suppliers** management and productivity
- Increase **availability of sustainable and safe goods**
- Generate new **jobs** and **income** opportunities





UNIDO Sustainable Supplier Development Programme (SSDP)

Fiat/Marelli
Automotive Suppliers
in India

Fresh Produce
Burkina Faso
Coop Italy

Cluster-to-Cluster
Automotive VC
Slovenia and
Russia/Serbia

METRO AG
Food Suppliers in
Egypt, Russia,
India

H&M
garment Suppliers
in Turkey

Cluster-to-Cluster
Furniture VC
Vietnam/Italy

AEON
Suppliers in
Malaysia

South Africa
Consumer Goods Council
suppliers in Zambia

Illy Coffee
coffee suppliers
in Ethiopia

HABITAT stores
CCI Suppliers in MENA
Region

AGRANA
Suppliers/Processing
Plant in Gaza Strip

Heineken
Sugar and Barley Suppliers
DRC/Ivory Coast

OLAM Group
Suppliers/clusters/SEZ in
Gabon

WFP suppliers
Development
Myanmar/Africa

Where it all started: UNIDO-METRO SSD-based partnership

UNIDO and METRO started in 2009 and focused on **joint technical assistance, awareness and competency-building programmes** on supplier upgrading and compliance.

It **responds to the need of farms and SMEs** to access profitable new market opportunities by being **accepted as reliable suppliers** and establishing **long-lasting business linkages** with potential buyers such as the METRO Group.

UNIDO-METRO joint activities have been guided by an **“inclusiveness” principle to integrate “less-developed businesses” into “formal” trade**, which in turn can positively impact the livelihood of producers, workers and their families and increase the availability of safer, higher quality and more affordable products for consumers and create new job opportunities.

The programme **expanded to other retailers** and implemented in the areas of agribusiness and technology, quality and conformity, supplier development and sustainability;

UNIDO and METRO renewed and expanded the scope of the historical agreement



DÜSSELDORF, 2 September 2011

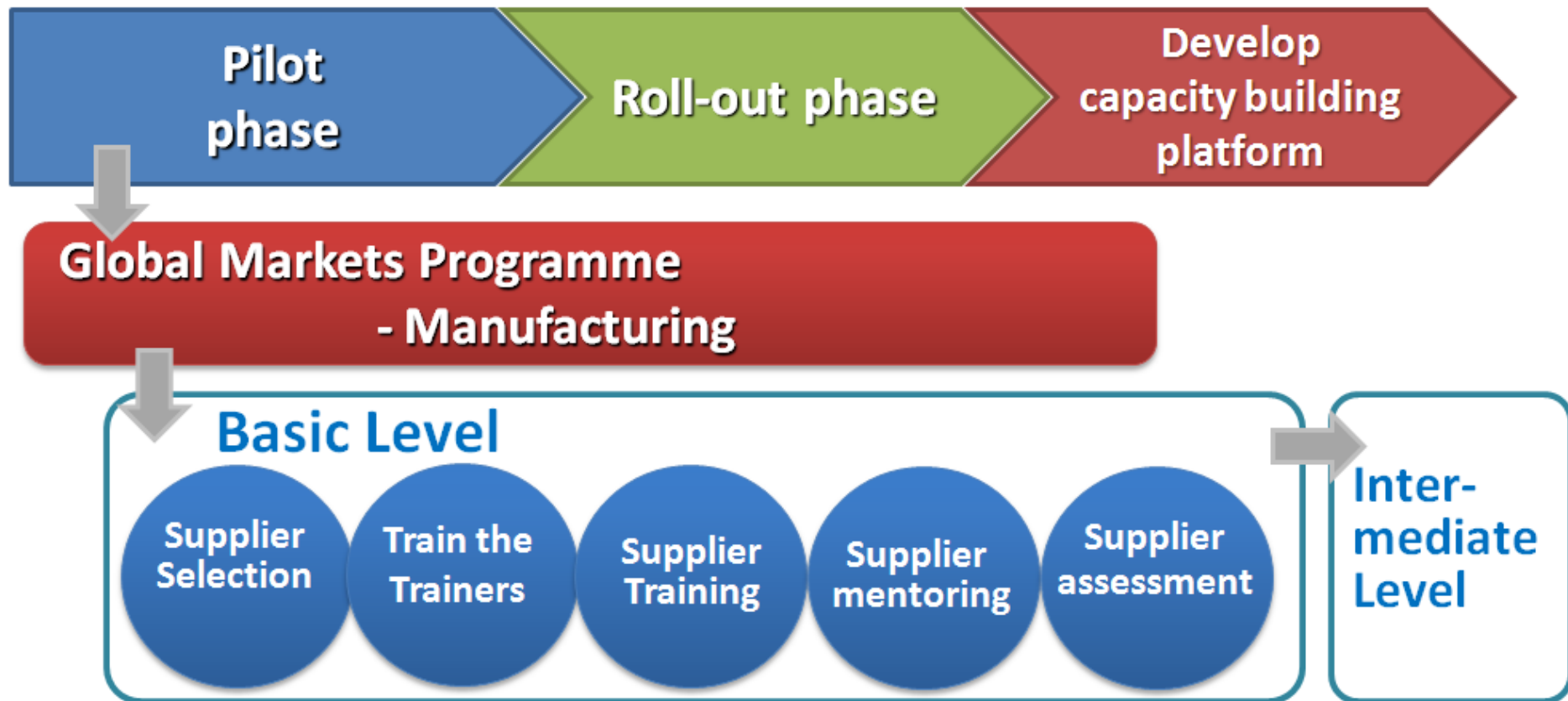
Partnership Example: UNIDO – METRO Group

- **PARTNERSHIP CATEGORY:** Core Business Operations & Value Chains
- **INDUSTRY:** Retail
- **PARTNERSHIP OBJECTIVE:** Enable suppliers to gain access to new market opportunities, making supply lines more efficient, inclusive and sustainable
- **GEOGRAPHIC SCOPE:** Pilot projects in Egypt, India, Russia
- **RESULTS & OUTLOOK:**
 - ✓ Cost-sharing business model developed and implemented
 - ✓ Improvement in compliance with basic food safety standards (GFSI) + individual performances of over 90 SMEs and 800 farms
 - ✓ Basis to develop a global Sustainable Supplier Development Programme (SSDP)
 - ✓ 34 supply contracts have been signed

Partnership Example: UNIDO-AEON Group

- **PARTNERSHIP CATEGORY:** Core Business Operations & Value Chains
- **INDUSTRY:** Retail
- **PARTNERSHIP OBJECTIVE:** Facilitating suppliers' access to new markets; Increasing safety and sustainability of products
- **GEOGRAPHIC SCOPE:** Malaysia
- **RESULTS:**
 - ✓ Strengthened compliance with food safety standards and sustainability requirements.
 - ✓ Companies upgraded: 25
 - ✓ Companies with higher productivity : 15
 - ✓ Companies improving productivity and sustainability: 3
- **OUTLOOK:**
 - ✓ Planned roll-out to reach 100 food processors, also covering primary production
 - ✓ Malaysia to become a regional hub for sustainable supplier development and expand to ASEAN

Malaysia: Supplier development & Food Safety



UNIDO Sustainable Supplier Development Programme (SSDP)



**With Potential
Suppliers**



Benefits for buyers

**Tailored training and
capacity-building**

Qualification pre-audit

Risk mitigation

Reduction of NCs

Work on NCs

Replicability

Sustainability

Scalability

Benefits for suppliers

**Tailored training and
capacity-building**

Market Access

Productivity/sustainability

autonomy

**Better management of
their supply chain**

**More balanced
relationship with buyers**



With Current Suppliers



Sustainable capacity

- A structured localized methodology in place with all tools and materials.
- A pool of local trainers, mentors and assessors qualified.

Success stories

- Proved to improve food safety performance with pilot enterprises
- Proved trade performance with pilot enterprises

Internship

- A functioning internship methodology in place to support local scale up and professional development with fresh graduates

National scale up

- Local ownership by government and private sector
- Fully aligned with the national FS regulations of the MOH

Supplier development – Food Safety

- A pool of **32 local experts trained** and qualified against the GFSI Protocol – **Basic level**
- A pool of 19 local experts trained and qualified against the GFSI Protocol – **Intermediate level**
- **25 suppliers** identified, selected and received intensive **training and mentoring** support through a pool of trained and qualified local experts.
- 3 suppliers training programmes organized and implemented for the target suppliers in 3 different locations
- The **GFSI protocol localized and customized** to the Malaysian context (training materials, requirements and checklists)
- An **internship programme** piloted with 2 suppliers under where fresh graduates were trained and attached to the suppliers.
- A 3-month **mentoring programme implemented** for the target suppliers followed by the 1st assessments for the compliance against the Basic level requirements.
- **13 suppliers achieved compliance and improvement against the GFSI basic level.**
- **8 suppliers enrolled the intermediate level and successfully completed it.**



From Pilots to Capacity Building Programs

The South Africa Story



- working on a solution for enhancing food safety through a single audit.
- facing tough competition law.
- expanding into Africa – additional risk



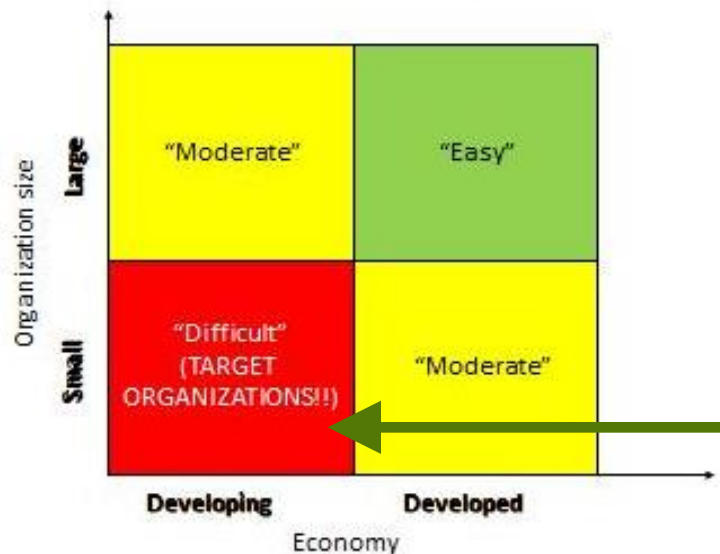
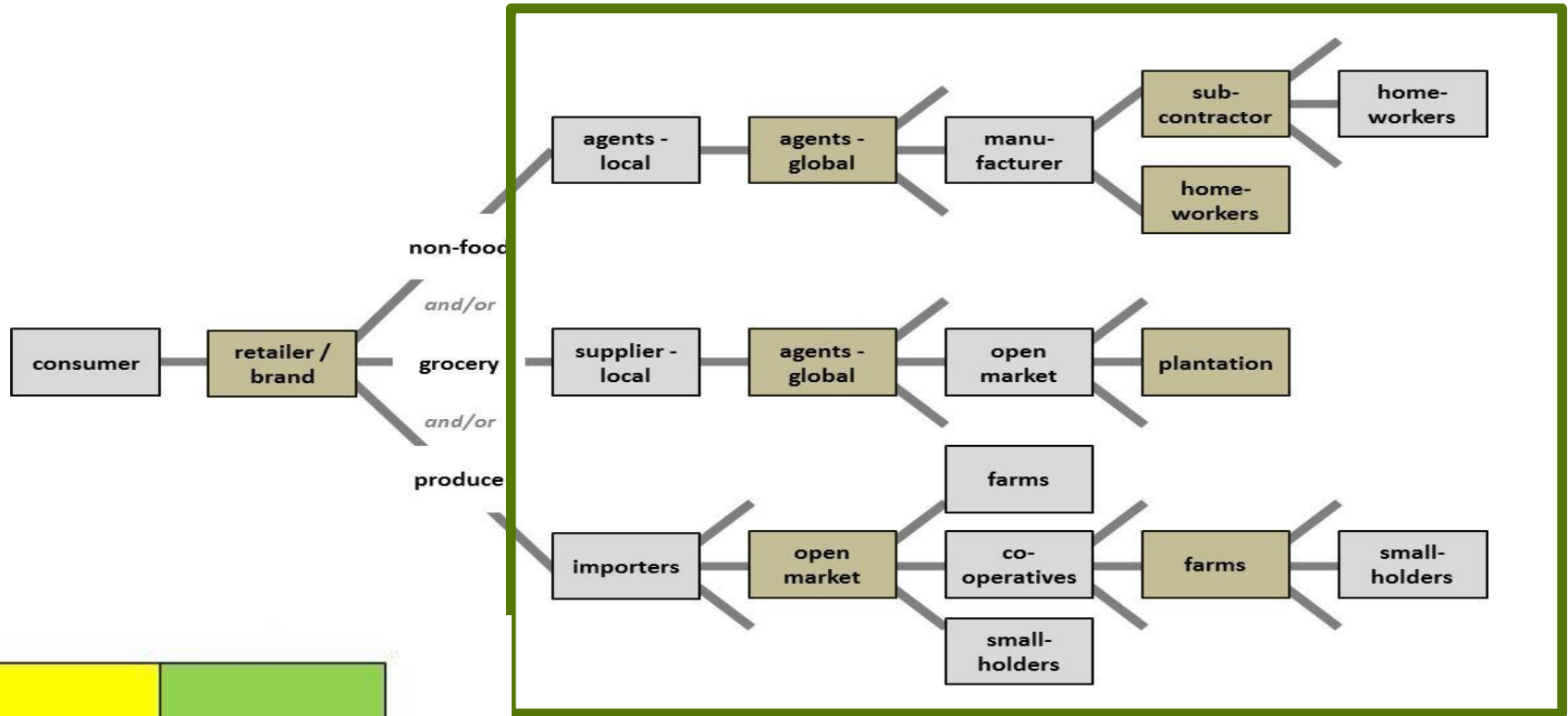
- Global Platform for collaboration
- Developed a solution - GMP



- Trade capacity building and supplier development is core mandate
- longstanding support to Africa in building NQIs.
- Neutral partner with – not commercially driven
- Part of GFSI network of partners



- Supplier - limited access to capacity building services
- Facing multiple audits - challenge to comply with certifications schemes
- Countries – lack of harmonized food safety systems



- › SMEs/farms in developing countries
- › Manufacturing & Agriculture
- › Current & potential suppliers
- › From member & non-member companies



UNIDO Sustainable Supplier Development Programme (SSDP)

Clusters of suppliers in Emerging economies and LDCs	Buyers
Gain access to profitable new market opportunities	Improve the Supply Chain
establish long-lasting business linkages with buyers	Increase local content
Generate new jobs and income opportunities	Achieve Sustainable sourcing
Increase availability of sustainable and safe products	Ensure quality and reliability of Suppliers
Access to finance, inputs and technology	CSR impact and image





New Development Partnerships in Value Chains

SMALL FARMS - BIG BUSINESS
Engaging the Private Sector to Sustainable
Agriculture Development


**SMALL FARMERS
BIG BUSINESS?**

Engaging the Private Sector in Sustainable Agricultural Development

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Origin and aim of the partnership

As a result of their solid cooperation during the EDD2012 event (Brussels, 16-17 October 2012), the co-organisers Europe-Africa-Caribbean-Pacific Liaison Committee (COLEACP), Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH (GIZ), SNV Netherlands Development Organisation (SNV), and United Nations Industrial Development Organization (UNIDO) decided to continue their cooperation. A platform structure was set up under the title 'Small Farmers, Big Business Partnership' with the aim to complement their intervention projects and to implement a joint approach that will more effectively tackle the essential obstacles responsible for recurrent hunger crisis in the developing world. The French development bank Agence Française de Développement (AFD) accepted to join the consortium as well. All these partners have a solid track record in rural development and private sector involvement and are well-wired in the EU arena. At the same time, the partners have different institutional backgrounds and approaches which creates useful complementarity.

The consortium partners will be working along the principles as formulated in the background paper for the EDD2012 High Level Panel below:

Small farmers - big business?


Engaging the Private Sector in Sustainable Agricultural Development

Discussions at the 2012 G8 meeting centred around the premise that development involves not only delivering aid, but also generating economic growth, and a pledge was made to encourage investment in agriculture as route to alleviate poverty. This new policy environment promotes development through private sector investment, and agricultural programmes are increasingly envisaged within a context of partnerships between donors, developing countries, and the private sector. However, these new initiatives must remain focused on the target: food security and poverty alleviation, with small-scale farming and sustainability at the forefront.


Rural economies are changing fundamentally. In a process of profound private sector transformation, value chains are becoming shorter with higher standards and stronger, vertical integration and information flows. This is driven by the increasing participation of developing country players in global value chains, as well as domestic private and government investment in the South.

From a development policy perspective, inclusive business models are a promising tool for strengthening rural economic activity by improving income, jobs and food security.


Organisers of this event are



COLEACP
Europe-Africa-Caribbean-Pacific Liaison Committee




giz
Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH



SNV
Netherlands Development Organisation



UNIDO
United Nations Industrial Development Organization



af
AGENCE FRANÇAISE
DE DÉVELOPPEMENT



UNIDO Sustainable Supplier Development Programme (SSDP)

ISSUE	BUYER	UNIDO
•Assessment/Forecast of demand and sourcing issues		
•VC analysis and suppliers/cluster mapping		
•Identification and assessment of suppliers		
•Cooperation/MoU		
PILOT INTERVENTION/ROLL OUT		
•Fund raising, Communication M&E system		
•Localisation of tools/standards and local capacity building		
•Upgrading of suppliers (quality, safety, sustainability, productivity...)		
•Linkages with other producers (cooperatives/consortia/clusters)/supply chains		
•Integration with national/regional quality/safety systems		
Main Responsibility		
Contribution		

WHAT, WHEN, WHERE, HOW....



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INDUSTRIAL DEVELOPMENT ORGANIZATION

Business
Investment
Technology
Services

TECHNICAL PAPER

THE UNIDO APPROACH TO SUSTAINABLE SUPPLIER DEVELOPMENT

Promoting CSR for SMEs in a Global Supply Chain Context



UNITED NATIONS
INDUSTRIAL DEVELOPMENT ORGANIZATION

THANK YOU FOR YOUR ATTENTION!

Contact details:

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g.patacconi@unido.org

SMEs Engagement

Our Brands



23



135



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¡El Sabor de la Calidad!

46



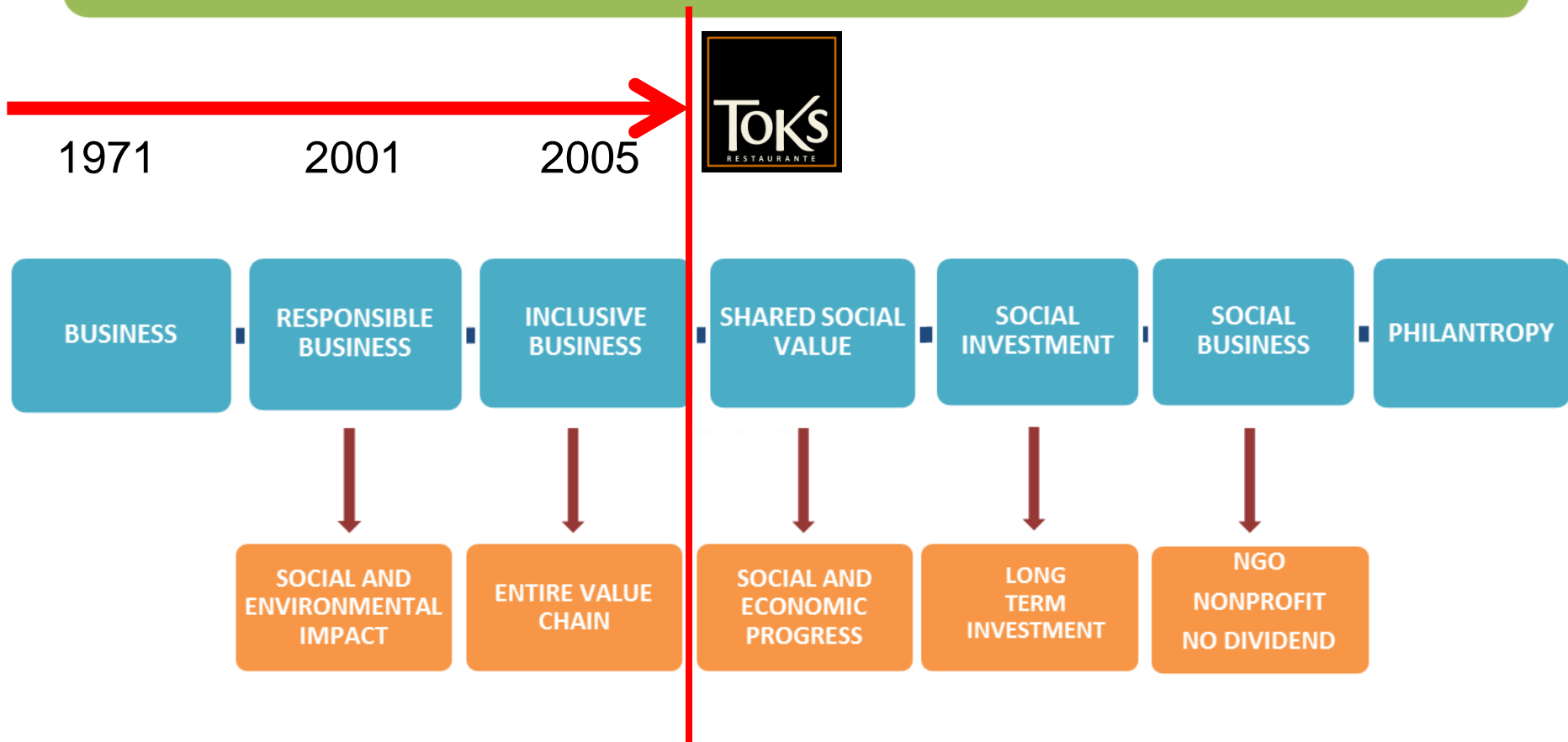
7



+70 (Parking)

2nd. Largest Restaurant chain in Mexico

TYPES OF BUSINESS ACCORDING TO SOCIAL RESPONSABILITY



Inclusive Supply Chain

To offer our **consumers
recipes made with natural
ingredients done by small
producers in local
communities**

We have integrated to our
supply chain 800+ small
producers with benefits
for more than 6,500+
people from 40
communities

Small producers:

1. Poor people

2. Opportunity

*We decided to take
the second option*

Coffee Project



Tasty? Hot? Cheap?
Expensive? Medium? With
cream? Espresso? Cold?
With a donut?
Sugar? Small? Moka?
Latte? Big? Caramel? With
low fat milk? Decaf?...

Restaurants
Coffee
Shops
Hotels
Stores



We think about the size, sugar, etc., but we don't think:
Roaster, Trader, Logistics, Producer, Laborer, Process, etc.

The value chain is **invisible** for the majority of the people



Two pregnant women...same planet...different worlds

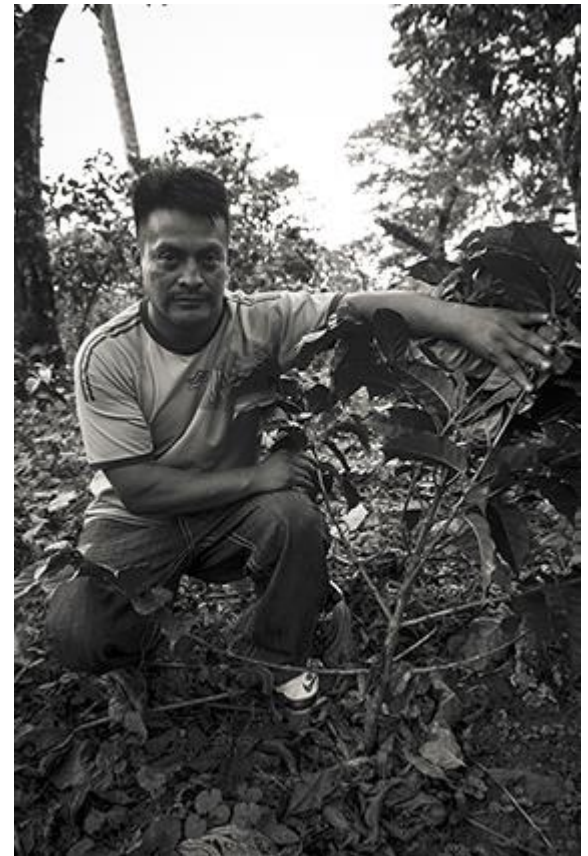


...and child labour...the invisible ones...
“family behaviour”



There are
international and
national
regulations to
protect their rights,
so what?

They deserve a decent life...for them and their families...



Three options:

- 1.To migrate (to big cities in Mexico or USA)
- 2.To become members of the organized crime
- 3.To continue as coffee producers

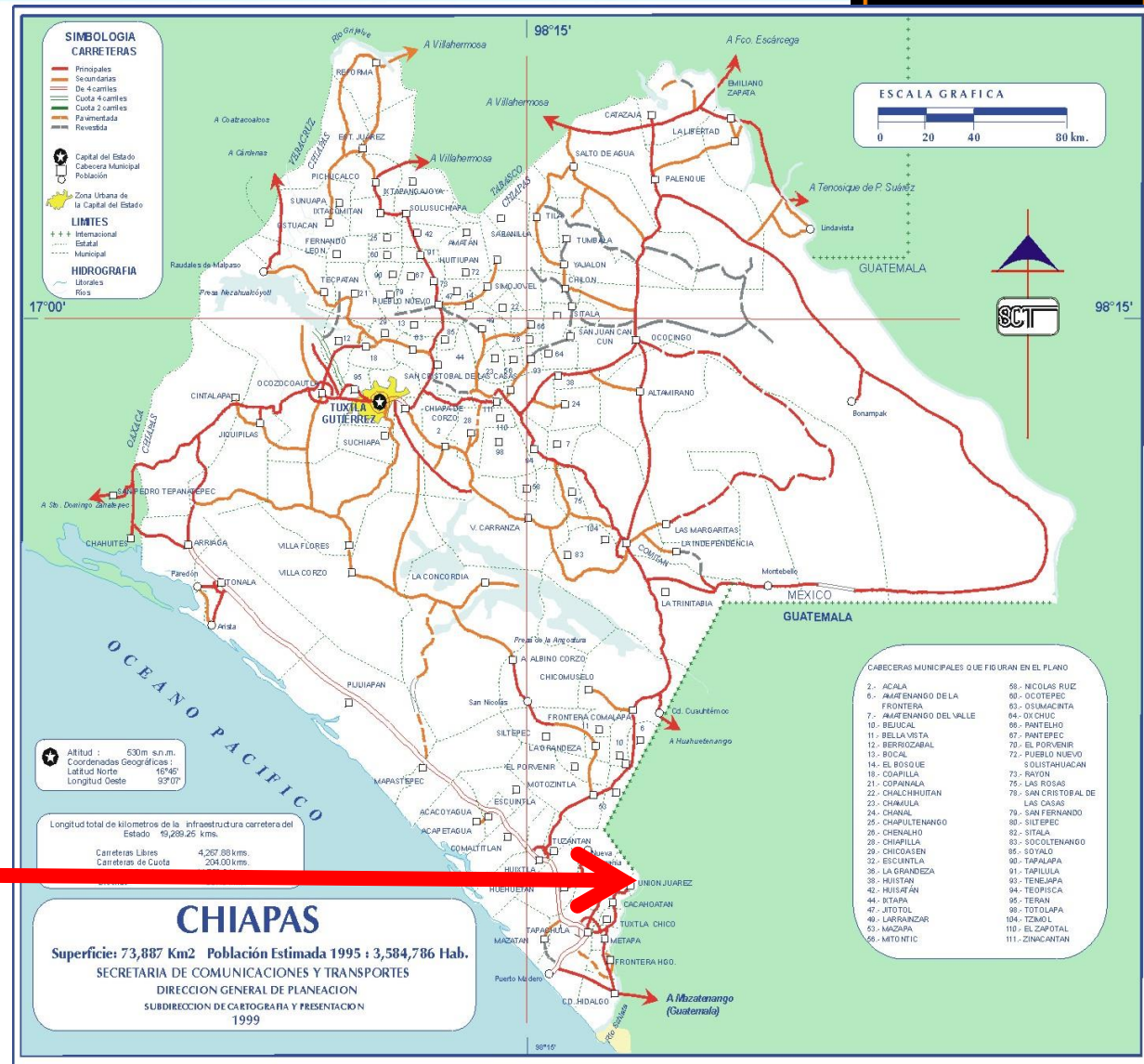
We chose the last one... by increasing their productivity, adding value to their coffee and diversifying economic opportunities



In 2012, we started a
Project with a phone
call to our coffee
supplier and visited
coffee plantations within
Mexico

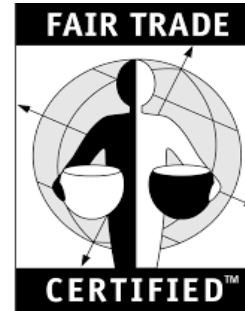


We decided to start a Project in Talquian, Chiapas, next to the border with Guatemala, close to Tacaná volcano



Challenges Faced

1. Lack of productivity- nutrition, density of plants, age
2. Lack of competitiveness- high production costs
3. Traditional agricultural practices, non resistant to pests and diseases and climate change issues
4. Lack of public services



Is this enough?

**Their
average
income is
\$80 USD
per month**

¿Why?



**Talquian: 3 Quintal / Hectare
(380 Lb/Ha)**

Guatemala: 25 Quintal

Brasil: 40 Quintal

So we decided to
work as a team to
increase
productivity

We had some
meetings with
Talquian coffee
producers

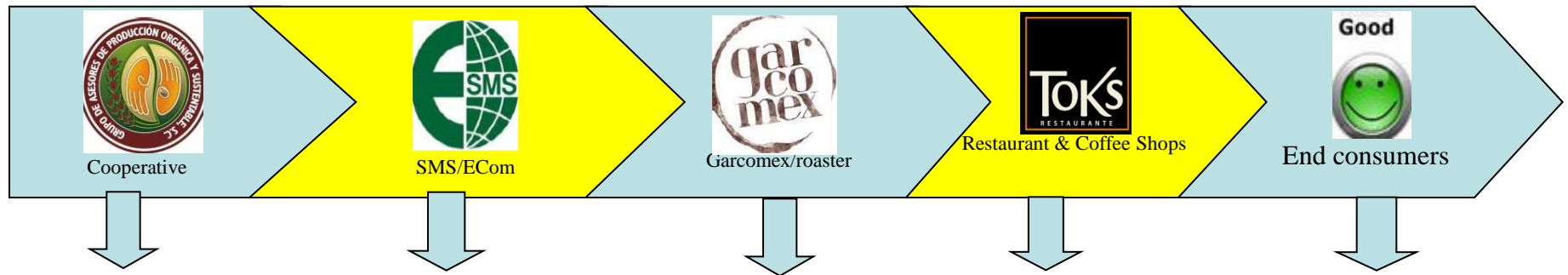
At the beginning, producers didn't believe us



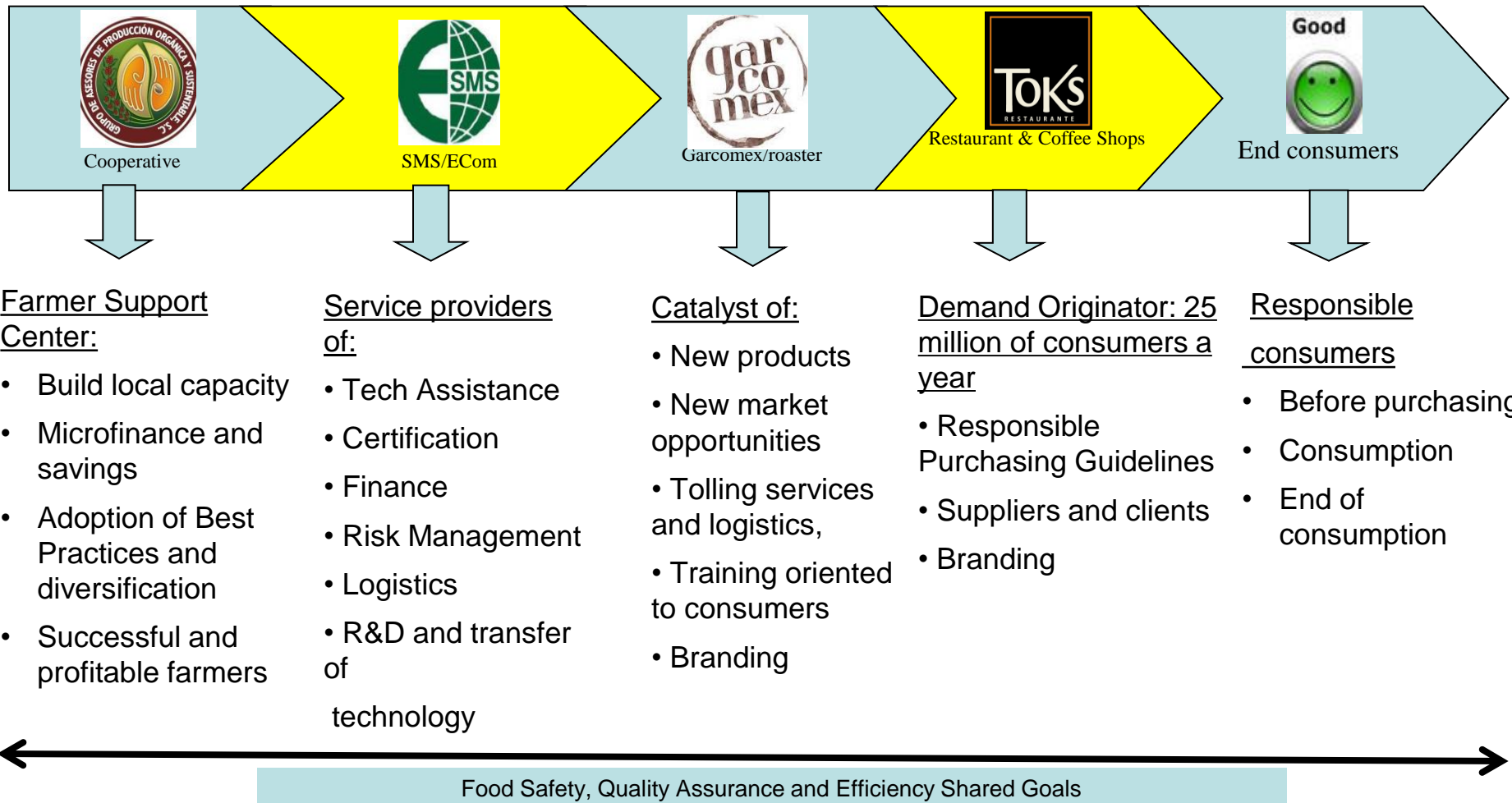
We have to **trust**
each other, if you
don't want to, we
will go to the next
community

So they decided to
trust us...and
started to work

Supply Chain (Inclusive Business Model)



Supply Chain (Inclusive Business Model)



- Research and development
- Knowledge
- Consulting
- Training
- Follow up
- 29,700 new plants
- Organic Kits
- \$14,000 USD



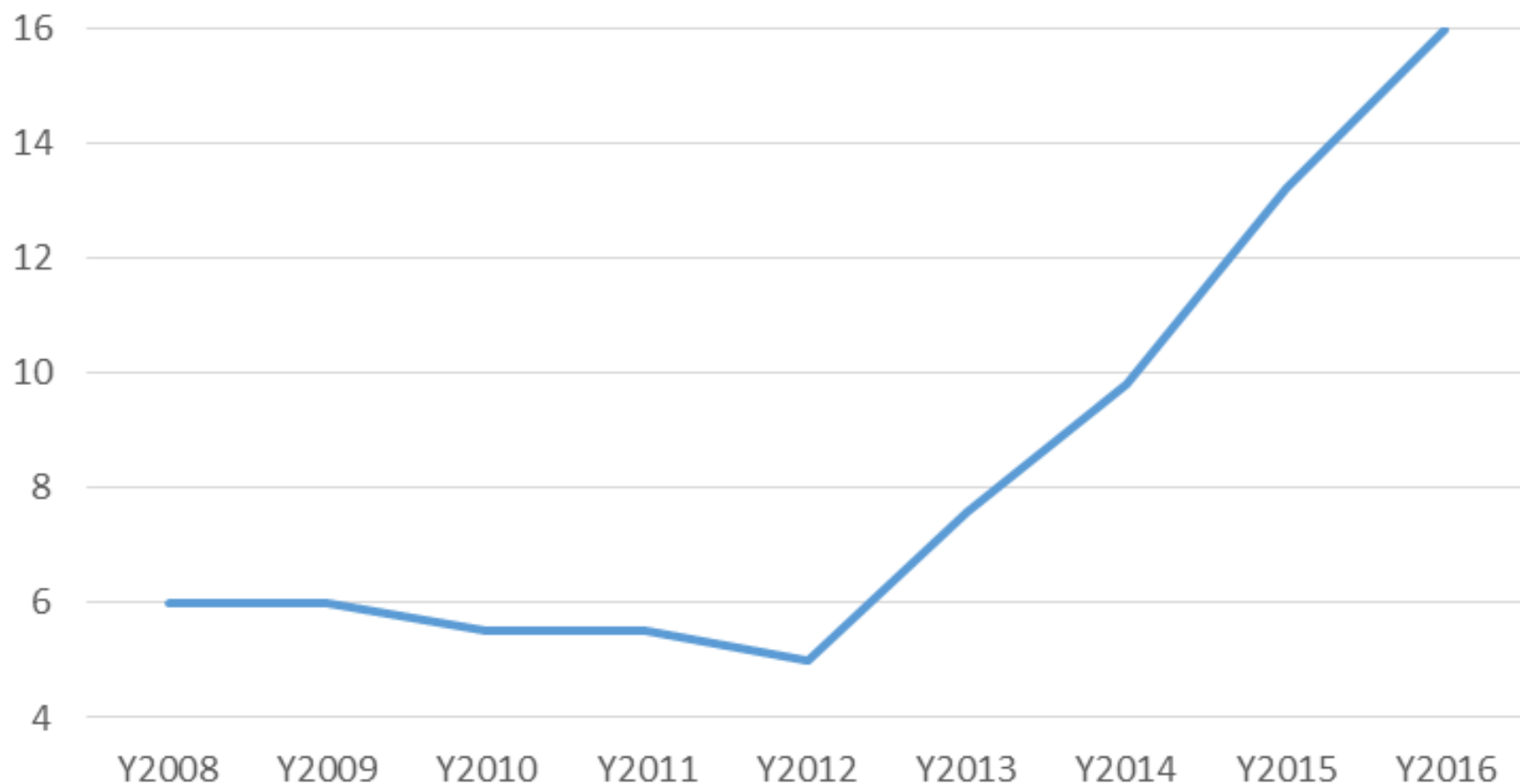
Amount of coffee plants per Hectare, Training, Organic Kits, Cultivation Processes, etc.





Qq / Ha

Productivity





***Hope,
Real
Hope***



Thank
you

Q & A



United Nations Global Compact

Thank You

Thank you for joining us today.

Presentation slides and a recording of the webinar will be available on the UNGC website.

If you have any additional questions, please contact:

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