Social & Labor
Convergence Program (SLCP)


General Assembly
14 December 2022
## Agenda: Part 1 (09:00-11:00 CET)

<table>
<thead>
<tr>
<th>Opening</th>
<th>Welcome &amp; introduction</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Keynote</strong></td>
<td>Keynote speaker: Pamela Coke Hamilton, ITC</td>
</tr>
<tr>
<td><strong>Strategic Aim 1: Industry Adoption</strong></td>
<td>Secretariat update</td>
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<td></td>
<td>Testimonials from signatories and stakeholders</td>
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<tr>
<td></td>
<td>Q&amp;A</td>
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<tr>
<td><strong>Strategic Aim 2: Resources Unlocked</strong></td>
<td>Secretariat update</td>
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<td>Testimonials from signatories and stakeholders</td>
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<td>Q&amp;A</td>
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<tr>
<td><strong>Breakouts</strong></td>
<td>Interactive breakout sessions on strategic aims 1 and 2</td>
</tr>
</tbody>
</table>
## Agenda: Part 2 (17:00-19:00 CET)

<table>
<thead>
<tr>
<th>Opening</th>
<th>Welcome &amp; introduction</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Keynote</strong></td>
<td>Keynote speaker: Marsha Dickson, Better Buying Institute</td>
</tr>
<tr>
<td><strong>Collaboration</strong></td>
<td>ILO Better Work: Roopa Nair</td>
</tr>
<tr>
<td><strong>Strategic Aim 3: Data Access &amp; Comparability</strong></td>
<td>Secretariat update</td>
</tr>
<tr>
<td></td>
<td>Testimonials from signatories and stakeholders</td>
</tr>
<tr>
<td></td>
<td>Q&amp;A</td>
</tr>
<tr>
<td><strong>Strategic Aim 4: Financial Resilience &amp; Organization</strong></td>
<td>Secretariat update</td>
</tr>
<tr>
<td></td>
<td>Q&amp;A</td>
</tr>
<tr>
<td><strong>Q&amp;A</strong></td>
<td>Questions from the audience</td>
</tr>
<tr>
<td><strong>Breakouts</strong></td>
<td>Interactive breakout sessions on strategic aims 3 and 4</td>
</tr>
</tbody>
</table>
How to catch up on missed sessions

Visit the 2022 General Assembly page on the Signatory Portal to view the webinar recordings.

The Signatory Portal is an exclusive platform for SLCP signatories. If you haven’t yet set up an account on the Signatory Portal, please make sure to do so soon via this link!
Greeting from SLCP’s Executive Director

Janet Mensink
General Assembly Objectives

**Accountability:** This is your opportunity as signatories to scrutinize the Program and to hold the Council & Secretariat to account.

**Ownership & commitment:** Through the content and discussions today, we aim to boost your sense of commitment to and ownership of SLCP.

**Scaling adoption and impact:** By sharing learnings and best practice, we aim to support you to accelerate the implementation and impact of SLCP.

You can find materials such as governance documents and Council meeting minutes in the Signatory Portal.
Meet the SLCP Council

Representative for Manufacturers

Abhishek Bansal
Arvind Group

Michael Cai
Décor (Suzhou)

Nikhil Hirdaramani
Hirdaramani

Representative for Brands/Retailers

Mary Bean
Columbia Sportswear

Mayank Kaushik
Inditex

Ninh Trinh
Target Corporation

Independent Chair

Jonathan Obermeister

Rep for MSIs

Jeremy Lardeau
Sustainable Apparel Coalition

Rep for Audit Firms

Margot Sfeir
ELEVATE

Rep for Civil Society

Tamar Hoek
Solidaridad

Expert Seats

Anna Burger

Dan Danielsen

Steve Harris
Meet the Senior Management Team

Left to right:

Janet Mensink
Executive Director

Sharon Hesp
Senior Manager Operations

Khadijah Conteh
Senior Manager Systems Delivery and Data Insights

Holly Menezes
Senior Manager Communications & Stakeholder Engagement

Steve Harris
Interim Senior Manager Technology

Susanne Gebauer
Senior Manager Assessment & Quality
Meet the Support Team

Ann Wilkings
Converged Assessment Framework Associate

Annelise Lemes
Converged Assessment Framework Associate

Elizabeth Otten
Training Coordinator

Giulia Iemmoilo
Assessment & Quality Lead

Han Nguyen Ngoc Bao
Support Coordinator Vietnam

Jack Zhong
Technology & Data Insights Coordinator

Jessica Jia
Support Coordinator China

Reshma KT
Support Coordinator India

Sahana Kubsad
Support Coordinator India

Sevinc Aktas Ilgun
Support Coordinator Turkey

Theo Tsakas
Policy Intern

Thomas Mason
Program Coordinator

Urtty Majumder
Support Coordinator Bangladesh

Vaishnavi Krishna Kumar
Communications & Stakeholder Engagement Coordinator
SLCP Signatories - 270


Agents (6): Ethical Apparel Africa | G-III Apparel Group Ltd. | Haddad Group | Li&Fung (Trading) Ltd. | MGF Sourcing | Randa Accessories


National Governments (2): Denmark - Ministry of Foreign Affairs | Netherlands Government

Intergovernmental organizations – observer status (1): Better Than Cash Alliance
Thank you for your feedback!

2022 Signatory Survey (55% response rate)

<table>
<thead>
<tr>
<th>To what extent do you agree...</th>
<th>% agree/ strongly agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>We are supportive of the mission of the program</td>
<td>97%</td>
</tr>
<tr>
<td>We contribute to the delivery of the Program's aims</td>
<td>92%</td>
</tr>
<tr>
<td>We have set internal objectives to support the delivery of the program</td>
<td>84%</td>
</tr>
<tr>
<td>We embrace the principles of inclusiveness, collaboration on equal terms, and collective ownership of the SLCP mission among signatories to this Charter.</td>
<td>93%</td>
</tr>
<tr>
<td>SLCP is inclusive of all signatories</td>
<td>82%</td>
</tr>
<tr>
<td>SLCP allows for collaboration on equal terms among signatories</td>
<td>77%</td>
</tr>
<tr>
<td>There is collective ownership of SLCP among signatories</td>
<td>75%</td>
</tr>
<tr>
<td>SLCP has facilitated wider collaboration between signatories beyond the scope of SLCP</td>
<td>72%</td>
</tr>
</tbody>
</table>
Reminder: Five-year strategic plan

Strategic Plan 2019-2023

Vision

Converged Assessment. Collaborative Action. Improved Working Conditions

Implement a Converged Assessment Framework that supports stakeholders’ efforts to improve working conditions in global supply chains

Mission

Eliminate audit fatigue and duplication
Redirect resources to improvement actions
Greater comparability of social & labor data

Industry benefits

Redirect resources to improvement actions
Greater comparability of social & labor data

SLCP Specific Aims

Industry Adoption
Resources unlocked
Data access & comparability
Financial resilience

Contribution to Sustainable Development Goals:
Assessments in isolation will not drive the systemic change that is needed to improve working conditions, but it will enable four key levers:
Strategic aim 1: Industry Adoption

SLCP Secretariat & signatories
2022 SLCP highlights: Ops

**Facility training**
- Updated and improved e-learning
- 13 SLCP training webinars for 4,765 people in 7 languages
- 41 Training Bodies & 160 Trainers
- 55 training sessions delivered by Training Bodies reaching 3,600+ people in 8 languages

**Helpdesk**
- 125 FAQs updated
- Available in 4x languages
- 3,862 tickets answered

**Growth in SLCP verified assessments**

<table>
<thead>
<tr>
<th>Year</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>500</td>
<td>1500</td>
<td>4400</td>
<td>7000</td>
</tr>
</tbody>
</table>

**Total number of facilities registered on SLCP Gateway: 9,655**
- 6,696 assessments completed so far in 2022
- 1,621 assessments currently underway
2022 SLCP highlights: The CAF

Launch of the CAF version 1.5

November 2022

Main changes in CAF v1.5

- Country-specific questions
- Improvements to question wording & More Info
- Introduction of full virtual verification
- Introduction of WE Tech
- Improvements to report readability

Limited impact on mapping

CAF v1.5 launch webinar
Recording and slides on SLCP website

Helpdesk FAQ
with resources to support you to use CAF v1.5
2022 SLCP highlights: Promoting SLCP

SLCP represented at 16 industry events and conferences

SLCP coverage in multiple press articles on 12 different occasions

3,795 followers (+1,480 followers this year)
2022 Signatory Survey

How well do you feel you understand the following:

- Not at all
- To some extent
- Well informed

- How the SLCP assessment & verification process works: 15% Not at all, 85% Well informed
- What type of data is captured in an SLCP verified assessment: 18% Not at all, 82% Well informed
- How SLCP verified data is shared between the Accredited Hosts: 2% Not at all, 76% Well informed
- SLCP's Verification Oversight & Quality Assurance strategy: 3% Not at all, 62% Well informed
- Plans for further updates to the Converged Assessment Framework: 4% Not at all, 58% Well informed
- How SLCP partners with Better Work: 8% Not at all, 42% Well informed
2022 SLCP highlights: Policy engagement

Public Affairs Formula: Developed to focus our key messaging towards policymakers & governments

Blog Series: Developed a blog series to position ourselves as relevant and credible in the context of key policies and industry issues

Engagement with Policy Stakeholders: Coordinated with key stakeholders on our positioning in response to policy developments

Publish Positions: reacting to new policies as they are released, explaining to stakeholders how SLCP is aligned

Expand work on Data insights: to begin informing governments and policymakers on social & labor trends
Plans and priorities for 2023

Industry Adoption

*Satisfied customers and partners, bringing the number of verified assessments to 11,000 in 2023*

- Expand SLCP into new and adjacent sectors
- Expand use of SLCP in apparel and footwear with greater use by SMEs and at tier 2
- Reduce complexity of the CAF process, provide a high-quality data ecosystem, and ensure a seamless user experience
- Ensure the CAF remains relevant for key stakeholders including signatories, ILO, standard holders and regulators
2023: SLCP expansion

Expansion into new sectors
- Sector analysis to better understand opportunities
- Priority sectors: home furnishings, hard goods, sporting goods
- Recruitment of Business Development Manager
- Small pilot in the electronics sector (with support from signatories and stakeholders)

Expanding in SMEs and tier 2
- Projects to improve understanding of customer journey for SMEs and tier 2 facilities to identify adoption challenges and solutions
- Exploring tech solutions to ease onboarding for facilities joining SLCP

Growth in SLCP verified assessments

<table>
<thead>
<tr>
<th>Year</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>500</td>
</tr>
<tr>
<td>2020</td>
<td>1500</td>
</tr>
<tr>
<td>2021</td>
<td>4400</td>
</tr>
<tr>
<td>2022</td>
<td>7000</td>
</tr>
<tr>
<td>2023</td>
<td>11000</td>
</tr>
</tbody>
</table>
## 2023: SLCP user experience

<table>
<thead>
<tr>
<th>Feature</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improved facility onboarding experience</td>
<td>Through tech enhancements</td>
</tr>
<tr>
<td>Increase range of training offered</td>
<td>Through diverse channels</td>
</tr>
<tr>
<td>Increased choice of passive Accredited Host platforms</td>
<td>In the SLCP ecosystem</td>
</tr>
<tr>
<td>Explore scalable translation options</td>
<td>To ensure language is not a barrier</td>
</tr>
<tr>
<td>Continue close strategic partnership with ITC</td>
<td>For Gateway enhancements</td>
</tr>
</tbody>
</table>
Development work on CAF v1.6 has already started through the SLCP Taskforce and in collaboration with ILO Better Work.

Key aims for the CAF v1.6 include:

- Strengthening alignment with national labor law and international labor standards
- Ensuring the CAF covers key data points required by emerging legislation
- Responding to feedback from SLCP signatories and stakeholders
Thank you to the CAF TAC

TAC Chair

Melanie Bower
Fairtrade USA

Agnes Chan
Target

Angela Ng
SAC

Caner Soytas
Nike

Chaminda Withanage
Hirdaramani

Daniela Schmidt
C&A

Henry Chan
Openview Service Limited

Kiran Gokathoti
H&M Group

Kristin Lusis
Fanatics

Michael Reidick
C&A

Venkat Rao Srinivasa
Shahi Exports
Thank you to the Country Roll-Out TAC

Dr. Christian Schindler
ITMF

Chad Lane
1888 Mills

Connie Chen
Bureau Veritas

Shirley Xu
Esquel

Lily Lin
Bureau Veritas

Madison Wilcox
ITC

Sharmila Nithyanand
Gap Inc

Tamar Hoek
Solidaridad

Tariq Mahmood
1888 Mills
Thank you to the Data Hosting & Sharing TAC

TAC Chair

Darren Chastain
Gap Inc

Abhishek Bansal
Arvind Group

Ana Chiu
PVH

Grzegorz Tajchman
ITC

Ninh Trinh
Target Corporation

Patricia Oliveira
Target

Steve Harris
Strategic aim 2: Resources Unlocked

SLCP Secretariat & signatories
2022 highlights: Acceptance of SLCP

Number of companies and standard holders publicly accepting SLCP rose from 50 to 65 in 2022

See website for full list
2022 highlights: Reducing audit fatigue

2022 Signatory survey results
Brands & manufacturers only (53 respondents)

- 50% of manufacturers had been asked to share SLCP data by 6 or more brands (Last year: 31%)
- 70% of manufacturers reported reduction in total number of audits through SLCP adoption in 2022.
  In some cases, over 20 reduced audits.

50% of manufacturers had been asked to share SLCP data by 6 or more brands (Last year: 31%)

- 42% of brands reported that 50% or more of their tier 1 suppliers used SLCP
- 22% reported that 50% or more of their tier 2 suppliers used SLCP

We have been able /will be able to use the CAF instead of our proprietary tools

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Not at all</th>
<th>Not sure</th>
<th>To some extent</th>
<th>Significantly</th>
</tr>
</thead>
<tbody>
<tr>
<td>100%</td>
<td>6%</td>
<td>42%</td>
<td>49%</td>
<td>4%</td>
</tr>
<tr>
<td>2023</td>
<td></td>
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</tbody>
</table>
2022 highlights: Reducing audit fatigue

2022 Signatory survey results
Brands & manufacturers only (53 respondents)

Benefits experienced:

- 60% reported time saved on audits
- 38% reported quicker onboarding of new buyers/suppliers
- 28% reported increased comparability of data
- 32% reported that SLCP assessment data helps better evaluate legal compliance
- 53% reported that facility ownership of data has enabled better relationship with partners
2022 highlights: Savings through SLCP

Better Buying Purchasing Practices Index 2022 findings:

- **86.3%** of suppliers reported that buyers are now accepting results from recently completed audits and assessments.

- **22.5%** reported that their buyers are accepting SLCP’s CAF.

- Nearly **64%** of suppliers reporting that their buyer accepts SLCP’s CAF indicate that the primary benefit is increased clarity on corrective action plans.

- Of those suppliers whose buyers accept SLCP’s CAF, **two thirds are saving up to $5,000 a year per customer**, with **4.3% saving more than $20,000 a year**.

- The top 3 areas where suppliers are investing these savings are: investments in the workplace; offering new programs or services to workers; and investments in new technology.
2022 highlights: Collaboration

With support from the IGS project of GIZ, SLCP has progressed collaborations with the following organizations:

- In June 2022, SLCP and Fair Wear Foundation jointly announced a collaboration agreement with two defined projects to explore alignment.

- In July 2022, SLCP and amfori issued a joint public statement to inform mutual stakeholders of our plans to refresh work on our roadmap to explore convergence.

- OEKO-TEX and SLCP have been in discussions throughout 2022 to explore convergence and aim to start a small pilot in 2023.
Plans and priorities for 2023

Resources Unlocked

- Increased acceptance and net cost reduction, resulting in increased impact.
- Increase SLCP acceptance & drive the reduction of audit duplication
- Measure savings and demonstrate the redirection of resources
- Develop and deepen partnerships with organizations improving labor conditions
Strategic aim 3: Data Access & Comparability

SLCP Secretariat & signatories
2022 SLCP highlights: Data quality & integrity

- Launch of Stakeholder QA Program (4 signatory brands signed up)
- Improved public dashboard
- More comms focus to increase awareness of data quality & integrity
- Launch of SLCP credibility survey
2022 SLCP highlights: Data Insights

- **2021 Learning & Evaluation report for signatories**
- **First SLCP Impact Report issued in collaboration with ITC**
- **First SLCP Data Factsheets**
  - Factsheet on SMEs (Issued)
  - Factsheet on Working Hours (later this month)
Plans and priorities for 2023

Data Access & Comparability

SLCP as the source of credible and actionable social & labor data.

- Ensure quality and integrity of SLCP verified data

- Enhance ease of data access & facilitate data interpretation with stakeholders

- Demonstrate relevance of SLCP verified data in the context of supply chain policy and legislation

- Demonstrate relevance of SLCP verified data for trend analysis in collaboration with key partners
2023: Data Quality & Integrity

- Closer collaboration with APSCA
- Increase efficiency and effectiveness of Verification Oversight (VO) & QA activities
- Implement Gateway system checks to increase SLCP data quality
- Establish Committee and clear process for handling unethical practices by Verifier Bodies
- Short videos to inform stakeholders of key aspects of SLCP’s VO and QA strategy
- Use of predictive analytics to identify quality issues

Learn more about our Verification Oversight and Quality Assurance strategy on our website.
2023: Ease of data access & interpretation

More support to stakeholders in reading and interpreting SLCP verified assessments:

- Developing standardized onboarding tools for brands and standard holders
- Technical webinar for brands to understand how to read an SLCP report on **1 March 2023**. Sign-up [here](#).
2023: Relevance of SLCP in policy context

- **Feb 15**
  - **Event: OECD DD Forum**
    SLCP to host a roundtable in-person event in Paris as a side session for the OECD DD Forum, where we will focus on the role of SLCP as a facilitation organization for due diligence

- **March 1**
  - **Project: CAF & Policy Compatibility**
    Ensuring the CAF is ‘fit for purpose’ for uncovering core labor standards for policy compliance

- **April 30**
  - **Project: HRDD Toolkit**
    Developing a practical guidance for stakeholders to understand in detail how the CAF is useful and relevant for due diligence compliance

- **Ongoing**
  - **Position Papers**
    Continuing to promote SLCP’s positions to emerging policy developments, with the objective for ‘bang for your buck’ approach (maximum impact, small capacity)
2023: SLCP for trend analysis

**Data analytics and reporting**
- Publication of the Learning & Evaluation and Impact Reports, Fact Sheets and longer form deep dive data products.
- Continued iteration on the newly established Data Store platform, improving the reporting capabilities for SLCP staff and trusted parties.

**Usage of SLCP data by trusted third parties**
- Development of a Data Governance Framework to establish norms and protocols on how data is extracted, transformed and used externally for analysis.
- Continued partnership with current research partners as well as expanded research partnerships with third parties on SLCP data.

**SLCP data as credible and actionable**
- Development of a Data Strategy plan for a strategic approach to the development, publication and distribution of SLCP data and reports.
- Updated and Refined methodology for demonstrating SLCP impact in Resources Unlocked and Redirection of Resources.
Thank you to the Verification Oversight TAC

Akansha Sharma
Inditex

Andrea Gilders
APSCA

Cara Unger-Fink
Nike

Daniela Schmidt
C&A

Agnes Chan
Target

Anastasia Spathi
SGS

Cara Unger-Fink
Nike

Daniela Schmidt
C&A

Gülçin Üçüncüoğlu
Inditex

Iris Peng
Target

Kit Ko
PVH

Michael Andrew
Sumerra

Michael Cai
Décor (Suzhou)

Michael Reidick
C&A

Nilgün Yazkan
Tayeks Dış Ticaret Ve Tekstil San. A.Ş.

Parul Chandra
Sumerra

Randi Ponce
Sumerra

Tikirimali Silva
MAS Holdings

Winnie Lo
PVH
Thank you to the Comms and Stakeholder Engagement TAC

Loay Tolba
New Balance

Andrew Feng
Inditex

Anne Patricia Sutanto
PanBrothers

Bernard Kwok
Youngone

Gauri Sharma
Shahi Exports

Justin Bettey
Intertek

Mary Bean
Columbia Sportswear

Nurdin Setiawan
PanBrothers
Thank you to the Data Insights TAC

TAC Chair

Sandra Granath
Quizrr

Ana Chui
PVH

Angela Ng
SAC

Ballaji Sounda
FFC

Darren Chastain
Gap Inc

Felicity Lammas
GFA

Guillermo Fernandez
Inditex

Joe Wozinak
ITC

Katherine Rickard
BTCA

Parul Chandra
Sumerra

Rochelle De Leon
Inditex
Strategic aim 4: Financial Resilience & Organization

SLCP Secretariat
2022 SLCP highlights: well-resourced & professional team
## 2022 SLCP highlights: Finances & business model

### 2021 Budget (achieved*)

<table>
<thead>
<tr>
<th>Profit &amp; Loss</th>
<th>Financial Self Reliance</th>
<th>Balance &amp; Reserves</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td></td>
<td>31/12/’21 position</td>
</tr>
<tr>
<td></td>
<td></td>
<td>211 K USD</td>
</tr>
<tr>
<td>Expenses</td>
<td></td>
<td>Put to reserve</td>
</tr>
<tr>
<td></td>
<td></td>
<td>100 K USD</td>
</tr>
<tr>
<td><strong>Simple profit</strong></td>
<td><strong>163 K USD (9%)</strong></td>
<td>Operational carry forward to 2022</td>
</tr>
<tr>
<td></td>
<td></td>
<td>111 K USD</td>
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</table>


### 2022 Budget - EoY (M 1-10 + 11-12) projection

<table>
<thead>
<tr>
<th>Profit &amp; Loss</th>
<th>Financial Self Reliance</th>
<th>Balance &amp; Reserves</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td></td>
<td>31/12/’22 position</td>
</tr>
<tr>
<td></td>
<td></td>
<td>500 K USD</td>
</tr>
<tr>
<td>Expenses</td>
<td></td>
<td>Put to reserve</td>
</tr>
<tr>
<td></td>
<td></td>
<td>100 K USD</td>
</tr>
<tr>
<td><strong>Simple profit</strong></td>
<td><strong>296 K USD (11%)</strong></td>
<td>Operational carry forward to 2023</td>
</tr>
<tr>
<td></td>
<td></td>
<td>400 K USD</td>
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</table>
Plans and priorities for 2023

Financial Resilience & Organization

- Working towards mature customer focused organization. Preparing for independence and next phase of the Program
- Ensure effective multi-stakeholder governance & engagement
- Extend the Secretariat’s operating processes, customer focus and financial health
- Maintain the culture of the organization while further growing and professionalizing the team
- Prepare for legal independence and define next 5-year strategic plan
2023: Developing new Five-Year Strategy

High level 2023 timeline SLCP 5Y Strat Plan Development (Focus Project)

- **Q1 2023**
  - Kick off: Analysis
    - Scope definition
    - Workplan approval & start implementation

- **Q2 2023**
  - Preparing legal entity
    - Confirm legal options
    - Discussions with SAC on transfer assets and new partnership
  - Scenario building strategy
    - Horizon scanning: Literature and expert interviews
    - Stakeholder mapping
    - Evaluation SLCP 2019-2023

- **Q3 2023**
  - Stakeholder Consultations V1 & V2 2024-2028 Strat Plan
    - Framework new 5Y Strat Plan (building blocks)
    - Consultations: Surveys, caucus webinars, interviews, in person event
    - Iterations (sections) 5Y Strat Plan, including feedback opportunities

- **Q4 2023**
  - Finalize 5Y Strat Plan & Signatory Vote(s)

- **January 2024**
  - Launch new 5Y Strat Plan
    - Start as new legal entity
    - Implementation 2024-2028 Strategic Plan
# Financial Organization and Resilience

## High level 2023 budget (approved by Council)

### 2022 Budget - EoY (M 1-10 + 11-12) projection

<table>
<thead>
<tr>
<th>Profit &amp; Loss</th>
<th>Balance &amp; Reserves</th>
<th>Efficiency ratios</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenue</strong></td>
<td>31/12/'22 position</td>
<td><strong>Self reliance</strong> (eared income vs total expenses)</td>
</tr>
<tr>
<td><strong>Expenses</strong></td>
<td>Put to reserve</td>
<td><strong>106%</strong></td>
</tr>
<tr>
<td><strong>Simple profit</strong></td>
<td>Operational carry forward to 2023</td>
<td><strong>Costs/VRF</strong> (excl. focus projects)</td>
</tr>
</tbody>
</table>

- **Revenue**: 2,671 K USD
- **Expenses**: 2,375 K USD
- **Simple profit**: 296 K USD (11%)
- **Balance & Reserves**
  - **31/12/'22 position**: 500 K USD
  - **Put to reserve**: 100 K USD
  - **Operational carry forward to 2023**: 400 K USD

### 2023 Budget

<table>
<thead>
<tr>
<th>Profit &amp; Loss</th>
<th>Balance &amp; Reserves</th>
<th>Efficiency ratios</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenue</strong></td>
<td>31/12/'23 position</td>
<td><strong>Self reliance</strong> (eared income vs total expenses)</td>
</tr>
<tr>
<td><strong>Expenses</strong></td>
<td>Put to reserve</td>
<td><strong>101%</strong></td>
</tr>
<tr>
<td><strong>Simple profit</strong></td>
<td>Operational carry forward to 2024</td>
<td><strong>Costs/VRF</strong> (excl. focus projects)</td>
</tr>
</tbody>
</table>

- **Revenue**: 3,996 K USD
- **Expenses**: 3,716 K USD
- **Simple profit**: 280 K USD (7%)
- **Balance & Reserves**
  - **31/12/'23 position**: 680 K USD
  - **Put to reserve**: 300 K USD
  - **Operational carry forward to 2024**: 380 K USD

### Efficiency ratios

- **Self reliance**: 106%
- **Costs/VRF**: 339 USD
- **Self reliance**: 101%
- **Costs/VRF**: 290 USD
Overview of 2023 SLCP priorities

SLCP’s work in 2023 can be summarized with the four following projects:

1. Developing next 5-year strategic plan (2024-2028), including groundwork to become an independent organization
2. Scaling and expanding SLCP adoption
3. Developing the CAF v1.6
4. Continuously improving data quality & integrity
Thank you for joining!

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