



**EUROPEAN
INTERNATIONAL
UNIVERSITY**



COVER PAGE AND DECLARATION

| | |
|--|---|
| | Master of Business Administration (M.B.A.) |
| Specialisation: | M. B. A. |
| Affiliated Center: | CEO Business School |
| Module Code & Module Title: | MGT550: Managing Operations |
| Student's Full Name: | Abdulqader Zouneh |
| Student ID: | |
| Word Count: | 3981 |
| Date of Submission: | 23/02/2025 |

I confirm that this assignment is my own work, is not copied from any other person's work (published/unpublished), and has not been previously submitted for assessment elsewhere.

E-SIGNATURE:

DATE:

23/02/2025

EIU Paris City Campus

Address: 59 Rue Lamarck, 75018 Paris, France | **Tel:** +33 144 857 317 | **Mobile/WhatsApp:** +33607591197 | **Email:** paris@eiu.ac

EIU Corporate Strategy & Operations Headquarter

Address: 12th Fl. Amarin Tower, 496-502 Ploenchit Rd., Bangkok 10330, Thailand | **Tel:** +66(2)256923 & +66(2)2569908 |
Mobile/WhatsApp: +33607591197 | **Email:** info@eiu.ac

Table of Contents

1. Introduction

2. Company Background

- Overview of Big Green Tractor
- Current Challenges and Market Position

3. Operational Industrial Streamline Procedural Guide

- **Cost-Efficient Manufacturing Processes**
 - Lean Manufacturing Principles
 - Just-in-Time (JIT) Production
 - Automation and AI Integration
 - Supply Chain Optimization
- **Minimizing Defects in Manufacturing**
 - Six Sigma and Total Quality Management (TQM)
 - Predictive Maintenance Strategies
 - Employee Training and Development
- **Utilizing 21st Century Tools for a Greener Process**
 - IoT-Enabled Smart Factories
 - AI-Driven Analytics and Optimization
 - Renewable Energy in Manufacturing
 - 3D Printing and Sustainable Materials

4. Socially Responsible Operational Guide

- **Industrial Standards for Chemical Waste Disposal**
 - Compliance with ISO 14001
 - Wastewater Treatment and Hazardous Waste Management
 - Environmental Audits and Regulations
- **Green Alternatives to Traditional Manufacturing**
 - Use of Recycled and Biodegradable Materials
 - Energy-Efficient Machinery and Facilities

- Closed-Loop Recycling Systems
- Transitioning to Electric and Hybrid Vehicles

5. Risk Management in Operations

- Identifying Potential Risks
- Mitigation Strategies
- Emergency Response Planning

6. Performance Monitoring and Continuous Improvement

- Key Performance Indicators (KPIs)
- Implementing Feedback Loops
- Continuous Improvement Models (Kaizen, PDCA)

7. Ethical Considerations in Industrial Operations

- Corporate Social Responsibility (CSR)
- Ethical Sourcing and Supplier Accountability
- Employee Welfare and Fair Labor Practices

8. Conclusion

9. References

1. Introduction

The Big Green Tractor is a Palembang, Indonesia based company which is setting the Industrial tractor sector with its established capabilities. Recently, their growth rate has been declining. In consideration to this problem, the company tries to improve its operations towards achieving higher productivity, while also saving resources and reducing waste pollution in its production processes.

This forms the basis of the operational procedure report which in turn stems from the procedures designed to improve productivity, lower costs, and increase sustainability within the production operations of the company. It includes steps for lean manufacturing, defect reduction processes, and modern technology adoption for green manufacturing.

Furthermore, this report provides a corporate social operational guide that enables Big Green Tractor's compliance with the environmental laws. It contains guidelines on the disposal of chemical legacies and the use of environmentally friendly substitutes for coming up with preforms.

Big Green Tractor will, through taking the steps contained in this report, be able to increase their competitiveness, increase compliance with regulations, and become more proactive in promoting industrial sustainable development.

2. Company Background

- Overview of Big Green Tractor

Big Green Tractor, which is in Palembang, Indonesia, is a reputable manufacturer of industrial tractors. The company's focus is in designing and developing tractors for agricultural, construction and industrial purposes. Throughout the years, Big Green Tractor has developed an image of being one of the most reliable producers of machinery in terms of durability, effectiveness and efficiency both in the global and local market.

The company operates on a large scale which enables them to maintain high standards of production. Big Green Tractor owns and works in large manufacturing plants with advanced technology and employs skilled workers. They also have a broad distribution network through which they deliver their products to farmers, construction companies, and industrial workers in Southeast Asia and further. Furthermore, the company focuses on investment in R&D to enhance efficiency and sustainability of their tractor models as the company is focused on global expansion.

- Current Challenges and Market Position

However, despite the company's efforts, Big Green Tractor has struggled with several obstacles in the recent years that has directly impacted their growth and profits.

- **Declining Sales and Market Growth:** The company continues to incur slower sales growth being on the receiving end of international competition, especially through international manufacturers, who provide cheaper alternatives. There has been an impact on the demand of tractors, especially in major export regions, due to the agricultural economic fluctuations and ever-changing agricultural paradigms.
- **Inefficiencies in Business Operations:** Allocating surplus expenses on production because of mismanaged manufacturing practices. Overallocation of resources flow into construction contingencies because of defects, and for delays changes to corporate reasons, delivery expenses are inflated.

3. Operational Industrial Streamline Procedural Guide

Economic Competitive Manufacturing Methods

In terms of profitability, Big Green Tractor needs to employ competitive economic manufacturing methods in order to be productive and profitable. This includes adopting modern production strategies like lean production that aim to cut down on waste and increase operational productivity and efficiency. Below are illustrative checklist methods to achieve cost efficiency.

Lean Manufacturing Principles

Lean Manufacturing is a production philosophy where the goal is to maximize productivity with minimal effort and decimate waste. Big Green Tractor can employ the following Lean philosophies:

- **Eliminate Waste:** Remove activities that do not add value to the product like excessive stock, overproduction, and unnecessary movements.
- **Continuous Improvement (Kaizen):** Identify if there are problems or inefficiencies in work processes and implement small changes to improve productivity.
- **Standardized Workflows:** Develop work documentation that captures the key steps above and incorporate these steps in the workforce to reduce mistakes and variances.
- **5S Methodology:** To promote workplace organization and efficiency, incorporate the 5S system (Sort, Set in Order, Shine, Standardize, Sustain).

Just-in-time (JIT) Production

Just-in-Time (JIT) is a production strategy that aims to keep inventory costs low by only producing the necessary goods as they are required. Key positive effects of JIT in Big Green Tractor includes:

- **Reduced Inventory Costs:** Ordering fresh Raw utilities avoiding obsolescence reduces the expenses on warehouse storage.
- **Faster Production Cycles:** Receiving materials the business needs in the appropriate time increases response to demands, therefore streamline the needed processes.
- **Better Supplier Collaboration:** Building solid relationships with suppliers makes it easier to acquire materials on time, thus minimizing delays within production.
- **Greater Refinement in Quality Control:** Smaller volumes of production allow spotting and rectifying defects more effectively at the first stages of production leading to better quality of the final product.

Adoption of New Technologies

The use of automation or artificial intelligence in the manufacturing process is a sure way to increase productivity and efficiency while also saving on labor costs. Suggested measures to automate the work of Big Green Tractor include:

- **Robotic Assembly Line:** Robotic arms can replace workers in assembly for tasks such as attaching panels to the tractor, as this would streamline accuracy, speed, and efficiency while eliminating human mistakes, increasing yield.
- **AI Maintenance:** Machine learning algorithms can perform a failure-analysis inspection on your equipment, defining points of likely breakdown, in turn reducing periods of inactivity and expensive fixes.
- **Automated Quality Control:** Advanced AI vision systems are capable of autonomously analyzing manufactured components for defects, thus ensuring only quality products are delivered to the market.
- **AI Optimized Production Scheduling:** Using advanced analytics, AI can efficiently plan the order of production, assess the productivity of the supply chain and offer other ways to economize based on the existing data.

Demand Planning Optimization

Supply chain management greatly affects operation cost and efficiency expecting every order to be delivered in a timely fashion. Big Green Tractor should consider the following tops in their quest for supply chain optimization:

- **Increased Competition Among Suppliers:** Having a few trusted suppliers allows materials to flow seamlessly, ultimately cutting down on purchasing costs.
- **Digital supply chain management:** The organization is able to track inventory and manage planning through cloud based supply systems.

- **Demand forecasting:** The company's AI analytics tend to anticipate demand spikes and adjust procurement and production accordingly.
- **Sustainable sourcing:** Partnering with recyclables suppliers improves the company's brand equity and enhances its environmental sustainability.

Reducing Errors in a Manufacturing Setting

Defect reduction is imperative in the process of manufacturing as it increases productivity, reduces costs and improves the user experience. An organized approach to quality management ensures that a desirable level of output is consistently achieved while waste is kept to a minimum level.

Six Sigma and TQM (Total Quality Management)

- **Six Sigma Methodology:** Big Green Tractor can eliminate variations in the production process through this methodological approach that is aimed at lowering the chances of defects and improving the quality of products.
- **DMAIC (Define, Measure, Analyze, Improve, Control):** Employing this framework will increase the effectiveness within manufacturing processes by facilitating the solution of problems that are encountered throughout the operations.
- **Control Statistical Process (SPC):** Corrective measures will be taken in real time. Production will be under real time monitoring to avoid the occurrence of defects. Failures will be corrected from the onset to improve efficiency.
- **Total Quality Management:** An overarching view of quality that is continuously improving regarding all employees and processes. Important aspects to this approach are:
- **Management Objectives Focused on Customers:** Product quality is always tailored towards the needs and expectations of the customers.
- **Checklist of Standards Establishing Management Processes:** Having the clearly defined guidelines that need to be followed ensures that there is no deviation from expectations.
- **All Employees Participation:** The participation of every employee in any set quality improvement objectives.

Proactive Maintenance - Predictive Maintenance Strategies

Unforeseen failure of machinery may halt operations and be expensive to fix. Preventative maintenance eliminates these types of issues:

- **Smart IoT Sensors for Equipment Monitoring:** Fitment of smart sensors on machines allows continual tracking of performance to enable easy detection and diagnosis of any abnormal operations.

- **AI-Powered Failure Prediction:** Employing historical information with NAND based intelligence for possible breakdown prediction and their preventive maintenance.
- **Cloud Monitoring:** Systems that can provide instant notification if machinery movement is suboptimal.
- **AMT Based Maintenance Scheduling:** Reparation Scheduling Systems propel the AI powered business to schedule timing for servicing the equipment that lowers cure time, as well as rest period and expenses.

Reducing Defects: Employee Training and Development

Big Green Tractor should adopt workforce development as skilled workers effectively mitigate defects.

- **Operations Training:** Instruction to operate the machine, quality control, and defect identification.
- **Waste Educational Workshops:** Teaching learners not only on curriculum but also on how to spot and nullify waste actively.
- **Multi-Skill Training Learning:** Workers should be encouraged to take on a variety of roles to enhance their versatility and agility in production.
- **Assessment and Improvement Feedback Sessions:** Evaluation of an employee's core competences and giving suggestions in which they can improve for the better.

Embrace the New Decade by Taking Advantage of its Tools to Do Better for the Environment

Sustainability is now the new focus of contemporary production. Advanced technology can assist Big Green Tractor in saving the environment while advancing productivity.

IoT Enhanced Intelligent Factories

The IoT offer possibilities like real-time tracking and automation of processes in particular businesses:

- **Machinery Integration:** Sensors on IoT devices can transmit information on the workings of the machine, energy spent, and output in real-time.
- **Changes Made Automatically:** Artificial Intelligence can immediately change device settings according to market demand and efficiency of production.
- **Monitoring from Anywhere:** Dashboards on the cloud help managers supervise the work performed from any location and facilitates decision making.

Better Industry from Creative Technology

AI can make operations smoother and help in meeting environmental objectives:

- **Optimization of Energy Substitution Efficiency:** AI algorithms can assess how much energy is spent and find loopholes to cut down on it.
- **Defect inspection Automation:** Using AI driven visual inspection, AI can pinpoint defects as they occur which optimizes quality output.
- **Sustainable Energy Use in Production:** To optimally use power sources and fossil fluids while averting carbon release, alongside Big Green Tractor, energy investments in:

4. Socially Responsible Operational Guide

Preservation of nature and sustainable practices are now a fundamental part of the manufacturing processes. Big Green Tractor needs to adopt policies that comply with global corporate cultures for mitigating negative impacts on the environment. This part of the paper focuses on strategies that support responsible disposal of waste and green alternative processes in manufacturing.

Institutional Guidelines for the Management of Chemical Waste

Efficient chemical waste management is important to avoid ecological degradation while also staying in line with regulations. Big Green Tractor should follow the globally defined criteria and adopt strong waste practices.

Adherence to ISO 14001

Managing changes and performance in an organization's processes, products, services, or events is crucial. This involves enhancing a company's environmental efficiencies while performing business activities. Compliance with ISO 14001 standard requires:

- **Defining An Environmental Strategy:** Laying down clear waste reduction techniques and long-term sustainability goals.
- **Recognizing Environmental Issues:** Performing assessments to understand the risk level of the different processes involved in the manufacture.
- **Setting Up Chemical Waste Minimization Plans:** Adjusting different practices to increase productivity while reducing chemical waste processes.
- **Providing Advice to Employees on A Periodic Basis:** Offering direction on the best environmental practices and what the law demands.
- **Foremost Installation of KPIs And Evaluation:** Setting up principal KPIs to evaluate impacts on the environment and actively change policies.

Treating Wastewater and Managing Hazardous Waste

Before hazardous wastes and industrial wastewater can be disposed of, they ought to be treated in a manner that does not harm the environment.

Big Green Tractor should:

- **Install Advanced Wastewater Treatment Systems.** Employ filtration, biological and chemical treatment processes to contaminants.
- **Adopt Zero Liquid Discharge (ZLD) Practices.** Reusing wastewater within the plant to ensure minimal environmental damage.
- **Properly Store and Dispose of Hazardous Materials.** Prevention of leaks and contamination is achieved using secure containment units.
- **Partner with Licensed Waste Management Companies.** Ensure environmentally hazardous waste is disposed of in a compliant manner.

Environmental Audits and Regulations

These audits help verify that a certain company complies with the set boundaries in relation to the environment at both local and international levels. Primary activities involve:

- **Conducting Internal Environmental Audits.** Assess operations for the purpose of identifying violations and areas needing further attention.
- **Engaging Third Party Inspectors.** Work with established organization to proactively manage sustainability performance and formulate mitigation measures.
- **Sustainability Reports.** Reports that communicate information on corporate social responsibility and initiatives for better sustainability.

Big Green Tractor can improve on its legal and ethical obligations to ensure compliance within the law while reducing harm on the environment by having these waste disposal and regulatory compliance measures in place.

Green Alternatives to Traditional Manufacturing

In a bid to further enhance their sustainability practices, Big Green Tractor should change to friendly materials and energy saving ways of production.

Incorporation of Recyclable and Biodegradable Components

Shifting reliance away from raw materials allows for cost and waste reduction. Some ways to achieve this are through:

- **Use of Recycled Metals and Plastics:** Integrating top-level repurposed metals and plastics into tractor components.
- **biodegradable substitutes:** Eco-friendly lubricants, paints and insulation materials.
- **Vendors Having Sustainability Clauses:** Collaborating with vendors who value sustainable sourcing.

5. Risk Management in Operations

In restraining operational disruptions, stopping financial losses, and making sure that employees remain safe, managing risk is incredibly important. Identifying risks early and creating plans to lessen the potential damage will go a long way for Big Green Tractor's mitigation strategies and emergency response plans for its supply chain and manufacturing processes.

Identifying Potential Risks

Operational risks can be condensed to potential problems, allowing for a shorter time frame for correction which in turn lowers impacts.

1. Manufacturing Risks

- **Equipment Failure:** Failure of crucial machine components leads to downtimes in production.
- **Defective Products:** Major mistakes during design or production phases that tarnish reputation or cost significant time in recalls.
- **Supply Chain Disruptions:** Delays or lack of materials influences the ability to produce goods on time.

2. Financial and Economic Risks

- **Market Fluctuations:** Changes in profits due to changing demands, currency value, and even recession periods.
- **Rising Production Costs:** Shifting costs of labor, energy and raw materials changes margins available.

3. Environmental and Regulatory Risks

- **Non-Compliance with Environmental Laws:** Getting levied fines and stopping operations for not meeting necessary industry standards.
- **Extreme Weather Events:** Natural catastrophes, floods and droughts that hinder logistics and production.

4. Workforce and Safety Risks

- **Workplace Injuries:** Incidents stemming from bad employee training or unsatisfactory safety measures in place.
- **Labor Shortages:** Recruitment struggles make operation inefficient because of the lack of skilled individuals.

By being able to identify these risks, Big Green Tractor can establish purpose-built efforts designed to reduce any negative impact to any disruptions.

Mitigation Strategies

After risks are flag marked, the company must take early put in place steps to mitigate their risks proactively.

1. Manufacturing and Supply Chain Mitigation

- **Preventive Maintenance Programs:** Proactive servicing of machinery to avoid the incidence of breakdown of machines.
- **Diversified Supplier Network:** Reducing the single source dependency by purchasing from a variety of suppliers.
- **Inventory Management:** Using a Just-in-Time (JIT) inventory method that limits held stock based on available supply chain capabilities.

2. Financial and Economic Mitigation

- **Cost Control Measures:** Modifying production processes in order to cut cost, saving money by further budgeting allocation with supplier's fee.
- **Market Diversification:** Reducing dependency on the single economy or region by further expanding to newer geographical areas.
- **Financial Reserves:** Reserve fund to cover unexpected expenses in economic downturns.

3. Environmental and Regulatory Compliance

- **Adopting Green Technologies:** Use of renewable energy sources and sustainable materials to minimize the footprints one leaves on the environment.
- **Regular Compliance Audits:** Internal audits to ensure compliance with local and global laws that are in place.
- **Disaster Preparedness Training:** Ecology environmental related hazard emergency training.

4. Workforce and Safety Mitigation

- **Comprehensive Safety Training:** Adoption of workplace safety protocol by every employee and training programs.

- **Automated Safety Monitoring:** Safety IoT sensors that alert workers about hazardous situations and enable automatic processes.
- **Employee Retention Programs:** Providing a generous salary, comprehensive career paths, and other benefits to retain staff. By implementing the adopted strategies on an everyday basis, Big Green Tractor Company will increase its ability to manage and mitigate potential risks.

6. Tracking the Achievement and Improving on It

The Big Green Tractor must consistently track the company's KPIs and take corrective measures to ensure that it achieves long term effectiveness, competition and sustainability. This can be accomplished by increasing productivity, decreasing wastage and providing high quality processes of manufacturing. This in turn can be accomplished by monitoring set KPIs, getting feedback and using an applied improvement model.

Key Performance Indicators (KPIs)

Key Performance Indicators (KPIs) are critical business metrics that determine the success or failure of business processes. For best practices to occur, these KPIs must be followed regularly:

1. Manufacturing Efficiency KPIs

- **Overall Equipment Effectiveness (OEE):** This KPI assesses the productivity of manufacturing equipment regarding its availability, overall performance, and production quality.
- **Production Cycle Time:** This metric identifies the total time taken to complete one full production cycle and recognize areas of inefficiency.
- **Defect Rate:** This metric measures the quantity of defective units produced which helps in evaluating the quality measures.
- **First Pass Yield (FPY):** This metric surveys the rate at which manufactured goods are produced without any modification work required.

2. Financial and Cost KPIs

- **Cost per Unit Produced:** This metric analyzes the spending per unit produced in order to pinpoint areas that can be focused on to improve cost efficiency.
- **Return on Investment (ROI):** This metric surveys the revenue gained from the investment made on operational activities.

- **Inventory Turnaround Ratio:** This measures the total sales and replacement of the fixed assets within the time frame.

3. Workforce and Safety KPIs

- **Employee Productivity Rate:** This metric establishes the ratio of output in respect to number of hours allocated towards production.
- **Workplace Incident Rate:** Tracks the incidents of safety breaches and works towards improving the condition of the place.
- **Employee Retention Rate:** Measures the stability in the workforce and helps to minimize turnover expenditure.

Big Green Tractor can monitor operational strategies and use these KPI's to create benchmarks.

Implementing Feedback Loops

This is a type of system that collects, processes, and implements plans based on performance data. Feedback loops are paramount in achieving continuous improvement as well as ensuring that employees are engaged.

1. Internal Performance Feedback

- **Real Time Performance Dashboards:** These allow update dashboards to show operational volumes to managers and employees in real time.
- **Automated Alerts for KPI Deviations:** Notifications when key performance indicators are unattended to.

2. Employee Feedback Mechanisms

- **Regular Performance Reviews:** A formal review in which feedback on work performed is provided to employees.
- **Suggestion Programs:** Employees can put forward proposition on how to better a process and if the suggestion is put into practice they can be rewarded for it.
- **Cross Departmental Collaboration:** Allowing departments like production, quality control, and management to communicate to solve inefficiency issues.

3. Customer and Supplier Feedback

- **Customer Satisfaction Surveys:** Gathering information concerning product and service quality and speed of delivery.
- **Supplier Performance Reviews:** Assess the level of reliability of suppliers and alter orders where appropriate.

Big Green Tractor would be able to refine and change operational processes if feedback is collected continuously without discrimination. Thus, they would be able to react swiftly to any changes.

7. Ethical Considerations in Industrial Operations

Ethical conduct in industrial operations allow for positive and sustainable customer relationships, as well as trusted growth. Big Green Tractor should keep its ethical standards by pursuing social responsibility, ethical purchasing, and employee protection.

Corporate Social Responsibility (CSR)

Simply put, CSR is concerned with how businesses manage their processes to produce an overall positive impact on society. Effectively implemented CSR policies bring profits to the business and helps the community.

1. Environmental Sustainability Initiatives

- **Reducing Carbon Footprint:** Engaging in manufacturing that is energy efficient, as well as renewable energy investments.
- **Sustainable Product Development:** Producing eco-friendly tractors that integrate recyclable parts.
- **Waste Reduction Programs:** Reducing wastes through circular economy initiatives.

2. Community Engagement and Development

- **Educational Programs:** Working together with local schools to help train engineers and other manufacturing professionals.
- **Job Creation:** Hiring locals to stimulate the economy.
- **Charitable Contributions:** Help some Agriculture and rural development programs.

3. Ethical Governance and Transparency

- **Anti-Corruption Policies:** Putting in place stringent rules on bribery and corruption.
- **Stakeholder Communication:** Engaging with investors, customers, and employees in a transparent manner.

- **Public Sustainability Reports:** Issuing reports on CSR and sustainability commitment on regular basis.

Sustained engagement in CSR will improve the reputation of the Big Green Tractor and build the conditions for its long-term sustainability.

8. Conclusion

The above analysis demonstrates that Big Green Tractor functions in an ever-changing business context which demands efficiency, sustainability, and social responsibility for its long-term success. This has developed a comprehensive operational guide for the firm focusing on the goals of improving efficiency, minimizing waste, and using environmentally friendly manufacturing methods.

The increase of production and the reduction of operational disturbances can be achieved by the company through a more fluid production system, the incorporation of 21st century technologies, and more stringent risk management practices. The clear articulation of growth targets, accompanied by feedback systems and sustained investment in improvement can ensure reduced competitive disadvantage and increased market share.

Furthermore, brand reputation as well as regulatory compliance relies on ethical behaviors of a company which include corporate social responsibility, fair labor practices, and ethical sourcing. Big Green Tractor can establish itself as an industry leader in environmentally responsible manufacturing by complying with international environmental regulations, investing in green ores, and enhancing the welfare of its workers.

The industrial excellence and sustainability coupled with ethical conduct in the industry is possible for the firm by implementing recommendations provided in the report.

9. References

- Deming, W. E. (1986). **Out of the crisis**. MIT Press.
- ISO. (2015). **ISO 14001: Environmental management systems – Requirements with guidance for use**. International Organization for Standardization.
- Juran, J. M. (1999). **Juran's quality handbook**. McGraw-Hill.
- Liker, J. K. (2004). **The Toyota way: 14 management principles from the world's greatest manufacturer**. McGraw-Hill.

- Ohno, T. (1988). **Toyota production system: Beyond large-scale production**. Productivity Press.
- Porter, M. E. (1990). **The competitive advantage of nations**. The Free Press.
- Slack, N., Brandon-Jones, A., & Johnston, R. (2020). **Operations management** (9th ed.). Pearson.
- Womack, J. P., & Jones, D. T. (1996). **Lean thinking: Banish waste and create wealth in your corporation**. Simon & Schuster.
- World Economic Forum. (2020). **The future of manufacturing: Driving sustainability and efficiency**. Retrieved from <https://www.weforum.org>
- United Nations Global Compact. (2019). **Corporate sustainability in the manufacturing sector: Best practices and case studies**. Retrieved from <https://www.unglobalcompact.org>