LEADERSHIP & GOVERNANCE INDICATORS

MENU

LEADERSHIP INDICATORS

SENIOR LEADERS AT CORPORATE, REGIONAL, COUNTRY AND BUSINESS UNIT LEVELS...

L1 — talk regularly – both internally and publicly – about **the company's commitment to address risks to people** across the company's operations and value chain, and **key challenges and opportunities** for achieving this goal.

L2 — regularly affirm that **all stakeholders must be treated with respect and dignity**, and model this in their interactions with the company's workforce.

L3 — pro-actively and regularly seek the insights and **critique of credible experts** to inform the company's understanding of and responses to human rights issues.

L4 — **routinely seek out the experiences and views of people across the company's workforce** about how they are affected by the business, and inform them of how their inputs have influenced company decision-making.

L5 — routinely **engage with external stakeholders** to understand their experiences and views about how they are affected by the business, and inform them of how their inputs have influenced company decision-making.

L6 — **engage constructively with affected stakeholders** or their representatives with regard to any allegations that the company is involved in major human rights-related incidents in its operations or value chain.

L7 — **signal the importance of the internal function(s) or role(s) that lead(s) on human rights** by ensuring their insights are integrated into decision-making processes.

L8 — proactively **seek to understand and avoid pressures on employees or contractors** to act contrary to the company's responsibility to respect human rights.

L9 — **encourage the workforce to raise questions or concerns** about the company's impacts on co-workers or external stakeholders.

L10 — **praise actions and decisions** that advance the company's commitment to respect human rights, and **call out any that run counter to it.**

L11 — **collaborate** with business peers and other stakeholders to **address systemic issues** underpinning the company's salient human rights risks, based on clear action plans, agreed targets and accountability measures.

L12 — **encourage the sharing of problems and setbacks, as well as progress and successes,** to support improved management of human rights risks and impacts.

GOVERNANCE INDICATORS

THE MOST SENIOR GOVERNING BODY AND/OR ITS RELEVANT SUB-COMMITTEES...

G1 — **reviews and challenges the company's business model and strategy** to ensure any inherent human rights risks are identified and addressed.

G2 — **regularly discusses progress and challenges in addressing the company's salient human rights risks**, informed by related complaints or grievances from the workforce or external stakeholders, root cause analyses of major human rights-related incidents and knowledge of current leading practice.

G3 — **reviews and challenges the company's efforts to influence public policy and regulation** to ensure they do not undermine human rights.

G4 — has systems in place to regularly **hear the experiences and views of people across the workforce** about how they are affected by the business, and informs the workforce about how these inputs have influenced company decision-making.

G5 — has systems in place to regularly **hear the experiences and views of external stakeholders about how they are affected by the business**, and informs them about how their inputs have influenced company decision-making.

G6 — ensures that **cross-functional processes** are in place to share information about human rights risks; agree actions to address human rights risks; and monitor progress against those actions.

G7 — requests and reviews a **root cause analysis** of any **incident** resulting in severe human rights impacts, in order to ensure that systems, processes and practices are adapted to avoid their recurrence.

G8 — ensures that **performance incentives** for top management are in place that **reflect the company's salient human rights issues**; are supported by relevant KPIs; and are given reasonable weight in compensation schemes.

G9 — challenges any **top management performance incentives** that may promote behaviors that undermine respect for human rights.

G10 — **approves high-level targets for assessing progress** in addressing salient human rights risks.