

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.

LEADERSHIP
NO.

11

Collaborative initiatives that involve multiple companies and often multiple different types of stakeholder are often an essential means of convening the necessary knowledge, skills and influence to address the root causes of human rights impacts connected with business.

Where senior leaders not only participate in such initiatives, but take an active role in devising shared strategies aimed at achieving specific outcomes for affected stakeholders, it is more likely that the wider workforce feels supported and empowered to pursue proactive, creative and – where appropriate – collaborative approaches to address risks to people across the business. Where such initiatives are based on agreed targets and accountability measures, it is more likely that they will go beyond pledges and principles to deliver real and demonstrable changes in the lives of affected stakeholders.

Where senior leaders take on active roles in initiatives of this type, this signals that they see them as important and strategic for the business, are committed to achieving demonstrable improvements for affected stakeholders and the company, and see the value of using their personal time and influence to help ensure this is achieved.

KEY QUESTIONS FOR LEADERS TO ASK OR BE ASKED

- What collaborative initiatives is the company involved with in relation to human rights issues, and why?
- What role do senior leaders take, if any, in those initiatives?
- What evidence is there that the involvement of the company and its senior leaders is leading to the improved management of one or more of the company's salient human rights risks?
- What value has senior leaders/ involvement brought to the effectiveness of these initiatives?

CONNECTION TO CULTURE



ACCOUNTABILITY



LEARNING



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TYPE OF APPLICATION

The types of use, whether inside a company or by those outside a company, to which this indicator particularly lends itself:

Internal

- Self-assessment / internal audit
- Third party assessment / culture audit

External

- Required disclosure
- Regulatory provision (due diligence)
- Investor engagement

SOURCES OF EVIDENCE

DOCUMENTATION



- Records of senior leaders' role(s) and engagement in collaborative initiative(s)
- Documents containing the purpose, methods / process, targets, results etc. of such initiative(s)
- Third party reports on the initiative(s)

CONVERSATIONS



- with senior leaders
- with others involved with the initiative(s)
- with third parties with a stake in the initiative(s)

WORKFORCE PERSPECTIVES



Survey / interviews / other feedback from a cross-section of the workforce regarding:

- Their awareness of the company's involvement in such initiative(s)
- Their awareness of senior leaders' role(s) in such initiatives
- The value and achievements of the initiative(s) and of senior leaders' involvement

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

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ADDRESSING LIMITATIONS

The limits of this indicator lie in the need for collaborative initiatives to be understood as an extension of the company’s own strategy, actions and targets to address human rights risks, rather than a substitute for such efforts.

This indicator will therefore be strengthened where there is complementary evidence in relation to one or more of the following indicators:

G2

The most senior governing body and/or its relevant subcommittees... 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.

Where the governing body does this, it is more likely that leaders’ involvement in collaborative initiatives is in support of the company’s own strategy to address human rights risks and not seen as a substitute for action by the company itself.

G6

The most senior governing body and/or its relevant subcommittees... 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.

Where the governing body does this, it is more likely that leaders’ involvement in collaborative initiatives is in support of the company’s own strategy to address human rights risks and not seen as a substitute for action by the company itself.

G10

The most senior governing body and/or its relevant subcommittees... approves high-level targets for assessing progress in addressing salient human rights risks.

Where the governing body does this, it is more likely that leaders’ involvement in collaborative initiatives is in support of the company’s own strategy and targets regarding human rights-risks and not seen as a substitute for action by the company itself.

L7

Senior leaders at corporate, regional, country and business unit levels... 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.

Where senior leaders do this, it is more likely that the company has an independent strategy to identify and address human rights risks, of which collaborative initiatives form just one part.