

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

It is natural for companies to want to share news about progress and successes; it is less natural and less common for leaders to ensure that information about mistakes that have been made or processes that have not gone to plan is shared internally. Yet a failure to do so can support assumptions among the workforce that bad outcomes should be downplayed or covered up.

Where senior leaders encourage the open sharing of problems and setbacks regarding the management of impacts on people, and treat this as an opportunity for the company to learn and improve, it is more likely that the workforce will feel able and empowered to assess progress honestly, and that lessons will be learned within and between functions, business units and regions, enabling the replication of successful approaches and avoidance of repeated mistakes.

Evidence that senior leaders encourage this kind of internal sharing on both progress and setbacks signals an intent to routinize the identification and internalization of lessons across different functions, business units and regions in support of continuous improvement.

KEY QUESTIONS FOR LEADERS TO ASK OR BE ASKED

- Through what means do senior leaders encourage the sharing of progress and successes regarding the management of human rights risks and impacts?
- Through what means do senior leaders encourage the sharing of problems and setbacks regarding the management of human rights risks and impacts?
- In what recent instances have successes or setbacks of this kind been shared, with what parts of the business and with what purpose?
- What have been the results of sharing these lessons more widely in the business?

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

- Investor engagement

SOURCES OF EVIDENCE

DOCUMENTATION



- Records of progress/successes/ problems/ setbacks that are shared across the company
- Records of changes made in response to the lessons learned

CONVERSATIONS



- with senior management
- with managers in different parts of the business

WORKFORCE PERSPECTIVES



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

- Awareness of news on progress/successes being shared across the business
- Awareness of news on problems/setbacks being shared across the business
- Awareness of any changes that have been made based on the lessons learned
- The ease of sharing news about problems or setbacks with other parts of the business
- The value of sharing news about problems or setbacks across the business

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LEADERSHIP
NO.

12

OVERVIEW

APPLICATIONS

SUPPORTING INDICATORS

ADDRESSING LIMITATIONS

The limits of this indicator lie in the possibility that other business pressures or incentives, including resistance among co-workers, may prevent or dissuade people in the workforce from sharing both bad and good news regarding progress.

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

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 there will be a general recognition and support within the workforce for the importance of addressing human rights risks effectively and learning lessons that can help the company improve.

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 there will be a general recognition and support within the workforce for the importance of addressing human rights risks effectively and learning lessons that can help the company improve.

L9

The most senior governing body and/or its relevant subcommittees... encourage the workforce to raise questions or concerns about the company's impacts on co-workers or external stakeholders.

Where senior leaders do this, it is more likely that the workforce will feel able and empowered to share problems and setbacks as well as progress and successes.

L10

Senior leaders at corporate, regional, country and business unit levels... praise actions and decisions that advance the company's commitment to respect human rights, and call out any that run counter to it.

Where senior leaders do this, it is more likely that the workforce will feel able and empowered to share problems and setbacks as well as progress and successes.