

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

LEADERSHIP
NO.

2

OVERVIEW

A company's policy commitment to respect human rights is generally a high-level statement focused on formal expectations, structures and processes. Leaders' more routine, daily interactions are an essential complement in demonstrating the value they place on how people are treated – including, importantly, stakeholders outside the company. To be taken seriously by the workforce, leaders' words and behaviors need to be closely aligned.

Where leaders treat people across the workforce with dignity and respect in their informal, everyday language and behaviors, and in the routine settings and interactions through which business is conducted, it is more likely that these ways of acting will be embedded into the ways business gets done at all levels of the company.

Evidence that leaders consistently show respect for people in their interactions inside and outside the company, signals that they are receptive and responsive to the needs of others, regardless of rank or influence, and that any expectations they set for others with regard to the treatment of stakeholders are carried through in their own behaviors.

APPLICATIONS

KEY QUESTIONS FOR LEADERS TO ASK OR BE ASKED

- Do senior leaders talk about the importance of treating people with respect and dignity (or similar language)?
- Do senior leaders act respectfully in their interactions with individuals at all levels of the company?
- Do senior leaders act respectfully in their observed interactions with individuals outside the company?

CONNECTION TO CULTURE



AUTHENTICITY



EMPATHY



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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

SOURCES OF EVIDENCE



DOCUMENTATION

- Internal communications from senior leaders
- Records of relevant internal forums and meetings
- Public statements or speeches by leaders
- Statements in company disclosures or posted by third parties
- Comments in media including social media



WORKFORCE PERSPECTIVES

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

- how they are treated by peers and superiors
- how colleagues are treated in group settings
- whether the company promotes a diverse and inclusive workplace for all
- whether members of the workforce in general act with consideration and respect for each other

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 other factors that drive the priorities and behaviors of the workforce to be aligned with such messaging and behavior from senior leaders.

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

G1

The most senior governing body and/or its relevant subcommittees... reviews and challenges the company's business model and strategy to ensure any inherent human rights risks are identified and addressed.

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.

L8

Senior leaders at corporate, regional, country and business unit levels... proactively seek to understand and avoid pressures on employees or contractors to act contrary to the company's responsibility.

L9

Senior leaders at corporate, regional, country and business unit levels... encourage the workforce to raise questions or concerns about the company's impacts on co-workers or external stakeholders.

L10

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

SUPPORTING INDICATOR

RATIONALE

Where the governing body does this, it is less likely that there will be strong incentives for the workforce to act in ways that undermine respect for people.

Where these are in place, it is more likely that those functions and business units whose actions and decisions most affect human rights are aligned on the need to treat people with respect.

Where senior leaders do this, it is more likely that the incentives felt by the workforce are in line with treating people with respect.

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