

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.

It is generally not possible for companies to hold all the expertise and information inside the business that is needed to identify and address risks to human rights connected with their operations and value chains. This is particularly so because human rights risks evolve as the company's activities, operating contexts and business relationships change.

Where leaders engage with credible human rights experts outside the company and invite critique of the company's human rights performance, they are more likely to find out early about risks to, or impacts on, people, and to be equipped to interrogate and address any weaknesses they reveal in company processes and practices.

Evidence of senior leaders inviting expert insights and critique signals an openness to learning from others and to the value of different perspectives, and a readiness to act on the knowledge gained.

KEY QUESTIONS FOR LEADERS TO ASK OR BE ASKED

- When external experts have criticized the company for one or more aspects of its human rights performance, how have senior leaders responded?
- Do senior leaders actively engage credible experts outside of when they raise critiques to see their insights?
- How have senior leaders acted on the insights gained through any such interactions?

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 (governance / due diligence)
- Investor engagement
- Indicator of performance

SOURCES OF EVIDENCE



DOCUMENTATION

- Records of meetings with experts
- Follow up to meetings with experts



CONVERSATIONS

- with senior leaders
- with external experts raising critiques



WORKFORCE PERSPECTIVES

Survey / interviews / other feedback from relevant individuals regarding:

- The consistency and quality of senior leaders' engagement with known / public critics
- The value of critique from third party experts

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LEADERSHIP
NO.

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ADDRESSING LIMITATIONS

The limits of this indicator lie in the need for leaders to feel enabled and supported to translate insights from external experts into internal decisions and actions, and for there to be adequate internal processes to do so.

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.

Where the governing body does this, it is less likely that top management faces incentives to ignore critical feedback from experts.

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 insights gained through leaders' engagement with credible experts can be effectively translated into action.

G9

The most senior governing body and/or its relevant subcommittees... challenges any top management performance incentives that may promote behaviors that undermine respect for human rights.

Where the governing body does this, it is less likely that top management faces incentives to ignore critical feedback from experts.

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.

Where senior leaders do this, it is more likely that they will view their engagement with external experts as a means to bring to light problematic actions or decisions in order that they can be addressed.

L12

The most senior governing body and/or its relevant subcommittees... encourage the sharing of problems and setbacks, as well as progress and successes, to support improved management of human rights risks and impacts.

Where senior leaders do this, it is more likely that they will view critical insights from external experts as a means to support such improvements.