

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

LEADERSHIP
NO.

8

OVERVIEW

Tensions may arise at times between the goal of respect for human rights and other incentives that shape the daily decisions, practices and behaviors of the workforce. Such tensions may be inherent in certain business interests and assumptions; they may result from features of a company's business model or performance incentives that drive behaviors likely to undermine respect for human rights, or from informal pressures from leaders, co-workers or business partners.

Where leaders take an active role in understanding whether, how and where such tensions may arise for people across the workforce, it is more likely that they will be identified and removed or reduced.

Evidence of leaders seeking to identify and reduce any pressures on the workforce to act contrary to respect for human rights signals an awareness that such pressures and tensions are likely to arise in the course of business decisions and an intention to seek solutions that are consistent with respect for people.

APPLICATIONS

KEY QUESTIONS FOR LEADERS TO ASK OR BE ASKED

- Do senior leaders discuss the potential for instances to arise where individuals in the workforce may feel under pressure to act in ways that harm people's human rights?
- What guidance do senior leaders provide for handling such circumstances?
- When have senior leaders had such situations raised with them by members of the workforce and how have they responded?
- What examples are there of how such situations have been resolved?
- How are lessons from such situations captured?

CONNECTION TO CULTURE



AUTHENTICITY



ACCOUNTABILITY



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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



- Any guidance to the workforce on ethical / human rights dilemmas
- Records of meetings to discuss dilemmas / tensions arising

CONVERSATIONS



- with senior leaders
- with middle managers

WORKFORCE PERSPECTIVES



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

- Instances where they feel pressure to act contrary to respect for human rights
- The ease of raising such pressures / dilemmas to have them addressed
- Trust that there will be an effort to resolve such pressures / dilemmas
- Instances where they have raised such pressures / dilemmas with senior leaders
- Responses if / when such instances are raised

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SUPPORTING INDICATORS

ADDRESSING LIMITATIONS

The limits of this indicator lie in the risk that individuals inside the company may lack the confidence or channels to bring tensions of this kind to the attention of 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.

Where the governing body does this, it is less likely that the workforce will face pressures and incentives to ignore or override the advice of the human rights function in decision-making.

G8

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

Where the governing body does this, it is less likely that leadership incentives will result in pressure on the workforce to act contrary to respect for human rights.

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.

Where senior leaders do this, it is more likely that the workforce will feel able to highlight pressures to act contrary to respect for human rights.

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 the workforce will feel able and empowered to highlight any pressures to act contrary to respect for human rights.