

SA8000:2026® INDICATOR LIBRARY

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SA8000:2026 Indicator Library

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Introduction

Key Interpretation Note: The SA8000:2026 Indicator Library is non-normative guidance for the SA8000:2026 Standard. These indicators are not requirements of the SA8000:2026 Standard. They are a dynamic list of examples for reference and clarification and will be updated periodically, so please check for updates.

The SA8000:2026 Indicator Library supports understanding of the SA8000 Standard intent by providing a **non-exhaustive, non-prescriptive list** of processes, documents and records, metrics, adverse impacts, visual/sensory observations, and statements from personnel and stakeholders that serves as a reference tool for implementing or assessing conformance to SA8000:2026.

The Indicator Library shall not be considered as a set of requirements on organizations, nor as a definitive description of good practice. The Library provides examples of good practice for organizations of different sizes, industries, maturity levels, and other factors without distinguishing between them. Organizations and assessors should reference this Library to help with their interpretation of criteria and to understand some of the many possibilities for meeting them. While we have attempted to include examples from most types of organizations, it may be possible for an organization to meet a criterion without having most of the sample indicators present. It is important that assessors avoid using the Indicator Library as a checklist or another set of requirements.

Like all indicators in the Library, any “Metrics” listed below must be considered against the context of the organization to determine what is relevant to the specific risks and objectives and decide what to measure, how to measure, and at what intervals. Importantly, outcomes of metrics should not be labeled as “good” or “bad” at face value. For example, higher incidence of complaints or grievances could be an indicator of a more effective system that is able to efficiently identify issues and is trusted by its users.

Foundational Criteria

Criteria	Sample Indicators
<p>F1 – The organization shall respect the principles of the Standard and the international documents it draws on, and seek to continually improve its performance.</p>	<ul style="list-style-type: none"> - Adherence to Section 1 and 2
<p>F2 – The organization shall ensure its performance, at minimum, meets:</p> <ul style="list-style-type: none"> a) Legal and regulatory requirements relevant to this Standard; b) Collective bargaining agreements; and c) Other requirements relevant to this Standard to which the organization subscribes. 	<ul style="list-style-type: none"> - Adherence to Section 2 - Businesses licenses, permits etc.
<p>F3 – Where legal and/or regulatory requirements differ from this Standard, the organization shall apply the criteria most beneficial to personnel.</p>	<p>Processes for:</p> <ul style="list-style-type: none"> - Maintenance of a documented comparison of national/local law vs. SA8000 Standard requirements, including: <ul style="list-style-type: none"> o Discrimination against women o Rights for migrant workers o The rights of personnel to a living wage o The rights of personnel to reasonable work schedules o The rights of vulnerable populations - Assignment of responsibility to update the comparison when laws or the standard changes

Criteria	Sample Indicators
	<ul style="list-style-type: none"> - Identification of areas where legal and/or regulatory requirements differ from this Standard - Analysis of what differences may negatively impact personnel - Adoption of whichever requirement is most beneficial to personnel as the organizational policy baseline - Communication to personnel of differences between law and this Standard - Engagement with personnel on whether they feel gaps between law and this Standard are being addressed in practice - Corrective actions where gaps are found - Requirement of the same expectations in business partner contracts - Engagement with industry or government to promote raising of the law if this Standard is found more beneficial to personnel <p>Metrics, such as:</p> <ul style="list-style-type: none"> - Frequency and scope of review - # of differences identified - % of jurisdictions with an up-to-date law vs. standard comparison matrix - Frequency of legal/standard updates reviewed - Average lag time between a legal/standards change and organizational update - % of identified gaps assessed for risk/impact - Average time from gap identification to documented risk rating - % of procedures updated after gap analysis - % of personnel trained on law vs. standard disconnects - Average personnel quiz score on understanding rights beyond local law - Number of advocacy or multi-stakeholder initiatives engaged on systemic legal gaps
<p>F4 - Where legal and/or regulatory requirements contradict this Standard, the</p>	<p>Processes for:</p>

Criteria	Sample Indicators
<p>organization shall identify, prevent, mitigate, and remediate the risks to personnel, to the extent permitted by law.</p>	<ul style="list-style-type: none"> - Maintenance of a documented comparison of national/local law vs. SA8000 Standard requirements, such as: <ul style="list-style-type: none"> o Discrimination against women o Rights for migrant workers o The rights of personnel to a living wage o The rights of personnel to reasonable work schedules o The rights of vulnerable populations - Assignment of responsibility to update the comparison when laws or the standard changes - Identification of areas where legal and/or regulatory requirements differ from this Standard - Analyzation of what differences may negatively impact personnel - Avenues for workers to raise concerns if legal compliance causes harm - Where laws allow invasive practices (e.g., mandatory medical checks), alternative voluntary and/or confidential processes - Where laws restrict rights of personnel, facilitation of alternative mechanisms - Where laws allow differential treatments, equal access and opportunity - Informing personnel of both their legal rights, the additional protections provided under this Standard, and any differences identified - Periodic involvement of workers in designing mitigation measures - Development of corrective action plans when risk from legal compliance is found - Measurement of identification, prevention, mitigation and remediation efforts - Engagement with multi-stakeholder initiatives to collectively address systemic legal weaknesses - Engagement with industry or government to promote addressing of the law if this Standard is found more beneficial to personnel - Public reporting of how the organization is identifying, preventing, mitigating, and remediating risks

Criteria	Sample Indicators
	<p>Metrics, such as:</p> <ul style="list-style-type: none"> - % of operating jurisdictions with documented gap analysis between law and the standard - Average time lag between a legal change and an updated risk assessment - Average time to address complaints arising from legal–standard conflicts - % of personnel paid above legal minimum wage - Average overtime hours per personnel vs. legal maximum vs. standard maximum - % of personnel who can correctly state protections that exceed legal requirements - Training completion rate on law vs. standard awareness - % of internal audits verifying compliance against both law and standard - % of corrective actions on legal vs standard gaps closed within timeframe - # of industry/advocacy initiatives engaged on weak labor laws - Business partner participation rate in advocacy or improvement programs
<p>F5 – To ensure decent work for all personnel, the organization shall establish, implement, maintain, and continually improve a management system grounded in leadership commitment and worker and stakeholder involvement.</p>	<ul style="list-style-type: none"> - Adherence to Section 1

Section 1: Management Systems

M1 Leadership Commitment, Involvement and Integration

Criteria	Sample Indicators
<p>M1.1 - The organization’s top decision-making bodies and top management shall demonstrate commitment to the principles of this Standard by, at minimum:</p> <ul style="list-style-type: none"> a) Integrating the principles of this Standard into organizational strategy and performance measurements; b) Approving the organization’s policy commitment and mutual expectations for business partners; c) Periodically conducting strategic management review of the organization’s performance against this Standard and organizational objectives; d) Involving functional areas across the organization in meeting this Standard; e) Assigning responsibility and accountability for meeting the Standard through an integrated management system at all levels of management; and f) Aligning roles, competencies, personnel goals and incentives, performance 	<p>Processes for:</p> <ul style="list-style-type: none"> - Annual and multi-year planning and review - Inclusion of this Standard’s principles in the agenda of top investor and decision-making meetings and business planning - Establishment and alignment of goals, targets and key performance indicators for personnel, including top management, which: <ul style="list-style-type: none"> o Align with and incentivize actions and decisions that support the objectives and principles of this standard - Establishment and alignment of organizational, departmental and cross-department goals, targets and key performance indicators, which: <ul style="list-style-type: none"> o Align with and incentivize actions and decisions that support the objectives and principles of this standard o Incentivize actions and decisions that support the principles of this standard - Approval of organization’s policy commitment by highest governing body - Board position or committee focused on human rights risks - Involvement and integration of the management system across functional areas, such as: Human Resources, Production, Finance, Marketing/Sales, Sourcing/Procurement, Legal/Government Affairs, Technology, Investor Relations, etc. - Responsibility and accountability, such as: <ul style="list-style-type: none"> o Provision of clear roles and authority related to this Standard’s requirements and organizational objectives

Criteria	Sample Indicators
<p>review criteria, compensation, promotions, disciplinary actions, termination, and decision-making processes with the organization’s policy commitment.</p>	<ul style="list-style-type: none"> - Job descriptions which include reference to standard requirements and organizational objectives - Engagement of senior management with human rights experts/other stakeholders on human rights challenges - A signed Standard-aligned policy, endorsed by top management, committing to labor rights and continual improvement - Embedding of this Standard’s principles into the organization’s mission, vision, and core values - Periodic communication by top management to personnel and stakeholders of why respecting these principles is central to the business - Allocation of financial and human resources for SA8000 implementation - Designation and empowerment of an SA8000 management representative at a senior level - Training on standard principles and responsibilities for top management - Periodic review of reports on labor rights risks by top management - Participation of top management during opening/closing meetings of SA8000 certification or internal audits - Periodic engagement of unions, worker reps, NGOs, and/or auditors by top management - Disciplinary or corrective expectations for management which violates standard principles - Periodic open forums or town halls where workers can raise issues directly with top management - Top management’s periodic attendance of Social Performance Team(s) meetings - Sign-off by top management of SA8000 management reviews - Inclusion of SA8000 progress in a range of reports, both financial and non-financial (not only in sustainability or CSR reports)

Criteria	Sample Indicators
	<ul style="list-style-type: none"> - Participation by top management in multi-stakeholder initiatives, roundtables, or associations and public sharing of best practices that promote decent work <p>Metrics, such as:</p> <ul style="list-style-type: none"> - % of policies formally signed/endorsed by top management - Frequency and/or comprehensiveness of top management communications referencing this Standard and/or its principles - Annual budget allocated to Standard implementation per personnel - % of managers and supervisors trained on SA8000 principles - Ratio of full-time personnel assigned to Standard specific roles vs. total workforce (or full-time equivalents if responsibilities are distributed part-time across personnel) - % of job descriptions, performance reviews and key performance indicators including references to SA8000 principles - % of audits with top management present at opening/closing meetings - # of risk reviews chaired by top management per year - Frequency and/or comprehensiveness of direct meetings between top management and worker representatives/unions - # of corrective actions escalated to top management oversight - % of nonconformities closed on time with documented top management sign-off - % of SPT meetings attended by top management - % of business partners evaluated against SA8000 criteria with management oversight - # of multi-stakeholder/industry initiatives or forums that top management participates in per year
<p>M1.2 - Composition of decision-making bodies and management shall be adequately representative of stakeholders.</p>	<p>Processes for:</p> <ul style="list-style-type: none"> - Maintenance of a documented list of internal and external stakeholders (workers, unions, suppliers, community representatives, NGOs, investors)

Criteria	Sample Indicators
	<ul style="list-style-type: none"> - Prioritization of stakeholders by influence, impact, and vulnerability - Support of workers to elect or nominate representatives to committees, councils, or boards - Requirement of decision-making bodies to include both operational leaders and worker representatives with decision-making authority - Publishing of criteria for participation in committees or decision-making bodies - Periodic rotation of seats on decision-making bodies - Training for worker and community representatives in negotiation, rights awareness, and committee roles - Pairing of new representatives with experienced committee members - Paid release time for representatives to attend meetings and training - Inclusion of worker and stakeholder concerns as recurring topics in management meetings - Requirement of consensus and/or documented input from representatives before finalizing key policies - Comparison of representation with workforce demographics <p>Metrics, such as:</p> <ul style="list-style-type: none"> - Frequency and/or comprehensiveness of stakeholder mapping updates - % of stakeholders consulted in the mapping process - % of decision-making bodies that include worker representatives - Ratio of worker representatives to total members on committees - % of committees with reserved seats for vulnerable populations - Frequency of representative rotations or renewals - % of eligible workers participating in representative elections - Training hours provided per representative annually

Criteria	Sample Indicators
	<ul style="list-style-type: none"> - % of representatives reporting (surveys) they have adequate resources/time to fulfill their role - % of management meetings where worker or stakeholder reps are present - # of policy decisions where representative input was formally documented - Comparison between workforce demographics and decision-making body composition - % increase/decrease in stakeholder representation year-over-year - % of committees with gender balance within $\pm 10\%$ of overall workforce composition - % of worker representatives who provide post-meeting reports back to their constituencies - % of workers who report in surveys that they feel represented in decision-making
<p>M1.3 - Responsibility and accountability for meeting this Standard shall ultimately rest with top management. This shall be demonstrated, at minimum, by integration of this Standard's principles and criteria in:</p> <ul style="list-style-type: none"> • Organizational structure; • Roles and responsibilities; • Competencies; • Goals and incentives; • Performance review criteria; • Compensation; • Promotions; • Terminations; and • Decision-making processes and authorities. 	<p>Processes for:</p> <ul style="list-style-type: none"> - Creation of a “Social Accountability Steering Committee” chaired by top management, meeting quarterly to review risks, grievances, and performance - Direct reporting mechanism for SA8000 management representative to CEO/Managing director/General Manager - Inclusion of SA8000 performance as a standing item in board meetings and shareholder updates - Maintenance of a responsibility matrix linking risks to specific roles - Use of case studies to test decision-making of management in line with SA8000 - Requirement of senior managers in relevant roles to hold certifications (SA8000 Basic Course, etc...) - Inclusion of social KPIs in each manager’s performance plan - Tying of bonuses to SA8000 related performance goals - Public acknowledgment of managers who perform well against SA8000 related goals - Evaluation of adherence to SA8000 principles in annual reviews - Inclusion of worker surveys or other input forms in assessment of management

Criteria	Sample Indicators
	<ul style="list-style-type: none"> - Assessment of financial incentives for personnel against risks to workers and other stakeholders - Before promotion, verification of candidate’s track record on labor rights - Public statement that compliance with SA8000 is a prerequisite for advancement - Sanctions for management involved in serious impacts on personnel - Requirement of a SA8000 impact assessment for major business decisions - Requirement of SA8000 management representative’s approval for high-risk decisions - Meeting minutes documenting how SA8000 principles were considered in decisions - If a proposed decision conflicts with SA8000, escalation of it to top management before approval <p>Metrics, such as:</p> <ul style="list-style-type: none"> - % of management participation in standard-related meetings - Frequency of communication from top management on standard related topics - % of processes audited or reviewed by top management annually - % of non-conformance associated with insufficient management oversight - % of governance bodies (Board/Executive) with SA8000 oversight in their charter - Frequency of SA8000 steering committee meetings chaired by top management - % of departments with designated SA8000 liaisons - % of job descriptions including SA8000 responsibilities - % of managers with SA8000-related duties formally documented in contracts - % of managers completing annual SA8000 training - Average assessment/quiz score for SA8000 competency modules - # of competency gaps identified during internal/external audits - % of management performance plans with SA8000-aligned KPIs - % of bonuses tied to social accountability metrics vs. financial ones

Criteria	Sample Indicators
	<ul style="list-style-type: none"> - # of incentive-related nonconformities - % of individual performance appraisals including SA8000 compliance evaluation - Rate of worker feedback incorporated into managerial evaluations - Proportion of top management variable pay linked to SA8000 outcomes - # of grievances related to incentive structures causing harm - % of promotion decisions that include SA8000 compliance checklists - % of promotion panels including worker or SA8000 representatives - # of promotion denials due to SA8000-related violations - % of managerial terminations reviewed against SA8000 principles - # of disciplinary actions against managers for SA8000 breaches - % of major decisions (procurement, restructuring, site selection) with documented SA8000 review - # of decisions escalated due to conflict with SA8000 principles
<p>M1.4 - Top management shall ensure that conflicts of interest in meeting this Standard are identified, disclosed, and appropriately managed.</p>	<p>Processes for:</p> <ul style="list-style-type: none"> - Adoption of a written policy defining what constitutes a conflict in the SA8000 context - Requirement of top management to complete Conflict-of-Interest (COI) disclosure statements annually, listing potential conflicts with Standard obligations, and to disclose new conflicts immediately - Inclusion of “potential conflicts” as part of SA8000 risk assessment - Requirement of top management to disclose conflicts in governance forums - Disclosure of conflicts to personnel <p>Metrics, such as:</p> <ul style="list-style-type: none"> - % of managers/supervisors who completed annual COI declaration - Average # of days between identifying a potential COI and its disclosure

Criteria	Sample Indicators
	<ul style="list-style-type: none"> - % of governance and decision-making bodies with up-to-date COI registers - Average # of days to review and decide on disclosed conflicts - % of disclosures requiring escalation to external oversight - Rate of recusals from conflict influenced decisions - # of cases where undisclosed or unmanaged COIs led to improper decisions - Survey results on whether workers or external stakeholders feel decision-making is impartial

M2: Worker Involvement and Integration

Criteria	Sample Indicators
<p>M2.1 – The organization shall engage workers, including labor unions and other worker representatives, and integrate their input in the development and implementation of its management system for meeting the requirements of this Standard, including in:</p> <ul style="list-style-type: none"> a. Defining policies; b. Identifying, assessing, and prioritizing adverse impacts and risks; c. Setting objectives and planning for implementation; 	<p>Processes for:</p> <ul style="list-style-type: none"> - Establishment of a joint policy committee with management and worker representatives to review drafts of policies before approval - Focus group sessions with workers (different shifts, genders, contract types) to test clarity and relevance of proposed policies - Translation of final policies into “plain language” and local languages and communication of them to workers - Holding of participatory risk mapping sessions with workers - Anonymous worker surveys or suggestion boxes to capture risks - Documentation of how worker-identified risks are incorporated into a formal risk register and how prioritization decisions are made - Invitation of worker representatives to planning workshops where objectives are debated and finalized - Training to worker reps so they may understand the process development - Recording of (anonymized) worker inputs in the minutes of management review meetings

Criteria	Sample Indicators
<p>d. Monitoring performance and management systems, including of business partners;</p> <p>e. Designing and operating grievance channels and processes; and</p> <p>f. Determining options for remediation.</p>	<ul style="list-style-type: none"> - Inclusion of workers in joint monitoring teams that conduct walkthroughs, interviews, and spot checks of processes - Regular worker-management review meetings where progress against objectives is tracked - Inclusion of workers when deciding how complaints are logged, how anonymity is protected, language utilized, and outcomes communicated - Inclusion of workers in performing root-cause analysis and corrective actions - Utilization of worker feedback when determining whether the harm related to an impact has been addressed <p>Metrics, such as:</p> <ul style="list-style-type: none"> - % of new/revised policies reviewed by worker reps before approval - # of worker inputs incorporated into policies vs. total suggestions - Average turnaround time from worker feedback to policy integration - % of risk assessments conducted with worker participation - \$ of risks raised by workers vs. total risks identified - Frequency of participatory risk-mapping sessions per year - % of annual objectives with documented worker input - # of planning meetings with worker representatives present - Rate of worker-suggested objectives adopted into the plan - % of monitoring/audit activities with worker rep involvement - Number of performance review meetings with documented worker participation - Ratio of business partner non-conformances flagged by workers vs. by management - % of grievance system design features suggested by workers - Worker satisfaction score with grievance mechanism usability (via survey) - Rate of grievances resolved in line with worker-preferred outcomes - % of remediation actions developed with worker consultation

Criteria	Sample Indicators
<p>M2.2 – Where present, the organization shall collaborate with labor unions to meaningfully engage workers in its management system.</p>	<ul style="list-style-type: none"> - Worker satisfaction rating with remediation outcomes (post-remedy feedback) <p>Processes for:</p> <ul style="list-style-type: none"> - Provision of formal councils where union reps and management meet at set intervals (monthly/quarterly) to co-review policies, risks, and objectives - Provision of draft policies, risk assessments, and performance reports to unions in advance, allowing time for worker consultation - Inclusion of union representatives in risk assessments - Incorporation of union perspectives when ranking labor rights risks - Inclusion of union representatives in helping design and test grievance channels for usability and trustworthiness - Protocols on when grievances go from internal handling to union-led processes (and back) - Inclusion of union representatives in internal audits - Dashboards where unions and management can both track key metrics - When non-conformances are found, unions input on appropriate remedies - After remediation, utilization of unions to gather worker feedback on whether remedies were adequate - Training to union representatives on SA8000 and organization’s management systems - Joint training with unions for personnel on rights, grievances, and resolution <p>Metrics, such as:</p> <ul style="list-style-type: none"> - # and frequency of joint meetings between management and unions per year - Attendance rate of worker/union reps at consultation sessions - Diversity of unions/worker reps engaged vs. present in organization - Ratio of union/worker suggestions adopted compared to total suggestions submitted - Average time from union feedback to management response/decision

Criteria	Sample Indicators
	<ul style="list-style-type: none"> - % of policy or procedure changes citing union/worker input - Lead time (days/weeks) union reps receive documents before discussions - % of key management system documents shared with unions in accessible language/formats - Worker awareness score (from surveys) - % of risk assessments including union participation - # of risks/issues flagged by unions vs. total risks/issues identified - Resolution rate of union-raised issues within agreed timelines - % of grievances reviewed or escalated through unions - Frequency of joint KPI reviews with unions - # of corrective actions with union input in root-cause analysis
<p>M2.3 – The organization shall ensure workers have access to effective and inclusive channels for communication and involvement, which at minimum:</p> <ul style="list-style-type: none"> a. Actively seek the input and feedback of workers; b. Enable workers to represent their interests to management; c. Provide varied means of participation in a manner convenient to workers; d. Enable representation of workplace demographics; e. Are accessible for all workers; f. Are trusted and actively utilized; 	<p>Processes for:</p> <ul style="list-style-type: none"> - Social performance teams (SPT) - Periodic surveys, focus groups, or townhalls where management actively asks for worker perspectives - Maintenance of a public log of issues raised by workers and management’s response - Establishment of worker councils or committees with direct access to management - Workers to place items on meeting agendas - Accesschannels, including: <ul style="list-style-type: none"> o digital apps, o SMS lines, o paper forms, o in-person meetings, o suggestion boxes - Scheduling of engagement sessions across shifts and at different times so all groups can join

Criteria	Sample Indicators
<p>g. Are confidential if desired; h. Align with worker interests and concerns; and i. Do not result in retaliation or retribution.</p>	<ul style="list-style-type: none"> - Inclusion of quotas for representation on worker committees and Social Performance Team(s) - Proactive targeting of underrepresented groups to participate in discussions or surveys - Translation of materials and provision of interpreters where necessary for worker comprehension - Holding of meetings in physically accessible locations and/or through digital platforms - Use of third-party facilitators and/or worker reps when engaging on sensitive issues - Sharing of case-studies and examples with workers about how their input impacts working conditions - Third-party secure hotlines, locked drop-boxes, and/or encrypted online tools - One-on-one sessions in a third location - Prioritization of topics raised by workers in committees, meetings, and teams - Oversight against retaliation which include unions and worker representatives <p>Metrics, such as:</p> <ul style="list-style-type: none"> - % of personnel engaged in structured feedback activities - Response rate to worker feedback requests - Average time taken to respond to worker feedback with documented actions - # of worker/union-proposed agenda items vs. total items discussed - % of management meetings with worker/union representation present - Adoption rate of worker-initiated proposals - # of participation channels offered - % of workers using more than one channel within a year - Accessibility rating from worker surveys - Demographic representation/participation ratio (e.g., % women, migrants, temporary workers among reps vs. overall workforce demographics)

Criteria	Sample Indicators
	<ul style="list-style-type: none"> - % of committees/teams with inclusion of underrepresented groups - Turnover rate of worker representatives - % of communication materials translated into relevant worker languages - % of workers confirming that they can access participation opportunities - # of accessibility accommodations provided - Utilization rate of channels - Worker trust score - Trends in participation over time - % of channels that allow anonymous reporting - % of grievances or feedback submitted anonymously - Worker satisfaction with confidentiality protections - # of reported retaliation cases linked to use of communication channels - % of workforce reporting they feel safe using communication channels
<p>M2.4 – The organization shall establish social performance team(s) to support and facilitate the organization’s management system. The organization shall ensure that established and existing teams, at minimum:</p> <p>a. Are composed of a balanced representation of workers and managers, personnel demographics, and organizational functions and roles;</p>	<p>Processes for:</p> <ul style="list-style-type: none"> - A formal charter for the team(s), outlining mandate, authority, scope, and protections for worker reps - Inclusion of representatives from relevant departments, including: <ul style="list-style-type: none"> o HR o production o health & safety o compliance o procurement - Establishment of rotation or term limits for worker members - Sending of formal invitations to all recognized labor unions/worker organizations at the site - Reservation of seats on the team(s) for unions/worker organizations that wish to participate

Criteria	Sample Indicators
<p>b. Include representation of present labor unions and workers’ organizations, if they choose to serve;</p> <p>c. Provide for independent peer election of worker participants;</p> <p>d. Do not undermine the role of labor unions; and</p> <p>e. Facilitate worker involvement in key management system functions, including: defining policies; identifying, assessing, and prioritizing adverse impacts and risks; setting objectives and planning for implementation; monitoring performance; and designing and operating grievance mechanisms.</p>	<ul style="list-style-type: none"> - Designation of a liaison to maintain communication between the union and social performance teams - An election process for worker representatives, overseen by a union, NGO, or other neutral party - Use of secret ballots or secure digital voting - Posting of voting results publicly and accessibly to workers - Training for managers and worker reps on the limits of team authority and distinguishing between management system issues and bargaining issues - Requirement of consultation with unions prior to finalization of major team decisions - Scheduling of team meetings at predictable intervals (e.g., monthly) with minutes published for all personnel - Both management and workers add items to the agenda - Meeting documentation, including: <ul style="list-style-type: none"> o Attendance o Minutes o Decisions o Input from workers - A public “actions log” showing how meeting outcomes are followed-up - Inclusion of worker and union representatives in H&S Committees - Diversity Committees - Assignment of roles and responsibilities within the management systems to Social Performance Team(s), including: <ul style="list-style-type: none"> o Facilitation of risk and impacts assessments, o stakeholder engagement, o worker engagement

Criteria	Sample Indicators
	<ul style="list-style-type: none"> - Composition of Social Performance Team(s) and relevance to worker demographics, including: <ul style="list-style-type: none"> o Women o Minorities o Migrant populations o Unions and other worker representatives - Conducting of yearly evaluations of the team’s effectiveness, including surveys of workers and unions - Channels for workers to comment on worker-representation in team outcomes <p>Metrics, such as:</p> <ul style="list-style-type: none"> - % of recognized unions formally invited to participate in Social Performance Team(s) - % of unions that accepted and are represented on the team(s) - # of meetings where union representatives were present vs. total meetings - Ratio of worker-organization representatives to management representatives in the teams. - Diversity rate of teams vs. all personnel - % of worker representatives chosen through documented elections - Election participation rate - Frequency of elections - % of workforce reporting confidence in the election process - Frequency of team meetings held vs. planned - Average attendance rate of worker and manager members - % of action items from team meetings completed within agreed timelines - % of decisions/recommendations from the teams integrated into the management system

M3: Stakeholder Involvement and Integration

Criteria	Sample Indicators
<p>M3.1 – The organization shall periodically identify and prioritize relevant stakeholders to engage in its management system for meeting the requirements of this Standard, with first priority given to those most impacted by the organization.</p>	<p>Processes for:</p> <ul style="list-style-type: none"> - Maintenance of a register listing internal and external stakeholders - Scheduling of periodic reviews to update a register based on business changes, new risks, or feedback - Use of audits, grievances, risk assessments, and external sources to spot emerging stakeholders - A scoring system to assess impact and severity, with highest weight to workers and communities most directly affected by the organization’s operations - Documentation detailing why certain stakeholders are ranked higher and how often the ranking is updated - Periodic review of representation and participation of vulnerable populations - Different engagement approaches depending on stakeholder type and measured effectiveness - Interpretation, translation, and adapted formats where necessary - Review and approval of mapping and prioritization by Social Performance Team(s) - Organization of stakeholders by type - Definition of events that automatically require re-identification or re-prioritization of stakeholders - Validation of stakeholder lists with worker reps and unions - Comparison of stakeholder lists against NGO or industry stakeholder maps <p>Metrics, such as:</p> <ul style="list-style-type: none"> - Frequency of stakeholder mapping reviews - % of scheduled stakeholder identification exercises completed on time - # of new stakeholders added per review cycle

Criteria	Sample Indicators
	<ul style="list-style-type: none"> - % of known stakeholder categories represented - % of stakeholders ranked using a documented prioritization framework - Average time between identification and assignment of priority level - % of prioritization decisions with documented rationale - % of prioritization reviews validated with worker or union representatives - % of stakeholders removed or de-prioritized with clear justification documented
<p>M3.2 – The organization shall conduct meaningful stakeholder engagement for the development and implementation of its management system, at minimum when:</p> <ol style="list-style-type: none"> a. Defining policies; b. Identifying, assessing, and prioritizing adverse impacts and risks; c. Monitoring performance and management systems, including of business partners; d. Designing and operating grievance channels and processes; e. Determining options for remediation; and f. The organization lacks needed knowledge. 	<p>Processes for:</p> <ul style="list-style-type: none"> - Linking of stakeholder prioritization to organizational risk assessments and mitigation planning - Invitation of workers, unions, community groups, NGOs, and buyers to policy-drafting sessions - Periodic surveys of stakeholders on whether they feel their voices are heard and acted on - Periodic conducting of stakeholder needs assessments - Communications with stakeholders which inform how input has been considered in decisions - Composition of decision-making bodies as relevant to identified and prioritized stakeholder groups - Public comment periods for review of key policies and objectives - Assignment of worker reps and union officials to policy-writing groups alongside HR, compliance, and management - Organize stakeholder engagement sessions where stakeholders identify risks - Creation of join-monitoring committees for cross-stakeholder review of performance - Collection of stakeholder ratings on company performance - Inclusion of stakeholders in designing how grievances are submitted, tracked, and resolved - Pilot testing of grievance mechanisms with stakeholders - Third-party oversight of grievance mechanisms - Stakeholder remedy panels to provide recommendations

Criteria	Sample Indicators
	<ul style="list-style-type: none"> - Engagement of stakeholders when performing root-cause analysis - A roster of external stakeholders to provide support - Hosting of listening sessions in affected communities to learn about risks and impacts - Public documentation on what was shared, what was accepted or declined, and why decisions were made <p>Metrics, such as:</p> <ul style="list-style-type: none"> - % of engagement sessions conducted on schedule vs. plan - % of new/revised policies with stakeholder input documented - # of stakeholder comments received vs. incorporated - Average response time to stakeholder input - % of risk assessments with stakeholder input documented - # of risks flagged by stakeholders vs. total risks identified - % of “high priority” risks validated by stakeholder input - % of performance monitoring reviews that included stakeholder participation - # of nonconformities or issues raised by stakeholders vs. management - Stakeholder satisfaction score (survey) - % of grievance mechanisms tested with stakeholder/worker groups before implementation - % of remediation plans developed with stakeholder consultation - # of external experts/NGOs engaged per year to fill knowledge gap - % of stakeholder demographics represented in engagement (women, migrants, temporary/contract workers, etc.) vs. overall workforce composition - % of stakeholder suggestions adopted or acted on within a defined timeframe
<p>M3.3 – Stakeholder engagement shall, at minimum:</p>	<p>Processes for:</p>

Criteria	Sample Indicators
<p>a. Actively seek the input and feedback of relevant stakeholders; b. Be accessible; c. Be conducted in good faith; d. Be responsive to stakeholder concerns; and e. Not result in retaliation or retribution.</p>	<ul style="list-style-type: none"> - Multi-format solicitation of engagement, including surveys, focus groups, workshops, and one-on-one interviews - Maintenance of a log of inputs received, noting who gave them, what the concern was, and how it was considered. - Translation of materials and provision of interpreters for non-native speakers or low-literacy groups - Scheduling of consultation across geographies, time-zones, and spaces - Utilization of engagement venues which are accessible to persons with disabilities - Sharing of agendas with stakeholders in advance and allowing them to propose items - Provision of trained facilitators or external parties where power imbalances exist - Equal speaking time and prevention of interruption - Recording of the outcome and the rationale for accepting, modifying, or rejecting stakeholder input - Written responses within a set timeframe explaining how input will be addressed - Maintenance of a public-facing log showing stakeholder issues, actions taken, and status - Re-engagement of stakeholders after decisions or remedies are implemented to confirm adequacy - Appeals channels for stakeholders dissatisfied with input decisions - Tracking of disciplinary actions, demotions, or dismissals of stakeholders who participated in consultations - Options to participate without revealing identity <p>Metrics, such as:</p> <ul style="list-style-type: none"> - % of identified stakeholder groups contacted in the past 12 months - % of invited stakeholders who provided input in consultations - # of structured engagement activities (meetings, surveys, focus groups, interviews) per year

Criteria	Sample Indicators
	<ul style="list-style-type: none"> - Distribution of participants across vulnerable groups, workers, unions, NGOs, communities - % of engagement channels available in local language, with translation/interpretation provided - # of distinct communication formats available - Stakeholder feedback rating on ease of participating - Average time it takes for a stakeholder to receive acknowledgment or access to participate after request - % of engagement activities with shared agendas, minutes, or outcomes published to participants - % of commitments made during engagement that are tracked and acted upon - % of engagements conducted or observed by neutral facilitators/observers - % of stakeholder issues raised that receive a documented resolution/decision - # of substantiated retaliation cases per reporting period - % of stakeholder inputs received through anonymous or confidential channels
<p>M3.4 – The organization shall consider stakeholder needs, expectations, concerns, and complaints in organizational decision-making.</p>	<p>Processes for:</p> <ul style="list-style-type: none"> - Maintenance of a register of stakeholder groups, their identified needs/expectations, and recurring concerns - Periodic updating of stakeholder register - Linking of each item in a register to the department or decision-making body responsible - Stakeholder feedback review during policy revisions, strategic planning, or organizational objective setting - A template for policy drafters to summarize how stakeholder concerns were considered and which were adopted, modified, or not feasible - A formal step in decision-making processes to review and document stakeholder needs/complaints relevant to the decision

Criteria	Sample Indicators
	<ul style="list-style-type: none"> - A “stakeholder impact statement” appended to proposals, showing expected effects on workers, unions, communities, suppliers, etc - Information on complaints from grievance or remediation processes to decision-makers - Recording of minutes of meetings showing how stakeholder inputs were discussed, accepted, or rejected - Maintenance of decision logs that include references to specific stakeholder needs or complaints as part of the rationale - Involvement of worker representatives, H&S staff, union reps, or community liaisons in decision-making committees - During management review, assessment of whether stakeholder needs/expectations are being captured and acted upon effectively <p>Metrics, such as:</p> <ul style="list-style-type: none"> - % of major decisions that include a documented review of stakeholder needs/complaints - % of identified stakeholder groups with updated registers of needs and expectations within the past 12 months - % of decision-making committees/boards that include worker or stakeholder representatives - % of decisions where meeting minutes/logs reference specific stakeholder inputs - % of stakeholder proposals/concerns that led to full or partial changes in organizational decisions - % of rejected stakeholder inputs that include a documented rationale - % of complaints received that were formally escalated to decision-making bodies - % of stakeholder concerns/complaints resolved with documented decisions in a defined time frame - % of stakeholders informed about how their input influenced the final decision

M4: Policy Commitment and Coherence

Criteria	Sample Indicators
<p>M4.1 - The organization shall establish, document, and periodically update a policy statement that articulates its commitment to the principles of this Standard. At minimum, the organization shall commit to:</p> <ul style="list-style-type: none"> a. Meet or exceed the requirements and principles of this Standard, relevant legal requirements, and other relevant requirements; b. Address risks that it causes, contributes to, or is directly linked to through its operations or business relationships through measures that are commensurate to their severity and likelihood; c. Prioritize solutions that prevent adverse impacts in both the short- and long-term; d. Behave ethically and with integrity in meeting this Standard; e. Maintain integrated management systems to ensure coherence in meeting the requirements of this Standard; 	<p>Processes for:</p> <ul style="list-style-type: none"> - Drafting, reviewing, approving, and updating the policy statement at defined intervals - Maintenance of version history of the policy, with each update communicated to workers, stakeholders, and business partners - Assignment of responsibility for maintaining the policy to the SA8000 management representative, with top management sign-off - Maintenance of a compliance matrix mapping SA8000 criteria, local law, and other subscribed standards - Updating policy in response to legal changes, updates to the SA8000 Standard, or updates to other commitments - Periodic comparison of the policy against peer or sector best practices - Alignment of the policy with the organization’s risk register - When high-severity risks must trigger immediate review or update of the policy - Alignment of the policy statement with the organization’s code of conduct, anti-bribery policy, integrity standards, and other commitments - Alignment of policy with H&S, quality, environmental, and HR systems - Required sign-off from multiple departments before policy finalization - Involvement of workers/stakeholders before policy approval or updates - Maintenance of records of worker and union feedback and how it was incorporated - Requirement that all business plans include a section assessing risks to personnel - Inclusion of checkpoints in board or leadership decision templates requiring risk-to-personnel considerations - Translation of the policy into measurable objectives (KPIs) tracked through the management review process

Criteria	Sample Indicators
<p>f. Maintain consultation with and respond to the expectations of workers and other stakeholders, including by seeking to engage in social dialogue;</p> <p>g. Consider risks to personnel when conducting business planning and commit to mitigate associated impacts; and</p> <p>h. Continually improve its performance and management systems related to this Standard.</p>	<ul style="list-style-type: none"> - Documentation of improvements made to address policy gaps, linked to continual improvement logs <p>Metrics, such as:</p> <ul style="list-style-type: none"> - # of times the policy has been reviewed/updated in the past 12 months - % of personnel and business partners who acknowledge receiving/understanding the current policy - % of organizational units using the current policy version - % of SA8000 clauses, legal requirements, and other subscribed standards addressed in policy content - % of compliance gaps identified during legal/standards mapping that are addressed in the next policy revision cycle - % of risks in the organization’s risk register that are referenced in the policy - Average days between identification of a critical risk and update to the policy statement - % of business partner codes of conduct aligned with the policy - % of personnel trained annually on policy commitments - % of whistleblower reports investigated without retaliation claims - % of internal audits confirming coherence between the policy and other management systems - % of policy updates signed off by all relevant departments - % of personnel who provided input in the most recent policy update - % of identified stakeholders who provided input in the most recent policy update - % of personnel/stakeholder proposals incorporated into the updated policy - % of business plans that include a documented assessment of risks to personnel - % of personnel risks identified during planning that are escalated to top management - % of personnel risks addressed in final business plans

Criteria	Sample Indicators
<p>M4.2 – The organization shall establish, document, and periodically update a policy of mutual expectations for business partners. This policy shall, at minimum commit to:</p> <ul style="list-style-type: none"> a. Require business partners to respect the principles of this Standard, relevant legal requirements, and other relevant requirements; b. Conduct due diligence of business partners; c. Address ways in which it causes, contributes to, or is linked to business partners’ inability to meet the above expectations; and d. Set clear expectations for ending relationships with business partners, including appropriate engagement and consideration of risks to personnel before ending business relationships. 	<ul style="list-style-type: none"> - % of corrective/preventive actions related to policy gaps <p>Processes for:</p> <ul style="list-style-type: none"> - Consequences for suppliers that do not meet human rights expectations - Periodic drafting, reviewing, approving, and updating of the mutual expectations policy - Translation of the policy into local languages - Sharing of the policy with all business partners and requirement for their acknowledgment and agreement - Embedding the policy into contracts, purchase orders, and supplier onboarding materials - Maintenance of a documented history of policy revisions - Reference to organization’s overall policy statement (4.1) - Requirement of cross-functional review of draft language - Maintenance of working drafts, stakeholder feedback, legal references, and rationale for policy wording <p>Metrics, such as:</p> <ul style="list-style-type: none"> - Frequency of business partner requirements setting and review - % of contracts that include business partner requirements and expectations - % of business partners that requirements have been communicated to - % of identified personnel/external stakeholders consulted during drafting/revision - % of business partner languages in which policy has been translated - % of scheduled reviews completed by the due date

Criteria	Sample Indicators
<p>M4.3 - The organization’s policies, practices, goals, and incentives shall not contradict or undermine its commitments to the principles of this Standard or the organization’s objectives.</p>	<p>Processes for:</p> <ul style="list-style-type: none"> - Reviewing all organizational policies against SA8000 principles - Requirement that SA8000 management representative(s) and top management review and approve all new policies before are adoption - Assessment of all organizational goals, objectives, KPIs, etc. for alignment with SA8000 commitments during the planning cycle - Requirement that each departmental or project goal have a compliance statement showing how it supports (or at least does not undermine) social accountability objectives - Requirement of sign-off from compliance or sustainability functions before departmental or project goals are finalized - Proposed incentive systems to undergo a risk assessment for unintended social impacts - Inclusion of worker representatives and unions in review sessions for changes to policies, goals, or incentive systems - Inclusion of business partners in review of policies that could cause or contribute to impacts <p>Metrics, such as:</p> <ul style="list-style-type: none"> - % of organizational policies reviewed for consistency with SA8000 commitments within the last 12 months - # of contradictions or conflicts identified between policies/practices and SA8000 principles per review cycle - % of identified contradictions corrected through revisions - % of departmental or organizational goals accompanied by a documented statement of alignment with SA8000 commitments - % of incentive and compensation schemes assessed for alignment with SA8000 principles before implementation

Criteria	Sample Indicators
	<ul style="list-style-type: none"> - % of misaligned incentive schemes corrected or redesigned within review cycle - % of policy, goal, and incentive reviews that included worker or stakeholder representatives or business partners
<p>M4.4 – The organization’s policies, lobbying, and other external interactions shall not contradict or undermine its commitments to the principles of this Standard or the organization’s objectives.</p>	<p>Processes for:</p> <ul style="list-style-type: none"> - Review of lobbying and other advocacy efforts against organizational policies, including: <ul style="list-style-type: none"> o Objectives o Means o Language o Participants o ... - Public reporting on lobbying and other advocacy efforts - Policies addressing conflicts of interest - Review of external communications against SA8000 principles and organizational objectives, including: <ul style="list-style-type: none"> o Emails o Newsletters o Reports o ... - Policy on external advocacy and lobbying that explicitly requires alignment with SA8000 principles and organizational objectives - Maintenance of a register of external affiliations and lobbying activities <ul style="list-style-type: none"> o Mapping of each activity against SA8000 principles and organizational objectives - Verification of alignment with SA8000 principles and organizational objectives as a prerequisite before joining new associations or advocacy initiatives

Criteria	Sample Indicators
	<ul style="list-style-type: none"> - Requirement of a pre-approval process for all lobbying efforts, external policy positions, or public statements that could influence labor or human rights matters - Escalation pathway for high-risk or sensitive external interactions to be reviewed by compliance/legal and signed off by top management - Documentation of the rationale for permitting or rejecting external interactions <p>Metrics, such as:</p> <ul style="list-style-type: none"> - Frequency and scope of review - % of external affiliations logged in the organization’s register - % of new memberships or advocacy actions reviewed for alignment before approval - # of instances where external interactions were found to conflict with SA8000 principles - % of lobbying/advocacy actions routed through the required approval process - % of scheduled reviews completed on time - % of lobbying positions, trade memberships, and contributions publicly disclosed - % of disclosures verified as up to date and consistent with records - % of management review meetings with documented agenda items on lobbying/advocacy coherence

M5: Context, Impacts and Risks

Criteria	Sample Indicators
<p>M5.1 – The organization shall periodically identify and seek to understand its context, including:</p> <p>a. The organization’s own operations;</p>	<p>Processes for:</p> <ul style="list-style-type: none"> - Reviewing and recording organizational context at planned intervals, including: <ul style="list-style-type: none"> o Operational mapping of organizational structure, locations, workforce composition, supply chain inputs, and service outputs o Process maps and flowcharts identifying major functions and activities

Criteria	Sample Indicators
<p>b. The organization’s direct and indirect business relationships;</p> <p>c. The needs and expectations of workers and their representatives and other relevant stakeholders ; and</p> <p>d. Other aspects of its internal and external operating environment, including relevant regulatory, market, cultural, social, economic, and other factors.</p>	<ul style="list-style-type: none"> ○ Workforce demographics and employment types ○ Business relationships, covering direct suppliers, contractors, service providers, and significant indirect partners ○ External environment, covering government labor inspectorates, ILO reports, NGO research, industry associations, communities <ul style="list-style-type: none"> - Assignment of responsibility for context review - Requirement for top management sign-off on context review and revisions - Mapping of stakeholder expectations and concerns (M2 and M3) to context review - Periodic review and evaluation of changes to context and responsibilities - Mapping and or identification process of relevant stakeholders as relates to the organizational context and responsibilities - Review of diversity of stakeholder type and perspective - When external or internal changes must trigger a context review - Requirement of and process for engaging personnel and stakeholders in context review - Maintenance of a log documenting applicable laws, regulations, and requirements from other schemes the organization participates in (e.g., industry standards, SA8000 requirements, etc.) <p>Metrics, such as</p> <ul style="list-style-type: none"> - Frequency of context review process(es), including context mapping and identification processes - # of reviews conducted per year - % of business relationships identified - # of direct business relationships identified - # of indirect business relationships identified - Average lag time between a change in external context and incorporation into management system

Criteria	Sample Indicators
	<ul style="list-style-type: none"> - #/% of management functions (HR, procurement, H&S, operations) participating in context reviews - % of personnel/stakeholders consulted in context review - % of applicable laws and requirements identified in organization’s log
<p>M5.2 – Considering its context, the organization shall periodically identify:</p> <ul style="list-style-type: none"> a. Actual and potential adverse impacts relevant to this Standard that it causes, contributes to, or is directly linked to (or may cause, contribute to, or be directly linked to) through its operations or business relationships under normal or exceptional circumstances, including those specific to vulnerable populations; b. Risk factors related to its actual and potential adverse impacts; c. The degree of its contribution to actual and potential adverse impacts caused by its business partners; and d. Actual and potential adverse impacts related to its performance against this Standard that may result 	<p>Processes for:</p> <ul style="list-style-type: none"> - Consideration of risk factors, including: <ul style="list-style-type: none"> o The countries and locations where it operates, sources from, and that are otherwise connected to its value chain o Its industry, product(s), and services(s) o Modes of employment used in its own operations and value chain o Its business and sourcing models o Use of overtime o Use of wage deductions o ... o Exceptional circumstances, such as: <ul style="list-style-type: none"> ▪ Global pandemics ▪ Potential emergency situations ▪ ... - Incorporation of information from: <ul style="list-style-type: none"> o Consultation with personnel and stakeholders, especially rightsholders or their representatives o Desk research o Grievance mechanism o Other internal communication channels o Monitoring

Criteria	Sample Indicators
<p>from business ethics or integrity issues.</p>	<ul style="list-style-type: none"> ○ Strategic review and analysis - Consideration of own operations, supply chain, service providers - Use of case studies or mock scenarios to better understand impacts and risks - Consideration of vulnerable populations, such as: <ul style="list-style-type: none"> ○ Migrants ○ Children ○ Women ○ People with disabilities ○ ... - Updating of impact assessments and risk factors when organizational context changes - Dialogue with vulnerable groups (migrant workers, women, youth, agency/short-term workers) to surface actual and potential impacts - Linking of grievance/complaint data to the risk register - Maintenance of a dashboard with indicators such as high overtime hours, excessive agency labor, personnel without contracts, wage deductions, or high turnover to identify risk factors - Collaborative process with business partners to review impacts and identify the organization's role - Assessment of how purchasing models (e.g., price pressure, short lead times, last-minute changes) contribute to business partner nonconformity - Assessment of how joint ventures, licensees, or franchise partner models contribute to adverse impacts - Requirement of annual disclosure from managers and decision-makers on relationships that could bias labor and ethics decisions - Maintenance of reporting channels for corruption, favoritism, bribery, or retaliation that could affect personnel rights

Criteria	Sample Indicators
	<ul style="list-style-type: none"> - Review of procurement, recruitment, and wage payment processes for integrity vulnerabilities - Cross-departmental audits/reviews to identify ethics or integrity impacts - Convening of panels including HR, procurement, H&S, legal, and worker representatives to validate identified impacts and risks <p>Metrics, such as:</p> <ul style="list-style-type: none"> - # of impact assessments conducted per year/Frequency of impact assessments - # of risk assessments conducted per year/Frequency of risk assessments - # of opportunity assessments conducted per year/Frequency of opportunity assessments - # of case studies conducted per year - # of risk scenarios conducted per year - % of operations and business relationships mapped against potential adverse impacts - % of impact assessments that explicitly consider risks for vulnerable populations - Average time (in months) between updates to the impact register - % of risk factors tracked consistently across operations/sites - # of country/sector risk assessments conducted per year vs. total exposure - % of identified high-severity risks escalated to top management within a defined timeframe - % of tier-1 suppliers/partners providing complete labor and risk disclosures annually - % of procurement contracts reviewed for risk-contributing terms (e.g., unrealistic lead times, low cost pressures) - % of corrective/preventive actions directly linked to identified risks or impacts - % of management review sessions where M5.2 findings were formally considered
<p>M5.3 - The organization shall periodically assess, prioritize, and document its risks based on severity of adverse impacts and</p>	<p>Processes for</p>

Criteria	Sample Indicators
<p>severity and likelihood of potential adverse impacts.</p>	<ul style="list-style-type: none"> - Standardized scoring system that weights severity of adverse impacts (e.g., scale of harm, irremediability, number of personnel or stakeholders affected) over likelihood - Involvement of worker representatives, management, and external experts to score and validate severity and likelihood of risks - Simulation of “worst case” outcomes of potential impacts - Requirement that different departments (HR, H&S, procurement, and compliance teams) assess risks from different lenses - Classification of risks as “critical,” “high,” “medium,” or “low” with criteria tied to SA8000 requirements - Automatic escalation of risks affecting vulnerable populations - Definition of risks and impacts that require immediate escalation - Maintenance of a register that logs each risk, severity score, likelihood score, priority level, and related evidence - Documentation of changes to risk ratings over time, with rationale for increases/decreases - Sharing of risk prioritization summaries internally with workers/representatives and externally if appropriate - Requirement of periodic reviews of the risk register, with ad hoc reviews when context changes - When information from grievance mechanisms, worker interviews, and external watchlists must trigger mid-cycle reassessments <p>Metrics, such as:</p> <ul style="list-style-type: none"> - % of identified risks from M5.2 that have been formally assessed for severity and likelihood - % of risk assessments that include input from worker representatives or external experts - Average time (days/months) between identification of a risk and its formal assessment - % of all risks categorized as “critical”

Criteria	Sample Indicators
	<ul style="list-style-type: none"> - % of cases where risks meeting escalation criteria were escalated within required timeframe - % of risks recorded in the central register with severity, likelihood, priority, and rationale fields completed - % of prioritized risks with supporting evidence - % of risks reassessed within the prescribed review cycle - % of reviews triggered by contextual changes vs. routine cycle
<p>M5.4 – For prioritized risks, the organization shall identify root causes, taking into consideration potential causes including:</p> <ul style="list-style-type: none"> a. Management systems causes; b. Operational causes, including the organization’s business model; and c. External causes, including those that are social, cultural, regulatory, and/or environmental. 	<p>Processes for:</p> <ul style="list-style-type: none"> - Review of management system causes, including: <ul style="list-style-type: none"> o allocation of resources, o company culture, o policies and procedures, o and training and competency programs. - Review of operational causes, including: <ul style="list-style-type: none"> o business model, o operating model, o equipment, o materials, o technology, o purchasing practices, o staffing and reporting structures, o compensation, o benefits, o supportive services for workers, o work-related environments, o use of automation and technology,

Criteria	Sample Indicators
	<ul style="list-style-type: none"> ○ and business relationships. - Review of external causes, including: <ul style="list-style-type: none"> ○ social or cultural traditions, ○ legal or regulatory conditions, ○ economic or socioeconomic conditions, ○ environment, ○ and conflict and security issues. - Use of variety of data sources to determine root causes <ul style="list-style-type: none"> ○ consultation with stakeholders ○ desk research ○ Grievance mechanisms ○ Etc. - Assessment of whether personnel have the skills, resources, and authority to manage compliance - Cross-analysis of recurring nonconformities or complaints to spot systemic management weaknesses - Examination of how top management decisions (M1.3) on cost-cutting, incentives, or priorities might create conditions for risk - Documentation and mapping of workflows to pinpoint steps where risks materialize - Review of procurement models, lead times, pricing pressure, and subcontracting arrangements that may incentivize forced overtime or wage violations - Analysis of the organization’s structural features – e.g., heavy reliance on temporary labor, seasonal surges, or global sourcing – to see how they may create vulnerabilities - Evaluation of gaps between local law and SA8000 criteria, and how weak enforcement may create risks

Criteria	Sample Indicators
	<ul style="list-style-type: none"> - Incorporation of NGO reports, government advisories, or industry benchmarks to understand external causes beyond the organization’s direct control - Involvement of workers, unions, community groups, and suppliers in identifying root causes - After an incident, conducting a documented root cause investigation and integrating learnings into the risk register - Weighted breakdown of causes for each risk (e.g., 50% operational, 30% management system, 20% external) to clarify where responsibility and leverage lie <p>Metrics, such as:</p> <ul style="list-style-type: none"> - % of prioritized risks with identified causes - % of root cause analyses citing absent/weak policies or procedures - % of root causes citing worker/manager competence - % of root causes citing unclear roles, responsibilities, or incentives - % of root cause analyses citing business model features - % of root cause analyses citing purchasing practices - % of root cause analyses citing weak or misaligned regulation as a contributing factor - % of root cause analyses citing local social or cultural norms - % of root cause analyses citing underinvestment (e.g., in H&S, housing, PPE, or staffing) - % of root cause analyses citing inadequate external infrastructure or environmental stressors - % of root cause investigations that reference external reports - Average time between risk prioritization (M5.3) and completion of root cause analysis - % of root cause analyses that include input from workers, unions, or external stakeholders

M6: Objectives, Planning and Resources

Criteria	Sample Indicators
<p>M6.1 – The organization shall periodically establish, document, and update organizational objectives. These objectives shall be designed to:</p> <ul style="list-style-type: none"> a. Meet or exceed the requirements and principles of this Standard, relevant legal requirements, and other relevant requirements; b. Meet the organization’s policy commitments; c. Address the organization’s risks; d. Address business ethics and integrity issues relevant to this Standard; e. Address emergency preparedness and response issues relevant to this Standard; f. Seek social dialogue, including in support of tripartite and other binding agreements to achieve its objectives; and g. Continually improve the organization’s performance and management systems related to this Standard. 	<p>Processes for:</p> <ul style="list-style-type: none"> - Top management participation in objective setting and review - Review of national labor laws, ILO conventions, and SA8000 principles before setting or revising objectives - Comparison/review of peer/industry objectives - Maintenance of a matrix that links each Standard criterion and legal requirement to at least one organizational objective - Maintenance of a matrix that links organizational policies to at least one organizational objective - Use of the prioritized risk register (from M5.3) as a mandatory input into the objective-setting process - Setting of objectives high-severity/high-likelihood risks first - Provision of at least one objective focused on mitigation or prevention for every critical risk - Requirement of top management approval of all objectives, with documented rationale - Defining of objectives to build on previous performance improvements - Sharing of summarized objectives with workers, management, and external stakeholders where appropriate <p>Metrics, such as:</p> <ul style="list-style-type: none"> - Frequency of objective setting and/or review - # of workers engaged in objective setting and review - # of stakeholders engaged in objective setting and review - % of objectives mapped to at least one SA8000 principle, legal requirement, or organizational policy commitment

Criteria	Sample Indicators
	<ul style="list-style-type: none"> - % of high-priority risks (from M5.3/M5.4) that are linked to at least one objective - Average time taken to establish objectives addressing newly identified risks or legal changes - % of objectives documented with target, timeframe, responsible person, and monitoring method - Average time (days) between objective proposal and top management approval - % of objectives developed with documented worker/representative input - % of stakeholder suggestions acknowledged and either integrated or justified when excluded - # of different stakeholder groups represented in the objective-setting process - % of objectives that address identified high-priority risks - % of objectives linked to business ethics/anti-corruption commitments - % of objectives linked to emergency preparedness - % of objectives reviewed on schedule - % of workers who agree that organizational objectives reflect their concerns and priorities
<p>M6.2 - To address risks that it causes or contributes to, the organization shall (with due consideration for unintended consequences) plan for actions to:</p> <ul style="list-style-type: none"> a. Bring an end to adverse impacts; b. Prevent future adverse impacts; c. Mitigate risks; and d. Ensure remediation for individuals and groups affected by adverse impacts. 	<p>Processes for:</p> <ul style="list-style-type: none"> - Steps for halting harmful practices once identified - Structured plans for impacts that identify root causes, assign responsibility, set deadlines, and track completion - Escalation triggers for adverse impacts that persist or recur despite corrective actions - Utilization of CFTs to oversee corrective actions - Integration of monitoring feedback into risk registers and future planning cycles, ensuring new objectives (M6.1) directly address past issues - Targeted training for managers, supervisors, and workers based on risks and objectives

Criteria	Sample Indicators
	<ul style="list-style-type: none"> - Requirement of preventive commitments and monitoring from suppliers, contractors, and other partners linked to the identified risks - Application of severity/likelihood analysis to plans to determine the most effective mitigation actions - Conducting of simulations to identify gaps in planning - Implementation of interim controls while longer-term solutions are developed - Linking of grievance mechanisms to structured remediation processes - Collective remediation where groups are harmed - Prior to implementation, consideration of potential unintended impacts associated - Engagement of workers, unions, and external experts to review action plans <p>Metrics, such as:</p> <ul style="list-style-type: none"> - Average # of days from identification of an adverse impact to initiation of corrective action - % of adverse impacts for which corrective actions have been fully implemented and verified - % of adverse impacts that reappear after being marked as resolved - % of indicated adverse impacts escalated to top management or a cross-functional response team within defined timeframe - % of high-priority risks with at least one preventive objective/action plan - % of managers, supervisors, and workers trained on preventive measures tied to identified risks - % of preventive controls tested and verified - % of monitoring outputs that are codified into updated policies/procedures within a set timeframe - % of risks with active mitigation plans

Criteria	Sample Indicators
	<ul style="list-style-type: none"> - Average severity/likelihood of risks after mitigation compared to baseline - % of times early warning indicators triggered a timely mitigation response - % of scheduled drills or stress tests completed on time - % of affected individuals/groups who have access to remediation channels - % of individuals/groups reporting that remediation was fair and adequate - % of remediation cases monitored where no retaliation or retribution was reported - % of corrective/preventive action plans that include an unintended consequences assessment - % of actions modified after stakeholder consultation or monitoring revealed unintended negative effects - % decrease in the # or severity of recurring adverse impacts over time - Change in the # of nonconformities related to risk response/remediation across audit cycles
<p>M6.3 - To address risks that it is directly linked to, the organization shall plan to collaborate with and use its leverage to influence relevant stakeholders, including business partners, to end, prevent, mitigate, and remediate those risks.</p>	<p>Processes for:</p> <ul style="list-style-type: none"> - Collaboration at global, national, or sub-national level to address risks <ul style="list-style-type: none"> o Examples: pooling resources/expertise, establishing partnerships, collective action to prevent/mitigate future harm o Peer-based, issue-based, sectoral, in-country, landscape - Maintenance of a register of suppliers, contractors, and service providers, mapped against identified risks - Documentation of the degree of leverage with each partner (e.g., purchasing volume, contractual terms, market importance) and identification of opportunities to strengthen it - Use of severity/likelihood of risks to determine where collaboration and leverage should be focused first

Criteria	Sample Indicators
	<ul style="list-style-type: none"> - Facilitation of periodic roundtables with suppliers, unions, NGOs, and other stakeholders to align expectations, share solutions, and coordinate remediation - Provision of training, technical assistance, or financial support for partners to meet social and labor standards - Inclusion of explicit requirements in contracts for compliance with SA8000 principles, risk mitigation actions, and remediation obligations - Linking of contract renewal, volume commitments, or preferred-supplier status to demonstrable progress in risk prevention/mitigation - Establishment of agreed timelines for partners to close identified gaps, with escalation steps for persistent non-compliance - Use of communication channels to raise concerns and encourage improvements - Partnership with other companies sourcing from the same region/facility to pool leverage and align on remediation demands - Supporting of sectoral or governmental reforms when systemic risks cannot be addressed by one partner alone - Inclusion of partners, worker representatives, and local organizations when designing and delivering remedies - Provision of fair cost-sharing arrangements for remediation where each partner contributes as relevant to their impact - Where high risk exists, engagement of third-party monitors or auditors to assess collaborative actions - If leverage and collaboration fail, escalation through contractual enforcement, public disclosure, or, as last resort, disengagement - Where disengagement is unavoidable, planning of exit strategies that minimize harm to workers

Criteria	Sample Indicators
	<p>Metrics, such as:</p> <ul style="list-style-type: none"> - % of partners with documented leverage strategies - #/diversity of stakeholders involved in action plan development - % of high-risk partners receiving training, technical assistance, or financial support - % of partner contracts that include explicit SA8000/social responsibility requirements - % of partners benefiting from incentives tied to social performance - Average # of meetings, visits, or communications with high-risk partners per year - % of high-risk partners addressed through joint initiatives with other companies - # of sectoral/industry/governmental initiatives joined to address systemic risks - % of cases where remediation for affected workers/groups was carried out with partner involvement - % of remediation processes in which affected workers/representatives participated - % of remediation costs borne jointly by the organization and its business partners - % of collaborative actions reported to workers/stakeholders - % of surveyed workers, unions, or NGOs confirming that remediation and mitigation were effective
<p>M6.4 – The organization shall periodically define and plan for actions and processes needed to achieve its objectives. In doing so, the organization shall consider necessary:</p> <p>a. Management systems – including verbal and written policies and procedures, roles and responsibilities, documentation, personnel incentives and goals, training and capacity</p>	<p>Processes for:</p> <ul style="list-style-type: none"> - Holding of annual or semiannual cross-functional planning sessions with management, workers, and stakeholders to align objectives with needed systems, resources, and relationships - Maintenance of a centralized register of defined actions linked to objectives, showing timelines, responsibilities, and indicators - Comparison of current capacity, systems, and relationships against objectives; documentation of gaps that require new actions or adjustments

Criteria	Sample Indicators
<p>building, monitoring, worker and stakeholder awareness, and indicators and metrics;</p> <p>b. Resources – including financial, material, personnel, and information resources, such as needed competencies and external expertise, infrastructure, media, and information systems; and</p> <p>c. Relationships – including social dialogue, support for relevant tripartite and other binding agreements, and relationships with business partners, government, and other internal and external stakeholders.</p>	<ul style="list-style-type: none"> - Definition of accountabilities for each objective in job descriptions, delegation charts, and decision-making protocols - Integration of SA8000-related objectives into performance reviews, bonus structures, and promotion criteria - Development of annual training calendars to equip personnel and worker representatives with competencies to implement objectives - Establishment of KPIs and dashboards that measure progress against objectives - Use of meetings, posters, digital platforms, and peer-to-peer engagement to raise worker and stakeholder awareness of objectives and progress - Allocation of financial resources annually for performance objectives - Assessment of needed competencies to achieve objectives - Recruitment, training, or contracting of external experts where internal capacity is insufficient - Planning of upgrades in facilities, IT systems, or equipment needed to meet objectives - Systems for collecting, analysing, and reporting on performance indicators - Monitoring of resource deployment against objectives to avoid underfunding or delays - Integration of worker committees, unions, and representative structures into objective-setting and planning cycles - Alignment of objectives and actions with commitments under tripartite or sectoral agreements - Scheduling of structured engagement with NGOs, business partners, and community representatives to validate priorities and align resources - Engagement of suppliers and contractors to coordinate actions that affect shared objectives - Establishment of communication channels with relevant authorities to ensure compliance and advocate for supportive policy changes

Criteria	Sample Indicators
	<ul style="list-style-type: none"> - Tracking of progress, identification of restrictions, and updating of timelines or resources - Use of findings from monitoring, audits, and worker input to refine future action planning cycles <p>Metrics, such as:</p> <ul style="list-style-type: none"> - % of organizational objectives that have defined action plans - # of times per year objectives/action plans are formally reviewed and updated - % of identified capacity/system gaps that are addressed within planned timeframes - % of objectives with assigned accountable persons/roles documented - % of personnel whose performance goals include SA8000/social responsibility objectives - % of workers/managers/representatives trained in competencies linked to objectives - % of workers who can correctly state at least one current organizational objective - % of objectives that have at least one quantitative and one qualitative metric attached - % of objectives with dedicated financial resources allocated in the annual budget - % of allocated funds/resources actually spent/used on achieving objectives - % of identified competency needs that are filled - % of planned facility, technology, or infrastructure upgrades completed on schedule - % of objectives that were discussed with worker representatives/unions during planning - Average # of stakeholder groups consulted per planning cycle - % of objectives aligned with commitments under tripartite or sectoral agreements - % of objectives that involve joint actions with business partners - % of objectives/action plans communicated to workers and stakeholders in accessible formats - % of objectives/action plans modified in response to monitoring, audits, or stakeholder feedback

Criteria	Sample Indicators
	<ul style="list-style-type: none"> - % of objectives that show measurable improvement in performance indicators year over year

M7: Awareness and Implementation

Criteria	Sample Indicators
<p>M7.1 – The organization shall implement its planned processes and actions and deploy allocated resources, periodically adjusting plans and resources as necessary to ensure continued relevance and effectiveness.</p>	<p>Processes for:</p> <ul style="list-style-type: none"> - A system where planned actions (from M6.4) are broken down into tasks with deadlines, responsible persons, and verification methods - Launching of each process or action with orientation meetings to clarify roles, expected outcomes, and reporting formats - Records of procedures, manuals, and forms seek consistency across sites and departments - A mechanism for disbursement of funds and other resources linked to specific processes or actions - Assignment of personnel or teams to each process or action, with time allocations and performance goals documented - Deployment of materials, information, IT tools, equipment, and facility upgrades according to the action plan/schedule - Conducting of training sessions, coaching, or technical support in line with the competencies identified during planning - Maintenance of dashboards or registers where process or action objectives and results are recorded as not started / in progress / completed / delayed - Routine inspections, interviews, and document reviews to confirm actions - Opportunities (surveys, grievance mechanisms, committee meetings) for personnel to comment on whether planned processes or actions are effective in practice

Criteria	Sample Indicators
	<ul style="list-style-type: none"> - Adjustments to objectives, planned processes or action, budgets, staffing, or timelines when initial resource deployment proves insufficient or excessive - Protocols for updating documentation, training, communications, etc. whenever adjustments are made - Feeding of lessons learned from implementation back into the next planning cycle (M6.4) to strengthen alignment and efficiency <p>Metrics, such as:</p> <ul style="list-style-type: none"> - #/% of processes and actions <ul style="list-style-type: none"> o launched o completed/delivered - .. within the scheduled timeframe(s) - #/% of processes or actions <ul style="list-style-type: none"> o reviewed o audited, o adjusted o updated - % of internal audits/spot checks where implementation followed specified policies/procedures/objectives - % of allocated funds actually spent on planned actions - % difference between planned and actual expenditures for each objective - % of action plans staffed with the designated personnel/time allocation - % of planned training sessions conducted on schedule - % of planned upgrades/equipment rollouts delivered on time and operational - % of required progress updates/reports submitted on time - # and severity of nonconformities related to incomplete or ineffective implementation

Criteria	Sample Indicators
	<ul style="list-style-type: none"> - # of adjustments made to plans/resources per quarter - Average time taken from identification of an issue to adjustment of implementation - % of resource reallocations that resolved the identified shortfall or surplus - % of implemented actions that achieve intended outcomes
<p>M7.2 – The organization shall ensure personnel have appropriate awareness, understanding, access to information, and channels for communicating about:</p> <ul style="list-style-type: none"> a. Their legal rights; b. Their rights as defined in this Standard; c. Risks related to their employment; d. Organizational policies, objectives, actions, and processes; e. Their roles and responsibilities in meeting the organization’s objectives and commitments; f. Relevant mechanisms and channels for their involvement in the management system; and g. Relevant mechanisms and channels for protection of their rights, including mechanisms for accessing remedy. 	<p>Processes for:</p> <ul style="list-style-type: none"> - Labor-related policies, operating procedures, work instructions, specifications, software etc. defining planned arrangements for personnel involvement (e.g. HR manual; company policies; web site; notice boards etc.) - Training on legal rights, SA8000 rights, risks, hazards, policies, and remedies into induction sessions for new personnel - Training on legal rights, SA8000 rights, risks, hazards, policies, and remedies for established personnel. - Displaying of posters, infographics, or digital screens in common areas that summarize rights, risks, hazards, policies, grievance channels, and emergency procedures in accessible formats and languages - Maintenance of an internal platform or app where personnel can access policies, objectives, and processes at any time - A simplified, multilingual handbook summarizing relevant labor rights - Sharing of contact details for Social Performance Team (and other internal team representatives, union representatives, worker support organizations, labor authorities and similar resources with personnel - Communication of changes in labor law (via bulletins, meetings, or digital alerts) with plain-language explanations - Provision of a simplified version of this Standard, with visuals and examples relevant to the workplace.

Criteria	Sample Indicators
	<ul style="list-style-type: none"> - Visual and auditory notifications of risks and hazards preset (e.g. chemical labelling, evacuation alarms, machinery hazard warning signs) - Use of participatory training methods to help personnel understand how the Standard applies in real scenarios - Conducting of periodic sessions on occupational health & safety, psychosocial risks, and employment vulnerabilities - Accessible hazard information - Sharing of lessons from past incidents / near misses in open forums - Confidential avenues (counsellors, helplines) to discuss stress, harassment, or workplace mental health concerns - Sharing of updates to policies and objectives through bulletin boards, newsletters, town-halls, and digital platforms - Posting of progress updates on key objectives - Periodic (e.g. quarterly) dialogues between management and worker representatives on objectives and processes - Grievance channels which are multilingual, confidential, and available through multiple formats - Publishing and explanation of procedures for raising concerns and accessing remedies - Offering of hotlines, suggestion boxes, or third-party platforms for confidential complaints - Logging, tracking, and reporting of complaints and remedies - Unions, labor boards, or ombudsman channels when internal remedies are insufficient - Periodic audits/surveys/testing of personnel to gauge awareness of rights, policies, risks, and remedies - Adjustment of awareness campaigns, training, and channels based on survey results, audits, and grievances received

Criteria	Sample Indicators
	<p>Metrics, such as:</p> <ul style="list-style-type: none"> - % of personnel trained - % of personnel verifying accessibility of information - Proportion of personnel meeting or exceeding competency requirements during evaluations. - % of workers who can correctly identify specific labor rights - Average time between a change in labor law and communication to personnel - % of workers who report knowing where to find legal rights information - % of personnel trained in SA8000 awareness within the past 12 months - % of workers who can identify relevant occupational or employment-related risks relevant to their role - % of hazard areas where warning signs and risk information are visibly posted - % of workers who report knowing where policies and objectives are posted or accessible digitally - % of workers who can identify relevant current organizational SA8000-related objective(s) - % of workers who report knowing how to file a complaint - % of workers who can describe what types of remedies are available - % of workers who can demonstrate retained knowledge three months after training
<p>M7.3 – The organization shall ensure stakeholders are appropriately aware of:</p> <ul style="list-style-type: none"> a. Relevant risks; b. Organizational policies, objectives, actions and processes; and 	<p>Processes for</p> <ul style="list-style-type: none"> - Maintenance of a registry of stakeholders categorized by type - Analysis of what information each group needs/requests - Records of what was communicated to each stakeholder category (and when/how); confirmation of receipt; and ensuing dialogue - Solicitations for involvement in opportunities to participate in the organization’s social management program

Criteria	Sample Indicators
<p>c. Channels for their involvement and protection of rights as defined in this Standard.</p>	<ul style="list-style-type: none"> - Tailoring of communication methods to stakeholder access - Publishing of periodic summaries of risks identified, objectives, and progress to mitigate/eliminate them (e.g. Social performance reporting, newsletters etc.), - Information sessions with local communities and NGOs when risks may affect them - Opportunities for stakeholders to respond to published risks with concerns, feedback, or supplemental risk information - Publishing of key organizational policies adapted for stakeholder comprehension - Sharing of examples of how grievances, corrective actions, and stakeholder engagement processes work in practice - Sharing of metrics on performance indicators in accessible formats - Engagement meetings or roundtables with unions, NGOs, community representatives, business partners and other stakeholders. - Extension of grievance channels beyond workers - Materials in local languages, using non-technical, culturally appropriate terms - Audio, visual, and digital channels (as needed) to reach diverse literacy levels - Maintenance of a website or digital hub with updated policies, objectives, and stakeholder engagement opportunities - Periodically testing of whether stakeholders actually understand risks, policies, and involvement channels <p>Metrics, such as:</p> <ul style="list-style-type: none"> - Number and types of communications to stakeholders (e.g. notifications, reports) - % and types of stakeholders who can identify relevant risk(s) the organization has disclosed - % and types of stakeholders <ul style="list-style-type: none"> o aware of o using

Criteria	Sample Indicators
	<p>... channels for involvement (for example committees, stakeholder broadcasts etc.)</p> <ul style="list-style-type: none"> - Average time between identification of a significant risk and communication to relevant stakeholders - % of salient risks publicly disclosed compared to those documented in the organization’s risk register - % of stakeholders who report they know where to find organizational policies - % of stakeholders aware of specific risk(s) and the consequences thereof - % of stakeholders who can identify organizational objectives relevant to them - % of planned policy/objective updates communicated on schedule - % of stakeholders confirming they receive progress reports - % of stakeholders aware of how to access grievance or remedy channels - Number and types of communications made available in relevant local languages - Number of different stakeholder groups represented in engagement activities
<p>M7.4 – In its interactions with business partners, the organization shall:</p> <ul style="list-style-type: none"> a. Ensure business partners have appropriate awareness, understanding, access to information and channels for communicating about the organization’s policies, objectives, actions, and processes; b. Ensure that its business terms and practices do not undermine business 	<p>Processes for:</p> <ul style="list-style-type: none"> - Induction workshops for new business partners on the organization’s policies, objectives, actions, and processes - Online access to updated policies, objectives, and reporting requirements in multiple languages - Establishment of designated contact points, hotlines, or business partner portals where business partners can ask questions, raise concerns, or provide feedback - Holding of webinars or meetings to review objectives, key risks, and expectations with all key business partners - Before finalizing contracts, reviewing of payment terms, lead times, pricing, and production demands to assess if they create conditions that undermine compliance

Criteria	Sample Indicators
<p>partners' ability to meet the mutual expectations it has set;</p> <p>c. Provide business partners with support to end, prevent, mitigate, and remediate risks, commensurate with the organization's contribution to those impacts;</p> <p>d. Seek to minimize the administrative burdens of mutual expectations on business partners, where possible; and</p> <p>e. Not end business relationships in response to risks, unless:</p> <p>I. The business partner repeatedly fails to address the risk after appropriate engagement and support from the organization; AND</p> <p>II. Risks of ending the relationship are not greater than the original risk.</p>	<ul style="list-style-type: none"> - Assessment of whether purchasing practices, deadlines, or pricing pressure are driving risks in the supply chain (e.g. benchmarking) - Opportunity to communicate concerns when business terms create risk pressures for business partners or others - Working with business partners to create and implement corrective measures when risks are identified - Training, technical guidance, or cost-sharing for improvements - Definition of when and how the organization will provide financial, technical, or human resources to assist business partners, proportional to its own contribution to the risk - Acceptance of credible certifications, audit reports, or due diligence assessments conducted by recognized bodies to avoid duplication - Differentiation of requirements by business partner risk profile, seeking for small or low-risk business partners to not overburdened with disproportionate demands - Solicitation of business partner feedback/data on the administrative workload and adjusting requirements accordingly - Definition of thresholds and a sequence of required actions before considering disengagement (e.g. Warnings, corrective action deadlines, guidance, support, and escalation to senior management). - Before ending a relationship, assessment of whether disengagement could create greater harm - Requirement for recorded justification of business partner escalation actions and termination decisions - If disengagement is necessary, provision of advanced notice and collaboration with stakeholders - Coordination with other buyers to align expectations and avoid negatively impacting business partner workers

Criteria	Sample Indicators
	<ul style="list-style-type: none"> - Periodic evaluation of whether business partners demonstrate understanding of organizational policies, objectives, and processes <p>Metrics, such as:</p> <ul style="list-style-type: none"> - # of business partners with improvement plans - % of business partner contracts which cover relevant expectations - % of business partners who have received training or induction on the organization’s policies, objectives, and processes - % of partners who confirm they know where to access current policies and expectations - # of policy/expectation updates communicated to partners per year - % of contracts/relationships reviewed for and % meeting fair payment terms, lead times, and pricing and other business partner requirements - % of invoices paid within agreed timeframe - % of corrective action plans with partners closed within agreed deadlines - # of business partners receiving technical/financial/capacity-building support - Share of remediation costs borne by the organization vs. pushed fully onto business partners - % reduction in duplicate or redundant reporting requirements for partners - # of disengagements where escalation protocols (warnings, support, senior review) were followed - % of disengagements with a documented risk assessment showing risks of disengagement vs. continued engagement - # of disengagements where measures were implemented to minimize harm to workers - Change in business partners’ ability to correctly identify policies, objectives, and grievance channels over time - # of business partner-linked risks reduced or eliminated through collaboration

Criteria	Sample Indicators
<p>M7.5 – Documented information relevant for meeting requirements of this Standard shall be:</p> <ul style="list-style-type: none"> a. Available and suitable; b. Accurate and clear; c. Effectively controlled; and d. Identifiable. 	<p>Processes for:</p> <ul style="list-style-type: none"> - Maintenance of a secure, centralized system where all relevant policies, procedures, and records are stored and accessible to authorized personnel - Definition of access rights to documented information by role - Translation of key documents into relevant languages and provision of accessible versions (visual, audio, simplified) to seek suitability for different literacy levels - A structured system (document codes, revision numbers, dates, responsible author) to require only current, approved versions are in use - “Plain-language” review of documented information where necessary - Review of documents at defined intervals to verify accuracy and relevance - Channels for workers or stakeholders to flag unclear or inaccurate documentation - Requirement of formal approval (sign-off by management/competent personnel) before new or revised documents are issued - Removal of outdated documents from circulation - For sensitive documents, implementation of password protections, role-based permissions, and data privacy safeguards - Assignment of a unique identifier (title, reference number, version, date, and owner) to each document - For digital systems, attachment of metadata tags (e.g., subject, department, risk area, status) for search and retrieval - Linking of each document back to specific processes, dates, and responsible personnel - Defined retention and archival schedules - Training of personnel on how to create, update, and control documented information <p>Metrics, such as:</p> <ul style="list-style-type: none"> - Error rate for published information

Criteria	Sample Indicators
	<ul style="list-style-type: none"> - # and frequency of documented information reviews - # of outdated or invalid documented information found in audits - % of sampled personnel who can locate and access required documented information within a set timeframe - # of key documents available in all relevant personnel languages and accessible formats - % of identified inaccuracies/unclear documents corrected within defined timeframe - # of documents without appropriate control or authorization - # of outdated versions identified and removed from circulation promptly - # of unauthorized access events to sensitive documents - % of digital documents tagged with required metadata - Average time to retrieve archived documents when requested

M8: Integrity and Transparency

Criteria	Sample Indicators
<p>M8.1- In meeting the requirements of this Standard, the organization shall operate and communicate with integrity.</p>	<p>Processes for:</p> <ul style="list-style-type: none"> - Disciplinary measures for failure to uphold integrity requirements - Initial and periodic integrity awareness training - Inclusion of integrity elements in operational documentation (e.g. a requirement to objectively consider all applicants in a hiring procedure) - An ethical communication review process for all internal and external statements related to labor practices and compliance - A whistleblowing mechanism with protection against retaliation - Controls to prevent falsification, manipulation, or concealment of records - An anti-fraud and anti-misrepresentation process related to labor and compliance data

Criteria	Sample Indicators
	<ul style="list-style-type: none"> - An ethical decision-making and escalation mechanism for conflicts between business pressure and worker rights - Compliance claims (certifications, marketing, client communications) - Correction and re-issuance of inaccurate or misleading information - Integrity breach reporting, investigation, and corrective action process - Internal reporting and escalation process for integrity-related concerns <p>Metrics, such as:</p> <ul style="list-style-type: none"> - # of integrity-related incidents and related disciplinary actions in a given period - % of personnel that has undergone integrity awareness training in a given period - % of sampled personnel aware of (one or more) integrity policies/ practices - # of audit interference incidents reported (target = 0) - % of audits conducted without access restrictions or coaching incidents - % of employees confirming freedom to speak during audits (from survey or interview feedback) - # of record falsification or manipulation incidents - % of records passing internal accuracy verification checks - % of critical records with traceability (owner, version, approval) - # of document corrections issued due to integrity concerns
<p>M8.2 – The organization shall periodically report publicly about its processes and outcomes relevant to this Standard. Public reporting shall, at minimum:</p>	<p>Processes for:</p> <ul style="list-style-type: none"> - A fixed cycle (e.g., annually or biennially) for preparing and publishing public reports - Cross-functional contributions and reviews of information to be reported (e.g. including compliance, HR, H&S, finance, worker representatives).

Criteria	Sample Indicators
<p>a) Be transparent, truthful, and clear; b) Meet the needs and expectations of stakeholders; c) Include the organization’s policy commitment; d) Describe the organization’s business operations; e) Communicate about how the organization is addressing its risks; f) Provide information, upon request, about the use of grievance mechanisms and results of grievance processes; g) Meet legal, regulatory, and other reporting requirements; and h) Be appropriately accessible and available to stakeholders.</p>	<ul style="list-style-type: none"> - Requiring of sign-off from top management to confirm accuracy, completeness, and alignment with commitments - Consultation of key stakeholders to determine reporting scope, content, and accessibility needs - Cross-verification of reported data with source documents - Drafting of reports (in non-technical language, with explanatory notes, summaries, infographics, and FAQs, where necessary) - Inclusion of both positive outcomes and challenges, corrective actions, and ongoing risks - Engagement of independent evaluators (e.g. auditors or civil society observers) to review report content for credibility - Inclusion of an overview of sites, workforce, sectors, countries of operation, and supply chains - Summarization of identified risks, prioritization methods, mitigation and remediation efforts, and performance trends - Publishing of reports online, in relevant languages, and in print/on-site formats accessible to workers and local communities - Provision of PDF, web pages, summary brochures, and visual formats - Dissemination of summaries to workers via noticeboards, digital platforms, or all-staff meetings - Comparison of content and style with peers, industry initiatives, and SA8000 best practice <p>Metrics, such as:</p> <ul style="list-style-type: none"> - # of topics reported - % of reports that reproduce or restate the organization’s policy commitment - % of identified priority risks that are reported on - % of reports formally reviewed and signed off by top management before publication

Criteria	Sample Indicators
	<ul style="list-style-type: none"> - % of reports that incorporated feedback from workers, unions, or external stakeholders during preparation - Ratio of positive vs. negative issues reported - % of data points verified against source documents - # of factual corrections issued after publication per reporting cycle - % of surveyed stakeholders who find the report clear, relevant, and useful - % of operational sites and supply chain tiers described in the report - % of applicable legal/regulatory reporting obligations met - % of reports translated into all relevant worker/stakeholder languages - % of workers who report having seen or been informed about the report
<p>M8.3 – The organization shall engage transparently and openly with authorized third parties, including by providing access to required documentation, records, materials, persons, and work-related environments.</p>	<p>Processes for:</p> <ul style="list-style-type: none"> - Adoption of a policy committing to transparent cooperation with authorized third parties, including auditors, certification bodies, regulators, and worker representatives - Provision of clear procedures for granting access to facilities, personnel, records, and documents when requests are legitimate and within scope - Maintenance of an up-to-date digital/physical repository of key policies, procedures, risk registers, training logs, grievance records, payroll records, and corrective action plans - A checklist of documents commonly requested by auditors and regulators - Establishment of response timeframes for requests - Rules for site entry - Authorities and arrangements for access to confidential spaces separate from management - Time for personnel to meet with third parties during working hours without loss of pay or retaliation risk - Definition of how disagreements over scope, access, or confidentiality will be resolved with third parties

Criteria	Sample Indicators
	<ul style="list-style-type: none"> - Training of managers and other personnel on expected conduct during third-party audits/inspections - Training of personnel on their right to speak freely during third-party interviews and on the organization’s non-retaliation guarantees - Assignment of a management representative to coordinate and facilitate interactions with external parties - Documentation and investigation of any cases where access was delayed, restricted, or incomplete <p>Metrics, such as:</p> <ul style="list-style-type: none"> - % of requested documents provided to third parties within the agreed timeframe - Average time between request and provision of documentation - % of sampled documents provided that match original records without discrepancies - # of times outdated versions of documents were presented during audits - % of audit/site visit requests granted without delay or restriction - % of unannounced audits/inspections that were accommodated without disruption - % of requested interviews conducted confidentially without management interference - % of managers/staff trained on how to interact transparently with auditors/regulators - % of workers who confirm awareness of their right to speak freely and confidentially during audits - # of documented cases where access was denied, restricted, or delayed

M9: Monitoring and Grievance Mechanisms

Criteria	Sample Indicators
<p>M9.1 – The organization shall monitor its performance against and management systems for meeting the requirements of this Standard. Monitoring shall, at minimum:</p> <ul style="list-style-type: none"> a. Assess implementation of planned actions and processes; b. Assess adherence to this Standard; c. Assess performance of relevant business partners against established mutual expectations; and d. Be appropriately documented. 	<p>Processes for:</p> <ul style="list-style-type: none"> - An annual monitoring plan that outlines scope, frequency, responsible personnel, and methods - Inclusion of worker representatives, unions, and external stakeholders in monitoring design and validation - Maintenance of a live register of all planned actions (M6/M7), with status updates (not started, in progress, completed, delayed) - Conducting of quarterly reviews with Social Performance Team(s) to confirm actions were implemented as intended - Performing of spot checks to confirm actions are operational - Comparison of planned vs. actual resources, timelines, and outputs to identify shortfalls - Conducting of periodic audits (at least annually) against all clauses of the Standard, using trained internal auditors independent of the area being audited - Use of SA8000 self-assessment checklists, worker surveys, and management reviews to identify gaps - Periodic reviews of business partners’ compliance with mutual expectations - Where risks are high, requirement of audit reports, certifications, or independent assessments from business partners - Conducting of joint site visits with suppliers, NGOs, or unions to verify performance in sensitive supply chains - A rating system for partners based on social compliance, responsiveness, and risk management - Maintenance of a consolidated log capturing results of internal audits, partner reviews, and implementation tracking

Criteria	Sample Indicators
	<ul style="list-style-type: none"> - Maintenance of a log of nonconformities, root causes, corrective actions, responsible persons, and closure dates - Summarization of monitoring findings in management reviews and (where relevant) in public reports - Linking of all monitoring findings to corrective/preventive actions, tracked through closure - Surveys to personnel <p>Metrics, such as:</p> <ul style="list-style-type: none"> - Frequency of monitoring activities - Frequency of evaluation activities by type (for example, audits, reviews, spot checks) - Usage rate for surveys - Usage rate for grievance and feedback mechanisms - % of Standard clauses audited internally within the reporting period - # of nonconformities per audit cycle, categorized by severity - % of business partners evaluated against mutual expectations during the cycle - % of high-risk partners with documented performance reviews or audits - % of identified partner risks addressed with joint corrective actions or support - % of planned monitoring activities with documented outputs - % of sampled monitoring records verified as accurate and complete - % of monitoring results shared internally with workers/committees or externally in public reports - % reduction in repeat findings across monitoring cycles
<p>M9.2 – The organization shall incorporate information from multiple sources in its monitoring Processes for as relevant:</p>	<p>Processes for:</p> <ul style="list-style-type: none"> - Specification of all required information sources, assignment of responsibility, and definition of collection frequency

Criteria	Sample Indicators
<p>a. Assessment and prioritization of risks;</p> <p>b. Planned indicators and metrics;</p> <p>c. Internal and external grievance mechanisms and communication channels;</p> <p>d. Worker engagement and communication;</p> <p>e. Stakeholder complaints and concerns;</p> <p>f. Social dialogue and feedback from relevant tripartite and other binding agreements;</p> <p>g. Publicly available news and information sources;</p> <p>h. Internal and external audits; and</p> <p>i. External experts.</p>	<ul style="list-style-type: none"> - Maintenance of a repository to store inputs from risks assessments, metrics, grievances, audits, and external sources for analysis and cross-referencing - Use of monitoring cycles to review and update the organizational risk register with new monitoring data - Comparison of identified risks with actual grievance data to test risk prioritization accuracy - Integration of planned metrics (from M6–M8) into a monitoring dashboard updated quarterly - Comparison of indicator trends against targets, triggering corrective actions when thresholds are missed - Sharing of indicators with worker committees for validation and input - Tracking of frequency, type, and resolution status of grievances from internal and external mechanisms - Collection and review of information from unions, NGOs, hotlines, or ombudsman reports - Conducting of periodic anonymous surveys and focus groups to capture perceptions of risks, rights, and workplace climate - Cross-referencing of worker statements with documentation and physical inspection findings - Review of alignment with collective bargaining agreements and/or sectoral or tripartite frameworks - Inclusion of union representatives in monitoring reviews - Use of tools to track news, NGO reports, and government bulletins about labor rights and sector risks - Comparison of organization’s performance with peer/industry reports - Flagging of external reports of alleged violations at suppliers, regions, or sectors connected to the organization

Criteria	Sample Indicators
	<ul style="list-style-type: none"> - Collection and review of findings from internal audits, certification audits, customer audits, and government inspections - Comparison of audit results over time - Cross referencing of audit findings against worker testimony and grievance data - Engagement of labor rights specialists, occupational health experts, or legal advisors to review monitoring practices and risk assessments - Commission of external assessments of high-risk areas as part of monitoring - Establishment of expert advisory panels to periodically review monitoring data and provide recommendations, where relevant - Convening of Social Performance Team(s) to compare inputs from multiple sources and identify patterns or gaps - Provision of synthesized findings from all sources to top management and worker representatives <p>Metrics, such as:</p> <ul style="list-style-type: none"> - # of times per year the risk register is updated with new monitoring data - % of new risks identified through monitoring that were not included in the previous cycle's risk register - % of organizational objectives with at least one active performance indicator tracked through monitoring - % of planned indicators reviewed within the scheduled monitoring period - % of cases where metrics exceeding thresholds triggered corrective actions - % of grievance issues incorporated into monitoring reports - % of grievances with outcomes documented and linked to corrective actions - % of external complaints integrated into monitoring processes - % of workers engaged through surveys, interviews, or focus groups annually

Criteria	Sample Indicators
	<ul style="list-style-type: none"> - % of monitoring reports referencing worker input as a data source - Average # of days to acknowledge and act on stakeholder concerns - % of social dialogue sessions or agreements reviewed as part of monitoring - % of commitments from tripartite/sector agreements tracked for compliance - % of union/representative inputs included in monitoring reports - # of external news, NGO, or government reports reviewed per monitoring cycle - % of monitoring cycles with trend analysis of internal and external audit results - % of audit findings cross-verified against grievance data or worker input - # of times external experts are engaged per year - % of findings supported by more than one independent source
<p>M9.3 – The organization shall establish, maintain, and monitor a grievance mechanism for personnel to raise concerns, issues, complaints, incidents, and grievances relevant to this Standard against the organization or its business partners. The organization’s grievance mechanisms for personnel shall:</p> <ul style="list-style-type: none"> ● Be legitimate; accessible; predictable; equitable; transparent; dialogue-based; rights-compatible; and a source for continual improvement; ● Maintain users’ confidentiality; 	<p>Processes for:</p> <ul style="list-style-type: none"> - Campaigns to communicate the purpose, processes, and value of grievance mechanisms - Inclusion of stakeholder representatives in grievance mechanism design or reviews - Consideration of vulnerable groups in ensuring accessibility of grievance mechanisms - Use of neutral third-parties in grievance handling, where appropriate - Publication of metrics and data related to grievances - Publication of improvements or changes made in response to grievance findings - Specific processes for handling issues like: <ul style="list-style-type: none"> ○ GBVH and discrimination ○ Child labor - Written grievance policy affirming workers’ right to raise issues without retaliation, aligned with SA8000 principles - Coverage of concerns, incidents, complaints, and grievances related to the organization and its business partners

Criteria	Sample Indicators
<ul style="list-style-type: none"> ● Not result in retaliation against users, whether by the organization or other parties; and ● Not result in loss of earnings for personnel participating in grievance procedures. 	<ul style="list-style-type: none"> - Multiple avenues to raise grievances (e.g., suggestion boxes, hotlines, mobile apps, email, peer representatives, in-person HR office hours) - Training of new hires on the grievance mechanism during induction - Use of posters, handouts, and digital notices to keep personnel informed about how and where to raise concerns - Provision of information in all relevant languages and formats (visuals, oral explanation) - Definition of how grievances are received, logged, acknowledged, and assigned for follow-up - Acknowledgment of receipt (unless anonymous) that includes a case number or reference ID - Entering of grievances into a secure database or logbook with restricted access - Assignment of severity levels to grievances to support case prioritization - Investigations conducted with involvement of worker representatives, where appropriate - Monitoring for signs of retaliation or intimidation against complainants - Definition of maximum timeframes for investigating and resolving grievances - Recording of corrective actions, remedies provided, and follow-up steps - Updates to personnel on progress and outcomes (unless the complaint was anonymous) - Escalation pathways for cases that remain unresolved - Stress-testing of grievance channels (e.g., mock submissions) to ensure functionality - A grievance oversight body that includes management, worker representatives, and, where relevant, external stakeholders to ensure impartiality - Periodic invitation of independent NGOs, auditors, or unions to review the legitimacy and functioning of the grievance mechanism - Review of whether raising a grievance creates financial or logistical burdens - Sharing of timelines, steps, and outcomes for grievance handling in policies and training - Maximum time limits for each stage of the grievance process

Criteria	Sample Indicators
	<ul style="list-style-type: none"> - Opportunities for complainants to present evidence, bring representatives, or receive translation support - Access to interpreters, legal aid, or other support services as needed - Grievance hearings in neutral settings that minimize the risk of management interference - Publishing of anonymized data on grievance volume, types, and resolutions in annual reports - Mechanisms for worker committees and stakeholders to review the functioning of grievance processes annually - Incorporation of facilitated dialogue or mediation options before escalation - After resolution, follow-up discussions with complainants to seek satisfaction and learning - Access to external channels (e.g., unions, regulators, courts) if internal resolution fails - Review of grievance patterns to identify systemic causes or contributing factors - Presentation of grievance data and lessons learned in management reviews for decision-making - Adaptation of training, procedures, or policies based on grievance trends - Comparison of grievance mechanism design and effectiveness with peers or industry best practices - Assignment of a limited number of trained grievance officers with controlled access to grievance records - Storage of grievance submissions in password-protected digital systems or locked physical files, with access logs - Hotlines, drop-boxes, or third-party platforms that allow users to report without revealing their identity - Training of personnel handling grievances on confidentiality obligations, privacy requirements, and consequences of breaches

Criteria	Sample Indicators
	<ul style="list-style-type: none"> - Establishment of a written policy prohibiting retaliation by managers, co-workers, suppliers, or contractors - Classification of retaliation as a disciplinary offense with defined sanctions - After grievances are filed, conducting follow-up interviews or surveys with complainants to confirm no retaliation occurred - Extension of anti-retaliation expectations to business partners and contractors through contracts and codes of conduct - Allowing personnel to file or follow up on grievances during paid working hours without loss of wages - HR or payroll systems flag grievance-related meetings or hearings as paid time - Review of payroll records of personnel who used the grievance system to confirm that no wage deductions occurred - Review of whether grievance data was accessed only by authorized staff - Access to an external appeal channel or hotline if confidentiality or non-retaliation concerns arise internally - Investigation and remedy if confidentiality breaches, retaliation, or pay deductions are detected - Documentation and analysis of any confidentiality breaches, retaliation cases, or pay disputes linked to grievances <p>Metrics, such as:</p> <ul style="list-style-type: none"> - # of grievances received - Average length of grievance process - % satisfaction with outcomes of grievance processes - % of workers who know how and where to submit a grievance - # of grievance submission channels available

Criteria	Sample Indicators
	<ul style="list-style-type: none"> - % of grievance channels and information materials available in relevant worker languages - % of grievances acknowledged within required timeframe - % of total grievances submitted anonymously - % of grievances recorded correctly in the tracking system - % of grievances investigated within defined timelines - % of cases escalated to senior management or external review - % of grievances related to business partners - % of grievances resolved within set deadlines - % of complainants confirming they are satisfied with the resolution - % of workers who believe they can raise issues without retaliation - % of grievance reviews conducted with participation from workers or external stakeholders - % of workers and external stakeholders who report trusting the grievance mechanism to be impartial - # of times per year the grievance mechanism is assessed by independent auditors, NGOs, or unions - % of workers and external stakeholders who can explain how to file a grievance - # of different grievance channels used in practice - % of workers or external stakeholders from vulnerable groups who report confidence in using the mechanism - % of grievances acknowledged within the published timeframe - % of grievances resolved within the published timeframe - % of complainants who report understanding the grievance process stages and timelines - % of grievance cases where complainants accessed interpretation, legal, or other available support services - % of complainants who confirm they were given equal opportunity to present evidence and arguments

Criteria	Sample Indicators
	<ul style="list-style-type: none"> - % of grievances resolved through dialogue or mediation rather than unilateral decisions - % of resolved cases where complainants were asked for feedback on the grievance process - % of unresolved grievances that were referred to external unions, regulators, or courts - % of systemic issues identified through grievances that resulted in policy or process changes - % decrease in repeat grievances on the same issue year over year - % of management reviews that included analysis of grievance data for continual improvement - % of grievance-handling personnel trained annually on confidentiality requirements - % of retaliation incidents investigated and resolved within defined timeframes - % of business partner contracts including non-retaliation expectations related to grievance use - % of sampled cases where payroll records confirm no deductions for grievance-related participation - % of identified breaches (confidentiality, retaliation, wage impact) that resulted in corrective actions
<p>M9.4 – The organization shall establish, maintain, and monitor a grievance mechanism for external stakeholders to raise concerns, issues, complaints, incidents, and grievances relevant to this Standard against the organization or its business partners. The organization’s grievance mechanisms for external stakeholders shall:</p>	<p>Processes for:</p> <ul style="list-style-type: none"> - Inclusion of stakeholder representatives in mechanisms - Consideration of vulnerable groups in accessibility - Use of neutral third-parties in mechanisms - Coverage of concerns, incidents, complaints, and grievances raised by external stakeholders regarding the organization or its business partners - Provision of information in all relevant languages and accessible formats (visuals, oral explanation) for external stakeholders - Documentation of how external grievances are received, logged, and acknowledged

Criteria	Sample Indicators
<ul style="list-style-type: none"> • Be legitimate; accessible; predictable; equitable; transparent; dialogue-based; rights-compatible; and a source for continual improvement; • Maintain users' confidentiality; • Not result in retaliation against users, whether by the organization or other parties; and • Not result in loss of earnings for personnel participating in grievance procedures. 	<ul style="list-style-type: none"> - Issuing acknowledgment of receipt (unless anonymous) that includes a case number or reference ID - Entering of external grievances into a secure database or logbook, with restricted access - Assignment of severity levels to external grievances to support case prioritization - Conducting of investigations with involvement of stakeholder representatives where appropriate - Monitoring for signs of retaliation or intimidation against complainants - Definition of maximum timeframes for investigating and resolving external grievances - Recording of corrective actions, remedies provided, and follow-up steps taken in response to external grievances - Updates to stakeholders on progress and outcomes (unless complaint was anonymous) - Escalation pathways if grievances remain unresolved - Provision of multiple reporting channels, including: <ul style="list-style-type: none"> ○ Supervisor ○ Mobile app ○ Surveys ○ Email ○ Web-form ○ Mail ○ Physical box ○ Off-site physical box - Consideration of vulnerable groups in ensuring accessibility of external grievance channels - Use of neutral third-parties in external grievance handling, where appropriate - Communication of grievance-related metrics and data to external stakeholders in appropriate formats - Communication of improvements or changes made in response to grievances

Criteria	Sample Indicators
	<p>Metrics, such as:</p> <ul style="list-style-type: none"> - # of external grievances received - Average length of external grievance process - % satisfaction among external complainants with outcomes of grievance processes - % of external stakeholders who know how and where to submit a grievance - # of grievance submission channels available to external stakeholders - % of grievance channels and information materials available in relevant external stakeholder languages - % of external grievances acknowledged within required timeframe - % of total external grievances submitted anonymously - % of external grievances recorded correctly in the tracking system - % of external grievances investigated within defined timelines - % of external grievance cases escalated to senior management or external review - % of external grievances related to business partners - % of external grievances resolved within set deadlines - % of external complainants confirming they are satisfied with the resolution
<p>M9.5 – The organization shall engage in good faith with external grievance and remediation processes related to adverse human rights impacts and risks it caused, contributed to, or is directly linked to through its operations or business relationships.</p>	<p>Processes for:</p> <ul style="list-style-type: none"> - Adoption of a written policy committing to fair, timely, and respectful engagement with external grievance mechanisms - Definition of internal steps for responding when an external grievance is filed - Designation of a trained person (or team responsible for coordinating communication with external grievance bodies - Provision of requested documentation, records, and data to external grievance bodies within defined timelines

Criteria	Sample Indicators
	<ul style="list-style-type: none"> - Prohibition of delaying, restricting, or pressuring personnel or stakeholders from participating in external grievance or remediation processes - Participation in meetings, hearings, or mediation sessions organized by unions, regulators, or other relevant external bodies - Public communication of progress updates with the external grievance body and affected workers or stakeholders - Collaboration with external grievance bodies, unions, and NGOs to design remedies - Tracking of the effectiveness of remedies and provision of periodic reports to external grievance bodies - Participation in collaborative or sectoral remediation initiatives to help address systemic issues - Sharing of rationale behind positions taken in external processes publicly - After each external grievance, review of whether the organization’s participation met timeliness, transparency, and fairness commitments - Collection of feedback from unions, NGOs, and regulators on whether engagement was constructive - Maintenance of a record of external grievance cases and outcomes for institutional learning - Public disclosure of aggregated lessons learned from external grievance cases <p>Metrics, such as:</p> <ul style="list-style-type: none"> - % of external grievance inquiries acknowledged within the defined timeframe - Average # of days taken to provide substantive responses to external grievance bodies - % of external hearings or meetings attended by the organization when invited - % of requested documents and records provided to external grievance bodies within agreed timelines

Criteria	Sample Indicators
	<ul style="list-style-type: none"> - % of external grievance cases where the organization and the external grievance body reached an agreed remedy - % of external grievance cases where the organization provided a clear rationale for its stance or actions - % of external grievance cases where the organization and its business partners engaged in collaborative efforts to support remediation - Average duration from case opening to final resolution or closure
<p>M9.6 - The outputs of monitoring and grievance mechanisms shall result in actions (including changes to management systems, resources, and/or relationships) to:</p> <ul style="list-style-type: none"> a) Bring an end to adverse impacts; b) Prevent future adverse impacts; c) Mitigate risks; and d) Ensure remediation for individuals and groups affected by adverse impacts. 	<p>Processes for:</p> <ul style="list-style-type: none"> - Translation of monitoring findings or grievances into corrective/preventive action requests (CAPAs) with assigned owners and deadlines - Automatic escalation of severe or systemic findings to top management review - Linking of grievance and monitoring findings to the organizational risk register to update risk prioritization - Inclusion of worker representatives and relevant stakeholders in validating proposed actions and remedies - Immediate suspension of harmful practices once identified - Requirement of suppliers/partners linked to the harm to stop contributing practices take immediate steps to cease contributing practices, with documented commitments - Revision of organizational policies to address gaps revealed by grievances or monitoring - Integration of preventive controls (e.g., new approval workflows, safety equipment, automated payroll checks) - Targeted training for managers, supervisors, and workers to prevent recurrence of similar issues - Adjustment of job descriptions, KPIs, or performance reviews to reinforce preventive behaviours

Criteria	Sample Indicators
	<ul style="list-style-type: none"> - Adjustment of risk prioritization processes based on new findings from grievances or monitoring - Review of purchasing, contracting, and production practices to reduce systemic risks in the organization’s operations or supply chain - Maintenance of a log linking each grievance or monitoring finding to corrective, preventive, and remedial actions, with deadlines and status updates - Aggregation of outcomes and actions into reports for workers, management reviews, and, where relevant, public disclosures <p>Metrics, such as:</p> <ul style="list-style-type: none"> - % of monitoring findings and grievances linked to formal corrective, preventive, or remedial actions - % of high-severity cases escalated to top management or Social Performance Team(s) within defined timelines - # of times per year risk registers is updated with new findings from grievances or monitoring - % of corrective action plans reviewed or validated by worker representatives or affected stakeholders - % of confirmed adverse impacts fully ceased within the defined corrective-action period - % of cases where follow-up verification confirms harmful practices or conditions no longer occur - % of previously resolved impact areas where the same or similar issue recurs - Average # of days between identification of a severe impact and implementation of immediate containment measures - % of grievances or monitoring findings that led to changes in organizational procedures or policies - % of managers and supervisors trained on new preventive measures

Criteria	Sample Indicators
	<ul style="list-style-type: none"> - % decrease in repeat issues compared to previous monitoring periods - % of identified risk mitigation actions completed within timelines - Average monitoring interval in high-risk zones before and after mitigation measures - Average reduction in risk-severity scores after implementing mitigation measures - % of supplier or partner relationships modified to reduce systemic risks in the operations or supply chain - % of affected individuals or groups who received agreed remediation - Average number of days from confirmed grievance to delivery of the agreed remedy - % of complainants who report the remedy provided was fair and effective - % of remedies implemented jointly with business partners or external stakeholders - % of management reviews that include an analysis of actions and outcomes from M9.8 processes - % of actions that resulted in updates to training materials, systems, or risk-management processes - # of formal reviews per year assessing effectiveness of corrective and preventive actions

M10: Strategic Analysis, Review and Continual Improvement

Criteria	Sample Indicators
<p>M10.1 – The organization shall periodically review its performance against its objectives and this Standard. During its review, the organization shall assess, at minimum:</p> <p>a. Progress toward achieving its objectives;</p>	<p>Processes for:</p> <ul style="list-style-type: none"> - A formal review calendar (e.g., quarterly internal reviews and one annual comprehensive review) integrated with business planning and audit cycles - Management review agenda template that includes all required inputs - Assignment of a senior management representative to lead the review - Compiled data from monitoring (M9.1), grievance mechanisms (M9.3–M9.8), audits, risk assessments, and stakeholder feedback

Criteria	Sample Indicators
<p>b. Effectiveness of its planned and implemented actions and processes;</p> <p>c. Appropriateness and adequacy of planned and implemented actions, processes, and resources;</p> <p>d. Effectiveness of its management system; and</p> <p>e. Opportunities to improve its performance.</p>	<ul style="list-style-type: none"> - Maintenance of a live tracker comparing actual versus planned progress toward each SA8000 and organizational objective - Review of relevant performance metrics - Identification of reasons for missed targets (e.g., resource constraints, procedural weaknesses, external disruptions) - Updating of objectives and targets when goals are consistently unmet or achieved early, to ensure ongoing relevance - Evaluation of corrective, preventive and remedial actions implemented to determine whether they eliminated or reduced risks and impacts - Seeking of worker and stakeholder feedback to assess whether implemented actions were effective - Inclusion of representatives from HR, procurement, production, and worker committees to assess effectiveness from multiple perspectives - Assessment of whether financial, personnel, material, and information resources remain adequate to meet SA8000 and organizational objectives - Evaluation of whether personnel have the necessary competencies, training, and authority to carry out their responsibilities - Assessment of whether business partners' capacities align with mutual expectations and organizational commitments - Review of results from internal audits (M9.1), including nonconformities and recurring issues - Assessment of usage rates, trust levels, and effectiveness of grievance channels - Assessment of whether policies, processes, roles, and documentation remain aligned with the SA8000:2026 structure - Comparison of performance against external best practices and industry benchmarks

Criteria	Sample Indicators
	<ul style="list-style-type: none"> - Use of long-term data from grievances, audits, and KPIs to identify recurring issues or positive trends worth scaling - Maintenance of a log of all improvement opportunities, actions taken, and follow-up evaluations - Production of a signed management review summary report covering all required assessment points (a–e) with conclusions and next steps - Sharing of summarized review results and improvement commitments with personnel in accessible formats and languages - At the next review, assessment of whether actions decided in the previous meeting were completed and effective <p>Metrics, such as:</p> <ul style="list-style-type: none"> - % of planned management reviews completed within the scheduled timeframe - % of required participants (top management, worker representatives, key departments) who attended - % of reviews incorporating data from all required inputs - % of actions from the previous review confirmed as completed by the next review - % of management review reports that fully document required sections (a–e) - % of organizational and SA8000 objectives met or exceeded within the review period - % of unmet objectives analyzed for root causes and assigned corrective actions - % of objectives reviewed and updated to maintain alignment with risks, policies, and stakeholder priorities - % of corrective, preventive and remedial actions assessed as successful in eliminating or reducing identified issues - % of actions assessed as effective based on worker or external stakeholder feedback - % of monitored processes meeting defined performance targets or compliance thresholds

Criteria	Sample Indicators
	<ul style="list-style-type: none"> - % of issues recurring in subsequent reviews - % of departments reporting sufficient resources (personnel, budget, materials, information) for implementation - % of key roles assessed for competency gaps during the review - % of audit nonconformities closed before the management review - % of external audit findings previously identified through internal monitoring or audits - Number of new improvement opportunities identified per review - % of identified improvement opportunities implemented by the next review cycle - % of improvement actions incorporating new methods, technologies, or collaborative approaches - % of review conclusions resulting in concrete follow-up actions
<p>M10.2 – The organization shall incorporate information from multiple sources in its review, including as relevant:</p> <ul style="list-style-type: none"> a. Assessment and prioritization of risks; b. Monitoring processes; c. Internal and external grievance mechanisms and communication channels; d. Worker engagement and communication; e. Stakeholder complaints and concerns; 	<p>Processes for:</p> <ul style="list-style-type: none"> - A matrix listing all nine information sources (a–i), the departments responsible for collecting them, and the frequency with which each must be provided before every review - Provision of a pre-review checklist to ensure that all relevant reports (risk, audit, grievance, stakeholder, etc.) are compiled and summarized for management’s review pack - Facilitation of preparatory meetings among HR, H&S, procurement, compliance, worker representatives, and top management to interpret collected data before the formal review - Use of the latest risk register as a standing input to each management review - Review of new risks flagged since the last review, assessing severity, likelihood, and potential linkages to business operations - Inclusion of sector, country, and global human rights developments influencing the organization’s risk profile - Integration of results from M9.1–M9.2 monitoring processes into the review - Evaluation of whether monitoring processes are reliable and timely

Criteria	Sample Indicators
<p>f. Social dialogue and feedback from relevant tripartite and other binding agreements;</p> <p>g. Publicly available news and information sources;</p> <p>h. Internal and external audits; and</p> <p>i. External experts.</p>	<ul style="list-style-type: none"> - Review of statistics from internal and external grievance mechanisms – including type, frequency, resolution rates, and retaliation concerns - Correlation of grievance categories with monitoring and audit findings - Assessment of whether grievance and feedback channels are known, used, and trusted by workers and external stakeholders - Inclusion of minutes and recommendations from worker–management meetings, safety committees, and union or worker-representative dialogues - Presentation of results from periodic worker surveys (e.g., on rights, pay, safety, grievance confidence) to management - Summary of concerns raised by NGOs, customers, communities, and investors - Evaluation of whether the organization’s responses have improved stakeholder trust or reduced repeated concerns - Review of progress and compliance with CBAs and sectoral or tripartite agreements - Invitation of formal input from union representatives or worker associations before or during the review - Summary of news, NGO reports, and regulatory alerts relevant to labor, safety, and human rights in the organization’s operating regions - Review of how peer organizations or competitors are addressing similar risks or emerging issues - Identification of external trends that may require new risk assessments or updated objectives - Compilation of findings from internal audits, certification audits, and customer or government inspections - Review of closure rate and long-term effectiveness of actions taken in response to audit findings

Criteria	Sample Indicators
	<ul style="list-style-type: none"> - Invitation of external specialists to present independent findings or recommendations during reviews - Inclusion of third-party studies (e.g., wage assessments) as inputs - Maintenance of an expert advisory group that reviews management system effectiveness annually - Presentation of a consolidated table summarizing findings from all nine sources, identifying converging and diverging trends - Facilitation of structured discussions among leadership and worker representatives to interpret combined findings and decide on priority actions - Recording of agreed corrective, preventive, and improvement actions in the management review report, linked to responsible persons and follow-up timelines - After each review, assessment of whether the information sources used were sufficient and reliable, and adjustment of the data collection plan as needed <p>Metrics, such as:</p> <ul style="list-style-type: none"> - % of reviews that include data from at least five of the nine indicated information sources (a-i) - Average # of distinct information sources used per review cycle - % of review findings supported by more than one information source - % of information sources rated as reliable and up-to-date by review participants - % of reviews that resulted in updates to the organizational risk register - % of existing risks that changed priority level based on new information - % of audit findings already reflected in monitoring information prior to the review - % of reviews that include summary analysis of internal and external grievances - % of grievance-related findings leading to corrective, preventive or remedial actions

Criteria	Sample Indicators
	<ul style="list-style-type: none"> - # of times retaliation or confidentiality issues were discussed in the management review context - % of reviews that incorporate worker survey results or committee feedback - % of worker suggestions acted upon or addressed in management review outcomes - % of stakeholder complaints or concerns formally considered in the management review - # of external reports, media updates, or sector studies included per review - % of external alerts or trends that led to internal risk reassessment or the establishment of new objectives - # of times per year external experts or consultants are engaged to provide input to the management review - % of review decisions supported by evidence from multiple sources that resulted in concrete actions
<p>M10.3 – Outputs of this review shall:</p> <ul style="list-style-type: none"> a. Inform the organization’s periodic assessment and prioritization of risks and monitoring processes; b. Inform organizational strategy and decision making; and c. Lead to changes to organizational policies, resources, objectives, processes, and actions, as needed. 	<p>Processes for:</p> <ul style="list-style-type: none"> - Development of a structured report template summarizing conclusions, key findings, and decisions from each management review - Classification of review outputs into themes, such as risk management, performance, stakeholder feedback, system effectiveness, and improvement opportunities - Definition of how review outputs are shared internally and externally, as needed - After each review, updating of the risk register to reflect new findings, emerging risks, or shifting priorities identified in the review - Recalculation of risk ratings (severity and likelihood) based on evidence from the review - Adjustment of monitoring frequency, scope, or indicators to align with revised risks - Facilitation of structured sessions with leadership, worker representatives, and key departments to align management review results with business strategy - Incorporation of review findings into annual strategic and budget planning cycles

Criteria	Sample Indicators
	<ul style="list-style-type: none"> - Elevating serious social or human rights risks from the review to the organization’s highest decision-making body - Use of review insights to re-evaluate relationships with business partners, sectors, or sourcing regions - Updating of policies whenever review findings reveal misalignments or new risks - Adjustment of budgets, personnel, or infrastructure based on areas identified as under-resourced - Updating of organizational objectives (M6.1) to reflect new priorities, incorporating timelines and measurable targets - Modification of workflows or procedures based on evidence from the review - Integration of all post-review actions into the organization’s corrective, preventive and remedial action tracking system - Summarization of review outcomes and subsequent actions through worker briefings, committee meetings, and newsletters in accessible language - Tracking the alignment of management-review outputs with ESG disclosures or human-rights reporting frameworks <p>Metrics, such as:</p> <ul style="list-style-type: none"> - % of management review decisions that result in concrete follow-up actions, projects, or policy updates - % of post-review actions completed within assigned deadlines - % of implemented changes assessed as effective through follow-up monitoring or worker or stakeholder feedback - % of departments actively involved in implementing review outputs - % of new or modified risks identified directly from management review findings - % of monitoring indicators, frequencies, or methods updated based on review outcomes

Criteria	Sample Indicators
	<ul style="list-style-type: none"> - % of corporate or departmental strategies updated based on management review findings - % of strategic or operational decisions referencing information from management reviews - % of budgets reallocated to address priorities or deficiencies identified in the review - % of review findings discussed in board or senior leadership meetings - # or % of key policies revised as a result of management review outputs - % of organizational or SA8000 objectives updated following review discussions - % of review outputs that resulted in modified workflows, procedures, or digital tools - % of assigned actions completed by responsible managers within defined timelines - % of personnel who received communication on review outcomes or related improvements
<p>M10.4 – The organization shall demonstrate continual improvement of decent work performance and management systems in its operations and business relationships, including by:</p> <ul style="list-style-type: none"> a. Continually addressing risks across priority levels; b. Identifying and pursuing opportunities to improve working conditions beyond the requirements in this Standard; and c. Identifying and pursuing opportunities to increase worker and stakeholder involvement and integration in the organization’s management system. 	<p>Processes for:</p> <ul style="list-style-type: none"> - Inclusion of continual improvement as a core principle in the organization’s policy statement - Integrate continual improvement into annual planning, aligned with management reviews, risk assessments, and monitoring results - Establishment of a standing group (including worker representatives and managers) responsible for reviewing data, proposing improvements, and tracking progress - Maintenance of a log of improvement projects, actions, and innovations, categorized by risk reduction, workplace enhancement, and participation - Conversion of recurring or lower-priority risks into targeted preventive improvement projects, even when not yet materializing as nonconformities - Facilitation of Social Performance Team(s) to develop early interventions for emerging or lower-level risks before they escalate - Assessment of opportunities for enhancements that exceed minimum compliance requirements

Criteria	Sample Indicators
	<ul style="list-style-type: none"> - Comparison of performance against industry peers, global frameworks (e.g., ILO conventions, UNGPs), and SA8000 best practices - Creation of mechanisms that encourage personnel to propose workplace improvement ideas beyond legal or Standard requirements - Involvement of worker committees, unions, and external stakeholders directly in designing, implementing, and reviewing management system components - Facilitation of joint workshops where workers and managers review performance data, identify problems, and co-design improvement measures - Invitation of NGOs, community groups, and customers to periodic dialogues on performance, transparency, and risk management - Merging of corrective, preventive, and remedial action data with improvement opportunities to drive learning - Evaluation of the outcomes of improvement actions through worker and external stakeholder feedback, on-site inspections, and performance data trends - Maintenance of a documented record of all improvement initiatives, including their origin (risk, grievance, suggestion), scope, timeline, and measurable results - Inclusion of improvement outcomes and new opportunities as a standing agenda item in management reviews - Summarization of improvement results in internal updates and public reports - Requirement for top management sign-off on major improvement initiatives and their outcomes - Review of unsuccessful or delayed improvement projects to understand barriers and refine processes - Public acknowledgement of teams or individuals contributing to systemic improvement <p>Metrics, such as:</p>

Criteria	Sample Indicators
	<ul style="list-style-type: none"> - # of continual improvement initiatives launched or completed per year - % of proposed improvement actions successfully implemented within defined timelines - % of implemented improvements verified as effective through monitoring or feedback - % reduction in overall risk severity scores year-over-year - % of improvements targeting medium- and low-priority risks - # of improvement initiatives that exceed SA8000 or legal requirements - % of workers directly benefiting from improvements that exceed SA8000 or legal requirements - % of pilot projects or experimental improvements successfully adopted after evaluation - % of performance metrics that meet or exceed sector or best-practice benchmarks - % of improvement initiatives with active worker or worker representative involvement in design or decision-making - # of formal external stakeholder consultations or dialogues held annually related to improvement planning - % of worker or external stakeholder improvement suggestions implemented or tested - % decrease in repeated nonconformities, grievances, or audit findings year over year - % of total workforce involved in any improvement activity - % of senior leaders who participated in at least one improvement project per year - % advancement in management system maturity (based on internal or SA8000 maturity assessment tools) - Degree to which social performance improvements are linked to broader ESG or business strategy

Section 2: Performance

D1: Protection of Children and Young Workers

Criteria	Sample Indicators	Sample Indicators
<p>D1.1 - The organization shall respect the rights of children, including young workers.</p>	<p>Adherence to D1.2 - D1.5</p>	<p>Adherence to D1.2 - D1.5</p>
<p>D1.2 – The organization shall not employ children under 15 years of age (or under the age of compulsory schooling, if higher). Exceptions may be made where cases meet the definition of “Legally Working Child(ren)” in this Standard.</p>	<p>Processes for:</p> <ul style="list-style-type: none"> - Alignment of age requirements with job advertisements and related communications - Verification of personnel ages, including: <ul style="list-style-type: none"> o ID verification through government database o ID verification through physical processes o School records o Use of third-party verification services o Alternative methods where official records are not available - Verification of third-party recruitment agency policies and performance <p>Documents and Records, such as:</p>	<p>Adverse Impacts, such as:</p> <ul style="list-style-type: none"> - non-legal children working - young workers under minimum age - personnel under minimum age for job type <p>Sensory and Visual, including:</p> <ul style="list-style-type: none"> - Signage - Personnel appearing underage - Personnel refusing to engage or discuss - Personnel seen running away or leaving the work-related environments in haste <p>Verbal, such as:</p> <ul style="list-style-type: none"> - Personnel statements, including: <ul style="list-style-type: none"> o “My child comes and helps” o “They don’t let the young ones do heavy lifting” o “We are told not to ask how old they are”

Criteria	Sample Indicators	Sample Indicators
	<ul style="list-style-type: none"> - Policies addressing legal and other requirements, including: <ul style="list-style-type: none"> o Minimum age for regular personnel o Minimum age for young workers o Minimum age for legally working children - Job descriptions/advertisements, including <ul style="list-style-type: none"> o Ages specified - Personnel Agreements/Contracts - Personnel files - Publicly available data, such as: <ul style="list-style-type: none"> o School records o Medical records o Government records - Contract terms of non-employee personnel - HR manual/employee handbook - Production/shifts - Personnel attendance Metrics, such as: <ul style="list-style-type: none"> - % of job applicants with verified proof of age - % of personnel trained on legal minimum age and relevant processes - % of job advertisements or postings that clearly state minimum age requirements 	<ul style="list-style-type: none"> o “They go home early, because of school” o “No one asked how old I am” o “I just got hired, they never asked for my ID”

Criteria	Sample Indicators	Sample Indicators
	<ul style="list-style-type: none"> - % of agencies or recruiters assessed for compliance with age laws - % of personnel files that include verified documentation of date of birth - % of missing or incomplete ID records flagged and followed up before employment - % of business partners with policies and procedures for age verification - % of business partners assessed for minimum age compliance in the past year - # of instances of adverse impacts identified - Severity of adverse impacts identified 	
<p>D1.3 - The organization shall ensure that employment of young workers:</p> <ul style="list-style-type: none"> a. Protects the workers’ social, moral, and physical development and does not constitute a hazard to their general health and well-being; b. Is not so demanding as to undermine their educational attainment; 	<p>Processes for:</p> <ul style="list-style-type: none"> - Assignment of tasks appropriate to physical and cognitive development - Non-assignment of night work - Safe, clean, and ergonomic environments with proper lighting, ventilation, and protective equipment - Non-assignment to hazardous tasks, including: <ul style="list-style-type: none"> o Handling of chemicals o Heavy lifting - Use of flexible schedules that accommodate school or vocational training 	<p>Adverse Impacts, such as:</p> <ul style="list-style-type: none"> - young workers working in hazardous conditions - young workers working overtime - young workers working at night - young workers unable to regularly attend school or vocational programs - young workers making under wage for same adult position - young workers under minimum age - young workers working over 8 hours in a day - young workers engaged for more than 10 hours in a day including school, work, and transportation

Criteria	Sample Indicators	Sample Indicators
<p>c. Provides pay and benefits commensurate with those of adult workers in similar positions; and</p> <p>d. Does not exceed hours of work limitations, including:</p> <p>e. 8 hours work in any one day (or the legal maximum if less than 8 hours),</p> <p>f. 10 hours per day for school, work, and transportation combined (or the legal maximum if less than 10 hours), and</p> <p>g. Does not occur during night hours.</p>	<ul style="list-style-type: none"> - Skill-building programs, including tracking of skills development - Pairing of young-workers with experienced mentors or supervisors - Training of personnel to be empathetic and understanding of young workers - Opportunities for career development - Exposure to diversity of tasks - Opportunities to participate in organization processes - Health and safety training tailored to young workers - Engagement of parents or guardians - Counselling or support services - Recognition of achievements - Constructive feedback on performance <p>Documents and Records, such as:</p> <ul style="list-style-type: none"> - Personnel Agreements/Contracts - HR manual/employee handbook - Personnel files - Hours and Wages - Publicly available data, such as: <ul style="list-style-type: none"> o School records o Medical records o Government records 	<ul style="list-style-type: none"> - Young workers excluded from social protection benefits: <ul style="list-style-type: none"> o Health insurance o Accident coverage o Leave entitlements o Etc. <p>Sensory and Visual, including:</p> <ul style="list-style-type: none"> - Signage - Personnel appearing underage - Personnel refusing to engage or discuss - Personnel seen running away or leaving the work-related environments in haste - Personnel appearing young in hazardous environments or tasks - Personnel appearing young identified in multiple shifts <p>Verbal, such as:</p> <ul style="list-style-type: none"> - Personnel statements, including: <ul style="list-style-type: none"> o “The younger ones work just as hard and long as us” o “I don’t know who is a young worker or not” o “He got burned because no one told him the machine would be hot”

Criteria	Sample Indicators	Sample Indicators
	<ul style="list-style-type: none"> - Contract terms of non-employee personnel - Production/shifts - Personnel attendance <p>Metrics, such as:</p> <ul style="list-style-type: none"> - % of tasks assessed for risks to young workers - % of young worker participation in feedback or grievance mechanisms - % of young worker participation in support programs - % of relevant personnel knowledgeable of young worker policies and processes - # of instances of adverse impacts identified - Severity of adverse impacts identified - Average hours worked by young workers - Average hours of school, work, and transportation for young workers - Current wage of young workers 	<ul style="list-style-type: none"> o “They are small, so they go in the tight spaces” o “The young ones get yelled at the most” o “They don’t get breaks like us because they have extra energy”
<p>D1.4 – Where non-working children are present in work-related environments, the organization shall ensure:</p> <p>a. Protection from hazards and health risks;</p>	<p>Processes for:</p> <ul style="list-style-type: none"> - Designation of specific areas non-working children are allowed to be - Provision of personnel to ensure supervision of non-working children - Training and awareness raising for personnel on risks posed by and to non-working children 	<p>Adverse Impacts, such as:</p> <ul style="list-style-type: none"> - non-working children in non-designated work-related environments - unsupervised non-working children - designated work-related environments which do not provide protection from hazards - non-working children in production floor

Criteria	Sample Indicators	Sample Indicators
<p>b. Provision for basic needs appropriate to each child’s age (e.g., access to food, water, toilet facilities, etc.);</p> <p>c. Adequate and continuous adult supervision; and</p> <p>d. Non-interference with the organization’s processes.</p>	<p>Documents and Records, such as:</p> <ul style="list-style-type: none"> - HR manual/employee handbook, <ul style="list-style-type: none"> o Coverage of non-working children - Creche or on-site childcare - Visitor Log-Book - Registry of employee dependents - CC TV or security logs - Parent/guardian forms - Grievances/complaints <p>Metrics, such as:</p> <ul style="list-style-type: none"> - # of instances of adverse impacts identified - Severity of adverse impacts identified - # of H&S incidents involving non-working children - % of high-risk work-related environments with enforced child access controls 	<ul style="list-style-type: none"> - Inadequate spaces for non-working children <ul style="list-style-type: none"> o confinement o isolation o access to basic needs o etc. <p>Sensory and Visual, including:</p> <ul style="list-style-type: none"> - Signage - Children in hazardous work-related environments - Unsupervised children - Personnel housing <p>Verbal, such as:</p> <ul style="list-style-type: none"> - Personnel statements, including: <ul style="list-style-type: none"> o “His kid never leaves his side when he’s here” o “I have to bring him here; there is no-one to watch him at home” o “There used to be a creche, but now the kids just wander around” o “I don’t know where kids are supposed to be during my shift”
<p>D1.5 – The organization shall develop and implement effective management systems to meet or exceed the requirements and</p>	<p>To be developed...</p>	<p>To be developed...</p>

Criteria	Sample Indicators	Sample Indicators
principles associated with Protection of Children and Young Workers throughout its operations and business relationships...		

D2: Freedom of Association and the Right to Collective Bargaining

Criteria	Sample Indicators	Sample Indicators
D2.1 - The organization shall respect and recognize the rights of personnel to freely form, join, and participate in labor unions and other workers' organizations of their choosing and to bargain collectively.	Adherence to D2.2 - D2.9	Adherence to D2.2 - D2.9
D2.2 - The organization shall ensure personnel are informed of their rights to form, join, and participate in labor unions and other workers' organizations of their choosing without negative consequences or retaliation from the organization.	<p>Processes for:</p> <ul style="list-style-type: none"> - Contracts confirming that workers have the right to form and join trade union of their own choosing without any negative consequences - Communications confirming workers' rights and non-interference, including: <ul style="list-style-type: none"> o Training materials o Newsletters o Posters o Emails 	<p>Adverse Impacts, such as:</p> <ul style="list-style-type: none"> • Personnel are unaware of their FOA and union rights • Personnel not informed of rights • Personnel do not seek to form, join, or participate in unions • Personnel do not bargain collectively to their detriment • Personnel miss opportunities to benefit from union and other workers' organizations participation

Criteria	Sample Indicators	Sample Indicators
	<ul style="list-style-type: none"> ○ Employee Handbooks ○ On-boarding materials - Communications both digitally and in print - Sharing of union contact information where unions are present - Explicit statements prohibiting retaliation for forming, joining, or participating in unions or workers’ organizations - Communication of the organization’s neutrality and non-interference stance regarding union formation and participation <p>Documents and Records, such as:</p> <ul style="list-style-type: none"> - Job descriptions/advertisements - Personnel Agreements/Contracts - HR manual/employee handbook - Contract terms of non-employee personnel <ul style="list-style-type: none"> ○ Contractor adherence to contract terms - In cases where there is a recognized trade union: <ul style="list-style-type: none"> ○ Collective Bargaining Agreements ○ Other union agreements - Internal and external communications - Exit interviews - Termination records 	<p>Visual/Sensory, such as:</p> <ul style="list-style-type: none"> • Signage • Body language during worker/management interviews • Vocal/Verbal irregularities during worker/management interviews <p>Verbal, such as:</p> <ul style="list-style-type: none"> • Personnel statements, including: <ul style="list-style-type: none"> ○ “I didn’t know there was a union here” ○ “I think we aren’t allowed to join the union” ○ “What’s a union?” ○ “I heard you can get in trouble for talking about that” ○ “I don’t think anyone would know how to start one” ○ “I don’t think that’s for our industry” ○ “I wouldn’t want to get fired”

Criteria	Sample Indicators	Sample Indicators
	<p>-</p> <p>Metrics, such as:</p> <ul style="list-style-type: none"> - # of worker surveys conducted that include questions on FOA and union rights - % of personnel communications that cover FOA and union rights - % of the workforce participating in union or worker representative meetings - % of eligible workers voting in worker representative elections - # of FOA-related adverse impacts identified - Severity ratings of FOA-related adverse impacts identified - % of personnel who report being unaware of their FOA and union rights - % of personnel participating in unions and other workers' organizations 	
<p>D2.3 - The organization shall ensure that it does not interfere, either directly or through third parties, with the establishment, functioning, or administration of labor unions or other workers' organizations.</p>	<p>Processes for:</p> <ul style="list-style-type: none"> - Facilitation of confidential communication between workers and union representatives - Access for union representatives to meet with workers - Union participation in grievance processes - Union participation in SPT 	<p>Adverse Impacts, such as:</p> <ul style="list-style-type: none"> - Failures to elect unions - Workers uninformed about rights and process - Union representatives unable to access

Criteria	Sample Indicators	Sample Indicators
	<ul style="list-style-type: none"> - Agreement between trade union and management on non-interference - Union participation in organizational decision making processes - Union participation in disciplinary actions <p>Documents and Records, such as:</p> <ul style="list-style-type: none"> - Job descriptions and recruitment advertisements - Personnel Agreements/Contracts - HR manuals or employee handbooks - Contract terms for non-employee personnel - Contractor adherence to contract terms - Benefits or bonuses - Grievances - Promotions - Disciplinary actions - Internal and External Communications - Exit interviews - Minutes of election meetings, including <ul style="list-style-type: none"> o how the union representatives elected o How nominations for candidates sought and verified 	<ul style="list-style-type: none"> - Lack of protection from issues such as arbitrary dismissal and underpayment of wages - Discrimination against those engaged in union activities - Inability of unions and other workers' organizations to legally represent personnel in the organization and/or bargain collectively - Lack of personnel input into and participation of grievance and feedback systems - Personnel fear of management retaliation for participation <p>Visual/Sensory, such as:</p> <ul style="list-style-type: none"> - Signage - Body language during worker/management interviews - Vocal/Verbal irregularities during worker/management interviews <p>Verbal, such as:</p> <ul style="list-style-type: none"> • Personnel statements, including: <ul style="list-style-type: none"> o "I didn't know there was a union here" o "I think we aren't allowed to join the union"

Criteria	Sample Indicators	Sample Indicators
	<ul style="list-style-type: none"> ○ The election undertaken as a secret ballot without being overseen by the HR Director ○ Who organized ballot counting if there was a ballot <p>Metrics, such as</p> <ul style="list-style-type: none"> - # of instances of involving union representatives - % of workers covered by valid CBA(s). - # of communications covering union rights - Turnover rate of union affiliated personnel - Hiring rate of union affiliated personnel - Promotion rate of union affiliated personnel - # of instances of adverse impacts identified - Severity of adverse impacts identified 	<ul style="list-style-type: none"> ○ “I heard you can get in trouble for talking about that” ○ “I wouldn’t want to get fired” ○ “They tried in the past, but all of them got fired” ○ “I don’t want to lose my shifts” ○ “They said it would make things worse for us” ○ “I was called into the office after the union came” ○ “Management was taking pictures of our meeting” ○ “They stopped giving them overtime” ○ “They said we don’t need it because we have an open-door policy” ○ “The rep wasn’t allowed in” ○ “They said a meeting was against company policy” ○ “We aren’t allowed to put anything about unions on the bulletin board”
<p>D2.4 – The organization shall ensure that members of labor unions and other workers’ organizations, worker representatives, and any personnel engaged in organizing workers are not subjected to discrimination,</p>	<p>Processes for:</p> <ul style="list-style-type: none"> - Union participation in SPT processes - Union participation in organizational decision-making processes - Union participation in disciplinary actions 	<p>Adverse Impacts, such as:</p> <ul style="list-style-type: none"> - Lack of promotions, raises, training, or participation opportunities for personnel engaged with unions or other workers organizations

Criteria	Sample Indicators	Sample Indicators
<p>harassment, intimidation, or retaliation based on their labor union membership or activities.</p>	<ul style="list-style-type: none"> - Provisions in the labor contracts confirming that workers have the right to form and join trade union of their own choosing without any negative consequences and discrimination - Consideration of potential union-related bias in hiring, disciplinary actions, trainings, termination, and promotions - Independent oversight for actions involving union members <p>Documents and Records, such as:</p> <ul style="list-style-type: none"> - Job descriptions and recruitment advertisements - Personnel Agreements/Contracts - HR manual/employee handbook - Contract terms of non-employee personnel - Contractor adherence to contract terms - Benefits or bonuses - Grievances - Promotions - Disciplinary actions - Internal and External Communications - Exit interviews <p>Metrics, such as:</p>	<ul style="list-style-type: none"> - Lack of worker representatives present or willing to serve within the organization - Loss of roles and/or income for personnel engaged with unions or other workers' organizations - Lack of participation by personnel in grievance and/or feedback mechanisms <p>Visual/Sensory, such as:</p> <ul style="list-style-type: none"> - Signage - Body language during worker/management interviews - Vocal/Verbal irregularities during worker/management interviews <p>Verbal, such as:</p> <ul style="list-style-type: none"> • Personnel statements, including: <ul style="list-style-type: none"> ○ "I wouldn't want to get fired" ○ "They tried in the past, but all of them got fired" ○ "I don't want to lose my shifts" ○ "I was called into the office after the union came" ○ "They stopped giving them overtime" ○ "Ever since I joined the union, they don't talk to me"

Criteria	Sample Indicators	Sample Indicators
	<ul style="list-style-type: none"> - # of instances involving union representatives - % of workers covered by valid CBA(s). - # of communications covering union rights - Turnover rate of union affiliated personnel - Hiring rate of union affiliated personnel - Promotion rate of union affiliated personnel - # of instances of adverse impacts identified - Severity of adverse impacts identified 	<ul style="list-style-type: none"> o “I get poor performance reviews now that I’m in union” o “Right after she spoke at the union meeting, she was written up” o “I’m always getting picked on now” o “I’m not invite to team meetings anymore” o “They told me I can’t wear the union logo”
<p>D2.5 – The organization shall ensure that members of labor unions and other workers’ organizations, worker representatives, and any personnel engaged in organizing workers have fair access to members in work-related environments.</p>	<p>Processes for:</p> <ul style="list-style-type: none"> - Facilitation of confidential communication between workers and union representatives - Provision of access for union representatives to meet with workers - Provision of office or meeting space for union meetings - Union participation in grievance processes - Union participation in SPTs - Agreement between trade union and management on non-interference - Union participation in organizational decision-making processes - Union participation in disciplinary actions <p>Documents and Records, such as:</p>	<p>Adverse Impacts, such as:</p> <ul style="list-style-type: none"> - Lack of awareness and understanding of rights and of union and other workers’ organization processes - Lack of representation by unions or other workers’ organizations within the organization - Decreased engagement by personnel in both organization and union and other workers’ organizations processes - Decreased working conditions due to non-involvement of representatives of workers in organization processes <p>Visual/Sensory, such as:</p> <ul style="list-style-type: none"> - Signage

Criteria	Sample Indicators	Sample Indicators
	<ul style="list-style-type: none"> - Job descriptions and recruiting advertisements - Personnel Agreements/Contracts - HR manual/employee handbook - Contract terms for non-employee personnel - Contractor adherence to contract terms - Benefits or bonuses - Visitor log-books - Grievances - Promotions - Disciplinary actions - Internal and External Communications - Exit interviews - Minutes of election meetings, such as: <ul style="list-style-type: none"> o how the union representatives elected o How nominations for candidates were sought and verified o Confirmation that the election was conducted by secret ballot without oversight by the HR Director o Identification of who organized ballot counting, if a ballot was used <p>Metrics, such as:</p>	<ul style="list-style-type: none"> - Body language during worker/management interviews - Vocal/Verbal irregularities during worker/management interviews <p>Verbal, such as:</p> <ul style="list-style-type: none"> • Personnel statements, including: <ul style="list-style-type: none"> o “I didn’t know there was a union here” o “I think we aren’t allowed to join the union” o “I heard you can get in trouble for talking about that” o “Management was taking pictures of our meeting” o “The rep wasn’t allowed in” o “They said a meeting was against company policy” o “I’ve never met anyone from the union” o “I didn’t know we had a representative”

Criteria	Sample Indicators	Sample Indicators
	<ul style="list-style-type: none"> - # of meeting rooms booked by union representatives - # of visits by union representatives - # of PTO days issued for union activities - Rate of personnel attendance at union activities - # of adverse impacts identified - Severity of adverse impacts identified 	
<p>D2.6 - The organization shall conduct collective bargaining in good faith with worker representatives, unions, and other workers' organizations, if they so request.</p>	<p>Processes for:</p> <ul style="list-style-type: none"> - Formal recognition of unions and worker representatives - Establishing procedures which address bargaining, including: <ul style="list-style-type: none"> o Timelines o Participants o Communication methods o Sharing of information o Decision-making authority(ies) - Provision of necessary information to unions and worker representatives, including: <ul style="list-style-type: none"> o Financial data o Workforce statistics <p>Documents and Records, such as:</p> <ul style="list-style-type: none"> - Decision-making on proposals 	<p>Adverse Impacts, such as:</p> <ul style="list-style-type: none"> - Deterioration of working conditions - Lower pay for personnel - Increased working hours - Lack of representation by unions or other workers' organizations <p>Visual/Sensory, such as:</p> <ul style="list-style-type: none"> - Signage - Body language during worker/management interviews - Vocal/Verbal irregularities during worker/management interviews <p>Verbal, such as:</p> <ul style="list-style-type: none"> • Personnel statements, including:

Criteria	Sample Indicators	Sample Indicators
	<ul style="list-style-type: none"> - Meetings or negotiations, including: <ul style="list-style-type: none"> o Who attended o What was discussed o What was decided - HR manual/employee handbook - Visitor log-books - Grievances - Promotions - Disciplinary actions - Internal and External Communications, including: <ul style="list-style-type: none"> o Timings of requests for bargaining and response o Sharing of necessary information o Language to personnel around bargaining o Surveys to personnel Metrics, such as: - # of workers participating in negotiation meetings - # of negotiation meetings conducted - # of workers covered by the CBA - Duration of the CBA - Average response time to requests from union or worker representatives 	<ul style="list-style-type: none"> o “Every proposal we make is dismissed without reason” o “They said we can’t afford it, but didn’t show proof” o “I heard you can get in trouble for talking about that” o “They implement things before we even finish talking about them” o “They told us not to listen to the union—they’re just trying to cause problems” o “It’s been months and we’re still stuck on the same issues” o “After the meeting, I stopped getting shifts”

Criteria	Sample Indicators	Sample Indicators
	<ul style="list-style-type: none"> - % of proposals responded to from unions or worker representatives - Average response time to information requests from unions or worker representatives 	
<p>D2.7 – Where a sectoral collective bargaining agreement exists, the organization shall respect and fulfil its obligations under the agreement. This does not preclude additional collective bargaining by labor unions or other workers’ organizations at the organization level, so long as such agreements are more beneficial to workers than any sectoral agreements in place.</p>	<p>Processes for:</p> <ul style="list-style-type: none"> - Assessment of which clauses of sectoral agreements are mandatory, which allow enterprise-level enhancements, and whether any deviations require union approval or legal registration - Alignment of departmental requirements with the sectoral bargaining agreement (SBA) - Alignment of organizational wage tables with the sectoral bargaining agreement (SBA) - Use of cross-functional worker-manager teams to implement sectoral agreement requirements <p>Documents and Records, such as:</p> <ul style="list-style-type: none"> - Sectoral collective bargaining agreement(s) - Job descriptions and recruitment advertisements - Personnel Agreements/Contracts 	<p>Adverse Impacts, such as:</p> <ul style="list-style-type: none"> - Decreased working conditions - Lower pay for personnel - Higher working hours - Lack of representation by unions or other workers’ organizations - Pay disparities compared to signatory companies covered by the sectoral agreement <p>Visual/Sensory, such as:</p> <ul style="list-style-type: none"> - Signage - Body language during worker/management interviews - Vocal/Verbal irregularities during worker/management interviews <p>Verbal, such as:</p> <ul style="list-style-type: none"> • Personnel statements, including: <ul style="list-style-type: none"> ○ “I don’t know how they calculate wages, its different every time”

Criteria	Sample Indicators	Sample Indicators
	<ul style="list-style-type: none"> - Payroll - HR manual/employee handbook - Contract terms for non-employee personnel - Contractor adherence to contract terms - Benefits or bonuses - Internal and External Communications - Exit interviews <p>Metrics, such as:</p> <ul style="list-style-type: none"> - % of job roles classified according to SBA wage scales - % of workers receiving at least the SBA minimum wage for their classification - % of overtime hours compensated at correct SBA rates - % of employees receiving paid sick, vacation, or parental leave as required under the SBA - # of violations related to breaks or rest periods - % of workers enrolled in social security, pension, or insurance schemes as required under the SBA - # of SBA-related posters, informational materials, or trainings provided 	<ul style="list-style-type: none"> ○ “We never get paid overtime like other companies do” ○ “If you ask for a day off, they cut your wages” ○ “I think we are supposed to get medical insurance, but I’ve never seen it” ○ “I didn’t know we had a union agreement”

Criteria	Sample Indicators	Sample Indicators
	<ul style="list-style-type: none"> - # of grievances related to SBA terms that were filed, upheld, and resolved 	
<p>D2.8 - The organization shall ensure that workplace consultation committees, including social performance teams, and other worker groups do not interfere with the establishment, functioning, or administration of labor unions and other workers' organizations or with collective bargaining.</p>	<p>Processes for</p> <ul style="list-style-type: none"> - Restriction of committee roles and decisions-making where activities might infringe on union rights - Inclusion of relevant legal frameworks and/or union agreements in committee terms of reference - Inclusion of union members and worker representatives in committee structures or activities - Union review of committee outputs or decisions <p>Documents and Records, such as:</p> <ul style="list-style-type: none"> - HR manual/employee handbook - Committee meeting minutes - Committee terms of reference - Top management meeting minutes - Internal and External Communications - Exit interviews <p>Metrics, such as:</p>	<p>Adverse Impacts, such as:</p> <ul style="list-style-type: none"> - Failure to elect unions - Workers uninformed about rights and process - Union representatives unable to access - Lack of protection from issues such as arbitrary dismissal and underpayment of wages - Discrimination against those engaged in union activities - Inability of unions and other workers' organizations to legally represent personnel in the organization and/or bargain collectively - Lack of personnel input into and participation of grievance and feedback systems - Personnel fear of management retaliation for union participation or engagement with worker organizations <p>Verbal, such as:</p> <ul style="list-style-type: none"> - Personnel statements, including: <ul style="list-style-type: none"> o "They told us we couldn't tell the union what we discussed"

Criteria	Sample Indicators	Sample Indicators
	<ul style="list-style-type: none"> - % of committee meeting outcomes shared with the union - % of committee meetings attended by the union 	<ul style="list-style-type: none"> o “They always meet when the union can’t make it”
D2.9 – The organization shall develop and implement effective management systems to meet or exceed the requirements and principles associated with Freedom of Association and the Right to Collective Bargaining throughout its operations and business relationships...	To be developed...	To be developed...

D3: Free and Fair Recruitment, Employment and Termination

Criteria	Sample Indicators	Sample Indicators
D3.1 - The organization shall respect the rights of personnel and applicants to free and fair recruitment, employment, and termination.	Adherence to D3.2-D3.13	Adherence to D3.2-D3.13
D3.2 - The organization shall ensure that personnel and applicants understand and voluntarily agree to	Processes for:	Adverse Impacts, such as:

Criteria	Sample Indicators	Sample Indicators
<p>the applicable terms and conditions of recruitment, employment, and termination, including through:</p> <p>a. Use of accessible and understandable language(s) and communication methods;</p> <p>b. Clear, accurate, and comprehensive description of relevant processes, details of the role, and work conditions;</p> <p>c. Clear, accurate, and comprehensive working agreement; and</p> <p>d. Clear, accurate, and comprehensive description of living conditions where relevant.</p>	<ul style="list-style-type: none"> - Provision of an offer letter detailing terms and conditions - Provision of employment contract in advance of signing - Pre-employment orientation covering terms and conditions - Use of witnesses or monitors in high-risk contexts - A post-arrival interview - An “exit” interview - Provision of terms and conditions information in language(s) understood by personnel <p>Documents and Records, such as:</p> <ul style="list-style-type: none"> - HR manual/employee handbook - On-boarding materials - Job descriptions/advertisements - Personnel Agreements/Contracts - Payroll - Contract terms of non-employee personnel - Contractor adherence to contract terms - Benefits or bonuses - Internal and External Communications - Exit interviews 	<ul style="list-style-type: none"> - Worse working conditions than expected/agreed to, including: <ul style="list-style-type: none"> o nature of the job o location of the job o employer o pay or benefits o quantity of work o social security coverage o access to education o living conditions o frequency of visits to or by family o Immigration status/prospects in destination country <p>Visual/Sensory, such as:</p> <ul style="list-style-type: none"> - Signage - Body language during worker/management interviews - Vocal/Verbal irregularities during worker/management interviews - Personnel performing tasks inconsistent with job descriptions - Silence in common areas <p>Verbal, such as:</p> <ul style="list-style-type: none"> - Personnel Statement, Including:

Criteria	Sample Indicators	Sample Indicators
	<p>Metrics, such as:</p> <ul style="list-style-type: none"> - % of personnel with written contracts - % of applicants who receive orientation information - % of policy or term changes formally acknowledged by affected personnel - % of terms and conditions covered in contracts/agreements - # of languages that contracts and onboarding information are provided in 	<ul style="list-style-type: none"> ○ “I don’t know how much I’m supposed to be paid.” ○ “I never got a contract.” ○ “They didn’t explain the rules when I started.” ○ “I didn’t know we have to work weekends too.” ○ “I signed some papers, but I don’t know what they said.” ○ “Nobody told me about the grievance process.” ○ “I didn’t get a copy of my contract.” ○ “If I want to see my contract, I have to ask the supervisor.” ○ “They said I had to sign or I wouldn’t get the job.” ○ “I was promised different work before I came.” ○ “I thought the probation period was 1 month, but they say it’s 3.” ○ “I thought I would have a private room, but I have to share with 3 others.”
<p>D3.3 - The organization shall clearly communicate to affected personnel in advance any changes to their terms and conditions of employment or</p>	<p>Processes for:</p> <ul style="list-style-type: none"> - Provision of an offer letter detailing terms and conditions 	<p>Adverse Impacts, such as:</p> <ul style="list-style-type: none"> - Worse working conditions than expected/agreed to, including:

Criteria	Sample Indicators	Sample Indicators
<p>termination, with sufficient time for personnel to make alternative arrangements if desired.</p>	<ul style="list-style-type: none"> - Provision of employment contract in advance of signing - Pre-employment orientation covering terms and conditions - Use of witnesses or monitors in high-risk contexts - A post-arrival interview - An “exit” interview - Updating personnel contracts, such as: <ul style="list-style-type: none"> o Required lead time o Communication with affected personnel <p>Documents and Records, such as:</p> <ul style="list-style-type: none"> - HR manual/employee handbook - On-boarding materials - Job descriptions/advertisements - Personnel Agreements/Contracts - Updated contracts with personnels’ signatures - Payroll - Contract terms of non-employee personnel - Contractor adherence to contract terms - Benefits or bonuses - Internal and External Communications - Exit interviews 	<ul style="list-style-type: none"> o nature of the job o location of the job o employer o quantity of work o social security coverage o access to education o living conditions o frequency of visits to or by family o Immigration status/prospects in destination country <p>Visual/Sensory, such as:</p> <ul style="list-style-type: none"> - Signage - Body language during worker/management interviews - Vocal/Verbal irregularities during worker/management interviews - Personnel performing tasks inconsistent with job descriptions - Silence in common areas <p>Verbal, such as:</p> <ul style="list-style-type: none"> - Personnel Statement, Including: <ul style="list-style-type: none"> o “I don’t know how much I’m supposed to be paid.” o “I never got a contract.”

Criteria	Sample Indicators	Sample Indicators
	<p>Metrics, such as:</p> <ul style="list-style-type: none"> - % of personnel with written contracts - % of applicants who receive orientation information - % of policy or term changes formally acknowledged by affected personnel 	<ul style="list-style-type: none"> ○ “They didn’t explain the rules when I started.” ○ “I didn’t know we have to work weekends too.” ○ “I signed some papers, but I don’t know what they said.” ○ “Nobody told me about the grievance process.” ○ “I didn’t get a copy of my contract.” ○ “If I want to see my contract, I have to ask the supervisor.” ○ “They said I had to sign or I wouldn’t get the job.” ○ “I was promised different work before I came.” ○ “I thought the probation period was 1 month, but they say it’s 3.” ○ “I started in one job but was moved to another without warning.” ○ “They changed my hours and said I had to accept it or I would be fired.”
<p>D3.4 - The organization shall ensure that personnel and applicants have freedom of movement in recruitment,</p>	<p>Processes for:</p> <ul style="list-style-type: none"> - Non-restriction of access to toilets - Un-restricted 24/7 access to lockers for personnel 	<p>Adverse Impacts, such as:</p> <ul style="list-style-type: none"> - Confinement during recruitment or employment

Criteria	Sample Indicators	Sample Indicators
<p>employment, and termination, including:</p> <p>a. Continuous access to identification and other important documents;</p> <p>b. Voluntary, non-excessive overtime, where applicable;</p> <p>c. Freedom from threats, ransoms, or holds against persons, wages, or property;</p> <p>d. Reasonable physical autonomy and movement in work-related environments; and</p> <p>e. Freedom to transfer their skills and knowledge to new employment without undue restriction.</p>	<ul style="list-style-type: none"> - Un-restricted 24/7 access to transportation for personnel in employer-provided housing - Un-restricted 24/7 access to dormitories for personnel and their guests - Review of CCTV and entry/exit logs - Support services for employment transfer for migrant personnel - Prohibition on holding original identity and other important personnel documents - Voluntary overtime - Prevention of excessive overtime (D4.4) <p>Documents and Records, such as:</p> <ul style="list-style-type: none"> - HR manual/employee handbook - On-boarding materials - Personnel Agreements/Contracts - Payroll - Contract terms of non-employee personnel - Contractor adherence to contract terms - CCTV and entry/exit logs - Disciplinary records - Benefits or bonuses - Internal and External Communications - Non-compete agreements 	<ul style="list-style-type: none"> - Denunciation to authorities used as threat/punishment - Confiscation of identity papers or travel documents - Holding of identity papers or travel documents - Forced overtime - Forced to work “on call” (day and night) - Induced addiction to drugs or alcohol; forced to take drugs/alcohol - Being locked in workplace, living quarters, or other work-related environment - Withholding assets (e.g., wages, deposits, or other) - Inability to resign after training or other benefit paid by employer - Inability to resign at will (in accordance with legal requirements) - Forced to continue working while waiting for owed wages - Salaries regularly delayed, withheld or delivered late - Migrant workers forced to stay in location of work waiting for wages - Migrant workers forced to stay in location of work longer than agreed

Criteria	Sample Indicators	Sample Indicators
	<ul style="list-style-type: none"> - Log of receipt and return dates/times for identity documents collected for necessary processing <p>Metrics, such as:</p> <ul style="list-style-type: none"> - % of toilet requests denied - % of transportation requests denied - % of exit requests denied - Average length of holding time for identity and other important documents - % of personnel with restrictive non-compete agreements - Frequency of personnel toilet breaks - % of personnels' time spent in work-related environments - % of personnel working overtime - Avg. number of overtime hours worked per person 	<ul style="list-style-type: none"> - Personnel transferred to another employer without their consent - Forced to work when sick or injured - Forced to perform hazardous tasks without protection - Limited freedom of movement outside workplace (e.g., intimidating security personnel) - Limited freedom of movement inside the workplace (e.g., restricted access to restrooms, drinking water, personal belongings) - Inability to practice own religion - Limited or mediated access to work-provided lockers/storage for personal items (e.g., limiting access to specific days/times, requiring management approval or documentation) - In/out access to employer-provided housing restricted (e.g., curfews, check-in/out procedures) - Inability to leave work during meal periods and after work hours - Loss of opportunity in other employment - Use of prison labor <p>Visual/Sensory, such as:</p> <ul style="list-style-type: none"> - Signage

Criteria	Sample Indicators	Sample Indicators
		<ul style="list-style-type: none"> - Body language during worker/management interviews - Vocal/Verbal irregularities during worker/management interviews - Locked doors or gates - Escorts or guards - Obstructed exists - CCTV in private areas - Bars or grills on windows <p>Verbal, such as:</p> <ul style="list-style-type: none"> - Personnel Statements, including: <ul style="list-style-type: none"> o “We have to ask permission to get our IDs.” o “There’s a guard at the door and we have to explain why we’re leaving.” o “They only open the gate during certain hours.” o “There’s a curfew—we can’t go out after 8 p.m.” o “They won’t give us the key to our room.” o “They said I’d be blacklisted if I leave early.” o “We were told we can’t change employers.”

Criteria	Sample Indicators	Sample Indicators
		<ul style="list-style-type: none"> ○ “People who try to leave get in trouble.” ○ “We’re afraid to say anything—they’re always watching.” ○ “The recruiter said I’d lose my deposit if I leave.” ○ “The overtime hours are required; I was told I would be punished if I did not keep working.” ○ “When I am too tired to continue working, they make me take something to keep me awake.”
<p>D3.5 - The organization shall ensure personnel and applicants are free from financial burden related to recruitment, employment, and termination, including:</p> <ul style="list-style-type: none"> a. Debt bondage; b. Financial penalty; c. Fees; d. Theft or forfeiting of wages; and e. Exploitative piece-rate systems. 	<p>Processes for:</p> <ul style="list-style-type: none"> - Labor cost-sharing schemes with business partners - Reimbursement of any fees paid by personnel in getting employment - Use of IRIS-certified labor recruiters - Use of direct hiring processes - Use of post-employment surveys - Use of piece-rate pay tied to personnel performance and non-overtime hours - Loans and advances (e.g., limited use, specified time for repayment, low interest rates, not tied to continued employment) 	<p>Adverse Impacts, such as:</p> <ul style="list-style-type: none"> • Loss of resources spent procuring employment • Personnel born/descended into debt to employer (bondage) • Recruitment linked to debt (advance/loan) • Financial penalties (e.g., fines, wage deductions) • Induced or inflated indebtedness (by falsification of accounts, inflated prices for goods/services purchased, reduced value of goods/services produced, excessive interest rate on loans, etc.) • Multiple dependency on employer (jobs for relatives, housing, etc.)

Criteria	Sample Indicators	Sample Indicators
	<p>Documents and Records, such as:</p> <ul style="list-style-type: none"> - HR manual/employee handbook - On-boarding materials - Personnel Agreements/Contracts - Payroll - Reimbursement logs - Contract terms of non-employee personnel - Contractor adherence to contract terms - Disciplinary actions/deductions - Internal and External Communications <p>Metrics, such as:</p> <ul style="list-style-type: none"> - % of personnel with debt - % of debt related to their recruitment or employment process - % of contracts with no fee language - Average time for reimbursement of fees - % of personnel receiving full reimbursement of fees - # of personnel with active loans/advances from organization - % of personnel that are migrant workers 	<ul style="list-style-type: none"> • Working for undetermined period to pay off outstanding debt or wage advance • Recruitment as collateral for a loan given to parents/relatives • Recruitment of children/young workers as part of contract with parent/relative • Recruitment in exchange for cash advance to family/relative • Food, clothing, housing provided in lieu of wage • Charging of fees during recruitment process <ul style="list-style-type: none"> ○ e.g., for medical exams • Late or non-reimbursement of recruitment fees and related costs <ul style="list-style-type: none"> ○ Transportation ○ Attaining and renewing work permits ○ Other employment-related fees <p>Visual/Sensory, such as:</p> <ul style="list-style-type: none"> • Signage • Body language during worker/management interviews • Vocal/Verbal irregularities during worker/management interviews • Personnel not eating during breaks • Payday lines or wage distribution by hand

Criteria	Sample Indicators	Sample Indicators
		<ul style="list-style-type: none"> • Multiple family members working for same employer <p>Verbal, such as:</p> <ul style="list-style-type: none"> • Personnel Statements, Including: <ul style="list-style-type: none"> ○ “I’m still paying off the job.” ○ “I had to borrow money to get here.” ○ “The agent took one month’s pay.” ○ “They promised a better wage, but I’m stuck now.” ○ “I don’t say anything because I still owe money.” ○ “They said I’d get the money back, but that was last year.” ○ “They said I’d earn more than I actually do.” ○ “If we don’t pay, the agent won’t call us for work again.” ○ “I’m working to pay off my parents’ debt”
<p>D3.6 - The organization shall ensure that fees and costs related to recruitment, employment, and termination are not borne, in whole or in part, by personnel or applicants.</p>	<p>Processes for:</p> <ul style="list-style-type: none"> - Labor cost-sharing schemes with business partners - Reimbursement of any fees paid by personnel in getting employment 	<p>Adverse Impacts, such as:</p> <ul style="list-style-type: none"> • Recruitment and related costs borne by workers, including: <ul style="list-style-type: none"> ○ Transportation ○ Attaining and renewing work permits

Criteria	Sample Indicators	Sample Indicators
	<ul style="list-style-type: none"> - Use of IRIS-certified labor recruiters - Use of direct hiring processes - Use of post-employment survey - Use of piece-rate pay tied to personnel performance and non-overtime hours <p>Documents and Records, such as:</p> <ul style="list-style-type: none"> - HR manual/employee handbook - On-boarding materials - Personnel Agreements/Contracts - Payroll - Reimbursement logs - Contract terms of non-employee personnel - Contractor adherence to contract terms - Disciplinary actions/deductions - Internal and External Communications <p>Metrics, such as:</p> <ul style="list-style-type: none"> - % of personnel with debt - % of debt related to their recruitment or employment process - % of contracts with no fee language - Average time for reimbursement of fees - % of personnel receiving full reimbursement of fees - % of personnel that are migrant workers 	<ul style="list-style-type: none"> o Other employment-related fees • Long-term debt • Debt bondage • Reduced take-home pay • Reduced ability to bargain on terms of employment or provide feedback on working conditions • Reduced ability to provide resources to families of personnel <p>Visual/Sensory, such as:</p> <ul style="list-style-type: none"> - Signage - Body language during worker/management interviews - Vocal/Verbal irregularities during worker/management interviews <p>Verbal, such as:</p> <ul style="list-style-type: none"> - Personnel Statements, Including: <ul style="list-style-type: none"> o “I’m still paying off the job.” o “I had to borrow money to get here.” o “The agent took one month’s pay.” o “They promised a better wage, but I’m stuck now.” o “I don’t say anything because I still owe money.”

Criteria	Sample Indicators	Sample Indicators
		<ul style="list-style-type: none"> ○ “They said I’d get the money back, but that was last year.” ○ “They said I’d earn more than I actually do.” ○ “If we don’t pay, the agent won’t call us for work again.”
<p>D3.7 - The organization shall ensure personnel and applicants are free from harassment and intimidation in recruitment, employment, and termination, including:</p> <ul style="list-style-type: none"> a. Physical and sexual violence; b. Threats to self or others; and c. Psychological and emotional violence. 	<p>Processes for:</p> <ul style="list-style-type: none"> - Establishment of a peer witness network of non-managerial personnel trained on monitoring, providing support to victims, interventions, and accompanying them during complaints or grievances. - Establishment of post-shift debriefs or checkpoints - Third-party systems specifically for addressing harassment and intimidation and the related impacts - Training for managers on appropriate forms of discipline and motivation - Strict disciplinary consequences for any personnel found to have harassed or intimidated other personnel <p>Documents and Records, such as:</p> <ul style="list-style-type: none"> - HR manual/employee handbook 	<p>Adverse Impacts, such as:</p> <ul style="list-style-type: none"> - Sexual violence, including forced to engage in sexual acts - Physical violence - Psychological and emotional violence - Displays of violence/punishment in front of personnel - Violence against family members or other loved ones (or threats thereof) - Other forms of punishment (deprivation of food, water, sleep; extra work; financial penalties; imposition of worse working conditions; dismissal; exclusion from loans, etc.) - Exclusion of family members from access to loans - Removal of rights and privileges (incl. promotion) - Withholding of assets (incl. wages)

Criteria	Sample Indicators	Sample Indicators
	<ul style="list-style-type: none"> - On-boarding materials - Personnel Agreements/Contracts - Contract terms of non-employee personnel - Contractor adherence to contract terms - Disciplinary actions - Legal proceedings - Housing logs - Grievance logs - Internal and External Communications - Disciplinary proceedings <p>Metrics, such as:</p> <ul style="list-style-type: none"> - % of reported incidents investigated within defined timeframes - % of substantiated harassment cases that resulted in corrective action - # of repeat incidents or offenders - # of reported/identified incidents 	<ul style="list-style-type: none"> - Threats of violence - Intimidation - Threats against family - Threats of exclusion from future employment or exclusion of family from future employment - Blackmail - Religious retribution - Threats of dismissal - Gender-based violence and harassment - Reduced ability to bargain on terms of employment or provide feedback on working conditions - Reduced ability to provide resources to families of personnel <p>Visual/Sensory, such as:</p> <ul style="list-style-type: none"> - Signage - Body language during worker/management interviews - Vocal/Verbal irregularities during worker/management interviews - Interactions between management and workers - Public discipline - Lack of private spaces for workers

Criteria	Sample Indicators	Sample Indicators
		<ul style="list-style-type: none"> - Inappropriate images, jokes, or graffiti in common areas (especially locker rooms or restrooms) - Yelling or shouting <p>Verbal, such as:</p> <ul style="list-style-type: none"> - Personnel Statements, including: <ul style="list-style-type: none"> o “He touches me even when I tell him not to.” o “They call us names when we make mistakes.” o “Sometimes they throw things at us when they’re angry.” o “If you make a mistake, they shout in front of everyone.” o “One worker complained, and now she gets the worst jobs.” o “You have to get used to it if you want to work here.” o “It’s just jokes—they don’t mean anything.” o “We try not to work on the same shift as him.” o “It’s uncomfortable, but I need the job.”

Criteria	Sample Indicators	Sample Indicators
<p>D3.8 - The organization shall ensure that disciplinary policies and practices:</p> <ul style="list-style-type: none"> a. Are clearly communicated to personnel upon their hiring; b. Are applied consistently and fairly across the organization; and c. Are clearly documented and communicated to involved personnel. 	<p>Processes for:</p> <ul style="list-style-type: none"> - Disciplinary practices are progressive (aimed at correction, not punishment) - Requirement for documentation of disciplinary actions, including documentation of: <ul style="list-style-type: none"> o Policy and Acknowledgment Documents o Incident and Complaint Reports o Investigation Records o Disciplinary Action Documentation o Corrective and Remedial Measures o Appeals and Review Records o Communication Logs o Case Closure and Follow-Up o Disciplinary History and Data Access - Establishment of a representative disciplinary review committee - Union members permitted to be present during disciplinary actions upon request - Decision-making matrix that is communicated to all personnel - Appeals process - Anonymous secondary review for decisions 	<p>Adverse Impacts, such as:</p> <ul style="list-style-type: none"> • Discrimination • Reduced ability to bargain on terms of employment or provide feedback on working conditions • Lower trust in communication systems • Retaliatory discipline • Lack of understanding and awareness by personnel of disciplinary practices • Reduced pay <p>Visual/Sensory, such as:</p> <ul style="list-style-type: none"> - Signage - Body language during worker/management interviews - Vocal/Verbal irregularities during worker/management interviews - Interactions between management and workers - Public discipline <p>Verbal, such as:</p> <ul style="list-style-type: none"> - Personnel statements, including: <ul style="list-style-type: none"> o “Only the newer workers get written up.”

Criteria	Sample Indicators	Sample Indicators
	<ul style="list-style-type: none"> - Embedding “bias-checks” at relevant decision points - Provision of a “worker-advocate” for personnel in the process <p>Documents and Records, such as:</p> <ul style="list-style-type: none"> - HR manual/employee handbook - On-boarding materials - Personnel Agreements/Contracts - Contract terms of non-employee personnel - Contractor adherence to contract terms - Payroll - Bonuses and Benefits - Disciplinary actions - Internal and External Communications <p>Metrics, such as:</p> <ul style="list-style-type: none"> - Variance in disciplinary action by department, gender, or nationality - Repeat disciplinary actions involving the same supervisor or team - Average time from incident report to resolution of disciplinary case - # of retaliation claims following disciplinary action - % of disciplinary decisions appealed 	<ul style="list-style-type: none"> ○ “If the supervisor doesn’t like you, they’ll find a reason to punish you.” ○ “They never explain why you’re being disciplined.” ○ “I wasn’t allowed to bring someone with me to the meeting.” ○ “I didn’t get anything in writing.”

Criteria	Sample Indicators	Sample Indicators
<p>D3.9 - The organization shall ensure that its terms and conditions of work, including location, provision of housing, provision of private communication channels, available transportation, work schedule, and others do not unduly isolate personnel.</p>	<p>- % of disciplinary actions reversed on appeal</p> <p>Processes for:</p> <ul style="list-style-type: none"> - Provision of shared and inclusive spaces for personnel - Assignment of peer “buddies” or team mentors - Facilitation of worker-led activities, such as safety groups, grievance committees, or cultural events - Translation of key documents, policies, signs, and orientation materials - Provision of inclusive common areas and access to communication (Wi-Fi, phones, recreation) in provided housing - Transportation after work hours for personnel in employer-provided housing <p>Documents and Records, such as:</p> <ul style="list-style-type: none"> - HR manual/employee handbook - On-boarding materials - Personnel Agreements/Contracts - Contract terms of non-employee personnel - Contractor adherence to contract terms - Personnel demographics - Schedules 	<p>Adverse Impacts, such as:</p> <ul style="list-style-type: none"> - Exclusion from community and social life - Limited freedom of movement - Limited freedom of communication - Degrading living conditions - Confiscation of mobile phones - Constant surveillance <p>Visual/Sensory, such as:</p> <ul style="list-style-type: none"> - Signage - Body language during worker/management interviews - Vocal/Verbal irregularities during worker/management interviews - Personnel standing alone - Isolated work areas - Separated break areas - Personnel eating alone - Silence in common areas - Intimidating security presence <p>Verbal, such as:</p> <ul style="list-style-type: none"> - Personnel Statements, including: <ul style="list-style-type: none"> o “I work alone most of the time.”

Criteria	Sample Indicators	Sample Indicators
	<ul style="list-style-type: none"> - Housing - Internal and External Communications <p>Metrics, such as:</p> <ul style="list-style-type: none"> - % of personnel in isolated roles (e.g., night shifts, off-site, single-worker jobs) - % of new hires paired with peer buddies or mentors - % of personnel attending team meetings or briefings (across all shifts) - % of personnel with access to communal break areas or canteens - % of personnel with access to mobile phones, Wi-Fi, or other communication tools (especially in employer-provided housing) - % of lone personnel incidents or safety concerns reported - Turnover rate among personnel in isolated roles or shifts - % of isolated workstations with regular supervisor walk-throughs or safety check-ins - # of visitors to employer-provided housing 	<ul style="list-style-type: none"> ○ “No one comes to check on me during my shift.” ○ “I’m in a different building from everyone else.” ○ “I eat by myself because my break is at a different time.” ○ “They house all of us [migrants, new workers, women] separately from the others.” ○ “People don’t say much to us.” ○ “I feel like an outsider.” ○ “We were not invited to the training.” ○ “We don’t know who the committee members are.” ○ “It’s just work and sleep. That’s all.” ○ “It gets lonely here.” ○ “We are not allowed to have visitors.” ○ “I have no way of speaking with my family back home.”
<p>D3.10 – The organization shall ensure that its terms and conditions of work,</p>	<p>Processes for:</p>	<p>Adverse Impacts, such as:</p>

Criteria	Sample Indicators	Sample Indicators
<p>including location, provision of housing, provision of private communication channels, available transportation, work schedule, and others do not unduly force personnel to separate from children and dependents.</p>	<ul style="list-style-type: none"> - Surveying personnel to understand living scenarios and caregiving expectations - Housing that accommodates families - Support for relocation of families based on job requirements - Flexible work schedules - Family leave - Limiting assignment of personnel to remote locations - Preference for local hiring - Provision of childcare facilities - Adequate consecutive leave for migrant workers <p>Documents and Records, such as:</p> <ul style="list-style-type: none"> - HR manual/employee handbook - On-boarding materials - Personnel Agreements/Contracts - Contract terms of non-employee personnel - Contractor adherence to contract terms - Schedules - Disciplinary records - Internal and External Communications <p>Metrics, such as:</p>	<ul style="list-style-type: none"> - Emotional and mental health strain - Lower job performance - Lower participation in system processes - Financial burden of paying for care - Developmental/emotional impacts on separated children - Inability to participate in social/cultural life <p>Visual/Sensory, such as:</p> <ul style="list-style-type: none"> - Signage - Body language during worker/management interviews - Vocal/Verbal irregularities during worker/management interviews <p>Verbal, such as:</p> <ul style="list-style-type: none"> - Personnel Statements, including: <ul style="list-style-type: none"> o “I haven’t seen my children in over a year.” o “We’re not allowed to have our family visit us here.” o “They said we had to live in the dorms alone.” o “It’s hard being away from my kids.” o “My family is struggling without me.”

Criteria	Sample Indicators	Sample Indicators
	<ul style="list-style-type: none"> - % of personnel provided housing that allows for family cohabitation - % of dormitory rooms that permit family visits or overnight stays - % of dormitories or housing units with facilities for couples or dependents - % of personnel eligible for travel home during contract periods - % of workers who received transport subsidies or leave for family reunification - Average frequency of home visits per year (self-reported or through leave records) - % of leave requests for family-related reasons (e.g., illness, emergencies) denied - % of dormitories or housing units with access to phones, Wi-Fi, or communication tools - % of workforce covered by policies that support family access or reunification 	<ul style="list-style-type: none"> o “They don’t approve leave unless it’s an emergency.” o “They said I’d get family housing, but it wasn’t true.”
<p>D3.11 - Where the organization participates in or uses apprenticeship, internship, or vocational education programs, it shall ensure that positions created through these programs:</p>	<p>Processes for:</p> <ul style="list-style-type: none"> - Skill-building programs - Pairing of young workers with experienced mentors or supervisors - Training of personnel to be empathetic and understanding of young workers 	<p>Adverse Impacts, such as:</p> <ul style="list-style-type: none"> - Working conditions not meeting legal hours and wages requirements - Making under minimum wage, prevailing wage, or CBA-agreed wage

Criteria	Sample Indicators	Sample Indicators
<p>a. Are not used to replace regular positions;</p> <p>b. Are for a pre-specified duration;</p> <p>c. Are not compensated below the legal minimum wage; and that they</p> <p>d. Contribute to the development of personnel’s skills, professional competence, and/or other work-related attributes.</p>	<ul style="list-style-type: none"> - Opportunities for career development - Exposure to diversity of tasks - Recognition of achievements - Provision of constructive feedback - Apprenticeship agreement in place for all apprentices (ILO R208) - Apprenticeships result in full qualification (ILO R208) - Apprenticeship structured around identified learning contents (ILO R208) - Apprenticeships include both on- and off-the-job training (ILO R208) - Apprenticeships have an assessment linked to specific qualification (ILO R208) <ul style="list-style-type: none"> o Qualification is recognized - Apprenticeship associated with government program <p>Documents and Records, such as:</p> <ul style="list-style-type: none"> - HR manual/employee handbook - On-boarding materials - Personnel Agreements/Contracts - Contract terms of non-employee personnel - Contractor adherence to contract terms - Schedules - Payroll 	<ul style="list-style-type: none"> - Child labor or inappropriate work for young workers - Working under force or penalty (or threat thereof) - Discrimination - Lack of development of skill, professional competence, and/or other work-related attributes <p>Visual/Sensory, such as:</p> <ul style="list-style-type: none"> - Signage - Body language during worker/management interviews - Vocal/Verbal irregularities during worker/management interviews - Young workers <p>Verbal, such as:</p> <ul style="list-style-type: none"> - Personnel Statements, Including: <ul style="list-style-type: none"> o “I don’t get paid at all for my work here.” o “We’re given an allowance, but it’s not enough to cover transport or meals.” o “I can’t attend my classes because of work hours.” o “There’s no training plan—they just tell me to follow what others do.”

Criteria	Sample Indicators	Sample Indicators
	<ul style="list-style-type: none"> - Benefits and Bonuses - Disciplinary records - Internal and External Communications <p>Metrics, such as:</p> <ul style="list-style-type: none"> - Average length of apprenticeship, internship or vocational education program - % of apprentices/interns receiving equal pay for equal work compared to entry-level workers - % of programs that provide paid sick leave, meals, transportation, or housing support - % of apprenticeships/internships where no fees or costs are charged to the participant - % of scheduled hours spent on training versus productive labor - % of programs offering structured curricula or certified modules - % of apprentices/interns offered employment upon completion 	<ul style="list-style-type: none"> o “If I make a mistake, they threaten to end my program.” o “I had to pay for this job” o “I just do the same thing all day”
<p>D3.12 - The organization shall ensure any termination of employment is fair and transparent, including:</p> <p>a. Non-discriminatory;</p>	<p>Processes for:</p> <ul style="list-style-type: none"> - A termination review panel - Requiring the sign-off of more than one management representative for terminations - An appeals process 	<p>Adverse Impacts, such as:</p> <ul style="list-style-type: none"> - Sudden loss of income - Inability to meet cost of living requirements - Loss of access to benefits and/or social protections

Criteria	Sample Indicators	Sample Indicators
<p>b. Adequate allocation of resources to meet contracts, binding collective bargaining agreements, and applicable laws and regulations;</p> <p>c. Timely payment of severance, wages, and other compensation; and</p> <p>d. Use of large-scale retrenchment only as a last resort.</p>	<ul style="list-style-type: none"> - Maintaining a termination file containing: <ul style="list-style-type: none"> o Investigation reports o Meeting notes o Personnel’s written or verbal statement o Signed termination letter o Exit interview records <p>Documents and Records, such as:</p> <ul style="list-style-type: none"> - HR manual/employee handbook - On-boarding materials - Personnel Agreements/Contracts - Contract terms of non-employee personnel - Contractor adherence to contract terms - Payroll - Benefits and Bonuses - Termination - Disciplinary records - Internal and External Communications - Exit Interviews - Termination Appeals <p>Metrics, such as:</p> <ul style="list-style-type: none"> - % of involuntary terminations with documented investigation before decision 	<ul style="list-style-type: none"> - Unpaid or delayed payment of wages, bonuses, or severance - Increased debt - Discriminatory payment of wages, bonuses, or severance - Discriminatory termination - Depression of local economy (in case of large-scale lay-offs) <p>Visual/Sensory, such as:</p> <ul style="list-style-type: none"> - Signage - Body language during worker/management interviews - Vocal/Verbal irregularities during worker/management interviews <p>Verbal, such as:</p> <ul style="list-style-type: none"> - Personnel Statements, Including: <ul style="list-style-type: none"> o “They just told me not to come back—no explanation.” o “I was fired without a warning.” o “I didn’t get anything in writing.” o “My final pay was delayed for weeks.” o “I think it was because I complained about conditions.”

Criteria	Sample Indicators	Sample Indicators
	<ul style="list-style-type: none"> - % of termination notices issued in the worker’s language - % of terminations with multiple sign-offs/reviews - Average time between final decision and written notice delivery - % of final payments issued within legal or policy deadlines - % of exit interviews completed before personnel’s last day - Termination rate by demographic - % of terminations reversed or modified after appeal - # of terminations/lay-offs per month/year 	<ul style="list-style-type: none"> ○ “They said if I appeal, it will go on my record.” ○ “They fired a whole division recently. We all know that if things get worse, we’ll be next.”
<p>D3.13 – The organization shall develop and implement effective management systems to meet or exceed the requirements and principles associated with Free and Fair Recruitment, Employment, and Termination throughout its operations and business relationships...</p>	<p>To be developed...</p>	<p>To be developed...</p>

D4: Decent Hours, Wages and Benefits

Criteria	Sample Indicators	Sample Indicators
<p>D4.1 – The organization shall respect the rights of personnel to hours, wages, and benefits that support a decent standard of living.</p>	<p>Adherence to D4.2-D4.14</p>	<p>Adherence to D4.2-D4.14</p>
<p>D4.2 - The organization shall respect the rights of personnel to at least a living wage or living income (or legal minimum wage, if higher) and to receive legally required benefits.</p>	<p>Processes for:</p> <ul style="list-style-type: none"> - Integration of current wage analysis into payroll systems, including: <ul style="list-style-type: none"> o Benefits o Bonuses o Overtime o Demographics o LW Indicators - Assessment of current wages against available wage indicators, Including: <ul style="list-style-type: none"> o Poverty lines o LW Benchmarks o LW Reference Values o Industry prevailing wages o Minimum wages o Country median income - Development of wage improvement planning, which may include: <ul style="list-style-type: none"> o Specific time-bound targets based on gaps, risks, resources, etc. 	<p>Adverse Impacts, such as:</p> <ul style="list-style-type: none"> - Increased debt - Poor living conditions - Lack of access to medical care - Inability to support family - Working multiple jobs - Working excessive hours - Lower job performance and productivity - Lack of access to education, child care, and/or career development - Housing instability - Lack of ability to financially plan effectively <p>Visual/Sensory, such as:</p> <ul style="list-style-type: none"> - Signage - Body language during worker/management interviews - Vocal/Verbal irregularities during worker/management interviews

Criteria	Sample Indicators	Sample Indicators
	<ul style="list-style-type: none"> ○ Wage increases built into organizational budgeting ○ Investment in skills training ○ Introduction of team-based performance incentives ○ Improvement of processes to increase efficiency ○ Engagement with business partners to increase the price paid for goods or services based on gaps ○ Funding or co-funding wage benchmarks and analysis ○ Establishment of joint monitoring processes with business partners ○ Engagement with industry partners (including associations) - Inclusion of unions and other worker representatives in wage planning and review - Provision of back pay for previous underpayment - Assessment of job offers against expected current wage value - Tracking of local inflationary pressures on personnel, including: <ul style="list-style-type: none"> ○ Food baskets ○ Housing 	<ul style="list-style-type: none"> - Signs of lack of wear or to or inappropriate clothing - Lack of personal protective equipment - Personnel arriving on foot - Saving food to take home from the canteen <p>Verbal, such as:</p> <ul style="list-style-type: none"> - “I have to choose between paying rent and buying enough food.” - “I can’t afford fresh vegetables/meat every week.” - “The kids need new shoes, but we’re waiting until next month.” - “If I don’t get extra shifts, I can’t cover my bills.” - “I work on weekends somewhere else to make ends meet.” - “When overtime is cut, I have to borrow money.” - “We buy food on credit and pay at the end of the month.” - We live with another family to share rent.” - “I haven’t been to the doctor in years – it’s too costly.” - “We wait until it’s really bad before going to the clinic.”

Criteria	Sample Indicators	Sample Indicators
	<ul style="list-style-type: none"> ○ Health care - Increasing base pay to reduce reliance on overtime <p>Documents and Records, such as:</p> <ul style="list-style-type: none"> - Personnel Agreements/Contracts - Contract terms of non-employee personnel - Contractor adherence to contract terms - Payroll - Pay Stubs / Wage Slips - SAI Wage Tool - Sourcing / Purchasing - Time (including overtime) and Attendance Records - Benefits and Bonuses - Internal and External Communications <p>Metrics, such as:</p> <ul style="list-style-type: none"> - % of personnel earning at or above the living wage - % of personnel at or above a minimum wage - % of personnel paid below minimum wage - SAI Wage Tool Outputs - % of income from overtime - # of months per year where personnel receive over a living wage 	<ul style="list-style-type: none"> - “We usually eat only twice a day.” - “We asked for an increase but they said there’s no budget.”

Criteria	Sample Indicators	Sample Indicators
	<ul style="list-style-type: none"> - Average time to reach living wage from entry-level pay - Ratio of lowest wage to median wage - Gender pay gap - Migrant pay gap - % of contractors and agency workers earning the living wage - % of total pay from cash vs. in-kind benefits - Frequency of wage reviews vs. inflation rate - % wage increase over past 12 months vs. cost of living increase - Ratio of wages paid compared to similar entities in region - Ratio of lowest entry level wage/benefits to minimum wage/benefits - % workers that have savings or investments - % workers struggling to repay debt 	
<p>D4.3 - Where contextual barriers prevent the organization from independently providing personnel with living wages and incomes, the organization shall collaborate with relevant stakeholders to address these, including by:</p>	<p>Processes for:</p> <ul style="list-style-type: none"> - Negotiation of higher prices with business partners to cover gaps - Negotiation of wages with unions and other workers' organizations - Investment in skill development programs - Participation in multi-stakeholder living wage/living income initiatives 	<p>Adverse Impacts, such as:</p> <ul style="list-style-type: none"> - Lack of access to information and context around wages - Lack of participation in wage setting by worker representatives - Increased debt - Poor living conditions - Lack of access to medical care

Criteria	Sample Indicators	Sample Indicators
<p>a. Engaging in social dialogue, including in support of relevant tripartite and other binding agreements; and</p> <p>b. Engaging with business partners, government, and other internal and external stakeholders.</p>	<ul style="list-style-type: none"> - Investment in local economic development - Promotion of living wage and living income in engagement with government and other stakeholders - Promotion of living wage and living income in industry associations - Support for government services initiatives - Negotiation with government to expand service provision <p>Documents and Records, such as:</p> <ul style="list-style-type: none"> - Internal and External Communications - CBAs - Contract terms personnel - Contractor adherence to contract terms - External commitments/agreements, including: <ul style="list-style-type: none"> o Industry association o Government o Business partner o MOUs - Training and skills development programs <p>Metrics, such as:</p> <ul style="list-style-type: none"> - # of LW/LI initiatives org is participating in 	<ul style="list-style-type: none"> - Working multiple jobs - Working excessive hours - Lower job performance and productivity - Lack of access to education, child care, and/or career development - Housing instability - Lack of ability to financially plan effectively - Inability to support family <p>Visual/Sensory, such as:</p> <ul style="list-style-type: none"> - Signage - Body language during worker/management interviews - Vocal/Verbal irregularities during worker/management interviews <p>Verbal, such as:</p> <ul style="list-style-type: none"> • “We must take private transportation to work, it is very expensive” • “The government schools are not good, but it’s all I can afford.” • “We have to travel a whole day to a real hospital. The local clinic can only help with small injuries.” • “We do not earn enough, but it is the same pay no matter which employer you work for.”

Criteria	Sample Indicators	Sample Indicators
	<ul style="list-style-type: none"> - % of contracts/pricing agreements that explicitly factor in living wage/income costs. - Annual wage budget increase as a share of total operating costs. - Return on investment (ROI) from productivity, retention, and quality improvements post-wage increases. - # of policy changes influenced (e.g., minimum wage advocacy outcomes). - # of collaborative projects with unions, NGOs, or peers on living wage implementation 	<ul style="list-style-type: none"> • “We get pay raises, but the rent goes up the same or more every year.” •
<p>D4.4 - The organization shall respect the rights of personnel to reasonable hours, which at minimum limit:</p> <ul style="list-style-type: none"> a. Regular hours to 48 hours per week (or the maximum permitted by law, if lower); and b. Overtime to 12 hours per week (or the maximum permitted by law, if lower). 	<p>Processes for:</p> <ul style="list-style-type: none"> - Forecasting production and labor needs - Planning of capacity with business partners - Flexible shifts - Contingency planning for peak production - Integration of digital timekeeping system - Requirement of pre-approval for overtime - Maintenance of an overtime roster which rotates opportunities between personnel - A cross-functional pool of personnel - Piece-rate targets based on individual worker capability 	<p>Adverse Impacts, such as:</p> <ul style="list-style-type: none"> - Chronic fatigue - Lower job performance and productivity - Accidents and injuries - Lack of access to skill or career development - Pay below a living wage - Pay below the minimum wage - Limited access to communication channels - Limited ability to participate in organization’s management system - Poor work-life balance - Limited ability to perform caretaking responsibilities

Criteria	Sample Indicators	Sample Indicators
	<ul style="list-style-type: none"> - Inclusion of minimum lead times on business partner contracts <p>Documents and Records, such as:</p> <ul style="list-style-type: none"> - Personnel Agreements/Contracts - Contract terms of non-employee personnel - Contractor adherence to contract terms - Schedules - Payroll - Pay Stubs / Wage Slips - SAI Wage Tool - Sourcing / Purchasing - Time (including overtime) and Attendance Records - H&S Incident/Accident reports - Security logs - Benefits and Bonuses - Internal and External Communications <p>Metrics, such as:</p> <ul style="list-style-type: none"> - % of personnel exceeding daily limit - % of personnel exceeding weekly limit - Overtime hours per worker per month - Overtime concentration rate – % of overtime hours worked by top 10% of overtime earners 	<ul style="list-style-type: none"> - Limited ability to participate in social or cultural life <p>Visual/Sensory, such as:</p> <ul style="list-style-type: none"> - Signage - Body language during worker/management interviews - Vocal/Verbal irregularities during worker/management interviews - Lights on in production areas well before or after official shift times. - Workers present before shift start or after end without managers nearby (possible unrecorded work). - Noise of machines running outside scheduled hours. - Personnel fatigue - Presence of food containers or sleeping mats - Multiple meals stored at a workstation - Change of clothes or bedding kept in lockers or hidden corners - “Rush order” markings on batches - Overcrowded break rooms at unusual hours - Lack of workers in break areas during official breaks

Criteria	Sample Indicators	Sample Indicators
	<ul style="list-style-type: none"> - Overtime equalization score – variance of overtime hours across workers doing similar jobs. - Change in overtime earnings over time - # of consecutive days worked without rest - Ratio of planned vs. unplanned overtime - Production/service lead time compliance rate - Number of limit breaches per department/manager 	<ul style="list-style-type: none"> - Hot, stale air in production rooms early in the morning <p>Verbal, such as:</p> <ul style="list-style-type: none"> - Personnel Statements, including: <ul style="list-style-type: none"> o “We often start before the official shift.” o “Sometimes we work until midnight, especially when there’s a big order.” o “We have to meet the quota, no matter what” o “We have to sign the form before we start each day” o “It’s hard to keep up when we work so many days in a row.” o “I never know my hours until the day before.” o “They call me in at the last minute all the time.”
<p>D4.5 – The organization shall ensure that overtime:</p> <ul style="list-style-type: none"> a) Is voluntary, unless national law and a binding collective bargaining agreement allow; b) Is paid at a premium rate; 	<p>Processes for</p> <ul style="list-style-type: none"> - Forecasting production and labor needs - Planning of capacity with business partners - Flexible shifts - Contingency planning for peak production - Integration of digital timekeeping system 	<p>Adverse Impacts, such as:</p> <ul style="list-style-type: none"> - Chronic fatigue - Lower job performance and productivity - Accidents and injuries - Lack of access to skill or career development - Pay below a living wage

Criteria	Sample Indicators	Sample Indicators
<p>a. In cases where premium rate is not defined in law, prevailing overtime rates across sectors in the country apply;</p> <p>c) Is calculated per work week, unless national law and a binding collective bargaining agreement allow;</p> <p>d) Meets relevant legal requirements, and other relevant requirements; and</p> <p>e) Is not required on a regular basis, including due to inadequate planning or non-payment of living wage or living income.</p>	<ul style="list-style-type: none"> - Requirement of pre-approval for overtime - Maintenance of an overtime roster which rotates opportunities between personnel - A cross-functional pool of personnel - Piece rate targets based on individual worker capability - Inclusion of minimum lead times on business partner contracts - An advance request system, where workers sign up for overtime shifts - An emergency exception process for any overtime beyond policy limits - Time and motion workflow analysis to improve processes <p>Documents and Records, such as:</p> <ul style="list-style-type: none"> - Personnel Agreements/Contracts - Contract terms of non-employee personnel - Contractor adherence to contract terms - Schedules - Payroll - Pay Stubs / Wage Slips - SAI Wage Tool - Sourcing / Purchasing - Time (including overtime) and Attendance Records 	<ul style="list-style-type: none"> - Pay below the minimum wage - Limited access to communication channels - Limited ability to participate in organization’s management system - Poor work-life balance - Limited ability to perform caretaking responsibilities - Limited ability to participate in social or cultural life <p>Visual/Sensory, such as:</p> <ul style="list-style-type: none"> - Signage - Body language during worker/management interviews - Vocal/Verbal irregularities during worker/management interviews - Lights on in production areas well before or after official shift times. - Workers present before shift start or after end without managers nearby (possible unrecorded work). - Noise of machines running outside scheduled hours. - Personnel fatigue - Presence of food containers or sleeping mats - Multiple meals stored at a workstation

Criteria	Sample Indicators	Sample Indicators
	<ul style="list-style-type: none"> - Security logs - Benefits and Bonuses - Internal and External Communications <p>Metrics, such as:</p> <ul style="list-style-type: none"> - % of personnel exceeding daily limit - % of personnel exceeding weekly limit - Overtime hours per worker per month - Overtime concentration rate – % of overtime hours worked by top 10% of overtime earners - Overtime equalization score – variance of overtime hours across workers doing similar jobs. - Change in overtime earnings over time - # of consecutive days worked without rest - Ratio of planned vs. unplanned overtime - Production/service lead time compliance rate - Number of limit breaches per department/manager 	<ul style="list-style-type: none"> - Change of clothes or bedding kept in lockers or hidden corners - “Rush order” markings on batches - Overcrowded break rooms at unusual hours - Lack of workers in break areas during official breaks - Hot, stale air in production rooms early in the morning <p>Verbal, such as:</p> <ul style="list-style-type: none"> - Personnel Statements, Including: <ul style="list-style-type: none"> o “We often start before the official shift.” o “Sometimes we work until midnight, especially when there’s a big order.” o “We have to meet the quota, no matter what” o “We have to sign the form before we start each day” o “It’s hard to keep up when we work so many days in a row.” o “I never know my hours until the day before.” o “They call me in at the last minute all the time.”

Criteria	Sample Indicators	Sample Indicators
		<ul style="list-style-type: none"> ○ “We get paid the same, no matter how many hours we work.”
<p>D4.6 - The organization shall ensure personnel work schedules, including hours:</p> <ul style="list-style-type: none"> a. Support a decent standard of living; b. Are predictable and convenient to personnel; c. Do not pose health and safety risks; d. Include adequate breaks and rest periods; e. Do not use hours-averaging to deprive personnel of premium pay; f. Provide at least one 24-hour rest day following six consecutive days of working, unless one of the below exceptions applies: <ul style="list-style-type: none"> a. National law and a binding collective bargaining agreement allow, or 	<p>Processes for:</p> <ul style="list-style-type: none"> - Consideration of personnel needs for flexibility in setting work schedules - Forecasting production and labor needs - Planning of capacity with business partners - Contingency planning for peak production - Maintenance of an overtime roster which rotates opportunities between personnel - A cross-functional pool of personnel - Piece rate targets based on individual worker capability - Inclusion of minimum lead times on business partner contracts - Advance request system, where workers sign up for overtime shifts - Maximum working hours, minimum rest periods, and minimum shift breaks - Scaled benefits for part-time staff - Coverage planning, advanced request, and non-retaliation for time off for personnel - Provision of work schedules a minimum of 2 weeks in advance 	<p>Adverse Impacts, such as:</p> <ul style="list-style-type: none"> - Chronic fatigue - Lower job performance and productivity - Accidents and injuries - Lack of access to skill or career development - Pay below a living wage - Pay below the minimum wage - Limited access to communication channels - Limited ability to participate in organization’s management system - Poor work-life balance - Limited ability to perform caretaking responsibilities - Limited ability to participate in social or cultural life - Limited ability for financial planning - Increased risks of health impacts <p>Visual/Sensory, such as:</p> <ul style="list-style-type: none"> - Signage - Body language during worker/management interviews

Criteria	Sample Indicators	Sample Indicators
<p>b. ILO convention allows, or</p> <p>c. Longer consecutive work is required by exceptional circumstances and personnel request the additional consecutive days;</p> <p>g. Provide personnel with adequate paid and unpaid leave, including:</p> <ul style="list-style-type: none"> a. Sick leave, b. Family leave, c. Vacation leave, and d. Public holidays; <p>h. Are considerate of needs for flexibility based on personnel demographics; and</p> <p>i. Do not unfairly limit access to organizational or government benefits.</p>	<ul style="list-style-type: none"> - Provision of a “right to refuse” last minute changes to schedules without retaliation - Rotation of less-desirable shifts across personnel and demographics - Consideration of transport and commute times into scheduling - Flexibility for emergencies, medical events, school meetings, etc. without penalty <p>Documents and Records, such as:</p> <ul style="list-style-type: none"> - Personnel Agreements/Contracts - Contractor adherence to contract terms - Schedules - Payroll - Pay Stubs / Wage Slips - SAI Wage Tool - Sourcing / Purchasing - Time (including overtime) and Attendance Records - Leave requests - Security logs - Benefits and Bonuses - Internal and External Communications <p>Metrics, such as:</p>	<ul style="list-style-type: none"> - Vocal/Verbal irregularities during worker/management interviews - Lights on in production areas well before or after official shift times. - Workers present before shift start or after end without managers nearby (possible unrecorded work). - Noise of machines running outside scheduled hours. - Personnel fatigue - Presence of food containers or sleeping mats - Multiple meals stored at a workstation - Change of clothes or bedding kept in lockers or hidden corners - “Rush order” markings on batches - Overcrowded break rooms at unusual hours - Lack of workers in break areas during official breaks - Hot, stale air in production rooms early in the morning - Handwritten or crossed out schedules <p>Verbal, such as:</p> <ul style="list-style-type: none"> - Personnel Statements, Including: <ul style="list-style-type: none"> o “They fire you if you take any time off”

Criteria	Sample Indicators	Sample Indicators
	<ul style="list-style-type: none"> - % of shifts with less than 11 hours rest in between. - Incidents/accidents correlated with long or irregular shifts. - Average number of consecutive night shifts per personnel. - % of overtime hours that are pre-requested - Distribution of overtime across the workforce - Average notice period for published schedules - % of schedules changed with less than 24 hours' notice. - % of workers subject to on-call scheduling - Variance in weekly hours for each worker - % of leave requests approved vs. denied. - Average response time to leave requests. - % of workers using their full leave entitlement - % of sick leave requests covered with pay. - % of personnel below benefits eligibility threshold - Average weekly hours for part-time personnel compared to benefit eligibility criteria. 	<ul style="list-style-type: none"> ○ "I'm too tired at the end of the week to take care of my kids." ○ "I always feel pressured to stay late." ○ "Sometimes they switch my schedule last minute without asking." ○ "It's hard to get approval for time off, even for emergencies." ○ "I lost pay when I took sick leave." ○ "If I ask for a day off, they punish me with worse shifts." ○ "I want full-time hours, but they keep me just under the limit." ○ "Sometimes I work 50 hours, sometimes 10, my paycheck is never steady." ○ "If you're sick, you're expected to come in." ○ "I don't think anyone ever stays home when sick."

Criteria	Sample Indicators	Sample Indicators
	<ul style="list-style-type: none"> - Turnover rate among personnel scheduled just under benefits thresholds. 	
<p>D4.7 - Where personnel are legally exempt from overtime pay, hours maximums, and other requirements, the organization shall ensure:</p> <ul style="list-style-type: none"> a. Compensation meets or exceeds the amount they would earn by working the same number of hours at the living wage with overtime premiums; and b. Personnel have reasonable discretion over hours worked. 	<p>Processes for:</p> <ul style="list-style-type: none"> - Maximum weekly/hourly benchmarks for exempt personnel - Requirement of documentation of hours worked by exempt personnel - Comparison of exempt schedules to non-exempt equivalents - Provision of recognition pay or bonuses for long-hours periods - Capping consecutive long days in a row - Provision of extra leave entitlements for exempt personnel - Rotation of peak workloads among exempt personnel <p>Documents and Records, such as:</p> <ul style="list-style-type: none"> - Personnel Agreements/Contracts - Contractor adherence to contract terms - Schedules - Payroll - Pay Stubs / Wage Slips - SAI Wage Tool 	<p>Adverse Impacts, such as:</p> <ul style="list-style-type: none"> - Chronic fatigue - Lower job performance and productivity - Accidents and injuries - Lack of access to skill or career development - Pay below a living wage - Pay below the minimum wage - Limited access to communication channels - Limited ability to participate in organization’s management system - Poor work-life balance - Limited ability to perform caretaking responsibilities - Limited ability to participate in social or cultural life - Limited ability for financial planning - Increased risks of health impacts - Discrimination against exempt personnel <p>Visual/Sensory, such as:</p> <ul style="list-style-type: none"> - Signage - Body language during worker/management interviews

Criteria	Sample Indicators	Sample Indicators
	<ul style="list-style-type: none"> - Time (including overtime) and Attendance Records - Leave requests - Benefits and Bonuses - Travel or expense reports - Internal and External Communications <p>Metrics, such as:</p> <ul style="list-style-type: none"> - Average number of consecutive days worked without a rest day. - % of exempt personnel with shifts under minimum rest periods - Average weekly hours per exempt employee - Salary-to-equivalent hourly wage ratio - % of exempt personnel earning less than the equivalent of non-exempt personnel - Average compensatory time off (if offered) - Turnover rate among exempt personnel vs. non-exempt personnel 	<ul style="list-style-type: none"> - Vocal/Verbal irregularities during worker/management interviews - Eating at desks - Office lights or screens on very late/very early - Conference calls or meetings scheduled outside normal hours <p>Verbal, such as:</p> <ul style="list-style-type: none"> - Personnel Statements, Including: <ul style="list-style-type: none"> o “I come in before my team and leave after them almost every day.” o “It feels like I’m always on call.” o “I don’t mind extra hours sometimes, but it’s constant now.” o “The bonus helps a little, but it doesn’t match the workload.” o “Even when I’m off, I’m still checking emails or answering calls.” o “I had to cancel my time off because there was no one to cover.” o “I miss family events because of last-minute demands.” o “Work is taking over my personal life.” o “They pay us the bare minimum.”
<p>D4.8 - The organization shall render all due wages and benefits regularly,</p>	<p>Processes for:</p>	<p>Adverse Impacts, such as:</p>

Criteria	Sample Indicators	Sample Indicators
<p>punctually, and in a manner convenient to personnel.</p>	<ul style="list-style-type: none"> - A fixed pay cycle - Posting of an official pay calendar - Maintenance of backup funds/cash reserves - Payment of wages through direct deposit, cash, mobile transfer, or local banking service, depending on personnel preferences - Provision of multiple options for payment methods - Location of wage distribution points (if cash) on-site and during work hours - Wage records in languages understood by personnel (and interpretation if needed) - Support for vulnerable personnel to open necessary <p>Documents and Records, such as:</p> <ul style="list-style-type: none"> - Personnel Agreements/Contracts - Contractor adherence to contract terms - Payroll - Pay Stubs / Wage Slips - SAI Wage Tool - Time (including overtime) and Attendance Records - Deductions - Cash distribution schedules 	<ul style="list-style-type: none"> - Pay below a living wage - Pay below the minimum wage - Limited ability for financial planning - Fees incurred by personnel - Personnel incurring debt - Limited ability to appeal mistakes - Personnel becoming targets for theft - Lack of contribution to social insurance schemes (pension, medical , injury, unemployment, maternity) <p>Visual/Sensory, such as:</p> <ul style="list-style-type: none"> - Signage - Body language during worker/management interviews - Vocal/Verbal irregularities during worker/management interviews - Personnel lining up outside payroll, cash distribution sites, or HR offices on payday <p>Verbal, such as:</p> <ul style="list-style-type: none"> - Personnel Statements, Including: <ul style="list-style-type: none"> o “We never know if the full amount will come or if part will be held back.” o “They skipped one cycle and promised to make it up next month.”

Criteria	Sample Indicators	Sample Indicators
	<ul style="list-style-type: none"> - Benefits and Bonuses - Internal and External Communications <p>Metrics, such as:</p> <ul style="list-style-type: none"> - % of pay periods completed on the scheduled date - Number of pay cycles skipped or delayed in the past 12 months. - % of personnel consistently paid in full every cycle - Average delay (in days) between scheduled payday and actual disbursement. - % of payrolls issued early/late - Discrepancy rate between payroll records and time sheets/overtime records. - % of workers who must travel off-site to collect pay - % of workers incurring transaction fees - % of statutory deductions remitted on time 	<ul style="list-style-type: none"> ○ “The ATM fees take a chunk out of my pay.” ○ “We have to wait in line for hours to get our cash.” ○ “They just hand us cash, no breakdown.” ○ “Sometimes the amount doesn’t match my hours, and it’s hard to get it fixed.” ○ “I worry about carrying home cash on paydays.” ○ “
<p>D4.9 - In addition to compensating personnel for time spent performing their roles, the organization shall provide personnel with adequate compensation for:</p>	<p>Processes for:</p> <ul style="list-style-type: none"> - Requirement of time clocks to capture all on-site time - Pre-setting pay codes for standby, waiting, donning/doffing, or briefing time 	<p>Adverse Impacts, such as:</p> <ul style="list-style-type: none"> - Loss of pay or income - Increased risks of health impacts, including: <ul style="list-style-type: none"> ○ Spread of disease or illness ○ Fatigue or stress ○ Compounding injuries

Criteria	Sample Indicators	Sample Indicators
<p>a. Time during which they are required to be at their place of work;</p> <p>b. Lost work time due to work-related injury or illness; and</p> <p>c. Lost work time due to participation in training, social performance teams, or grievance processes.</p>	<ul style="list-style-type: none"> - Inclusion of all compensated time in overtime calculations - Scheduling required pre-shift activities within paid shift hours - Alignment of shuttle/bus schedules with shift end times - Verification of security gate logs or ID swipe data against payroll <p>Documents and Records, such as:</p> <ul style="list-style-type: none"> - Personnel Agreements/Contracts - Contractor adherence to contract terms - Payroll - Schedules - Pay Stubs / Wage Slips - Security logs - Transport schedules and logs - SAI Wage Tool - Time (including overtime) and Attendance Records - Cash distribution schedules - Benefits and Bonuses - Internal and External Communications - Trainings - Minutes from SPT and other meetings 	<ul style="list-style-type: none"> - Inability to make financial plans - Discrimination against lower income workers, women, and caregivers - Women and children “helping” without pay <p>Visual/Sensory, such as:</p> <ul style="list-style-type: none"> - Signage - Body language during worker/management interviews - Vocal/Verbal irregularities during worker/management interviews - Personnel lining up outside security gates or turnstiles well before official shift start times. - Long queues at metal detectors or security checks - Groups of personnel waiting at gates after clocking out - Personnel changing into or out of uniforms, protective gear, or boots before or after their shift - Medical checks or health screenings at site entrances - Personnel sitting or standing in waiting areas (canteens, benches, bus shelters) after their workday

Criteria	Sample Indicators	Sample Indicators
	<p>Metrics, such as:</p> <ul style="list-style-type: none"> - Average gap (minutes) between security gate entry and official clock-in. - Average gap (minutes) between clock-out and security gate exit. - % of workers with more than X minutes unpaid on-site time per shift - # of hours of safety briefings, health checks, or trainings held outside recorded paid hours - Average waiting time for company transport after shift end. - % of transport waiting time included as paid time. - Frequency of delays in shuttle/bus logs vs. payroll compensation - % of payroll records including standby or waiting-time codes. 	<ul style="list-style-type: none"> - Time clocks positioned inside the facility well after security gates or changing areas <p>Verbal, such as:</p> <ul style="list-style-type: none"> - Personnel Statements, Including: <ul style="list-style-type: none"> o “We have to get here pretty early to make it through the line at the gate.” o “If I’m not at security well before my shift, I’ll be late to clock in.” o “It takes a while to get all my gear on before starting.” o “By the time I’m finished changing, the shift is already going.” o “Every day starts with a quick safety talk before we head to our stations.” o “We always have to stop by for a check before we can go in.” o “After work, I usually sit around until the bus comes.” o “Sometimes we’re held back a bit before we can leave.” o “When the machines go down, we just wait until they call us back.” o “They tell us to be ready, even if the clock hasn’t started yet.”

Criteria	Sample Indicators	Sample Indicators
		<ul style="list-style-type: none"> ○ “I have to be here at the same time as everyone else, but I’m just waiting around for the first hour or so until I can start work.”
<p>D4.10 – The organization shall ensure that personnel regularly receive compensation records that clearly, fully, and accurately detail hours worked and the composition of due wages, benefits, and deductions.</p>	<p>Processes for:</p> <ul style="list-style-type: none"> - Automation of compensation record creation and delivery during each payroll - Compensation records both electronically and printed - Reconciliation of compensation records based on personnel request - Review of compensation records prior to delivery each payroll <p>Documents and Records, such as:</p> <ul style="list-style-type: none"> - Personnel Agreements/Contracts - Payroll - Schedules - Pay Stubs / Wage Slips - Security logs - Transport schedules and logs - SAI Wage Tool - Time (including overtime) and Attendance Records - Cash distribution schedules 	<p>Adverse Impacts, such as:</p> <ul style="list-style-type: none"> - Possible underpayment, non-payment of overtime, or non-payment of bonuses - Lack of access to relevant organization and government benefits - Limited ability to bargain - Difficulty in housing, taxes, and future employment <p>Visual/Sensory, such as:</p> <ul style="list-style-type: none"> - Signage - Body language during worker/management interviews - Vocal/Verbal irregularities during worker/management interviews - Envelopes, sealed slips, or collection boxes in HR or payroll offices - Personnel lining up with slips in hand at HR or payroll offices <p>Verbal, such as:</p>

Criteria	Sample Indicators	Sample Indicators
	<ul style="list-style-type: none"> - Benefits and Bonuses - Internal and External Communications <p>Metrics, such as:</p> <ul style="list-style-type: none"> - % of compensation records that do not match payroll ledger or time/attendance records. - Average number of corrections or adjustments made per payroll cycle. - % of personnel receiving a written or digital wage statement every pay period - % of compensation records provided in a language personnel understand. - % of compensation records delivered on or before payday. - % of compensation records which detail hours worked and the composition of due wages, benefits, and deductions 	<ul style="list-style-type: none"> - Personnel Statements, Including: <ul style="list-style-type: none"> o “Sometimes I don’t get the slip until a few days after payday.” o “I usually have to ask if I want to know the breakdown.” o “The numbers don’t always match what I expected from my hours.” o “I keep my own notes because the slips aren’t always clear.” o “They tell us the totals, but I don’t always see the details.”
<p>D4.12 - In the event of disruption to business continuity, the organization shall prioritize severance, wages, and other compensation to personnel.</p>	<p>Processes for:</p> <ul style="list-style-type: none"> - Provision of segregated wage accounts where funds are deposited and protected ahead of disruption - Use of third-party escrow or trust arrangements 	<p>Adverse Impacts, such as:</p> <ul style="list-style-type: none"> - Lack of access to relevant organization and government benefits - Possible underpayment, or non-payment of severance, wages and other compensation - Loss of housing - Debt

Criteria	Sample Indicators	Sample Indicators
	<ul style="list-style-type: none"> - Establishment of financial risk triggers which automatically direct funds toward personnel obligations - Enrollment in wage protection insurance or national guarantee schemes - Assignment of fiduciaries or oversight committees to verify personnel payments <p>Documents and Records, such as:</p> <ul style="list-style-type: none"> - Personnel Agreements/Contracts - Payroll - Bank accounts - Escrow or Trusts - Insurance - Pay Stubs / Wage Slips - Cash distribution schedules - Benefits and Bonuses - Internal and External Communications <p>Metrics, such as:</p> <ul style="list-style-type: none"> - % of payroll cycles with funds pre-deposited in the ring-fenced account - Variance between required payroll amounts and actual reserved balances - % of total personnel covered by escrow/trust protection 	<ul style="list-style-type: none"> - Loss of legal status <p>Visual/Sensory, such as:</p> <ul style="list-style-type: none"> - Signage - Body language during worker/management interviews - Vocal/Verbal irregularities during worker/management interviews <p>Verbal, such as:</p> <ul style="list-style-type: none"> - Personnel Statements, Including: <ul style="list-style-type: none"> o “We’re told the company has to balance paying us with paying suppliers.” o “They said if things get bad, they’ll try to protect wages as much as possible.” o “We’ve never really seen the plan, just been told everything will be okay.” o “Last time there were problems, our pay was pushed back a week.” o “Some people got their payout, but it wasn’t clear how it was calculated.” o “I’m not sure if we’re actually part of the government scheme.” o “Updates usually come late, after people start asking questions.”

Criteria	Sample Indicators	Sample Indicators
	<ul style="list-style-type: none"> - Average time from disruption to disbursement from escrow - # of simulation drills where payroll execution was tested - Time elapsed between financial trigger activation and wage allocation - % of personnel with up-to-date severance/benefit calculations on file - Insured amount versus total payroll liability 	
<p>D4.12 - The organization shall ensure disciplinary deductions from wages or hours:</p> <ul style="list-style-type: none"> a. Are only taken from wages due if national law and a binding collective bargaining agreement allow; b. Are reasonable and for a limited period of time; c. Do not bring wages below a living wage (or the legal minimum wage, if higher); and d. Provide opportunity for appeal. 	<p>Processes for:</p> <ul style="list-style-type: none"> - Disciplinary procedures that are separate from payroll - Requirement of written authorization from HR or compliance personnel before any disciplinary deduction is applied - Configuring payroll software to flag or block any deductions that would reduce pay below the living wage or contracted minimum hours - Delivery of a prior written explanation of any deductions in wages or hours for personnel - Appeals process prior to deduction of wages or reduction of hours 	<p>Adverse Impacts, such as:</p> <ul style="list-style-type: none"> - Lack of access to relevant organization and government benefits - Possible underpayment, non-payment of overtime, or non-payment of bonuses - Discrimination against lower income workers, women, and caregivers - Inability to make financial plans - Deductions that are disproportionate to infraction <p>Visual/Sensory, such as:</p> <ul style="list-style-type: none"> - Signage - Body language during worker/management interviews

Criteria	Sample Indicators	Sample Indicators
	<p>Documents and Records, such as:</p> <ul style="list-style-type: none"> - Personnel Agreements/Contracts - Payroll - Schedules - Pay Stubs / Wage Slips - SAI Wage Tool - Time (including overtime) and Attendance Records - Cash distribution schedules - Disciplinary Actions - Benefits and Bonuses - Internal and External Communications <p>Metrics, such as:</p> <ul style="list-style-type: none"> - % of disciplinary actions that result in deductions versus other corrective measures - % of deductions with documented HR pre-authorization. - Average time taken for HR review before a deduction is applied - # of system alerts triggered for deductions that would breach minimum wage - % of deductions accompanied by signed worker acknowledgment 	<ul style="list-style-type: none"> - Vocal/Verbal irregularities during worker/management interviews <p>Verbal, such as:</p> <ul style="list-style-type: none"> - Personnel Statements, Including: <ul style="list-style-type: none"> o “My pay seems to change a lot from week to week.” o “Sometimes the check feels smaller than what I worked for.” o “I don’t always understand why money is taken out.” o “They don’t explain deductions, it just shows up on the slip.” o “It depends on who your supervisor is, the rules aren’t the same.” o “After the penalty, I barely had enough to get by that week.”

Criteria	Sample Indicators	Sample Indicators
	<ul style="list-style-type: none"> - Total # of disciplinary deductions applied per pay period. - Average deduction amount as a percentage of gross wages. - Distribution of deductions across departments, shifts, or supervisors - Average hours “lost” per worker due to disciplinary reductions compared with scheduled hours - Variance in deduction frequency among different personnel demographics 	
<p>D4.13 – The organization shall ensure the use of piece-rate compensation, part-time employment, seasonal employment, short-term contracts, homeworkers, non-employee personnel, and work from home arrangements:</p> <ul style="list-style-type: none"> a. Are measured and evidence based; b. Do not contradict the requirements of this Standard; c. Provide wages and hours that support a decent standard of living; 	<p>Processes for:</p> <ul style="list-style-type: none"> - Requirement that homework contractors keep records, including: <ul style="list-style-type: none"> o households and working members of families receiving work (e.g. not just the father or husband, as is common in some contexts) o the quantity of work distributed to homeworkers o quantity of work completed and returned o payments made to homeworkers 	<p>Adverse Impacts, such as:</p> <ul style="list-style-type: none"> - Lack of access to relevant organization and government benefits - Possible underpayment, non-payment of overtime, or non-payment of bonuses - Discrimination against lower income workers, women, and caregivers - Inability to make financial plans - Inability to change jobs - Forced labor - Forced overtime - Increased risks of health impacts <p>Visual/Sensory, such as:</p>

Criteria	Sample Indicators	Sample Indicators
<p>d. Do not pose undue health and safety risks; and</p> <p>e. Are transparent, predictable, and convenient to personnel.</p>	<ul style="list-style-type: none"> ○ any social security or health insurance benefits being provided to homeworkers ○ costs paid out-of-pocket for materials ○ hours worked - Prequalification system for intermediaries/agents sourcing from homeworkers - Assessment of production targets using time-and-motion studies or personnel input to ensure achievable earnings without requiring excessive hours or unsafe work intensity - Integration of automatic payroll processing which adjusts pay of personnel to be at least equivalent to a living wage regardless of production - Assessment of production targets against health and safety outcomes - Setting of minimum number of hours part-time personnel can expect per week or month - Equal or pro-rata pay, bonuses, and benefits for personnel who are part-time, seasonal, 	<ul style="list-style-type: none"> - Signage - Body language during worker/management interviews - Vocal/Verbal irregularities during worker/management interviews - Workers counting units aloud or comparing piece counts with each other - Visible signs of rushing, repetitive strain, or fatigue from trying to increase output - Informal tallies or notebooks suggesting workers track pay themselves <p>Verbal, such as:</p> <ul style="list-style-type: none"> - Personnel Statements, Including: <ul style="list-style-type: none"> ○ “I have to skip breaks if I want to make enough.” ○ “If I slow down, my pay drops a lot.” ○ “I keep my own tally because the numbers don’t always match.” ○ “Sometimes I only get a few hours, then nothing for days.” ○ “The schedule keeps changing at the last minute.” ○ “By the time I pay for transport, I barely earn anything on short shifts.”

Criteria	Sample Indicators	Sample Indicators
	<p>on short-term contracts, and non-employee personnel</p> <ul style="list-style-type: none"> - Opportunities for personnel who are part-time, seasonal, on short-term contracts, and non-employee personnel to transition to full time, permanent roles - Equal access (to full time) to training and development for personnel who are part-time, seasonal, on short-term contracts, and non-employee personnel - Limits on consecutive renewal of short-term contracts - Notice periods for contract termination or non-renewal - Requirement of justification for employing personnel who are part-time, seasonal, on short-term contracts, homeworkers, and/or non-employee personnel - Contractual requirement of access to all relevant data and performance outcomes for providers of non-employee personnel - Full access to organizational grievance and complaints mechanisms for personnel who are part-time, seasonal, on short-term contracts, homeworkers, and/or non-employee personnel 	<ul style="list-style-type: none"> ○ “I usually wait around to see if they’ll call me in for extra hours.” ○ “They said we don’t need much training since we won’t be here long.” ○ “I stay in the company housing with a lot of others until the season ends.” ○ “I’ve signed more contracts here than I can count.” ○ “We never really know if we’ll stay on until the very end.” ○ “We check with the agency first before asking the company anything.” ○ “We’re not included in most of the company updates, but that’s normal.” ○ “I just use my own chair and table – it’s not really an office setup.” ○ “After I pay for the supplies each month, there’s very little left.” ○ “It is a family job, we all contribute.”

Criteria	Sample Indicators	Sample Indicators
	<ul style="list-style-type: none"> - Provision of ergonomic equipment for personnel in work from home arrangements <p>Documents and Records, such as:</p> <ul style="list-style-type: none"> - Personnel Agreements/Contracts - Job Descriptions - Job Advertisements - Payroll - Schedules - Pay Stubs / Wage Slips - Time and motion studies - SAI Wage Tool - Time (including overtime) and Attendance Records - Cash distribution schedules - Expense reimbursement - Disciplinary Actions - Benefits and Bonuses - Internal and External Communications <p>Metrics, such as:</p> <ul style="list-style-type: none"> - % of piece-rate targets met during regular working hours - % of personnel who regularly meet piece-rate targets during regular working hours 	

Criteria	Sample Indicators	Sample Indicators
	<ul style="list-style-type: none"> - Variance in earnings across personnel doing similar tasks - % of personnel receiving equal or pro-rata pay, bonuses, and/or benefits regardless of employment type - Turnover rate of personnel by employment type - % of seasonal contracts renewed across consecutive years - % of non-permanent personnel transitioned to permanent roles - Average # of renewals for short-term contracts - Ratio of permanent roles to non-permanent roles - Average payment timeline for delivery of homework - Variation in earnings among different employment types - % of personnel reimbursed for required expenses of work-from home arrangements 	
<p>D4.14 – The organization shall develop and implement effective management systems to meet or exceed the requirements and principles associated with Decent</p>	<p>To be developed...</p>	<p>To be developed...</p>

Criteria	Sample Indicators	Sample Indicators
Hours, Wages, and Benefits throughout its operations and business relationships...		

D5: Freedom from Discrimination

Criteria	Sample Indicators	Sample Indicators
D5.1 - The organization shall respect the rights of personnel to freedom from discrimination.	Adherence to D5.2-D5.6	Adherence to D5.2-D5.6
<p>D5.2 - The organization shall ensure personnel have equal access and opportunity and are free from discrimination in all their interactions with the organization, including:</p> <ul style="list-style-type: none"> a. Hiring and recruitment; b. Employment and working conditions; c. Work placement; d. Performance review and feedback; e. Training and mentoring; f. Promotions and opportunities; 	<p>Processes for:</p> <ul style="list-style-type: none"> - Setting of diversity goals/targets - Requirement of skills/qualifications for all roles in the organization defined and documented - Standardization of job postings, interviews, and selection criteria - Establishment of criteria for wages, promotions, and performance reviews - Composition of cross-functional worker-manager teams to be representative of worker demographics - Inclusion of discriminatory behavior in disciplinary code 	<p>Adverse Impacts, such as:</p> <ul style="list-style-type: none"> - Emotional or psychological distress - Lack of access to roles, promotions, professional development or other employment opportunities - Reduced pay, bonuses, or benefits - Lack of redress for grievance and injury <p>Visual/Sensory, such as:</p> <ul style="list-style-type: none"> - Demographics of personnel by role/responsibility/authority - Signage - Body language during worker/management interviews

Criteria	Sample Indicators	Sample Indicators
<p>g. Grievances; h. Wages and benefits, including accommodation, transportation, meals, partner and family benefits, and others; i. Disciplinary processes; and j. Termination and retirement.</p>	<ul style="list-style-type: none"> - Accommodation of differing needs of personnel (processes, expectations, equipment, etc...) - Assignment of responsibility for anti-discrimination efforts to top management - An anonymized recruitment processes where names, ages, photos, and other personal identifiers are removed from résumés or initial screening - Inclusion of mixed demographic panels in hiring, promotions, and terminations - Pairing of underrepresented demographics with leadership as mentors/mentees - Rotation of high-visibility tasks, training opportunities, or leadership of projects - Anonymized pay bands and promotion data on notice boards or digital portals - Engagement of an external, independent advisor or ombudsperson to handle discrimination concerns confidentially and recommend remedies <p>Documents and Records, such as:</p> <ul style="list-style-type: none"> - Personnel Agreements/Contracts - Contract terms of non-employee personnel - Job Descriptions 	<ul style="list-style-type: none"> - Vocal/Verbal irregularities during worker/management interviews <p>Verbal, such as:</p> <ul style="list-style-type: none"> - Personnel Statements, Including: <ul style="list-style-type: none"> o “It feels like certain people always get called in first when new roles open up.” o “A lot of folks like me don’t tend to stay very long.” o “People in the same role don’t all seem to make the same, but that’s just how it is.” o “I can’t be a supervisor. I don’t think I’m allowed.” o “That job is for women. I don’t want it.” o “I wouldn’t know where to go if I thought something wasn’t fair.” o “Around here, fitting in matters more than how well you do the job.”

Criteria	Sample Indicators	Sample Indicators
	<ul style="list-style-type: none"> - Job Advertisements - Payroll - Schedules - Pay Stubs / Wage Slips - SAI Wage Tool - Time (including overtime) and Attendance Records - Cash distribution schedules - Expense reimbursement - Disciplinary Actions - Benefits and Bonuses - Promotions - Internal and External Communications - Exit Interviews <p>Metrics, such as:</p> <ul style="list-style-type: none"> - Proportion of applicants from different demographic groups who advance to shortlists or final interviews. - Pay gap ratios across comparable roles - Promotion rates by demographic group versus their share in the workforce - Turnover rate by group - Average tenure across demographic groups. - Participation rates in training or development programs by group 	

Criteria	Sample Indicators	Sample Indicators
	<ul style="list-style-type: none"> - Percentage of supervisory roles held by underrepresented groups - Rate of disciplinary measures issued across groups, adjusted for workforce share 	
<p>D5.3 - The organization shall ensure personnel are free from unwelcome conduct, including harassment, bullying, and intimidation in work-related environments and from work-related persons.</p>	<p>Processes for:</p> <ul style="list-style-type: none"> - Counseling, peer support, or temporary reassignment for those experiencing unwelcome conduct - Designation certain personnel as or peer allies across departments, whom workers can approach informally to discuss concerns before or instead of filing formal complaints - Establishment of expectations for personnel to safely intervene when witnessing unwelcome conduct - Rotation of staff or supervisors periodically if complaints cluster around certain teams or work environments - In addition to disciplinary action, offering of voluntary mediation or restorative dialogue where appropriate - Publishing of anonymized summaries of cases - Adjustment of shift schedules, workflows, and reporting lines to reduce conditions where 	<p>Adverse Impacts, such as:</p> <ul style="list-style-type: none"> - Emotional or psychological distress - Lack of access to roles, promotions, professional development or other employment opportunities - Reduced pay, bonuses, or benefits - Lack of redress for grievance and injury - Loss of role or income - Forced labor - Forced overtime - Discrimination <p>Visual/Sensory, such as:</p> <ul style="list-style-type: none"> - Signage - Body language during worker/management interviews - Vocal/Verbal irregularities during worker/management interviews - Spaces where some workers quickly quiet down when another enters

Criteria	Sample Indicators	Sample Indicators
	<p>power imbalances or isolation increase unwelcome conduct risks</p> <p>Documents and Records, such as:</p> <ul style="list-style-type: none"> - Personnel Agreements/Contracts - Contract terms of non-employee personnel - Payroll - Schedules - Expense reimbursement - Disciplinary Actions - Benefits and Bonuses - Support Services - CCTV - Promotions - Internal and External Communications - Exit Interviews <p>Metrics, such as:</p> <ul style="list-style-type: none"> - Turnover rate - Average sick/absence days per worker per quarter in specific teams vs. company average. - % of workers in a department requesting transfers - Participation rate in meetings by personnel 	<ul style="list-style-type: none"> - Individuals consistently excluded from casual conversations, group lunches, or gathering - Teasing nicknames used regularly in common spaces - Repetitive comments about appearance, dress, or accent overheard in shared areas <p>Verbal, such as:</p> <ul style="list-style-type: none"> - Personnel Statements, Including: <ul style="list-style-type: none"> o “I try to keep my head down so I don’t get singled out.” o “It’s easier if I just avoid [that person/that office].” o “People know not to speak up in meetings, it only backfires.” o “It’s not a big deal, but some of the jokes make me uncomfortable.” o “That’s just how [manager/colleague] talks—you get used to it.” o “They always comment on what I wear or how I look.” o “I can’t risk speaking up—it’ll come back to haunt me.” o “I used to enjoy coming in, but now I dread it.”

Criteria	Sample Indicators	Sample Indicators
	<ul style="list-style-type: none"> - % of health complaints (stress, fatigue, psychosomatic symptoms) concentrated in one department vs. others - % of total sick days coded as stress/mental health, disaggregated by team 	
<p>D5.4 - The organization shall take reasonable steps to be inclusive of personnel’s differences, including:</p> <ul style="list-style-type: none"> a. Abilities; b. Religious and customary practices; c. Literacy and language levels; d. Personal hygiene needs; e. Caretaking responsibilities; and f. Other needs that do not unduly impact personnel’s ability to perform their role. 	<p>Processes for:</p> <ul style="list-style-type: none"> - Provision of a confidential intake process for personnel to share accommodation needs - Provision of flexible schedules which incorporate personnel needs - Provision of “plain language” review of HR policies and expectations against personnel understanding - Provision of ergonomic/accommodation request workflow - Provision of quiet rooms or wellness spaces that can be used for prayer, rest, or decompressing - Requirement of an “impact check” form before denying an accommodation (documenting reasons, alternatives considered, etc...) <p>Documents and Records, such as:</p> <ul style="list-style-type: none"> - Personnel Agreements/Contracts 	<p>Adverse Impacts, such as:</p> <ul style="list-style-type: none"> - Emotional or psychological distress - Lack of access to roles, promotions, professional development or other employment opportunities - Reduced pay, bonuses, or benefits - Lack of redress for grievance and injury - Loss of role or income <p>Visual/Sensory, such as:</p> <ul style="list-style-type: none"> - Signage - Body language during worker/management interviews - Vocal/Verbal irregularities during worker/management interviews - Workstations where employees have improvised fixes (pillows for chairs, homemade footrests)

Criteria	Sample Indicators	Sample Indicators
	<ul style="list-style-type: none"> - Contract terms of non-employee personnel - Payroll - Schedules - Expense reimbursement - Disciplinary Actions - Benefits and Bonuses - Support Services - CCTV - Promotions - Accommodation requests - Internal and External Communications - Exit Interviews <p>Metrics, such as:</p> <ul style="list-style-type: none"> - Average time to resolve accommodation requests - % of accommodation requests approved or modified vs. denied - Post-accommodation personnel performance, satisfaction, absenteeism, error/incidents, and/or retention rates 	<p>Verbal, such as:</p> <ul style="list-style-type: none"> - Personnel, Including: <ul style="list-style-type: none"> o “There isn’t really a process here for asking for accommodations.” o “I don’t even know who to talk to about things like flexible schedules or accessibility.” o “I have to swap shifts under the table because management won’t help.” o “I was told equipment was too expensive, so I just make do.” o “I avoid meetings because the materials are never in a format I can use.” o “I signed paperwork I didn’t fully understand because there wasn’t a translation.” o “Training is rushed, and they don’t check if everyone really followed.” o “My manager said, ‘We have to treat everyone the same,’ and refused my request.” o “They told me my needs create resentment with the rest of the team.”
<p>D5.5 - The organization shall ensure personnel are not subject</p>	<p>Processes for:</p>	<p>Adverse Impacts, such as:</p> <ul style="list-style-type: none"> - Emotional or psychological distress

Criteria	Sample Indicators	Sample Indicators
<p>to invasive medical/bodily procedures as part of their employment, including:</p> <ul style="list-style-type: none"> a. “Virginity” tests; b. Pregnancy tests; c. HIV/AIDS tests; and d. Other medical/bodily tests, inspections, or procedures not relevant to their specific role. <p>Exceptions may be made only:</p> <ul style="list-style-type: none"> a. As necessary to identify, prevent, and mitigate severe adverse impacts and risks to the individual or other personnel; and b. When clearly communicated and agreed with personnel in advance. 	<ul style="list-style-type: none"> - Written informed consent before any health or background screening, describing scope, purpose, and use - Justification as to why less intrusive alternatives wouldn’t suffice - If practices are required, they are conducted by a licensed third party, not internal personnel <p>Documents and Records, such as:</p> <ul style="list-style-type: none"> - Personnel Agreements/Contracts - Contract terms of non-employee personnel - Disciplinary Actions - CBAs - Accommodation requests - Consent Forms - Testing(s) - Access logs - Internal and External Communications - Exit Interviews <p>Metrics, such as:</p> <ul style="list-style-type: none"> - Number of invasive procedure requests logged per year - % of requests with documented legal justification 	<ul style="list-style-type: none"> - Lack of access to roles, promotions, professional development or other employment opportunities - Reduced pay, bonuses, or benefits - Lack of redress for grievance and injury - Loss of role or income - Physical injury <p>Visual/Sensory, such as:</p> <ul style="list-style-type: none"> - Signage - Body language during worker/management interviews - Vocal/Verbal irregularities during worker/management interviews - Medical exam rooms or testing stations set up on-site in production areas, visible to coworkers - Visible biometric devices (fingerprint scanners, retina scanners, wearable trackers) with no signage explaining their use or data protection. - Personal belongings being searched openly - Supervisors casually discussing someone’s health, test results, or private issues in shared spaces - Security staff or managers conducting pat-downs, bag checks, or pocket checks

Criteria	Sample Indicators	Sample Indicators
	<ul style="list-style-type: none"> - % of procedures with documented informed consent - Average time to respond to accommodation requests - Rate of denied accommodations - % of workers subjected to testing/searches - Average retention period of invasive data 	<p>Verbal, such as:</p> <ul style="list-style-type: none"> - Personnel Statements, Including: <ul style="list-style-type: none"> ○ “I had to share my medical history with my supervisor, not HR.” ○ “We get drug-tested all the time, even if there’s no incident or reason.” ○ “They wouldn’t let me return to work until I gave them my private health records.” ○ “They pat us down before shifts—it feels like we’re treated as suspects.” ○ “I don’t like that they monitor us with cameras everywhere, even in break areas.” ○ “They asked for my social media logins when I was hired.” ○ “I felt like I couldn’t say no, or I’d lose my job.” ○ “We weren’t told what the test was for—they just said it was required.”
<p>D5.6 – The organization shall develop and implement effective management systems to meet or exceed the requirements and principles associated with</p>	<p>To be developed...</p>	<p>To be developed...</p>

Criteria	Sample Indicators	Sample Indicators
Freedom from Discrimination throughout its operations and business relationships...		

D6: Health and Safety

Criteria	Sample Indicators	Sample Indicators
D6.1 - The organization shall respect the rights of personnel to health and safety, including physical, social, and mental well-being.	Adherence to D6.2-D6.13	Adherence to D6.2-D6.13
D6.2 - The organization shall assign a competent management representative whose responsibilities include ensuring safe and healthy work-related environments for personnel and for meeting this Standard's health and safety requirements.	<p>Processes for:</p> <ul style="list-style-type: none"> - Development of a competency framework for management representative, including: <ul style="list-style-type: none"> o training, o experience, o communication skills, o knowledge - Consultation with workers on assignment - A probationary period after assignment - mMandatory training for representative - Requirement of continuing education for representative 	<p>Adverse Impacts, such as:</p> <ul style="list-style-type: none"> - H&S hazards go unrecognized and/or insufficiently addressed - H&S incidents lead to near misses, injury, or death - Lack of knowledge of health and safety risks and processes - Lack of redress for grievance and injury <p>Visual/Sensory, such as:</p> <ul style="list-style-type: none"> - Signage - Body language during worker/management interviews

Criteria	Sample Indicators	Sample Indicators
	<ul style="list-style-type: none"> - Definition of protected time to perform duties without penalty to performance metrics - Inclusion of protection from retaliation for raising safety issues - Establishing, maintaining and monitoring Health & Safety Committee(s) - Requirements, responsibilities and protocols for Health & Safety Committee - Requirement of participation in incident investigations, audits, and risk assessments - Inclusion of performance as H&S representative in performance reviews <p>Documents and Records, such as:</p> <ul style="list-style-type: none"> - Personnel Agreements/Contracts - Job description - Training certificates/competency records - H&S Committee(s) meeting notes - H&S risk assessments - Accident/incident - Performance Reviews - Internal and external communications <p>Metrics, such as:</p>	<ul style="list-style-type: none"> - Vocal/Verbal irregularities during worker/management interviews <p>Verbal, such as:</p> <ul style="list-style-type: none"> - Personnel Statements, Including: <ul style="list-style-type: none"> o “I do/ don’t know who is responsible.” o “We’ve been told who was assigned, but he/she doesn’t listen (or makes no changes)” o “I think someone from management is, but I’ve never seen them.” o “If something goes wrong, we just tell our supervisor, but there’s no specific person for safety.” o “We’re supposed to figure things out ourselves or call maintenance.” o “Usually the supervisor decides if something is safe enough.” o “When equipment breaks, it just depends on who you can find to fix it.”

Criteria	Sample Indicators	Sample Indicators
	<ul style="list-style-type: none"> - # of continuing education hours per year - # of meetings/trainings delivered by representative - % of reported hazards with no documented follow-up/responsible person assigned - % of corrective actions without an assigned H&S owner 	
<p>D6.3 - The organization shall periodically identify hazards and assess and prioritize their associated health and safety risks in work-related environments that the organization causes, contributes to, or is directly linked to through its operations or business relationships under normal or exceptional circumstances. The organization shall include both immediate and long-term or cumulative effects in its consideration of risks.</p>	<p>Processes for:</p> <ul style="list-style-type: none"> - Conducting of workplace H&S inspections - Production of hazard maps or floor diagrams to assist inspections - Inclusion of sensory tests in inspections - A hazard reporting system - Inclusion of worker-led safety committees - Conducting of task analysis to identify hazards - Conducting of exposure analysis – including who may be at risk - Definition of hazard character – including the nature and how it could cause harm - Evaluation of existing controls - Applying a risk matrix of likelihood and probability 	<p>Adverse Impacts, such as:</p> <ul style="list-style-type: none"> - H&S hazards go unrecognized and/or unaddressed - H&S incidents lead to near misses, injury, or death - Loss of income, benefits or bonuses - Injury or death - Emotional or psychological distress, including: <ul style="list-style-type: none"> o Stress o Anxiety o Depression o Loneliness o Isolation o Anger - Physical injury, including:

Criteria	Sample Indicators	Sample Indicators
	<ul style="list-style-type: none"> - Conducting of cost-benefit analysis – including feasibility and proportion of control <p>Documents and Records, such as:</p> <ul style="list-style-type: none"> - Hazard identification - Hazard analysis and risk prioritization - Business partner selection and monitoring - Hazard recognition training - H&S Committee(s) meeting notes - Accident/incident - Equipment manuals - Workers compensation claims - Maintenance - Permits/licenses/certificates - Internal and External - Communications <p>Metrics, such as:</p> <ul style="list-style-type: none"> - # of hazards identified per inspection - % of departments, shifts, or processes included in scheduled inspections or hazard reviews - % of hazards reappearing after being previously identified and “closed.” 	<ul style="list-style-type: none"> o Acute injuries (breaks, burns, concussions...) o Chronic/repetitive strains (tendonitis, bursitis, carpal tunnel...) o Internal injuries (organ damage, bleeding, hemorrhages...) o Environmental injuries (hearing loss, chemical burns, falls...) <p>- Illness, including:</p> <ul style="list-style-type: none"> o Infectious disease (viral, bacterial, fungal...) o Chronic disease (cardiovascular, auto-immune, chronic pain...) o Mental illness (anxiety, depression, personality disorders...) o Occupational illness (respiratory, musculoskeletal, skin conditions...) <p>Visual/Sensory, such as:</p> <ul style="list-style-type: none"> - Signage - Body language during worker/management interviews - Vocal/Verbal irregularities during worker/management interviews

Criteria	Sample Indicators	Sample Indicators
	<ul style="list-style-type: none"> - Average time between introduction of new process/equipment and completion of risk assessment - % of high-risk activities with documented and updated risk assessments 	<ul style="list-style-type: none"> - Unmarked/unidentified hazards, Including: <ul style="list-style-type: none"> o Exposed wiring, o unlabeled chemical containers, o missing machine guards, o uncovered pits/trenches - Persistent odors, including: <ul style="list-style-type: none"> o Strong chemical smells, o fumes, o mold odors - Loud noises or machinery - Visible particulates in the air - Poor lighting - Temperature extremes - Use of PPE <p>Verbal, such as:</p> <ul style="list-style-type: none"> - Personnel Statements, Including: <ul style="list-style-type: none"> o “Hazard? ... what’s hazardous about ... [topic/ process/ condition/ material /equipment / environment etc.]?” 😊 o “There is a fire alarm and fire extinguishers, but emergency procedures are management’s responsibility, I think.”

Criteria	Sample Indicators	Sample Indicators
		<ul style="list-style-type: none"> ○ “It’s safe as long as you know what you are doing” ○ “It would slow things down / cost more if we changed how we operate’ ○ “We’re a small organization, we ...[can’t comply]...” ○ “We can no longer get replacement parts for this machinery” ○ “We don’t need additional controls ... nobody (would) ever ... [behave in a way which could be hazardous]” ○ “How can we be expected to enforce health and safety ideas outside of our organization?” ○ “We purchase these chemicals from a local hardware store., therefore, they can’t really be hazardous” ○ “I don’t think anyone ever checks this part of the building.” ○ “That machine guard has been broken for weeks – nobody’s come to look at it.” ○ “We just work around the problem; it’s always been like this.”

Criteria	Sample Indicators	Sample Indicators
		<ul style="list-style-type: none"> ○ “New equipment just shows up, and we figure it out ourselves.” ○ “No one explained what could actually happen if something goes wrong.” ○ “They only fix things if someone already got hurt.” ○ “We’re told to keep production moving, even if it’s risky.”
<p>D6.4 - The organization shall adequately address risks from workplace hazards, including, but not limited to:</p> <ul style="list-style-type: none"> a. Hazardous materials; b. Hazardous equipment, work environment, and/or utilities (e.g., machinery, air quality, electrical, lighting, dust, pathogens, noise, temperature, injury hazards, etc.); and c. Ergonomics. 	<p>Processes for:</p> <ul style="list-style-type: none"> - Requirement of areas treated with chemicals to be labeled - Replacement of hazardous materials with non-hazardous - Provision of space for personnel meal breaks, food storage, and storage of belongings <ul style="list-style-type: none"> ○ Away from hazardous materials and areas and/or areas that may pose health risks (e.g., noise, vibration) ○ Covered ○ Sanitary ○ Away from work areas - Provision of eye wash, chemical cleaning stations, etc... 	<p>Adverse Impacts, such as:</p> <ul style="list-style-type: none"> - Emotional or psychological distress - Physical injury - Illness - Loss of income, benefits or bonuses - Death <p>Visual/Sensory, such as:</p> <ul style="list-style-type: none"> - Signage - Body language during worker/management interviews - Vocal/Verbal irregularities during worker/management interviews - Posture of personnel at workstations - Repetitive motions

Criteria	Sample Indicators	Sample Indicators
	<ul style="list-style-type: none"> - Maintenance of a list of all hazardous substances, with Safety Data Sheets (SDS) and containers labelled - Establishment of protocols for chemical compatibility - Maintenance of extraction, filtration, and HVAC systems - Conducting of CO₂, dust, or chemical vapor checks - Conducting of decibel mapping and lux level measurements - Installation of gas detection alarm - Enforcement of entry controls for high-risk areas - Inspection and preventive maintenance of guards, emergency stops, and interlocks - Requirements for isolating energy sources before maintenance or cleaning - Requirements for machine operator competency and certification - Intervals for cleaning, calibration, lubrication, and servicing of equipment - Requirement of review and approval of any non-standard modifications to machinery - Conducting of workstation ergonomic evaluations 	<ul style="list-style-type: none"> - Chemical/hazardous materials/waste storage and disposal - High voltage plants/poles - Noise levels - Temperature(s) - Lighting - Guardrails - saw guards, pulley covers, emergency stop buttons, etc. - Areas treated with chemicals to be labeled - Wiring - Use of PPE - Dust, lint, scraps, etc. - Ventilation - Safety showers, eyewash stations, chemical cleaning stations, etc... - Electrical panels - Working space for personnel <p>Verbal, such as:</p> <ul style="list-style-type: none"> - Personnel Statements, Including: <ul style="list-style-type: none"> o “Sometimes the labels on those bottles are too faded to read, but we know what’s inside by the smell.”

Criteria	Sample Indicators	Sample Indicators
	<ul style="list-style-type: none"> - Provision of adjustable chairs, monitor height guidelines, and rotation schedules for repetitive tasks - Rotation of personnel conducting high-strain tasks and enforcement of rest breaks Documents and Records, such as: - Occupational health checks - H&S Committee(s) meeting notes - H&S risk assessments - H&S inspections - Incident /near miss logs - Chemicals and hazardous materials inventory - Safety Data Sheets - Waste disposal - Equipment manuals - Workers compensation claims - Maintenance - Entry/exit logs - Permits/ licenses/ certificates - Internal and External Communications Metrics, such as: - Incident rate (per hazard type) - Preventive maintenance completion rate 	<ul style="list-style-type: none"> o “We usually borrow gloves from another station when we run out.” o “The fumes are stronger some days, but if you open the window it’s not so bad.” o “The guard is a little loose, but it still gets the job done.” o “If it jams, you just give it a kick and it starts again.” o “It gets really loud in that section, but you kind of stop noticing after a while.” o “The floor is usually slick after cleaning, so we just walk carefully.” o “In summer, you just have to drink a lot of water and deal with it.” o “My shoulder’s been sore, but everyone here has that after a few months.” o “We switch positions when it gets too painful, even if the rotation isn’t scheduled.”

Criteria	Sample Indicators	Sample Indicators
	<ul style="list-style-type: none"> - Average response time to contain/report incidents - Mean time between failures (MTBF) - Percentage of equipment with required guards or lockout/tagout systems verified functional - # of near-miss reports - % of noise level measurements exceeding thresholds - % of air/water quality samples within safe limits - Rate of reported slips, trips, and falls relative to workforce size - % of ergonomic workstation assessments completed - % of absenteeism days linked to ergonomic injuries - Days per year that indoor WBGT Exceeds 30 C WBGT (Wet Bulb Globe Temperature = measure of extreme heat) and/or national standard 	
<p>D6.5 - The organization shall adequately address risks from natural and human-made disasters and emergencies, including, but not limited to:</p>	<p>Processes for:</p> <ul style="list-style-type: none"> - Recording the presence and location of personnel at all times 	<p>Adverse Impacts, such as:</p> <ul style="list-style-type: none"> - Emotional or psychological distress - Physical injury - Illness

Criteria	Sample Indicators	Sample Indicators
<p>a. Fire and explosion/implosion; b. Earthquakes; c. Floods; d. Drought; e. Extreme environmental conditions, including extreme temperatures; f. Other (non-fire) emergency; g. Pathogens (communicable diseases); and h. Other foreseeable abnormal or emergency situations.</p>	<ul style="list-style-type: none"> - Emergency response plans for different emergency scenarios, such as: <ul style="list-style-type: none"> o communication protocols o roles & responsibilities, o equipment o materials o access to information o evacuation routes, o safe assembly points, o emergency response testing - Establishing and maintaining emergency provisions, such as: <ul style="list-style-type: none"> o Exit doors o Battery-powered egress route lighting o Signage o Meeting points o Extinguishers o Drills o Alarms o First aid kits o visible, maintained meeting points o firefighting equipment - Conducting of site-specific risk mapping (geological, climatic, political, industrial surroundings) 	<ul style="list-style-type: none"> - Loss of income, benefits or bonuses - Death <p>Visual/Sensory, such as:</p> <ul style="list-style-type: none"> - Access <ul style="list-style-type: none"> o to egress routes o to emergency alarms, equipment materials and plans o to PPE o for emergency responders (both internal and external) - Signage, including: <ul style="list-style-type: none"> o Evacuation routes, including current locations o Shelter-in-place facilities o Roles and responsibilities in emergency, including: <ul style="list-style-type: none"> ▪ First aid providers ▪ Fire wardens ▪ Managers - Body language during worker/management interviews - Vocal/Verbal irregularities during worker/management interviews - Automated fire systems, including: <ul style="list-style-type: none"> o Fire detection

Criteria	Sample Indicators	Sample Indicators
	<ul style="list-style-type: none"> - Identification of critical processes, high-risk areas (chemical storage, power sources), and vulnerable groups - Integration with local authority and first responder systems - Reinforcement of building structures to withstand local hazards - Installation of backup power, water, and/or ventilation systems - Designing storage areas for hazardous materials to prevent release during emergencies - Installation of alarms and detection systems (fire, gas leak, flood sensors) - Establishment of weather alert and civil defense notification subscriptions - Development of protocols for rapid communication to personnel (text alerts, loudspeaker, apps) - Provision of mandatory training on emergency preparedness and response - Conducting of regular evacuation drills (at least annually, ideally quarterly) simulating different scenarios - Training of designated emergency response teams (first aid, firefighting, spill response) 	<ul style="list-style-type: none"> o Smoke detection o Fire alarms - Exit doors <ul style="list-style-type: none"> o Number o Unlocked o Open in direction of travel - Emergency egress <ul style="list-style-type: none"> o Personnel Knowledge o Free from obstruction o Alternative routes o Safe distances (60 m Maximum distance is typical) o Condition of stairways o Visibility - Non-exits marked - Windows (not barred if may be needed for emergency egress) - Fire suppression systems in place in high fire-risk areas - Sandbags, tarps, or buckets stored near flood-prone areas instead of permanent solutions - Generators, pumps, or backup systems dusty or with cobwebs - Hydrants and hoses - Firefighting water pressure

Criteria	Sample Indicators	Sample Indicators
	<ul style="list-style-type: none"> - Standardization of procedures for shutting down equipment, securing hazardous materials, and accounting for personnel. - Implementation of a “buddy system” or floor wardens to assist vulnerable workers - Maintenance of first-aid and emergency supply kits - Development of a business continuity plan (BCP) identifying essential functions, backup suppliers, and recovery priorities - Securement of critical data with offsite/cloud backup systems - Establishment of mutual aid agreements with nearby facilities or partners - Addressing immediate needs after emergency (medical care, housing, food, wage continuity for displaced workers) - Involvement of worker representatives in developing and testing emergency plans - Provision to workers of communication channels to raise concerns about safety or gaps in preparedness - Engagement with local communities on shared risks (e.g., chemical plants near residential areas) 	<ul style="list-style-type: none"> - Dead batteries or disconnected wires in smoke detectors - Sirens or PA systems that sound muffled or distorted during announcements - First-aid kits missing items (bandages, gloves) or visibly expired supplies - Fire extinguishers or emergency lights with expired inspection tags - Proximity and condition of <ul style="list-style-type: none"> o emergency response equipment o eyewash stations o drench showers o first aid kits - Electric supply condition <ul style="list-style-type: none"> o Isolation (from shock and combustible materials) o Insulation o Grounding o Overloading - Safe ‘hot work’ practices - Safe housekeeping practices <ul style="list-style-type: none"> o Flammable, combustible and/or explosive materials safe handling & storage

Criteria	Sample Indicators	Sample Indicators
	<p>Documents and Records, such as:</p> <ul style="list-style-type: none"> - H&S Committee(s) meeting notes - H&S risk assessments - H&S inspections - Emergency response plans - Emergency response test results <ul style="list-style-type: none"> o Automated alarms and shut-offs (equipment, processes & facilities) o Fire suppression equipment o Evacuation(s) o Incident response drills - Chemicals - Waste disposal - Workers compensation claims - Maintenance - Entry/exit logs - Permits/ licenses /certificates - Internal and External - Communications <p>Metrics, such as:</p> <ul style="list-style-type: none"> - Frequency of evacuation drills - Frequency of emergency plan practice - Response times <ul style="list-style-type: none"> o Evacuation o Escalation 	<ul style="list-style-type: none"> o No flammable materials adjacent to stairs egress routes, or ignitions sources o Hazardous materials without secondary containment and/or ventilation o Material spill controls, equipment and materials <p>Verbal, such as:</p> <ul style="list-style-type: none"> - Personnel Statements, including: <ul style="list-style-type: none"> o “We’ve had storms before, but nothing ever really happens, so we don’t worry much about it.” o “I think the flood map is in some binder, but no one’s shown it to us.” o “If something big happened, I guess we’d just follow whoever looks like they know what to do.” o “The backup generator works, at least the last time they tested it a while back.” o “The alarms go off sometimes, but usually it’s nothing, so people don’t rush anymore.”

Criteria	Sample Indicators	Sample Indicators
	<ul style="list-style-type: none"> ○ Attendance at point-of-incident ○ External emergency responder attendance - % of facilities with up-to-date emergency risk assessments completed within the last 12 months - % of identified emergency scenarios covered by formal response plans - % of critical infrastructure (structural reinforcements, fire protection, flood defences) meeting standards - Hours backup power/water systems can run under test conditions compared to required standard - % of functional tests passed by alarms, sensors, and notification systems - Average time from hazard detection to worker notification - % of workers who participated in at least one drill in the last year - Average time to evacuate facility vs. target safe time - % of designated responders with current first aid/firefighting certifications - % of drills/incidents where all personnel were accounted for 	<ul style="list-style-type: none"> ○ “We had a drill last year, but people mostly joked around because it took us away from work.” ○ “If the machines go down, we just wait around until someone higher up tells us what to do.” ○ “The company conducts fire drills, but nothing else” ○ “After the last blackout, nobody asked us what went wrong—they just told us to get back to work.” ○ If that [process / equipment / environment] goes wrong, it’s every man/woman for themselves”

Criteria	Sample Indicators	Sample Indicators
	<ul style="list-style-type: none"> - Average time to restore essential operations after a disruption - % of affected workers receiving compensation/assistance - Number of joint drills/meetings with local emergency services or communities 	
<p>D6.6 – The organization shall adequately address risks from all other conditions that may pose a hazard to personnel, including, but not limited to:</p> <ul style="list-style-type: none"> a. Structural safety of buildings and facilities; b. Safe and sanitary conditions (bathrooms, kitchens, housing, etc.); and c. Safety of transportation. 	<p>Processes for:</p> <ul style="list-style-type: none"> - Commission of inspections by certified engineers to check load-bearing structures, fire resistance, electrical systems, and emergency egress - Scheduling of routine repairs (cracks, leaks, corrosion, loose wiring) before they become hazards - Establishing limits for maximum occupancy and monitoring of compliance through access controls - Provision of protocols for evacuation when structural risks (cracks, sagging, tremors) are detected - Provision of daily cleaning schedules for work areas, restrooms, cafeterias, and dormitories 	<p>Adverse Impacts, such as:</p> <ul style="list-style-type: none"> - Emotional or psychological distress - Physical injury - Illness - Loss of income, benefits or bonuses - Death <p>Visual/Sensory, such as:</p> <ul style="list-style-type: none"> - Signage - Body language during worker/management interviews - Vocal/Verbal irregularities during worker/management interviews - Separate food prep and dining areas - Cracks in walls, floors, or ceilings - Rusty support beams, exposed rebar, or corroded stair rails - Blocked, poorly lit, or narrow emergency exits

Criteria	Sample Indicators	Sample Indicators
	<ul style="list-style-type: none"> - Provision of testing of drinking water, wastewater, and sanitation facilities for compliance with health standards - Segregation, labeling, and disposal of hazardous and general waste - Establishment pest prevention and vector control measures, particularly in food-handling or dormitory areas - Requirement of inspection, maintenance, and certification of company-owned or contracted vehicles - Screening of drivers for licenses, fatigue, and/or substance use - Assessment of route-specific risks (traffic density, road quality, security risks, weather exposure) - Standardization of loading/unloading of goods, with restraints for hazardous cargo and limits on passengers <p>Documents and Records, such as:</p> <ul style="list-style-type: none"> - H&S Committee(s) meeting notes - H&S risk assessments - H&S inspections - Waste disposal - Workers compensation claims 	<ul style="list-style-type: none"> - Ceilings sagging slightly or roof leaks - Elevators or lifts shuddering during operation - Restrooms missing soap, paper, or drying facilities, or visibly dirty during work hours - Overflowing trash bins or waste left uncovered - Standing water or mold smell in bathrooms, kitchens, or dormitories - stale air - condensation on windows - flies near food - rodents near trash - food handling hygiene controls <ul style="list-style-type: none"> o access to and use of cleaning materials and equipment o cleanliness of environment o appropriate PPE use (e.g. hairnets, gloves) - mosquitoes in stagnant water - cracked windshields, bald tires, or broken lights on vehicles - people standing, sitting on steps, or leaning out of vehicles - Seat belts missing, broken, or tucked away

Criteria	Sample Indicators	Sample Indicators
	<ul style="list-style-type: none"> - Maintenance - Entry/exit logs - Permits/ licenses / certificates - Internal and External - Communications <p>Metrics, such as:</p> <ul style="list-style-type: none"> - % of required building/structural safety inspections completed on schedule - Average number of structural defects identified per inspection - % of structural issues resolved within prescribed timeframe - % of times occupancy stayed within approved limits - % of inspections where restrooms, dormitories, and food facilities meet standards - % of samples meeting drinking-water and wastewater discharge standards - # of workers per toilet, sink, or shower compared against benchmarks - % of vehicles passing safety inspection - % of scheduled vehicle maintenance completed on time 	<ul style="list-style-type: none"> - Faded or expired inspection/registration stickers <p>Verbal, such as:</p> <ul style="list-style-type: none"> • Personnel statements, including: <ul style="list-style-type: none"> ○ “Sometimes you hear the walls creak when the machines are running full speed.” ○ “We avoid that stairwell because it feels shaky.” ○ “When it rains, the ceiling drips a little in the corner, but we just put a bucket under it.” ○ “The toilets run out of soap by mid-day, so I bring my own.” ○ “The dorms smell a bit musty, but you get used to it.” ○ “At lunch we try to eat early, before the flies get bad.” ○ “You don’t want to drink from that tap, it tastes different.” ○ “The bus gets really crowded, so some people stand in the aisle.” ○ “Sometimes the van doors don’t close all the way, but the driver says it’s fine.”

Criteria	Sample Indicators	Sample Indicators
	<ul style="list-style-type: none"> - % of drivers with up-to-date defensive driving and safety certifications - Number of transport-related incidents or near misses per 100,000 km travelled - % of trips adhering to safe loading and passenger limits - % of long trips where driver rest/break logs are complete and compliant 	<ul style="list-style-type: none"> o “If the truck breaks down, we just wait on the roadside until someone comes.”
<p>D6.7 - The organization shall adequately address risks from psychosocial hazards, including, but not limited to:</p> <ul style="list-style-type: none"> a. Unreasonable deadlines or work expectations; b. Aggressive, bullying, or intimidating behavior by work-related persons; c. Inadequate personal privacy in work-related environments; d. Lack of transparency or conflicting expectations; and e. Unreasonable lack of security or stability in employment. 	<p>Processes for:</p> <ul style="list-style-type: none"> - Provision of shift and overtime limits, with guaranteed rest periods and breaks - Provision of job rotation and workload balancing - Processes for personnel to signal overload, distress, or conflict non-verbally (colored desk cards, digital icons in chat tools, or signals) - Provision of scheduled micro-breaks tied to specific psychosocial risks - Appointment of rotating personnel as peer observers who note early psychosocial risks (bullying, fatigue, isolation) - Execution of short “stress drills” to practice de-escalation techniques: handling an angry 	<p>Adverse Impacts, such as:</p> <ul style="list-style-type: none"> - Emotional or psychological distress - Illness - Loss of income, benefits or bonuses - Death (suicide) <p>Visual/Sensory, such as:</p> <ul style="list-style-type: none"> - Signage - Body language during worker/management interviews - Vocal/Verbal irregularities during worker/management interviews <p>Verbal, such as:</p> <ul style="list-style-type: none"> - Personnel Statements, Including:

Criteria	Sample Indicators	Sample Indicators
	<p>client, a machine breakdown, or unrealistic deadlines</p> <ul style="list-style-type: none"> - Creation of symbolic labels for psychosocial hazards (e.g., icon for “high isolation risk” or “excessive monitoring”) - Provision of “No-surveillance zones” where monitoring tech is disabled <p>Documents and Records, such as:</p> <ul style="list-style-type: none"> - H&S Committee(s) meeting notes - H&S risk assessments - H&S inspections - Workers compensation claims - Sick leave - Turnover - Return to work assessments - Schedules - Time and attendance - Disciplinary Actions - Grievances - Entry/exit logs - Internal and External Communications <p>Metrics, such as:</p>	<ul style="list-style-type: none"> ○ “We feel threatened by our supervisor / management / co-worker” ○ “Vacation just means work piles up, I dread coming back.” ○ “I can’t finish my tasks unless I skip lunch.” ○ “It’s easier to stay quiet than to deal with the pushback.” ○ “I’ve stopped bringing up ideas, nothing changes anyway.” ○ “You never know what mood they’ll be in today.” ○ “We only talk when there’s a problem, otherwise silence.” ○ “I’m exhausted all the time—even weekends don’t help.”

Criteria	Sample Indicators	Sample Indicators
	<ul style="list-style-type: none"> - # of days lost to stress/mental health per X personnel - Short-term sick leave frequency - Proportion of total turnover linked to stress, harassment, or burnout - % of employees reintegrated after stress-related leave - average monthly overtime per worker compared to legal/organizational thresholds - % of employees with less than 12 hours between shifts - % of conflict/harassment cases resolved with approval of all parties - % of workplace incidents where stress, distraction, or conflict was a contributing factor - Uptake rate of counselling, EAPs, mindfulness, or stress management initiatives 	
<p>D6.8 - The organization shall ensure personnel have appropriate awareness, understanding, access to information, and channels for communicating about:</p> <p>a. Hazards related to personnel’s roles and the related health and safety risks;</p>	<p>Processes, such as:</p> <ul style="list-style-type: none"> - Provision of onboarding that introduces new personnel to workplace hazards, protective measures, and emergency procedures - Provision of role-specific hazard briefings so personnel understand risks unique to 	<p>Adverse Impacts, such as:</p> <ul style="list-style-type: none"> - Emotional or psychological distress - Physical injury - Illness - Loss of income, benefits or bonuses - Death

Criteria	Sample Indicators	Sample Indicators
<p>b. Related policies, procedures, roles, and responsibilities; and</p> <p>c. Their rights related to health and safety.</p>	<p>their department, machinery, or work process</p> <ul style="list-style-type: none"> - H&S talks before shifts to reinforce current risks and proscribed practices - Provision of hazard bulletins or alerts posted physically (notice boards, digital screens) and digitally (email, intranet) whenever new risks emerge - Provision of H&S information stations with posters, quick-reference cards, SDS (safety data sheets), and emergency numbers in high-traffic areas - Provision of simulation drills to build experiential understanding - Provision of ongoing refresher training tailored to significant and/or new/emergent hazards - Provision of micro-learning modules - Provision of periodic competency assessments for personnel <p>Documents and Records, such as:</p> <ul style="list-style-type: none"> - Personnel Policies or Handbooks - Contracts with business partners - Hiring - H&S Committee(s) meeting notes 	<p>Visual/Sensory, such as:</p> <ul style="list-style-type: none"> - Signage, including: <ul style="list-style-type: none"> o noise zones, chemical storage, moving equipment - Posted evacuation routes, floor markings, sirens, emergency egress (battery) lighting - Body language during worker/management interviews - Vocal/Verbal irregularities during worker/management interviews - Unlabeled containers - PPE <p>Verbal, such as:</p> <ul style="list-style-type: none"> - Personnel Statements, Including: <ul style="list-style-type: none"> o “I learned everything about [job function] from watching others do it. o “I’m not sure what chemicals we’re handling, it all looks the same to me.” o “We purchase these chemicals from a local hardware store., therefore, they can’t really be hazardous”“Why would I need to be trained to perform [function]? It’s

Criteria	Sample Indicators	Sample Indicators
	<ul style="list-style-type: none"> - H&S risk assessments - H&S inspections - Schedules - Trainings - Competency Assessments - Internal and External Communications <p>Metrics, such as:</p> <ul style="list-style-type: none"> - % of personnel who have completed induction and refresher training within the required timeframes - % of correct answers on post-training quizzes, spot checks, or practical demonstrations - % of personnel confirming receipt or acknowledgment of safety bulletins or digital alerts - % of hazard communications available in all languages/literacy levels relevant to the workforce - % of key safety documentation that is posted or digitally available in required work areas - Rate of hazard reports, suggestions, or questions raised by personnel 	<p>simple and obvious. (e.g. driving material handling equipment)</p> <ul style="list-style-type: none"> ○ You don't need to apply controls if you know what you are doing. (e.g. using a safety harness at heights) ○ "We just use whatever tool is available; I don't think it matters." ○ "I didn't know that noise here could actually cause hearing damage." ○ "If I get hurt, it's just bad luck, not because of the work." ○ "We've always done it this way, so it must be fine." ○ "The last safety training was ages ago; I don't really remember it." ○ "If I need the safety sheet, I don't know where to find it." ○ "We usually just ask each other what's safe; there's nothing written down nearby."

Criteria	Sample Indicators	Sample Indicators
	<ul style="list-style-type: none"> - % of randomly selected personnel who can identify the hazards and safe practices for their role - Rate of near misses reported by personnel - % of incidents where findings and preventive measures were formally communicated to personnel 	
<p>D6.9 - In the event of a work-related injury, the organization shall provide first aid and assist the affected personnel in obtaining follow-up medical treatment.</p>	<p>Processes for:</p> <ul style="list-style-type: none"> - Responding (including responsibilities, actions etc.) in the case of incidents/ near misses/ assistance - Competence development for responders (e.g. Rescue, CPR, first aid and training) - Maintenance and inspection/testing of first aid and assistance equipment materials and resources (e.g. emergency notification system tested periodically) - Incident response simulation exercises - Provision of health/injury insurance for workers who may experience work-related incidents/injuries - Provision of on-site medical staff and/or clinics for the use of personnel - Maintenance of a roster of certified first aiders for each shift, floor, and/or worksite 	<p>Adverse Impacts, such as:</p> <ul style="list-style-type: none"> - Emotional or psychological distress - Physical injury - Illness - Loss of income, benefits or bonuses - Death <p>Visual/Sensory, such as:</p> <ul style="list-style-type: none"> - Signage, including: <ul style="list-style-type: none"> o faded, missing, or inconsistent - Body language during worker/management interviews - Vocal/Verbal irregularities during worker/management interviews - First aid kits are visible, accessible, complete, clean. and organized - Outdated or expired supplies

Criteria	Sample Indicators	Sample Indicators
	<ul style="list-style-type: none"> - Provision of protocols for reporting, responding, and escalating incidents to medical professionals - Provision of periodic practice of injury scenarios - Establishment of formal arrangements with nearby clinics, hospitals, or occupational health services for urgent care - Provision of an occupational health nurse or physician - Provision of dedicated vehicles or agreements with emergency services for transfer of injured personnel - Standardization of forms and digital reporting tools for documenting injuries, root causes, and immediate response - Centralization of logs of all incidents and near misses, including treatment given and referrals made - Scheduling of check-ins with affected personnel to assess recovery and lingering health issues - Provision of modified duties, gradual reintegration plans, or workplace accommodations for injured personnel 	<ul style="list-style-type: none"> - First aid kits located only in locked rooms or storage areas - No clinic/hospital contacts displayed near first aid stations - Stretcher, wheelchair, or evacuation equipment dusty or broken <p>Verbal, such as:</p> <ul style="list-style-type: none"> - Personnel Statements, Including: <ul style="list-style-type: none"> o “This is a small company, everyone knows what to do” o “We have no hazardous [equipment/ processes/ materials/ facilities]” o “The kit’s always missing things when we open it.” o “Only one person here knows first aid, and they’re not always around.” o “We had to wait a long time before anyone could take him to a clinic.” o “They just told me to go home and rest, nothing official.” o “I wasn’t sure if I should see a doctor, no one explained.” o “After the injury, I never heard from management again.”

Criteria	Sample Indicators	Sample Indicators
	<ul style="list-style-type: none"> - Provision of employee assistance programs for trauma or stress related to incidents Documents and Records, such as: - First aid and assistance delivery (e.g. incident reports, medical records, financial records) - H&S Committee(s) meeting notes - H&S risk assessments - H&S inspections, including: <ul style="list-style-type: none"> o First aid kits o AEDs - Schedules - Trainings - Medical referrals - Medical/first aid certifications - Incident/Injuries - Counseling - Return to work plans - Compensation/claims - Internal and External Communications Metrics, such as: - # of incidents / period (e.g. days without a lost time incident) 	<ul style="list-style-type: none"> o “Nobody checked if I was okay before putting me back on shift.” o “If you’re injured, you risk losing pay, so people hide it.” o “I was told not to make a big deal about the injury.” o “People avoid reporting because it just creates problems.”

Criteria	Sample Indicators	Sample Indicators
	<ul style="list-style-type: none"> - Frequency of first aid training for responsible personnel - Rate of first aid trained personnel - Training for workers on locations of first aid, emergency showers and eyewash, etc. - Incident response times (e.g. number of minutes from injury occurrence/reporting to first aid administered) - % of shifts/locations with at least one certified first aider present - Results from timed emergency drills (speed, accuracy, protocol compliance) - % of cases requiring escalation from on-site first aid to external medical care - Average time from injury to arrival at external medical facility (for escalated cases) - % of injured personnel successfully reintegrated within planned timelines - % of injured personnel provided with adjusted tasks or accommodations during recovery - % of workers who experience recurrence or aggravation of the same injury post-return - % decrease in recurring hazards contributing to similar incidents 	
<p>D6.10 - The organization shall provide, maintain, and replace appropriate</p>	<p>Processes for:</p>	<p>Adverse Impacts, such as:</p>

Criteria	Sample Indicators	Sample Indicators
<p>personal protective equipment, as needed, at the organization’s own expense.</p>	<ul style="list-style-type: none"> - Conducting of regular risk assessments to identify required PPE by role, task, and environment - Engagement of personnel in testing/choosing PPE to assess comfort, usability, and cultural appropriateness - Purchasing of PPE - Tracking of stock levels, expiration dates, and reorder points using a register or digital system - Storing of common items (e.g., gloves, masks, hearing plugs) in multiple marked stations near work areas - Replacement of damaged, worn, or lost PPE at no cost to personnel - Provision of periodic training to reinforce correct use of PPE - Periodic checks of PPE condition (e.g. Respirator inspection/ testing) - Provision of laundering/sterilization for reusable PPE - Provision of marked bins for contaminated or expired PPE <p>Documents and Records, such as:</p>	<ul style="list-style-type: none"> - Emotional or psychological distress - Physical injury - Illness - Loss of income, benefits or bonuses - Death <p>Visual/Sensory, such as:</p> <ul style="list-style-type: none"> - Observed physical behaviors/appearance of personnel (performing practices with or without the use of appropriate PPE), - Posters, infographics, and signage reminding workers of PPE requirements in specific areas - Body language during worker/management interviews - Vocal/Verbal irregularities during - PPE Stations - Worn or damaged PPE - Mismatched PPE - Improperly worn PPE - PPE Disposal - Personnel discomfort <p>Verbal, such as:</p> <ul style="list-style-type: none"> - Personnel Statements, Including:

Criteria	Sample Indicators	Sample Indicators
	<ul style="list-style-type: none"> - Personnel training materials and records which address confirm the appropriate use of PPE - H&S Committee(s) meeting notes - H&S risk assessments - H&S inspections - Trainings - PPE Procurement, including: <ul style="list-style-type: none"> o Purchase orders o Invoices - Inventory - PPE Issuance - Incident/Injuries - Compensation/claims - Internal and External Communications Metrics, such as: <ul style="list-style-type: none"> - % of personnel in roles requiring PPE who have been issued equipment - % of personnel in roles requiring PPE who are appropriately using the equipment - Number of instances PPE was unavailable when required - % of PPE items in circulation that are within valid service/expiry dates 	<ul style="list-style-type: none"> o “They ran out of gloves, so we just share or reuse old ones.” o “If mine gets damaged, I have to buy another myself.” o “They told me replacements come out of my paycheck if I lose it.” o “I asked for new boots, but I’m still waiting.” o “I don’t think this helmet fits right, but that’s all they had.” o “We’re expected to wash our own PPE at home.” o “These gloves make it harder to do my job, so I don’t wear them.” o “The masks are uncomfortable and we can’t breathe properly in them.” o “We’ve complained about the safety glasses fogging up, but nothing changes.” o “We buy our own because what they give us isn’t good enough.”

Criteria	Sample Indicators	Sample Indicators
	<ul style="list-style-type: none"> - Average time from hire date to full PPE provision - Average time to replace damaged, worn, or lost PPE upon request - Rate of replacement PPE requests - % of personnel trained in PPE use, fitting, and maintenance - % of scheduled PPE inspections completed on time - % of reusable PPE regularly maintained - Average rating from personnel surveys on PPE comfort and usability 	
<p>D6.11 - The organization shall ensure that work-related environments (whether owned, leased, or contracted from a service provider) are clean, safe, meet the basic needs of users, and provide personnel reasonable access to:</p> <ul style="list-style-type: none"> • Clean toilet facilities; • Potable water; • Suitable spaces for meal breaks; • Sanitary facilities for food storage (where applicable); • Changing rooms and secure storage (where applicable); and 	<p>Processes for:</p> <ul style="list-style-type: none"> - Regular maintenance and/or cleaning schedules for work-related environments, materials and equipment - Containment / collection and disposal of hazardous and non-hazardous materials, equipment and waste (effluents, airborne chemicals/particulates, trash, recyclables, food waste, PPE, etc.) - Periodic inspections of work-related environments, materials and equipment to determine whether basic needs, safety, and cleanliness requirements are fulfilled. 	<p>Adverse Impacts, such as:</p> <ul style="list-style-type: none"> - Emotional or psychological distress - Physical injury - Illness - Loss of income, benefits or bonuses - Death <p>Visual/Sensory, such as:</p> <ul style="list-style-type: none"> - Signage - Body language during worker/management interviews - Vocal/Verbal irregularities during worker/management interviews

Criteria	Sample Indicators	Sample Indicators
<ul style="list-style-type: none"> Private spaces for nursing parents (where applicable). 	<p>(e.g. for-truck safety testing, weekly facility walkthroughs, dormitory inspections)</p> <ul style="list-style-type: none"> Spill/contamination clean-up Temperature, ventilation, lighting, humidity and other environmental controls Providing accommodations for differently abled personnel Provision of handwashing stations with soap, sanitizers, and hygienic drying options Scheduling of service for machinery, ventilation, electrical, and fire safety systems Provision of potable water stations Provision of toilets with toilet paper and hygiene products Provision of rest break & canteen facilities Provision of changing rooms and storage Cleaning schedules for work-related environments Provision of bins (trash, recycling, PPE, etc.), collection, and disposal 	<ul style="list-style-type: none"> Rodent/ pest/ other infestations Dirty restrooms, including: unflushed toilets, overflowing bins, no soap/towels, strong odors Handling and storage of hazardous and/or flammable materials and waste Waste and process by-products, including: piles of trash, overflowing bins, airborne materials, contaminated effluent Food areas unsanitary, including: stained tables, pests or droppings, spoiled food left out Dust and grime buildup on surfaces, ventilation grills, machinery, or common spaces Queues for restrooms broken chairs/tables inadequate space dim lighting Strong odors Restrooms, including: unflushed toilets, overflowing bins, no soap/towels, strong odors Accumulated trash, including: piles of waste or overflowing bins in work or break areas

Criteria	Sample Indicators	Sample Indicators
	<ul style="list-style-type: none"> - Periodic inspections and treatments to prevent infestations in food, storage, and work-related environments - Handwashing stations with soap, sanitizers, and hygienic drying options <p>Documents and Records, such as:</p> <ul style="list-style-type: none"> - Inspection - Environmental test results (e.g. particulate matter, noise, chemical concentrations) - Potable water test results - H&S Committee(s) meeting notes - H&S risk assessments - H&S inspections - Cleaning - Pest control - Procurement - Inventory - Maintenance Logs - Internal and External Communication - Waste disposal <p>Metrics, such as:</p> <ul style="list-style-type: none"> - % of scheduled cleanings completed on time 	<ul style="list-style-type: none"> - Food areas, including: stained tables, pests or droppings, spoiled food left out <p>Verbal, such as:</p> <ul style="list-style-type: none"> - Personnel Statements, Including: <ul style="list-style-type: none"> o “We try not to use the bathrooms unless we have to.” o “We eat in the same space we work in.” o “We just walk around the leaks/spills—it takes forever to get them fixed.” o “There’s always mice.” o “The drinking water tastes bad—we bring our own bottles.” o “There aren’t enough toilets, so we wait in line during breaks.” o “We skip breaks when it’s busy because there’s nowhere decent to sit anyway.” o “The changing rooms don’t feel safe for leaving our things.” o

Criteria	Sample Indicators	Sample Indicators
	<ul style="list-style-type: none"> - # of sightings/reports of pests between scheduled treatments - % of scheduled maintenance tasks completed on time - % of water test results meeting safe drinking standards - # of functioning toilets per # personnel - % of time facilities (restrooms, canteen, lockers) are out of service - % of scheduled cleanings completed on time 	
<p>D6.12 – The organization shall ensure that employer-provided housing, transportation, food, and other goods and services meet relevant national and international standards of quality.</p>	<p>Processes for:</p> <ul style="list-style-type: none"> - Maintenance of a register of applicable national regulations and international benchmarks (e.g., building codes, food safety laws, ILO decent housing guidelines) - Vetting of third-party providers (caterers, bus companies, landlords) for compliance with H&S, sanitation, and labor standards - For Transportation: <ul style="list-style-type: none"> o Provision of vehicle safety checks o Requirement of use of licensed operators o Requirement of capacity controls 	<p>Adverse Impacts, such as:</p> <ul style="list-style-type: none"> - Emotional or psychological distress - Physical injury - Illness - Loss of income, benefits or bonuses - Death <p>Visual/Sensory, such as:</p> <ul style="list-style-type: none"> - Signage - Body language during worker/management interviews - Vocal/Verbal irregularities during worker/management interviews

Criteria	Sample Indicators	Sample Indicators
	<ul style="list-style-type: none"> ○ Provision of maintenance program(s) ○ Provision of emergency procedures - For Food & Canteen Services: <ul style="list-style-type: none"> ○ Requirement of supplier certification ○ Provision of hygiene protocols ○ Provision of periodic inspections: ○ Periodic review of nutritional adequacy ○ Provision of water tests - For Housing & Accommodation: <ul style="list-style-type: none"> ○ Periodic assessment of building safety compliance ○ Provision of minimum space standards ○ Provision of sanitation facilities ○ Provision of continuous access to utilities ○ Provision of emergency procedures ○ Provision of maintenance system(s) ○ Separated from buildings that contain production processes, warehousing, or chemical storage areas ○ Separate bed for each worker 	<ul style="list-style-type: none"> - Condition of transportation equipment, food, other goods and services - Restrooms, including: unflushed toilets, overflowing bins, no soap/towels, strong odors - Accumulated trash, including: piles of waste or overflowing bins in work, break, or dormitory areas - Food areas, including: stained tables, pests or droppings, spoiled food left out - Dust and grime buildup on floors, ventilation grills, machinery, or common spaces - Queues for restrooms - broken chairs/tables - inadequate space - dim lighting - Strong odors <p>Verbal, such as:</p> <ul style="list-style-type: none"> - Personnel Statements, Including: <ul style="list-style-type: none"> ○ “The bus is always overcrowded; sometimes people have to stand.” ○ “Seatbelts don’t work, but nobody fixes them.”

Criteria	Sample Indicators	Sample Indicators
	<ul style="list-style-type: none"> ○ Beds arranged no higher than two tiers ○ Separate sleeping and toilet facilities for men and women <p>Documents and Records, such as:</p> <ul style="list-style-type: none"> - Complaints or concerns when conditions have not been met. - H&S Committee(s) meeting notes - H&S risk assessments - H&S inspections - Permits/Codes - Cleaning - Waste disposal - Pest control - Procurement - Utility Bills/Agreements - Inventory - Maintenance Logs - Accidents/Injuries - Internal and External Communication <p>Metrics, such as:</p> <ul style="list-style-type: none"> - % of times HVAC requirements met - % of vehicles passing scheduled inspections 	<ul style="list-style-type: none"> ○ “We’ve had stomach problems after eating here.” ○ “They serve the same cheap meal every day—it’s not enough.” ○ “We bring our own water because the tap water isn’t safe.” ○ Too many of us are packed into one room.” ○ “The bathrooms are dirty and often broken.” ○ “We don’t feel safe because the fire exits are blocked.” ○ “When something breaks, it takes weeks before it’s fixed.” ○ “Conditions improve only when auditors come.” ○ “We’ve complained many times but nothing changes.”

Criteria	Sample Indicators	Sample Indicators
	<ul style="list-style-type: none"> - % of drivers with valid licenses and required training/medical clearances - # of transport-related incidents or breakdowns per 100,000 km travelled - % of scheduled routes completed without delays - % of trips where passenger numbers remained within legal/contractual limits - % of food safety inspections passed - Average calories/nutrients per meal compared to recommended benchmarks - % of potable water tests meeting national/WHO standards - Minimum and Average square meters per worker for housing - Number of functional toilets/showers per worker in housing - Average days taken to resolve reported housing repair requests - % of housing units with valid fire safety, structural, and building code certificate - % of housing units meeting maximum occupancy limits 	
<p>D6.13 – The organization shall develop and implement effective management systems to meet or exceed the</p>	<p>To be developed...</p>	<p>To be developed...</p>

Criteria	Sample Indicators	Sample Indicators
requirements and principles associated with Health and Safety throughout its operations and business relationships...		

D7: Privacy

Criteria	Sample Indicators	Sample Indicators
D7.1 - The organization shall respect the rights of personnel to privacy.	Adherence to D7.2-D7.5	Adherence to D7.2-D7.5
<p>D7.2 - The organization shall only collect, process, and use personal data of personnel:</p> <ol style="list-style-type: none"> For reasons directly relevant to the personnel’s work and/or services; For the purposes for which they were originally collected; In a manner that respects the personal autonomy of personnel; On a limited basis when making decisions on 	<p>Processes for:</p> <ul style="list-style-type: none"> Requirement for management to document the specific work-related reason before collecting any personal data Personnel consent forms that specify why data is collected and how it will be used Maintenance of a register of personal data types collected, mapped to their original stated purpose Limitation of system access to staff who require the data for its original stated purpose Periodic review and revision of data use to ensure alignment with original stated purposes 	<p>Adverse Impacts, such as:</p> <ul style="list-style-type: none"> Emotional or psychological distress Discrimination Stalking Harassment Retaliation <p>Visual/Sensory, such as:</p> <ul style="list-style-type: none"> Signage Body language during worker/management interviews Vocal/Verbal irregularities during worker/management interviews <p>Verbal, such as:</p>

Criteria	Sample Indicators	Sample Indicators
<p>employment, promotion, or termination; and</p> <p>e. In a non-discriminatory manner.</p>	<ul style="list-style-type: none"> - Personnel to request, review, and update their own personal data - Periodic communication to personnel regarding what personal data is held and why - Provision of opt-out mechanisms for personnel where feasible - Definition of which personal data may be used in hiring, promotion, or termination decisions - Requirement that more than one person review employment decisions that rely on personal data - When preparing files for decision-makers, removal of data irrelevant to employment decisions - Anonymization of certain personal data during recruitment and promotion processes <p>Documents and Records, such as:</p> <ul style="list-style-type: none"> - Personnel Agreements/Contracts - Contract terms for non-employee personnel - Job Descriptions - Job Advertisements - Payroll - Pay Stubs / Wage Slips - Hiring 	<ul style="list-style-type: none"> - Personnel Statements, Including: <ul style="list-style-type: none"> o They asked for details, but I’m not sure why they needed them.” o “Sometimes I feel like the forms we fill out include questions that don’t really apply to my role.” o “Information I gave for one reason sometimes shows up in unexpected places.” o “I wouldn’t know how to check what information the company keeps on me.” o “When mistakes happen in my file, it takes a long time to get anyone to change them.” o “I’ve wondered if decisions were influenced by things outside of my performance.” o “During the application, I was surprised by some of the personal questions.”

Criteria	Sample Indicators	Sample Indicators
	<ul style="list-style-type: none"> - Data inventory register - Data collection forms / consent forms - Access control logs - Data system audit trails - Data retention and disposal records - Promotions - Terminations - Internal and External Communications - Exit Interviews <p>Metrics, such as:</p> <ul style="list-style-type: none"> - % of data categories with documented justification - Average time since the last update of the data inventory register - Rate of unauthorized access attempts to personnel data - % of data use cases that match the original collection stated purposes - Frequency of system access audits conducted - % of personnel who received written notice of data use in the past year - Average response time to data access/correction requests - % of data-access or correction requests resolved 	

Criteria	Sample Indicators	Sample Indicators
	<ul style="list-style-type: none"> - Frequency of non-job-related data found in employment-decision files - % of recruitment files in which sensitive personal data was anonymized 	
<p>D7.3 - The organization shall ensure the collection, distribution, use, maintenance, and disposition of personal data of personnel, at minimum:</p> <ul style="list-style-type: none"> a. Is accurate, valid, and reliable; b. Minimizes the types and amount of data collected; c. Provides appropriate security and confidentiality; d. Ensures data is kept only as long as necessary for the specified and legitimate purpose; e. Respects the intellectual property rights of personnel; and f. Considers risks specific to vulnerable populations. 	<p>Processes for:</p> <ul style="list-style-type: none"> - Requirement of personnel to review and confirm their personal data annually - Validation of personal data against official documents before entry into system - Personnel to request corrections and track completion - A pre-collection checklist to justify each type of data requested - Periodic review of databases to identify and delete non-essential data categories - Limitation of access to personal data by role - Requirement of role-based logins, passwords, and permissions for HR systems - Provision of secure filing cabinets, locked storage for sensitive records, and controlled access to file rooms (e.g., key cards, CCTV) - Requirement of personnel handling personal data to sign nondisclosure/confidentiality agreements 	<p>Adverse Impacts, such as:</p> <ul style="list-style-type: none"> - Emotional or psychological distress - Discrimination - Stalking - Harassment - Retaliation <p>Visual/Sensory, such as:</p> <ul style="list-style-type: none"> - Signage - Body language during worker/management interviews - Vocal/Verbal irregularities during worker/management interviews - Desks or filing cabinets with personal files left unlocked or partially open - Improper disposal of documents (e.g., personal data visible in trash bins or recycling) <p>Verbal, such as:</p> <ul style="list-style-type: none"> - Personnel Statements, Including:

Criteria	Sample Indicators	Sample Indicators
	<ul style="list-style-type: none"> - Definition of maximum retention periods by data type - Automatic deletion or anonymization protocols based on retention periods - Performance of periodic reviews to purge outdated, inaccurate, or unnecessary files - Provision of secure destruction methods (e.g., shredding, digital wiping, certified destruction vendors) - Guidelines clarifying ownership rights for personnel-created materials - Obtainment of written agreements before using personnel’s personal work, likeness, or creative contributions - Provision of recognition or royalties when using personnel’s personal work, likeness or creative contributions - For vulnerable groups, restriction of data visibility to only top management <p>Documents and Records, such as:</p> <ul style="list-style-type: none"> - Personnel Agreements/Contracts - Contract terms for non-employee personnel - Job Descriptions - Job Advertisements - Payroll 	<ul style="list-style-type: none"> ○ “I noticed mistakes in my records, but it takes a long time to get them fixed.” ○ “Sometimes my pay slip shows details that don’t match what I submitted.” ○ “I’ve overheard managers discussing private information about workers.” ○ “I left the company years ago, but I was surprised they still had my information.” ○ “My training materials were shared widely, but I wasn’t credited for them.”

Criteria	Sample Indicators	Sample Indicators
	<ul style="list-style-type: none"> - Pay Stubs / Wage Slips - Hiring - Data inventory register - Data collection forms / consent forms - Access control logs - Data system audit trails - Data retention and disposal records - Promotions - Terminations - Internal and External Communications - Exit Interviews <p>Metrics, such as:</p> <ul style="list-style-type: none"> - % of personnel records verified/updated within the last 12 months - Average resolution time for correction requests - Error rate in personnel data - % of HR forms with documented justification for each data field - Frequency of non-essential data fields identified during periodic reviews - Reduction trend in total data categories collected per personnel - % of HR/management personnel with signed confidentiality agreements 	

Criteria	Sample Indicators	Sample Indicators
	<ul style="list-style-type: none"> - % of personal data systems using encryption or other secure protocols - Average time to revoke access for terminated or resigned personnel - % of records past retention period still in system - Frequency of data retention/disposal reviews conducted - % of disposal certificates available for verification - % of employment contracts and handbooks containing IP rights provisions 	
<p>D7.4 - The organization shall ensure personnel have appropriate awareness, understanding, access to information, and channels for communicating about:</p> <ul style="list-style-type: none"> a. The collection and use of their personal data; b. Related policies, procedures, roles, and responsibilities; and c. Their rights, including their rights to refuse or limit 	<p>Processes for:</p> <ul style="list-style-type: none"> - Posters, infographics, and one-page guides displayed in common areas, explaining personnel rights and data-protection obligations - Dedicated privacy and data-protection training sessions for new hires - Scenario-based workshops to build practical understanding of rights and responsibilities - A self-service a system where personnel can review or request corrections to their personal data 	<p>Adverse Impacts, such as:</p> <ul style="list-style-type: none"> - Emotional or psychological distress - Discrimination - Stalking - Harassment - Retaliation <p>Visual/Sensory, such as:</p> <ul style="list-style-type: none"> - Signage - Body language during worker/management interviews - Vocal/Verbal irregularities during worker/management interviews

Criteria	Sample Indicators	Sample Indicators
<p>collection and use, where applicable.</p>	<ul style="list-style-type: none"> - Designation and communication of privacy or data-protection focal persons within HR or compliance - All awareness materials are available in relevant languages and accessible formats for personnel, including vulnerable groups <p>Documents and Records, such as:</p> <ul style="list-style-type: none"> - Personnel Agreements/Contracts - Contract terms for non-employee personnel - Job Descriptions - Job Advertisements - Data inventory register - Data collection forms and consent forms provided to personnel - Internal and External Communications - Exit Interviews <p>Metrics, such as:</p> <ul style="list-style-type: none"> - % of personnel who received orientation or training on data use and their rights - Frequency of awareness campaign updates or material revisions - Average post-training knowledge-check or quiz score 	<p>Verbal, such as:</p> <ul style="list-style-type: none"> - Personnel Statements, Including: <ul style="list-style-type: none"> o “I think we signed something about privacy, but I don’t really remember what it said.” o “They sometimes mention data rules in meetings, but I’m not sure it applies to me.” o “I’m not clear on what information the company actually keeps about me.” o “The handbook is only in English, so I just ask my coworkers to explain it.” o “If I had a question about how my data is used, I’m not sure who I would go to.” o “I wouldn’t feel comfortable bringing it up because it might not be taken seriously.”

Criteria	Sample Indicators	Sample Indicators
	<ul style="list-style-type: none"> - % of policies and procedures available in relevant local languages - Average time to provide personnel with requested copies of policies or their personal data - % of committees or meetings where data-protection updates are a standing agenda item - % of personnel who report understanding how their personal data is collected, used, and protected (via surveys or interviews) 	
<p>D7.5 – The organization shall develop and implement effective management systems to meet or exceed the requirements and principles associated with Privacy throughout its operations and business relationships...</p>	<p>To be developed...</p>	<p>To be developed...</p>