



RESPONSIBLE SOURCING JOURNEY

MARCH 2025

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INTRODUCTION

The AIM-Progress Responsible Sourcing Journey (RSJ) provides a blueprint and capability building guide to help member companies put in place a robust responsible sourcing programme and accelerate the development and implementation of responsible sourcing practices that positively impact people's lives throughout global supply chains.

The RSJ enables companies to understand where they are on this journey and helps them identify and plan their future efforts more effectively. The journey is applicable to the 4 pillars of responsible sourcing: human rights & labour standards, health and safety, environment and business ethics.

In 2022 a first revision of the RSJ reinforced AIM-Progress member companies' commitment to respect human rights with a new framework aligned to the OECD Due Diligence Guidance for Responsible Business Conduct, based on the UNGPs, and new criteria focused on responsible recruitment & eliminating forced labour and enabling living wage/income.

The 2025 review focuses on incorporating recent regulatory requirements driven by emerging human rights legislation such as the 2024 text of the EU Corporate Sustainability Due Diligence Directive (CSDDD) and Germany's Supply Chain Act, and reflecting new AIM-Progress areas of focus such as:

- Incorporation of the Converged HREDD Assessment Tool developed collaboratively by AIM-Progress, the Consumer Goods Forum Human Rights Coalition, FLA and Proforest to avoid duplication of efforts and ensure AIM-Progress member companies hold themselves accountable to at least the same HREDD steps as their suppliers.
- Responsible buying practices to positively influence suppliers' ability to uphold human rights and environmental standards.
- Integration of climate change adaptation and mitigation and human rights including work on the Just Transition.



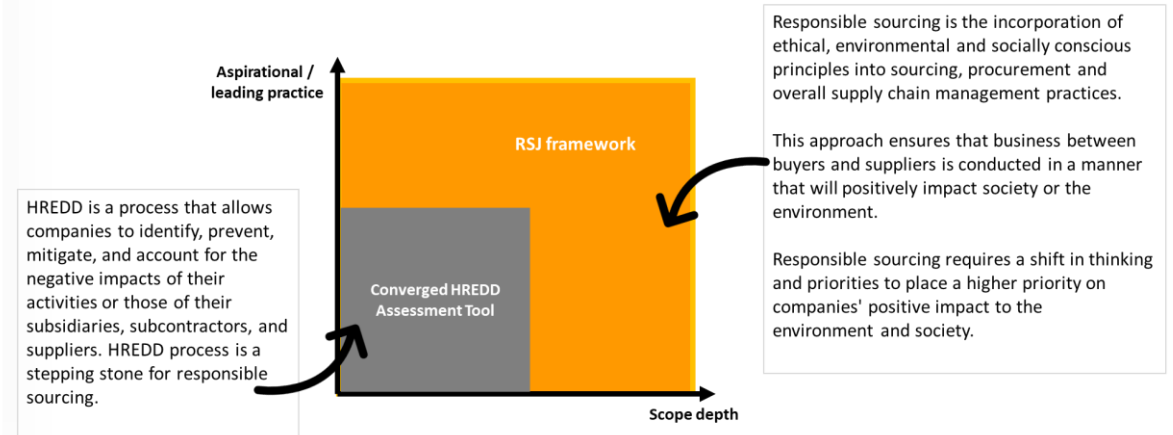
CSDDD alignment

The RSJ provides a structured roadmap for companies to meet human rights legislative requirements and outlines how they can operationalise due diligence legislation, ensuring continuous progress from compliance to industry leadership in responsible sourcing. The RSJ aligns closely with the 2024 text of the EU Corporate Sustainability Due Diligence Directive (CSDDD) by providing a structured approach to human rights and environmental due diligence. As we publish this guidance, the Directive is under review as part of the EU Omnibus. We have retained the content previously included in recognition of its alignment with the UN Guiding Principles and OECD Framework references above.

As a voluntary guidance tool designed to support companies in strengthening their responsible sourcing practices, the RSJ does not provide legal advice nor guarantee compliance with regulatory requirements. Companies must independently assess their legal obligations and ensure that they meet the specific due diligence requirements mandated under all applicable laws.

HREDD incorporation

The RSJ framework elevates responsible sourcing from a compliance-driven model to a transformative strategy, integrating due diligence, worker empowerment, buying practices, and systemic improvements that create lasting positive social and environmental impact. It aims at embedding responsible sourcing deeply into business operations to drive sustainable change. The RSJ framework integrates and is fully aligned with the Converged HREDD Assessment Tool which focuses on HREDD management systems maturity, a central element of robust responsible sourcing programmes.

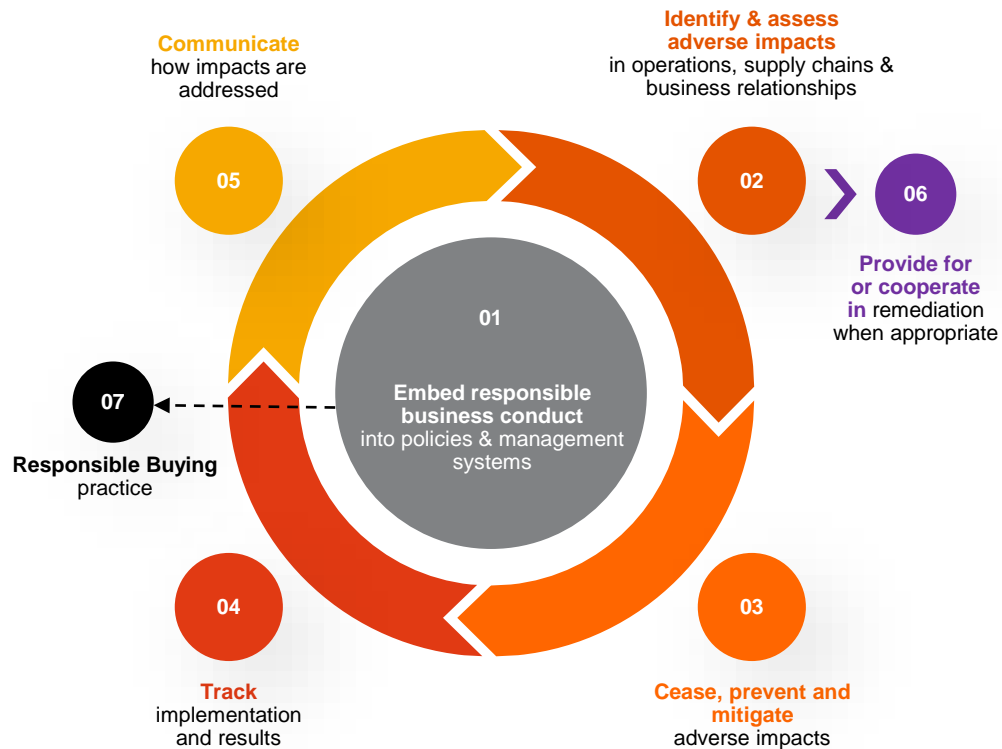


OECD alignment

The RSJ framework directly aligns with the 6 sections of the OECD Due Diligence Guidance for Responsible Business Conduct, based on the UNGPs.

In 2025 we incorporated a 7th module “Responsible Buying Practice” that focuses on embedding responsible business conduct into procurement policies and management systems.

Integration of responsible buying practices in OECD due diligence process



Work on the Just Transition

The 2025 RSJ review integrates climate change adaptation and mitigation and human rights, reflecting on-going work on the Just Transition.

The inclusion of the HREDD "E" into the RSJ reflects the growing recognition that businesses' responsibilities include human rights and environmental impacts, which are often interlinked. Many laws, regulations, and frameworks now require companies to assess, mitigate, and report both human rights abuses and environmental harm in their operations and supply chains. The RSJ 2025 review emphasises across all its modules that environmental harm—such as pollution, deforestation, and climate change—often has direct and indirect human rights consequences, making it an essential part of due diligence.





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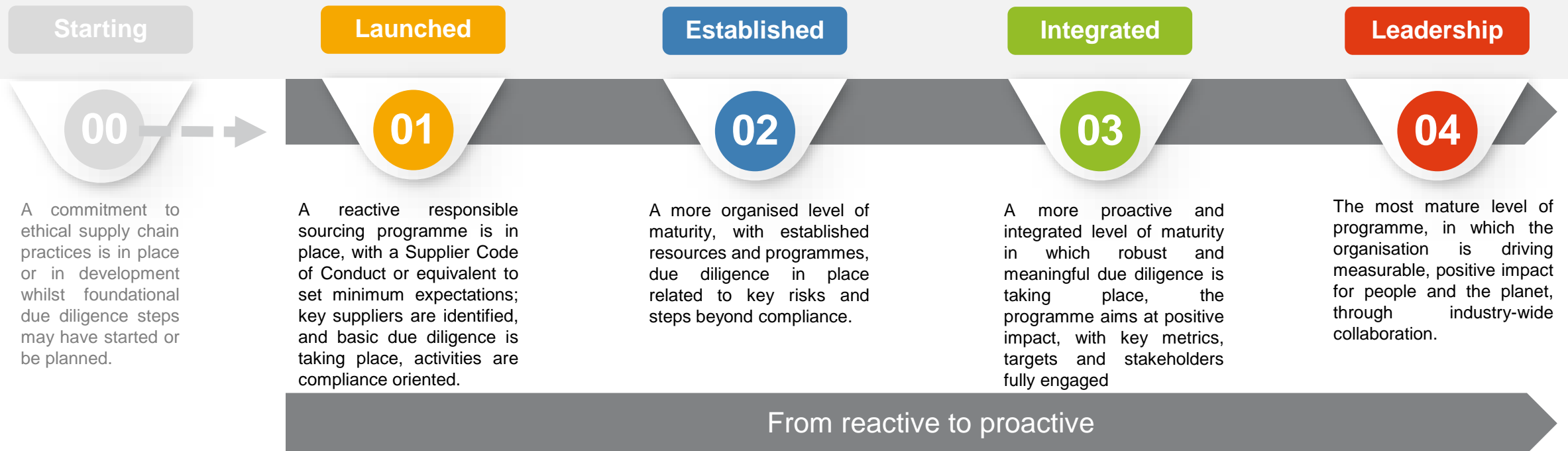
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4 maturity levels

The RSJ defines **four maturity stages** on the journey to responsible sourcing: Launched – Established – Integrated – Leadership. Criteria within the first maturity level (Launched) have been designed as **stepping stones** to the journey. The criteria from one maturity level to the next **build on one another**.

This document provides a **modular framework** to help companies evolve from the starting stage through the **4 stages of maturity in the 7 modules** of the RSJ framework. It provides **guidance on how to get started and how to build on existing efforts** to achieve best practice. It covers core elements of companies' responsible sourcing practices and sets out key concepts and definitions in relation to the **UNGPs**.



7 modules



Module 1

01

Embed responsible business conduct into policies and management systems

Start with a statement of policy or code of conduct reinforcing the company's commitment to source responsibly and its plans for implementing responsible sourcing due diligence. This needs to be embedded throughout the organisation through effective governance and stakeholder engagement.

Module 2

02

Identify and assess actual and potential adverse impacts

Assess how the company's activities and business relationships in the supply chain may impact people's lives to identify salient human rights issues and the most severe risks of negative impacts. Set strategic direction on how to manage risks and carry out increasingly in-depth assessments of prioritised supply chains in order to identify and assess specific actual and potential adverse impacts.

Module 3

03

Cease, prevent and mitigate adverse impacts

Develop and implement plans that are fit-for-purpose to prevent and mitigate potential adverse impacts. Collaborate with peers and suppliers and leverage stakeholder engagement, including with rightsholders and vulnerable groups, to implement appropriate mitigation steps and ensure effectiveness. As a last resort, disengage responsibly from business relationships directly causing/contributing to adverse human rights and environmental impacts

Module 4

04

Track implementation and results

Monitor, measure, and improve responsible sourcing efforts by setting targets, tracking Key Performance Indicators (KPIs) to assess the effectiveness of actions. Evaluate the impact of purchasing practices, integrate lessons learned into due diligence processes, and engage stakeholders, including workers and suppliers, in progress measurement. Use data collected for decision-making, reporting, and influencing broader industry.

Module 5

05

Communicate how impacts are addressed

Communicate both internally and externally relevant information on your responsible sourcing programme, including policies, processes and activities conducted to identify and address actual or potential adverse impacts. Include the findings and outcomes of those activities.

Module 6

06

Implement grievance mechanisms and provide for or cooperate in remediation when appropriate

Develop and embed effective grievance mechanisms in line with the UNGPs to provide remedy and prevent future adverse impacts. Engage stakeholders, including rightsholders, and listen to those who are negatively affected to take account of their perspectives when providing remedy.

Module 7

07

Embed responsible sourcing requirements into procurement practices

Ensure that responsible sourcing efforts are not undermined by procurement practices. Make ethical and sustainable business a core procurement priority. Sourcing requirements embed responsible sourcing criteria into procurement policies and supplier expectations. Procurement decisions support fair and ethical supplier engagement.



Responsible sourcing journey overview



	LAUNCHED	ESTABLISHED In addition to Launched	INTEGRATED In addition to Established	LEADERSHIP In addition to Integrated	
01	Embed responsible business conduct	We have a publicly available commitment to respect Human Rights and the environment. We have a responsible sourcing policy and/ or code of conduct (CoC) setting minimum expectations for our suppliers. We have obtained executive buy-in and have assigned a function to take the lead. Awareness is built with direct suppliers and key staff on our responsible sourcing programme and expectations	We have a publicly available Human Rights Policy. We have defined a strategy and set compliance targets, and we report regularly internally. Our responsible sourcing expectations are included in our supplier contracts and are part of our standard supplier pre-qualification processes. Our procurement incentives are aligned with responsible sourcing targets.	Our responsible sourcing approach includes a Human Rights and Environmental Due Diligence (HREDD) process and management system. Governance of the programme is at the highest level of the organisation. Human rights and/or environmental protection training has been conducted internally and for suppliers operating in high-risk contexts. Responsible sourcing goals are integrated into performance reviews and remuneration schemes across the organisation. Our Responsible Sourcing Policy is cascaded to our upstream suppliers.	Our company's business goals support positive social and environmental impacts. Responsible sourcing permeates from the Board, the CEO and the top leadership team to relevant business units and employees' roles. We are driving change in our industry via active investment in knowledge sharing, peer education, mentoring and sharing best practice. We support the payment of Living Wages or earning of Living Incomes in our supply chain.
02	Identify and assess	We have visibility of Tier 1 vendors. We have defined assessment processes, including different instruments based on risk materiality criteria and are actively assessing our Tier 1 suppliers in high-risk procurement categories. We have identified and prioritised the risks in our supply chain related to the four pillars of responsible sourcing.	We have identified the most salient human rights and environmental issues in our supply chain. Our highest risk supply chains are mapped beyond Tier 1. High-risk Tier1 suppliers are being proactively monitored through continuous review and engagement. We are engaged through relevant collaborative initiatives to assess practices in our supply chain and to share assessments to avoid duplication of efforts for our suppliers.	We have visibility of our highest risk supply chains all the way back to origin. Our grievance mechanism informs our materiality/risk assessments.	Our assessments identify opportunities to achieve positive livelihood impacts on people upstream in our supply chains. Our materiality/risk identification goes beyond due diligence and deals with root causes. Our company publicly discloses our supplier mapping.
03	Cease, prevent and mitigate	We use the findings of supplier risk assessments to draw up plans to prevent and mitigate potential future adverse impacts. We take immediate steps to mitigate critical issues.	We work with our suppliers to close out non-conformances and implement mitigation plans.	We are partnering with our suppliers to enhance their prevention and mitigation capability. In highest risk areas we are engaged with vulnerable groups/rightsholders. We are taking joint action with our suppliers to mitigate forced labour risks and Living Wage/Income gaps.	We are collaborating widely with governments, suppliers, civil society organisations and industry peers to advance human rights. We are engaged with vulnerable groups/rightsholders when evaluating the effectiveness of any action taken to address critical issues.
04	Track implementation and results	We monitor the implementation of our action plan to address risks in our operations and supply chains. Basic targets and KPIs are set to measure progress.	Our targets reflect our salient risks and are developed with stakeholder input. We have tools to measure the effectiveness of our actions, including rightsholders' feedback.	We feed back lessons learned into the due diligence process through a formal process. We collect data from different internal and external stakeholders, for example human rights impact assessments	We track how our purchasing practices impact suppliers' ability to provide decent work and human rights conditions, ensuring that data collected informs leadership decisions, business models and procurement strategies. We address root causes of recurring issues.
05	Communicate	We are reporting regularly on the basic activities of our programme to relevant functions internally, and externally when legally required.	We report details of our programme outcomes and findings both internally and externally. Our reporting goes beyond mandatory requirements to identify impacts and explains the company's governance structure.	We report transparently on all aspects of our programme. Our reporting is fully integrated into our procurement KPIs or practices. We work with independent third parties to provide external assurance of our reporting on responsible sourcing.	Our responsible sourcing reporting and its KPIs trigger transformational change in our business strategy and ways of working. Our disclosure includes impact measurement on the effectiveness of prevention or mitigation measures.
06	Grievance mechanism & remediation	We have one or more channels to communicate grievances. We require that our suppliers develop their own grievance mechanism (own, third party or shared). We identify the desired remedy in dialogue with the complainant and collect their feedback on the remedy and the outcome.	We work with our suppliers to map and develop their own grievance mechanism and monitor results and performance of the mechanism. We extend our own grievance mechanism to our direct suppliers if required. We ensure the remedy is commensurate with our level of responsibility for the grievance.	We encourage further extension of grievance mechanisms, such as introducing technological solutions to gather feedback directly from workers. We publicly disclose the performance of our mechanisms. We appoint an independent third party to monitor the implementation of the remediation plan and engage with local stakeholders and organisations to provide appropriate support to those affected.	We analyse the grievance data received from our key suppliers and work together to improve their grievance mechanisms. For severe grievances, we share publicly our level of responsibility and ensure confidentiality. When relevant we collaborate with other AIM-Progress members, as well as other peers and partners, to provide remedy.
07	Responsible Buying Practice	Our minimum expectations are set out in our responsible sourcing policy and/or supplier code of conduct and integrated in our supplier selection process. We have introduced internal awareness training on responsible procurement.	We embed responsible sourcing requirements into supplier vetting, supplier contracts and supplier assessments. We assess our buying practices for fair contract terms. Buyers' performance management includes responsible sourcing expectations.	We require suppliers to have an HREDD process and management system and commit to living wage and forced labour eradication. We support suppliers on HREDD capability building and set positive incentives for good sustainability performance.	Our suppliers cascade our responsible sourcing requirements through their own supply chains. We have introduced responsible sourcing clauses such as "shared responsibility", sustainable pricing/ring fencing labour costs, and evaluate the effectiveness of our responsible buying practices.



How to use the RSJ framework

The RSJ framework was developed by AIM-Progress using recognised guidance documentation, standards and benchmarks and builds on AIM-Progress members' experience and input. It is updated regularly to incorporate best practice. The framework may be used as a benchmark tool or as blueprint to further embed and improve your responsible sourcing programme and its associated management systems. The RSJ is designed for any company wanting to strengthen their responsible sourcing programme, whether they are a brand or a supplier. The RSJ incorporates the 2024 Converged HREDD Assessment Tool criteria to prevent duplication for suppliers and enable mutual recognition.

The RSJ is also available - for AIM-Progress members only - in an excel spreadsheet ("RSJ Self-Assessment Tool") to individually assess implementation of each of the responsible sourcing criteria. The tool allows companies to systematically select the implementation status against each maturity level to see where they may have gaps and opportunities for improvement. For each criterion, the implementation status may be selected as "not started", "in progress" or "fully implemented".

To ensure a common understanding of criteria requirements, a newly added column provides guidance on the expectations, such as practices that would be expected for a company to answer "yes" for a specific criterion, or more insights into the criterion's underlying requirements. This guidance is complemented by a recommended evidence column which provides examples of documents recording such practices.

Some criteria identified as "entry criteria" must be fully implemented to achieve the associated maturity level. These are highlighted in the individual modules. The tool will provide companies with an implementation score (percentage of criteria implemented) for each of the 7 RSJ modules as well as a global maturity level. Further guidance on score calculation is provided in the RSJ self-assessment tool.

The results of the self-assessment should be used to identify improvement areas and concrete actions. Member companies may use the self-assessment tool to review where they are, reflect on learnings and establish further improvement actions to consolidate their maturity or to reach the next maturity level.

AIM-Progress incorporates members' responses to the RSJ self-assessment tool into its bi-annual Member Benchmarking Survey (MBS), enabling member companies to understand how they compare with peers (aggregated and anonymised results) for each of the 7 RSJ modules. Companies participating in the MBS receive an individual company profile identifying key strengths, gaps and opportunities for improvement against the RSJ framework. This profile may be used by members to define their goals and targets and develop plans to reach the next stage.

How to improve your responsible sourcing programme using a three-step process



MODULE 1 Embed responsible business conduct



	LAUNCHED	ESTABLISHED In addition to Launched	INTEGRATED In addition to Established	LEADERSHIP In addition to Integrated
Policy	<p>1.1 We have a public commitment set out in policy/policies to respect all international recognised human rights, labour and environmental conventions across our operations, contractors, and supply chains</p> <p>1.2 Our environmental and human rights commitments for our supply chain are set out in a publicly available responsible sourcing policy / supplier code of conduct.</p> <p>1.3 We have a public commitment on responsible recruitment in our own operations, aligned with the Consumer Goods Forum's Priority Industry Principles (PIPs) or equivalent.</p> <p>1.4 We have a public commitment to pay a living wage to workers in our own operations.</p>	<p>1.5 Our policy/policies include a commitment to implement risk-based human rights and environmental due diligence into all relevant policies and risk management systems across our operations, contractors and supply chains.</p> <p>1.6 Our responsible sourcing policy / supplier code of conduct reflect(s) an understanding that certain human rights and environmental issues are particularly salient for our company's supply chain.</p> <p>1.7 We have a publicly available commitment to work with our direct and extended suppliers to enable responsible recruitment in our supply chain.</p> <p>1.8 We have a publicly available commitment to work with our direct and extended suppliers to enable living wage to be paid or living income to be earned in our supply chain.</p>	<p>1.9 We review our policy/policies covering our human rights and environmental due diligence at least every 12 months.</p> <p>1.10 A time-bound target backs our commitment to support living wage or income to be paid/earned in our supply chain.</p> <p>1.11 We have a commitment to climate change mitigation that is grounded in respect for human rights to ensure our climate actions are sustainable, just, and equitable.</p> <p>1.12 We have developed policies for engaging with our suppliers on the intersection of climate change and human rights, including supplier capability building, requiring the integration of good practices.</p>	<p>1.13 Our company's business goals support positive social and environmental impacts.</p> <p>1.14 Through our company's publicly available policy/policies we expect our suppliers to commit to respect the ILO fundamental rights at work and to explicitly refer to them in that commitment.</p> <p>1.15 Our company purpose and core values include the responsibility to respect human rights and promote living wage.</p> <p>1.16 We have a time-bound climate change mitigation plan with measurable indicators to address the social impacts of the transition on workers and communities.</p> <p>1.17 Our company advocates for climate change mitigation approaches that promote green and decent job creation; employee retention, education and reskilling; and social protection.</p>
Governance	<p>1.18 We have an assigned function and resources allocated (technical, financial, human, equipment, facilities) to successfully implement our responsible sourcing policy / supplier code of conduct.</p> <p>1.19 We provide employees whose actions may impact human rights or environmental risks, with training, operating procedures or other guidance on how to identify, prevent and manage those risks.</p>	<p>1.20 Our board or equivalent has signed off our responsible sourcing policy/policies and is accountable for our company's compliance.</p> <p>1.21 We have assigned responsibility for our responsible sourcing policy/policies implementation at senior management level in relevant functions (e.g., procurement, operations, human resources) and have included it in staff job descriptions and workplans.</p> <p>1.22 We have a long-term responsible sourcing plan in place, including targets and KPIs aligned with the UNGP guidance.</p> <p>1.23 Responsible sourcing goals are integrated into performance reviews across relevant departments.</p>	<p>1.24 We have cross-functional coordination to ensure responsible sourcing is integrated into relevant parts of our business and strategy.</p> <p>1.25 The meaningful implementation of our responsible sourcing policy/policies is linked to incentives and remuneration schemes (e.g. bonuses) for responsible staff across relevant departments.</p>	<p>1.26 We have incentives for the Board, CEO and the top leadership team reflecting the specific roles that functions have in achieving relevant responsible sourcing goals.</p> <p>1.27 Our governance and management systems supporting our commitment to living wage or income include certification/third party verification.</p>
Stakeholder engagement	<p>1.28 We work with relevant internal and external stakeholders to ensure our responsible sourcing programme complies with regulatory requirements.</p> <p>1.29 Our responsible sourcing policy / supplier code of conduct is actively communicated to the company's staff, contracted workers, service providers, suppliers and other potentially affected rightsholders.</p>	<p>1.30 We engage with internal and external stakeholders to identify our salient human risks.</p> <p>1.31 We report regularly internally on our responsible sourcing KPIs and supply chain mapping.</p> <p>1.32 Targeted training on responsible recruitment is conducted for relevant managers and workers. This includes how to identify, prevent and manage forced labour issues.</p> <p>1.33 We are engaged in multi-stakeholder initiatives to drive alignment of tools and methodologies for addressing living wage and income gaps, as well as proposing strategies for remediation.</p>	<p>1.34 Targeted training on human rights and/or the environment has been conducted for high-risk suppliers. This includes how to identify, prevent and manage human rights issues including forced labour.</p>	<p>1.35 Our CEO and Board sponsor the company's responsible sourcing policy.</p> <p>1.36 We are driving change in our industry via active participation in knowledge sharing, peer education, mentoring and sharing best practice.</p> <p>1.37 We ensure that workers and civil society partners are included in the development and delivery of our due diligence and responsible sourcing policy / supplier code of conduct.</p>

"Entry criteria" are highlighted in red for the "Launched" and "Established" maturity levels and in green for the "Integrated" and "Leadership" maturity levels:





MODULE 2 Identify and assess adverse impacts

Materiality / Risk identification / Assessments

LAUNCHED	ESTABLISHED In addition to Launched	INTEGRATED In addition to Established	LEADERSHIP In addition to Integrated
<p>2.1 The company has conducted an initial desktop assessment to identify sites/ activities/ supply chain tiers and geographies with human rights and environmental risks, covering their own operations, service providers and supply chain.</p> <p>2.2 Assessment processes and tools (e.g. supplier self-assessment; remote assessment; on-site audit, etc.) are being used in our priority areas.</p> <p>2.3 We support the principle that suppliers can share the results of assessments and verifications with other companies.</p>	<p>2.4 The company has prioritised environmental and human rights issues using a saliency analysis and through identifying the most vulnerable groups and ecosystems.</p> <p>2.5 The company has a written plan to map their at-risk contractors/ supply chain to the point where it can conduct due diligence, as driven by their risk assessment.</p> <p>2.6 We have identified our living wage/ income risks by conducting a mapping of wages and/ or income in our own operations.</p> <p>2.7 We are engaged in collaborative initiatives to enable the mutual recognition and sharing of supply chain and supplier assessments to reduce duplication of efforts for our suppliers.</p>	<p>2.8 For at-risk supply chains, the company has mapped the supply chain to the point where it can conduct due diligence as driven by their risk assessment.</p> <p>2.9 The company reviews changes in environmental and human rights risks and impacts on a regular basis and updates their risk assessment and actions needed accordingly.</p> <p>2.10 The risk assessment includes meaningful consultation with rightsholders and/or their credible proxies (e.g. civil society, IPLC representatives, unions etc.) and incorporates their inputs.</p> <p>2.11 Issues raised through the company's grievance mechanisms and suppliers/ service provider assessments inform the human rights and environmental risk assessments.</p> <p>2.12 A process to identify living wage / income risks in prioritised supply chain is in place.</p> <p>2.13 We identify the risks of job losses and other impacts on workers and communities caused by our transition plan for climate change mitigation.</p> <p>2.14 Supplier assessments are conducted by independent entities and occur semi- or unannounced at supplier sites.</p> <p>2.15 Further in-depth investigations are conducted to develop a context-specific deeper understanding of root causes behind the salient human rights and environmental issues.</p> <p>2.16 Forced labour assessments are regularly conducted for prioritised extended supply chains e.g. recruitment agencies used by suppliers.</p> <p>2.17 We bear the cost of independent third-party verification when verifying SME supplier compliance with our expectations.</p>	<p>2.18 Our assessments identify opportunities to achieve positive livelihood impacts on people upstream in our supply chains.</p> <p>2.19 We engage with our suppliers to understand their exposure to climate and human rights risks and ensure impacts on workers and communities through transition plan for climate change mitigation are minimised.</p> <p>2.20 Our company has assessed the number of workers/ farmers in prioritised supply chain affected by any payment/earnings below living wage/income levels and demonstrates progress.</p>

"Entry criteria" are highlighted in red for the "Launched" and "Established" maturity levels and in green for the "Integrated" and "Leadership" maturity levels:





MODULE 3 Cease, prevent and mitigate adverse impacts

	LAUNCHED In addition to Launched	ESTABLISHED In addition to Launched	INTEGRATED In addition to Established	LEADERSHIP In addition to Integrated
Cease	3.1 In our own operations, we cease and remediate activities which are directly causing severe adverse human rights or environmental impacts.	3.2 We refrain from entering into new or extending relationships with suppliers where adverse impacts have not been adequately remediated, prevented or mitigated.	3.4 We terminate business relationships as a last resort if the action plan implemented by our supplier is insufficient and/ or fails to adequately address adverse impacts.	
Prevent	3.5 We have a timebound action plan in place to address any salient human rights and environmental risks identified in our own operations and supply chains.	3.3 We use our leverage to try to bring to an end any adverse impact caused jointly by our supplier/s. This could ultimately include suspending relationships. 3.9 We use the findings of supplier assessments to prevent and mitigate adverse impacts.	3.12 Our action plan includes actions to address the root causes of high risks in our own operations and supply chain that were identified in the risk assessment.	3.14 Where issues are systemic in nature, appropriate supply chain partners and external stakeholders are engaged to find solutions that are consistent with our company policies.
	3.6 We have mapped and identified relevant stakeholders/ initiatives/ platforms to engage with.	3.10 Based on supplier/contractor prioritisation, we engage with our suppliers to build their awareness and capacity to implement our expectations and support them in addressing identified gaps and root causes.	3.13 The prevention and mitigation action plans are reviewed annually and updated based on changes in risks and impacts identification.	3.15 We work with local or global trade unions to support freedom of association in our supply chains, for instance by entering into a global framework agreement that covers our supply chains and/or an enforceable supply chain labour rights agreement with trade unions or worker organisations.
Mitigate	3.7 We have a stakeholder engagement strategy designed to ensure consultation with stakeholders throughout our due diligence process. 3.8 We are engaging with workers/worker organisations in our own operations to include their views on our due diligence process.	3.11 We are engaging with our peers through relevant collaborative platforms to contribute to and learn from industry best practice in preventing and mitigating risks and adverse impacts in our supply chains.		
	3.16 We make investments in our own operations to mitigate adverse impact on human rights or the environment. 3.17 We take immediate steps to mitigate critical issues severely impacting human rights or the environment in our own operations. 3.18 For our own operations, practical solutions to close living wage gaps are being developed.	3.19 We work with our suppliers to develop corrective action plans with clear timelines and indicators for measuring improvement for any actual non-conformance/ impacts that have been identified.	3.20 We are taking actions to mitigate forced labour risks by supporting our suppliers, including with appropriate financial support. 3.21 We are taking actions to mitigate living wage/income gaps in our supply chains. These actions include engaging with suppliers and supporting activities to improve pay systems and foster social dialogue. 3.22 We support sectoral/at scale action on high-risk issues commensurate with their size/footprint in the sector.	3.23 Our company makes necessary changes to its business plan, overall strategies and operations, including purchasing practices, design and distribution to address severe adverse human rights or environmental impacts. 3.24 Where mitigation would jeopardise the viability of a SME supplier, we provide targeted and proportionate financial support. 3.25 We are engaging with vulnerable groups/rightsholders when evaluating the effectiveness of any action taken to address critical issues.

“Entry criteria” are highlighted in red for the “Launched” and “Established” maturity levels and in green for the “Integrated” and “Leadership” maturity levels:





MODULE 4 Track implementation and results

Track implementation and results

LAUNCHED

4.1 We are monitoring the implementation of our action plan to address human rights and environmental risks in our own operations, with service providers and in our salient supply chains.
4.2 We are using a range of internal and external tools and data sources to develop KPIs to monitor implementation progress

4.3 The data monitored is used for internal and external reporting, influencing and decision making

ESTABLISHED In addition to Launched

4.4 We have set targets which reflect our salient human rights risks which we can use to measure progress in implementing our responsible sourcing goals.

4.5 The targets or KPIs against which progress is measured are developed with input from internal and external stakeholders.

4.6 We record and track KPIs capturing the progress and effectiveness of preventive, mitigative and remediation actions in our own operations, with service providers and in our salient supply chains.

4.7 The tools used to monitor progress include capturing the views of rightsholders e.g. through surveys/ worker voice tools etc.

4.8 Progress against targets and data monitored is used for internal reporting, influencing and decision making and included in external reports

INTEGRATED In addition to Established

4.9 The methods used to track progress and measure impact include tools which collect data from different internal and external stakeholders for example human rights impact assessments
4.10 We have formal processes through which we identify lessons in managing human rights and environmental risks and impacts and feed this back into the due diligence process.

LEADERSHIP In addition to Integrated

4.11 We record and track how our purchasing practices influence the ability of service providers and suppliers to provide decent work and may result in negative human rights impacts.
4.12 We record and track how the data collected through our impact measurement framework influences top leadership, business model, purchasing decisions and operations. This process is ongoing, responsive and changes to adapt to findings and changing circumstances.
4.13 We record and track how the data collected through our impact measurement framework is shared with rightsholders and stakeholders and used to influence collaborative initiatives and/ or liaison with government and/ or liaison with civil society.
4.14 We measure progress on mitigating and ceasing negative impacts of purchasing practices, including the impact of actions on risks such as overtime, wage payments, etc. Progress measurement includes input from workers, worker representatives, suppliers and other relevant stakeholders. If a recurring negative impact is identified, the root causes are analysed and addressed.





MODULE 5 Communicate how impacts are addressed

Communicate how impacts are addressed

LAUNCHED	ESTABLISHED In addition to Launched	INTEGRATED In addition to Established	LEADERSHIP In addition to Integrated
<p>5.1 We communicate internally and externally on the actions taken and progress made on our responsible sourcing policy/policies implementation.</p> <p>5.2 The UNGP framework guides our overall reporting.</p> <p>5.3 We report externally on our human rights and environmental due diligence where required to by regulations.</p> <p>5.4 Our external reporting discloses how we train relevant decision makers within our company on risks and policies that address human rights and environmental risks, including employees responsible for procurement.</p> <p>5.5 We report to our suppliers on their compliance status against our responsible sourcing policy/policies.</p>	<p>5.6 Our external reporting discloses the most salient human rights and environmental risks in our supply chain; and actions taken to address them.</p> <p>5.7 We report externally beyond legal requirements at least annually using communication channels such as our sustainability or human rights reports and our website.</p> <p>5.8 Our external reporting discloses how we have set up our human rights governance and top-level oversight.</p> <p>5.9 Our external reporting discloses our company's process to address grievances and includes information about complaint handling outcomes.</p> <p>5.10 We work with independent third parties to provide external assurance on our responsible sourcing reporting.</p>	<p>5.11 Our external reporting discloses the effectiveness and progress of actions taken to address the risks identified, as well as any associated impacts.</p> <p>5.12 We report to our suppliers on their sustainability performance alongside commercial metrics using a supplier balanced scorecard.</p> <p>5.13 Our external reporting discloses our engagement with stakeholders in relation to each salient environmental and human rights issue, including living wage and responsible recruitment.</p> <p>5.14 Our external reporting discloses the categories of stakeholders we engage with on our transition plan for climate change mitigation and how they are identified (including workers, unions and impacted communities).</p> <p>5.15 We demonstrate our understanding of our supply chain locations by publicly disclosing in our external reporting at a minimum the names of high risk first-tier suppliers and the sourcing countries of raw materials at high risk.</p>	<p>5.16 We communicate with impacted or potentially impacted rightsholders about human rights and environmental impacts that our company causes or contributes to in an accessible and relevant manner.</p> <p>5.17 Our external reporting discloses how the experiences of affected workers or relevant stakeholders (such as civil society, unions, and workers or their representatives) informed board discussions.</p> <p>5.18 We demonstrate our tracing and transparency efforts by publicly disclosing in our external reporting the names and locations of suppliers beyond tier 1 for high-risk commodities.</p> <p>5.19 Our disclosure includes how incentives for staff (e.g. bonuses; part of employee performance reviews) are tied to improvements in working conditions and environmental protection improvements in supply chains.</p>

"Entry criteria" are highlighted in red for the "Launched" and "Established" maturity levels and in green for the "Integrated" and "Leadership" maturity levels:





MODULE 6 Grievance mechanisms and remediation

		LAUNCHED	ESTABLISHED In addition to Launched	INTEGRATED In addition to Established	LEADERSHIP In addition to Integrated
Grievance mechanism		<p>6.1 We have a grievance mechanism in place (own, third party or shared) which is open to all rightsholders affected by our own operations and our supply chain.</p> <p>6.2 We have communicated the operational grievance mechanism internally to our employees, communities potentially impacted by our business operations, and to our suppliers.</p> <p>6.3 We indicate in our supplier code of conduct, responsible sourcing policy, contract, or equivalent document our requirement that our suppliers need to develop effective grievance mechanisms (own, third party or shared).</p>	<p>6.4 Our grievance mechanism is formalised and clearly states the process and indicative timeline for each stage of the process and includes meaningful engagement with the grievance raiser.</p> <p>6.5 Our grievance mechanism is managed by individual(s) or organisation(s) with appropriate training in engaging with vulnerable individuals, handling sensitive information and ensuring data protection.</p> <p>6.6 We encourage our suppliers to monitor and evaluate the results of their grievance mechanisms and have ownership of the process for handling grievances.</p>	<p>6.7 We regularly conduct, at least every 2 years, an analysis of trust in the grievance mechanism through a credible third party.</p> <p>6.8 We encourage our suppliers to make their grievance mechanisms available to all individuals or groups of individuals directly or indirectly impacted by their activities, or by individuals or organisations acting on their behalf.</p> <p>6.9 All grievances raised directly with the company are recorded in a public log, with transparent reporting on the performance of our mechanisms, including number of grievances filed and resolved, how remedy was provided and how the grievances were resolved.</p>	<p>6.10 We require our key suppliers (high risk and strategic) to provide us with an overview of the types and numbers of grievances received and mitigating actions.</p> <p>6.11 We analyse the grievance data received from our key suppliers (high risk, strategic) to identify trends, gaps and opportunities and support them to improve their grievance mechanisms.</p> <p>6.12 We take data and learning from own operations and from suppliers' grievance mechanisms to improve how these mechanisms function and adapt relevant management processes, including procurement decisions.</p>
	Remediation	<p>6.13 We inform the complainant about the grievance process, roles and responsibilities, and timeframe. We keep them informed of the progress of the procedure.</p> <p>6.14 We identify the desired remedy with the complainant and ensure that outcomes and remedies are in accordance with internationally recognised human rights guidance.</p> <p>6.15 We appoint an internal or external stakeholder who has the relevant knowledge and expertise to investigate the complaint to follow a pre-determined procedure for which stakeholders need to be consulted.</p>	<p>6.16 We leverage collaborative action to support remediation of harm to people and the environment that we have contributed to or are linked to through our supply chain.</p> <p>6.17 We always conduct a follow-up or use our leverage to ensure a follow-up is conducted on whether the agreed remedy reaches the complainant and the proposed remedy is to his/her/their satisfaction and responds to his/her/their needs.</p> <p>6.18 We have a remediation approach to address grievances that includes looking at what is needed to prevent issues from re-occurring including management systems.</p>	<p>6.19 We monitor other channels that may receive complaints such as trade unions / workers organisations / industrial relation processes, audit process (workers interviews), worker voice tools.</p> <p>6.20 We appoint an independent third party to monitor the implementation of the remediation plan.</p> <p>6.21 We identify and engage with local stakeholders and organisations, including minority rights organisations to provide appropriate support to those affected.</p>	<p>6.22 We ensure that remediation outcomes align with the higher standard in case of conflict between national legislation and international norms on human rights.</p> <p>6.23 When impacts cannot be remedied alone, we collaborate with other AIM-Progress members, if relevant, as well as other peers and partners to provide remedy within the confines of applicable competition law.</p>

“Entry criteria” are highlighted in red for the “Launched” and “Established” maturity levels and in green for the “Integrated” and “Leadership” maturity levels:





MODULE 7 Responsible Buying Practice

	LAUNCHED	ESTABLISHED	INTEGRATED	LEADERSHIP
	In addition to Launched	In addition to Established	In addition to Integrated	In addition to Integrated
Sourcing requirements	<p>7.1 Our minimum expectations of suppliers are set out in our responsible sourcing policy and/or supplier code of conduct which is publicly available and reflects the UNGPs and relevant international conventions.</p> <p>7.2 We require our suppliers to have in place guidelines, policies and/or training readily available to workers to enable the suppliers to meet or exceed our company policy/policies.</p> <p>7.3 We integrate responsible sourcing criteria into supplier selection processes.</p> <p>7.4 Our responsible sourcing policy and/or supplier code of conduct specifically prohibits suppliers and any third-party recruitment intermediaries from imposing financial burdens on job seekers and workers by collecting recruitment fees or related costs.</p> <p>7.5 Our responsible sourcing policy and/or supplier code of conduct specifically requires our suppliers to promote freedom of association and encourage living wage/income.</p>	<p>7.6 Our human rights and environmental expectations are included in our supplier contracts or other forms of written agreements.</p> <p>7.7 Our suppliers' performance is graded with appropriate/adequate weighting of responsible sourcing metrics against commercial performance.</p> <p>7.8 We have a due diligence process (prior to onboarding) for new suppliers, which includes checking for compliance with minimum commitments, identification of any new risks that the supply chain brings (e.g., via exposure to new sourcing regions).</p> <p>7.9 Our company requires suppliers to implement/cascade standards along their supply chain that are in line with our company's responsible sourcing policy and/or supplier code of conduct and have a process in place to monitor compliance.</p>	<p>7.10 We ask our highest risk Tier 1 suppliers to have a HREDD process.</p> <p>7.11 We ask our Tier 1 suppliers to make a publicly available commitment against forced labour aligned with the Priority Industry Principles (PIPs) or equivalent, specifying the 3 principles.</p> <p>7.12 We encourage our Tier 1 suppliers to make a public commitment to living wage or income in their own operations.</p>	
Buying practice	<p>7.13 Internal company awareness is built on how our own activities, such as buying practices, may increase the risk of forced labour and other human rights and environmental risks.</p> <p>7.14 Our company has top leadership buy-in and commitment for the implementation of responsible buying practices.</p> <p>7.15 We actively inform our suppliers about our commitment to responsible buying practices and labour rights.</p>	<p>7.16 Responsible sourcing expectations or requirements are included in buyer performance management.</p> <p>7.17 We conduct risk analysis on our buying practices to gain a thorough understanding of existing suppliers and purchasing systems and (possible) negative impact on human rights and the environment; and use this to decide on priorities that feed into an agreed improvement plan.</p> <p>7.18 Responsible sourcing is fully integrated into our procurement KPIs or practices, such as supplier balanced scorecard, commodity sourcing strategy, etc.</p> <p>7.19 We ensure fair terms of payment with SMEs, not impeding their capacity to implement meaningful due diligence.</p>	<p>7.20 Our company has adopted in its Tier 1 supply chains responsible buying practices which include all elements of the procurement cycle such as planning and forecasting and considers issues such as fair and transparent payment terms and contract length.</p> <p>7.21 Our buying approach reflects and supports our commitment to wage increases and sustainable production.</p> <p>7.22 Our company's progress on implementing responsible buying practice is measured and shared publicly.</p> <p>7.23 Our company's procurement function has processes in place to reward good/improved human rights and/or environmental performance of our suppliers.</p>	<p>7.24 Our company requires that our Tier 1 suppliers adopt responsible buying practices with their own supply chain.</p> <p>7.25 We support the payment of living wages or earning of living incomes through discussions with suppliers on true supply chain costs.</p> <p>7.26 Our responsible sourcing programmes trigger transformational change in our business strategy and ways of working.</p> <p>7.27 Our company is moving into "shared responsibility" by integrating human rights remediation into our supplier contracts, stipulating that should harms occur, both companies are contractually responsible for working together to provide remedy to victims, in proportion to their contribution to the harm.</p>

"Entry criteria" are highlighted in red for the "Launched" and "Established" maturity levels and in green for the "Integrated" and "Leadership" maturity levels:



Entry criteria

Criteria identified as “entry criteria” must be fully implemented to achieve the associated maturity level.

They are highlighted in each section.

- For “Launched” and “Established” maturity levels: The entry criteria represent the first/basic steps at that maturity level and support less mature members with prioritisation of foundational due diligence actions. The selected criteria mirror the Converged HREDD Assessment Tool requirements.
- For “Integrated” and “Leadership” maturity levels: The selected criteria are levers for change and support more mature members identify step changes that strengthen positive impact.

MODULE	LAUNCHED	ESTABLISHED	INTEGRATED	LEADERSHIP
01	<p>1.1 We have a public commitment set out in policy/policies to respect all international recognised human rights, labour and environmental conventions across our operations, contractors, and supply chain</p> <p>1.2 Our environmental and human rights commitments for our supply chain are set out in a publicly available responsible sourcing policy / supplier code of conduct.</p> <p>1.19 We provide employees whose actions may impact human rights or environmental risks, with training, operating procedures or other guidance on how to identify, prevent and manage those risks.</p>	<p>1.6 Our responsible sourcing policy / supplier code of conduct reflect(s) an understanding that certain human rights and environmental issues are particularly salient for our company's supply chain.</p> <p>1.21 We have assigned responsibility for our responsible sourcing policy/policies implementation at senior management level in relevant functions (e.g., procurement, operations, human resources) and have included it in staff job description and workplan.</p>	<p>1.11 We have a commitment to climate change mitigation that is grounded in respect for human rights to ensure our climate actions are sustainable, just, and equitable.</p>	<p>1.36 We are driving change in our industry via active participation in knowledge sharing, peer education, mentoring and sharing best practice.</p>
02	<p>2.1 The company has conducted an initial desktop assessment to identify sites/ activities/ supply chain tiers and geographies with human rights and environmental risks, covering their own operations, service providers and supply chain.</p>	<p>2.4 The company has prioritised environmental and human rights issues using a saliency analysis and through identifying the most vulnerable groups and ecosystems.</p>	<p>2.8 For at-risk supply chains, the company has mapped the supply chain to the point where it can conduct due diligence as driven by their risk assessment.</p>	
03		<p>3.5 We have a timebound action plan in place to address any salient human rights and environmental risks identified in our own operations and supply chains.</p> <p>3.9 We use the findings of supplier assessments to prevent and mitigate adverse impacts.</p> <p>3.10 Based on supplier/contractor prioritisation, we engage with our suppliers to build their awareness and capacity to implement our expectations and support them in addressing identified gaps and root causes.</p>	<p>3.12 Our action plan includes actions to address the root causes of high risks in our own operations and supply chain that were identified in the risk assessment.</p>	<p>3.23 Our company makes necessary changes to its business plan, overall strategies and operations, including purchasing practices, design and distribution to address severe adverse human rights or environmental impacts.</p> <p>3.24 Where mitigation would jeopardise the viability of a SME supplier, we provide targeted and proportionate financial support.</p>
04	No entry criteria in module 4.			
05	<p>5.1 We communicates internally and externally on the actions taken and progress made on our responsible sourcing policy/policies implementation.</p>	<p>5.6 Our external reporting discloses the most salient human rights and environmental risks in our supply chain; and actions taken to address them.</p>	<p>5.11 Our external reporting discloses the effectiveness and progress of actions taken to address the risks identified, as well as any associated impacts.</p>	<p>5.16 We communicate with impacted or potentially impacted rightsholders about human rights and environmental impacts that our company causes or contributes to in an accessible and relevant manner.</p>
06	<p>6.1 We have a grievance mechanism in place (own, third party or shared) which is open to all rightsholders affected by our own operations and our supply chain.</p>	<p>6.4 Our grievance mechanism is formalised and clearly states the process and indicative timeline for each stage of the process and includes meaningful engagement with the grievance raiser.</p> <p>6.17 We always conduct a follow-up or use our leverage to ensure a follow-up is conducted on whether the agreed remedy reaches the complainant and the proposed remedy is to his/her/their satisfaction and responds to his/her/their needs.</p>	<p>6.9 All grievances raised directly with the company are recorded in a public log, with transparent reporting on the performance of our mechanisms, including number of grievances filed and resolved, how remedy was provided and how the grievances were resolved.</p>	<p>6.11 We analyse the grievance data received from our key suppliers (high risk, strategic) to identify trends, gaps and opportunities and support them to improve their grievance mechanisms.</p>
07	<p>7.1 Our minimum expectations of suppliers are set out in our responsible sourcing policy and/or supplier code of conduct which is publicly available and reflects the UNGPs and relevant international conventions.</p>	<p>7.6 Our human rights and environmental expectations are included in our supplier contracts or other forms of written agreements.</p>	<p>7.20 Our company has adopted in its Tier 1 supply chains responsible buying practices which include all elements of the procurement cycle such as planning, forecasting, and considers issues such as fair and transparent payment terms and contract length.</p> <p>7.23 Our company's procurement function has processes in place to reward good/improved human rights and/or environmental performance of our suppliers.</p>	<p>7.24 Our company requires that our Tier 1 suppliers adopt responsible buying practices with their own supply chain.</p>



RSJ and HREDD Converged Framework equivalent criteria (1)

The RSJ framework fully integrates the 50 HREDD criteria.



	HREDD criteria		RSJ criteria
1	The company has public commitments covering human rights and environmental issues set out in a policy or policies.	1.1	1.1 We have a public commitment set out in policy/policies to respect all international recognised human rights, labour and environmental conventions across our operations, contractors, and supply chain
2	The policy/policies are communicated to the company's staff, contracted staff, service providers, suppliers and other potentially affected stakeholders.	1.29	1.29 Our responsible sourcing policy / supplier code of conduct is actively communicated to the company's staff, contracted workers, service providers, suppliers and other potentially affected rightsholders.
3	The policy reflects an understanding that certain human rights and environmental issues are particularly salient for the company.	1.6	1.6 Our responsible sourcing policy / supplier code of conduct reflect(s) an understanding that certain human rights and environmental issues are particularly salient for our company's supply chain.
4	The policy meets or exceeds internationally recognised standards and guidelines, including a commitment to respect human rights and implement Human Rights and Environmental Due Diligence, in alignment with the UNGPs, across its operations, service providers, and supply chain.	1.1	1.1 We have a public commitment set out in policy/policies to respect all international recognised human rights, labour and environmental conventions across our operations, contractors, and supply chain
5	The policy has been signed off by the company leadership at the highest level, and that leadership is held accountable for addressing HR and environmental issues.	1.20	1.20 Our board or equivalent has signed off your responsible sourcing policy/policies and is accountable for our company's compliance.
6	The company has designated staff at a senior management level who lead on implementing the policy/policies.	1.21	1.21 We have assigned responsibility for our responsible sourcing policy/policies implementation at senior management level in relevant functions (e.g., procurement, operations, human resources) and have included it in staff job description and workplan.
7	The company provides employees and contracted workers, whose actions affect human rights or environmental risks, with a training plan and operating procedures or other guidance on how to address those risks.	1.19	1.19 We provide employees whose actions may impact human rights or environmental risks, with training, operating procedures or other guidance on how to identify, prevent and manage those risks.
8	Responsibilities for policy implementation are embedded in other relevant functions (e.g., procurement) and are included in staff job description and workplan.	1.21	1.21 We have assigned responsibility for our responsible sourcing policy/policies implementation at senior management level in relevant functions (e.g., procurement, operations, human resources) and have included it in staff job description and workplan.
9	The meaningful implementation of the human rights and environmental policy is linked to performance incentives for responsible staff across functions.	1.25	1.25 The meaningful implementation of our responsible sourcing policy/policies is linked to incentives and remuneration schemes (e.g. bonuses) for responsible staff across relevant departments.
10	The company has conducted an initial desktop assessment to identify sites/ activities/ supply chain tiers and geographies with human rights and environmental risks, covering their own operations, service providers and supply chain.	2.1	2.1 The company has conducted an initial desktop assessment to identify sites/ activities/ supply chain tiers and geographies with human rights and environmental risks, covering their own operations, service providers and supply chain.
11	The company has prioritized environmental and human rights issues using a saliency analysis and through identifying the most vulnerable groups and ecosystems.	2.4	2.4 The company has prioritised environmental and human rights issues using a saliency analysis and through identifying the most vulnerable groups and ecosystems.
12	The risk assessment includes meaningful consultation with rights holders and/or their credible proxies (e.g. civil society, IPLC representatives, unions etc.) and incorporates their inputs.	2.10	2.10 The risk assessment includes meaningful consultation with rights holders and/or their credible proxies (e.g. civil society, IPLC representatives, unions etc.) and incorporates their inputs.
13	Further in-depth investigations are conducted to develop a context-specific deeper understanding of root causes behind the salient human rights and environmental issues.	2.15	2.15 Further in-depth investigations are conducted to develop a context-specific deeper understanding of root causes behind the salient human rights and environmental issues.
14	The company reviews changes in environmental and human rights risks and impacts on a regular basis and updates their risk assessment and actions needed accordingly.	2.9	2.9 The company reviews changes in environmental and human rights risks and impacts on a regular basis and updates their risk assessment and actions needed accordingly.
15	The risk assessment and list of high-risk salient issues is made public.	5.6	5.6 Our external reporting discloses the most salient human rights and environmental risks in our supply chain; and actions taken to address them.
16	Issues raised through the company's grievance mechanisms and suppliers/ service provider assessments inform the human rights and environmental risk assessments.	2.11	2.11 Issues raised through the company's grievance mechanisms and suppliers/ service provider assessments inform the human rights and environmental risk assessments.
17	The company has a written plan to map their at-risk contractors/ supply chain to the point where it can conduct due diligence, as driven by their risk assessment.	2.5	2.5 The company has a written plan to map their at-risk contractors/ supply chain to the point where it can conduct due diligence, as driven by their risk assessment.
18	For at-risk supply chains, the company has mapped the supply chain to the point where it can conduct due diligence as driven by their risk assessment.	2.8	2.8 For at-risk supply chains, the company has mapped the supply chain to the point where it can conduct due diligence as driven by their risk assessment.
19	The company has a timebound action plan in place to take action to address any salient negative human rights and environmental risks identified in its own operations, service providers and supply chains.	3.5	3.5 We have a timebound action plan in place to address any salient human rights and environmental risks identified in our own operations and supply chains.
20	The action plan(s) are based on the outcomes of the risk assessment and HREDD Maturity Evaluation.	3.9	3.9 We use the findings of supplier assessments to prevent and mitigate adverse impacts.
21	Stakeholders are consulted and their input integrated in the development and update of the action plan.	3.19	3.19 We work with our suppliers to develop corrective action plans with clear timelines and indicators for measuring improvement for any actual non conformance/ impacts that have been identified.
22	The action plan is reviewed annually and updated based on progress and changes in risks and impacts.	3.13	3.13 The prevention and mitigation action plans are reviewed annually and updated based on changes in risks and impacts identification.
23	The action plan includes actions to address the root causes of high risks in its own operations and its upstream supply chain that were identified in the risk assessment.	3.12	3.12 Our action plan includes actions to address the root causes of high risks in our own operations and supply chain that were identified in the risk assessment.
24	The company has a due diligence process (prior to onboarding) for new suppliers (of goods and services), which includes checking for compliance with minimum commitments, identification of any new risks that the supply chain brings (e.g., via exposure to new sourcing regions).	7.8	7.8 We have a due diligence process (prior to onboarding) for new suppliers, which includes checking for compliance with minimum commitments, identification of any new risks that the supply chain brings (e.g., via exposure to new sourcing regions).
25	Human Rights and Environmental expectations are part of contractual agreements.	7.6	7.6 Our human rights and environmental expectations are included in our supplier contracts or other forms of written agreements.



RSJ and HREDD Converged Framework equivalent criteria (2)



	HREDD criteria		RSJ criteria
26	The company assesses the maturity of their high risk suppliers' HREDD systems, including capacity for implementation.	2.2	2.2 Assessment processes and tools (e.g. supplier self-assessment; remote assessment; on-site audit, etc.) are being used in our priority areas.
27	The company's highest risk Tier 1 suppliers (according to the risk assessment) have an action plan in place to demonstrate how they prevent, mitigate, and remediate any high environmental and salient human rights risks. These action plans must also include actions to close gaps identified in their management systems as part of the HREDD Maturity Evaluation.	7.10	7.10 We ask our highest risk Tier 1 suppliers to have a HREDD process.
28	Based on supplier/service provider prioritization, the company engages with its suppliers to build their awareness and capacity to implement these expectations and support them in addressing identified gaps.	3.10	3.10 Based on supplier/contractor prioritisation, we engage with our suppliers to build their awareness and capacity to implement our expectations and support them in addressing identified gaps and root causes.
29	The company supports sectoral/at scale action on high-risk issues commensurate with their size/footprint in the sector.	3.22	3.22 We support sectoral/at scale action on high risk issues commensurate with their size/footprint in the sector.
30	The company's purchasing function systematically rewards good/improved human rights and/or environmental performance of suppliers and service providers.	7.23	7.23 Our company's procurement function has processes in place to reward good/improved human rights and/or environmental performance of our suppliers.
31	The company has a grievance mechanism in place which is open to all rights holders affected by own operations, among service providers and in the supply chain.	6.1	6.1 We have a grievance mechanism in place (own, third party or shared) which is open to all rightsholders affected by our own operations and our supply chain.
32	The company has communicated the operational grievance mechanism internally to its workers and contracted workers, service providers, communities potentially impacted by their business operations, and with suppliers.	6.2	6.2 We have communicated the operational grievance mechanism internally to our employees, communities potentially impacted by our business operations, and to our suppliers.
33	The grievance mechanism(s) is managed by individual(s) with appropriate training in engaging with vulnerable individuals, handling sensitive information and ensuring data protection.	6.5	6.5 Our grievance mechanism is managed by individual(s) or organisation(s) with appropriate training in engaging with vulnerable individuals, handling sensitive information and ensuring data protection.
34	The grievance mechanism clearly states the process and indicative timeline for each stage of the process, AND the process includes meaningful engagement with the grievance raiser.	6.4	6.4 Our grievance mechanism is formalised and clearly states the process and indicative timeline for each stage of the process, and includes meaningful engagement with the grievance raiser.
35	The company has a remediation approach to address open grievances, which includes systemic changes to systems and processes as needed to prevent the identified impacts.	6.18	6.18 We have a remediation approach to address grievances that includes looking at what is needed to prevent issues from re-occurring including management systems.
36	The company takes action to use leverage and collaborative action to support remediation of harm to people and the environment that it has contributed to or is linked to through business relationships, e.g. direct or indirect suppliers.	6.16	6.16 We leverage collaborative action to support remediation of harm to people and the environment that we have contributed to or are linked to through our supply chain.
37	The company encourages or supports the development of grievance processes among those it has business relationships with.	6.6	6.6 We encourage our suppliers to monitor and evaluate the results of their grievance mechanisms and have ownership of the process for handling grievances.
38	The company always conducts a follow-up or uses its leverage to ensure a follow-up is conducted on whether the agreed remedy reaches the grievance raiser.	6.17	6.17 We always conduct a follow-up or use our leverage to ensure a follow-up is conducted on whether the agreed remedy reaches the complainant and the proposed remedy is to his/her/their satisfaction and responds to his/her/their needs.
39	The grievance mechanism aligns with the 8 effectiveness criteria of the UNGPs (see guidance column for more information).	6.4	6.4 Our grievance mechanism is formalised and clearly states the process and indicative timeline for each stage of the process, and includes meaningful engagement with the grievance raiser.
40	Grievances are recorded in a public log, with transparent reporting on follow up and progress.	6.9	6.9 All grievances raised directly with the company are recorded in a public log, with transparent reporting on the performance of our mechanisms, including number of grievances filed and resolved, how remedy was provided and how the grievances were resolved.
41	The company regularly conducts an analysis of trust in the grievance mechanism through a credible third-party.	6.20	6.20 We appoint an independent third party to monitor the implementation of the remediation plan.
42	The company is monitoring the implementation of its action plan to address human rights and environmental risks in its own operations, within service providers and supply chain.	4.1	4.1 The company is monitoring the implementation of its action plan to address human rights and environmental risks in its own operations, with service providers and in its salient supply chains.
43	The company records and tracks KPIs capturing the progress and effectiveness of preventive, mitigative and remediation actions in its own operations, service providers and supply chain through impact measurement.	4.6	4.6 The company records and tracks KPIs capturing the progress and effectiveness of preventive, mitigative and remediation actions in its own operations, with service providers and in its salient supply chains.
44	The targets or KPIs against which progress is measured are developed with input from internal and external stakeholders.	4.5	4.5 The targets or KPIs against which progress is measured are developed with input from internal and external stakeholders.
45	The company has formal processes through which it identifies lessons in managing human rights and environmental risks and impacts and feeds this back into the due diligence process.	4.10	4.10 The company has formal processes through which it identifies lessons in managing human rights and environmental risks and impacts and feeds this back into the due diligence process.
46	The company publicly communicates actions taken and progress made on policy implementation to staff (including contracted staff); potentially affected stakeholders & public.	5.1	5.1 We communicate internally and externally on the actions taken and progress made on our responsible sourcing policy/policies implementation.
47	The company publicly communicates the actual and potential risks in its own operations, among service providers Tier 1 suppliers, and sourcing regions; and actions being taken to address these risks.	5.6	5.6 Our external reporting discloses the most salient human rights and environmental risks in our supply chain; and actions taken to address them.
48	These communication updates are given at least on an annual basis.	5.7	5.7 We report externally beyond legal requirements at least annually using communications channels such as our sustainability or human rights reports and our website.
49	The company publicly communicates the effectiveness and progress of actions taken to address the risks identified, as well as any associated impacts.	5.11	5.11 Our external reporting discloses the effectiveness and progress of actions taken to address the risks identified, as well as any associated impacts.
50	Progress updates/reports are 3rd party verified.	5.10	5.10 We work with independent third parties to provide external assurance on our responsible sourcing reporting



MODULE 1 Guidance tips



Involving senior management

The 'tone at the top' set by senior management is critical to ensuring the business takes responsible sourcing seriously, so the process of developing the policy statement must be driven by senior management from the start. Top management can demonstrate that leadership in responsible sourcing is a priority for the company through the commitments the company makes, integration into the business model, their speeches and messages, corporate communications and personal conversations (for example, between the CEO and the leadership team when considering a specific business issue).

Involving internal stakeholders in the process

It is particularly important to engage with internal stakeholders who will be expected to implement the policy to ensure that responsible sourcing (a potentially abstract concept) is translated into 'business speak' and everyone inside the company understands how it is relevant to their work. This can provide reassurance that it will be accepted as a credible commitment and generate greater buy-in once it is formally adopted. Functions likely to be involved during this process include:

- CSR/Sustainability teams to bring expertise on the company's broader sustainability commitments
- Legal/Compliance to review the policy in light of company's legal obligations
- Senior management to support and formally approve policy
- Procurement teams to ensure responsible sourcing is factored into their decision making and supplier engagement
- Communications to help ensure effective translation into business language within the company,

Communicating the policy

After approval, the policy should be clearly communicated to relevant staff and external business partners and stakeholders –both those who are expected to implement it (for example, the company's contractors and suppliers) and those who have a direct interest in its implementation (for example, potentially affected communities, investors, consumers and civil society organisations). Consider organising a dedicated Responsible sourcing/ Supplier/ Human Rights event where a special message is shared with stakeholders to publicise the policy, emphasize the company's commitment and highlight the company's progress on responsible sourcing/ UNGPs.

Assigning responsibility for responsible sourcing:

- Initially, a single function or department may need to take the lead in kick-starting the process. Corporate functions such as procurement, human resources and sales will also need to be involved to ensure cross-functional support for the embedding process.
- Reward and recognition systems should be expanded to include adherence to responsible sourcing goals and practices. For example, an incentive system may include at least one goal related to responsible sourcing as part of the framework against which relevant employees are evaluated and bonuses can be linked with associated achievements.
- Rewards and recognition are also important to recognise suppliers' compliance efforts and encourage them to improve.

Training key staff

Tailored training should be provided for staff who may encounter responsible sourcing dilemmas (for example, procurement personnel, who are often dealing with business pressures related to price and delivery time, as well as social performance, could be trained on their dialogue/ relationship with suppliers). Training should be reviewed regularly to assess its effectiveness.



MODULE 2 Guidance tips

Assessing and prioritising impacts

Start with desk research to identify the risks in supply chains in particular countries and/or sectors relevant to the company's operations. Besides publicly available information, companies may also gain useful insights from other sources, such as risk mapping platforms, self-assessments by suppliers and third-party audit reports, as well as insights from trade unions, NGO reports and human rights impact assessments.

Define assessment processes and types according to the level of risks/impacts or opportunity. For example, an unknown supply chain could be first assessed using supplier self-assessment or remote third-party assessment, then third party verification on the ground should be carried out in cases where high risks have been identified.

Typical risk management processes are based on both the likelihood of the risk occurring and on the potential severity of impact on people. Potentially severe impacts on people should always be prioritised.

Assessment processes must take adequate account of the perspectives of individuals or groups who could be impacted – what the UNGPs call 'potentially affected stakeholders' - by consulting them or 'credible proxies', such as local NGOs who work with affected stakeholders and have direct insights into their perspectives.

Most companies can be involved with many potential impacts and, due to legitimate resource constraints, will need to decide which ones to focus on first. The UNGPs recognise this reality in Principle 24: companies prioritise attention and action by focusing on those issues that present the greatest severity of harm to people.

Conducting meaningful stakeholder engagement

Engagement helps to build a relationship based on trust between the company and affected stakeholders. It means listening to affected stakeholders' perspectives on the impacts associated with the company's activities, hearing their experiences and ideas, and taking account of their perspectives in internal decision-making.

Direct engagement can be organised through workers' committees, community dialogues, roundtables, face-to-face meetings and grievance mechanisms. It is always important for the company to provide feedback to stakeholders on how their inputs have been taken into account to help show that the company took their input seriously.

Meaningful stakeholder engagement should follow five principles - **legitimacy, accessibility, safety, equitability, and respect.**

Engaging with relevant stakeholders

In the context of the UNGPs, there are three groups of relevant stakeholders:

- Potentially affected stakeholders and their legitimate representatives, such as employees, contract workers, workers in the supply chain, smallholder farmers and their families, members of the community around a business facility or site, consumers or end users. Stakeholder engagement should be inclusive with due concern for the perspectives of marginalised and vulnerable groups, such as women, children, indigenous peoples, migrant workers or the LGBTQI+ community.
- Credible proxies for the views of affected stakeholders, which can include development and human rights NGOs, international trade unions and local civil society organisations.
- Human rights experts who can bring knowledge or expertise that the company needs to effectively manage human rights.



MODULE 3 Guidance tips

Cease, prevent or mitigate

Companies should cease activities that are causing or contributing to adverse impacts, based on assessment of their involvement with adverse impacts in their own operations, and disengage responsibly, as a last resort, from business relationships directly causing/ contributing to adverse impacts in their supply chain. Companies should develop and implement plans that are fit-for-purpose to prevent and mitigate potential adverse impacts. Prevention refers to activities that are intended to avoid an adverse impact occurring in the first place (e.g. which reduce the likelihood of an adverse impact occurring); whereas mitigation refers to activities that reduce the impact when an adverse impact does occur. Prevention is the primary goal of due diligence.

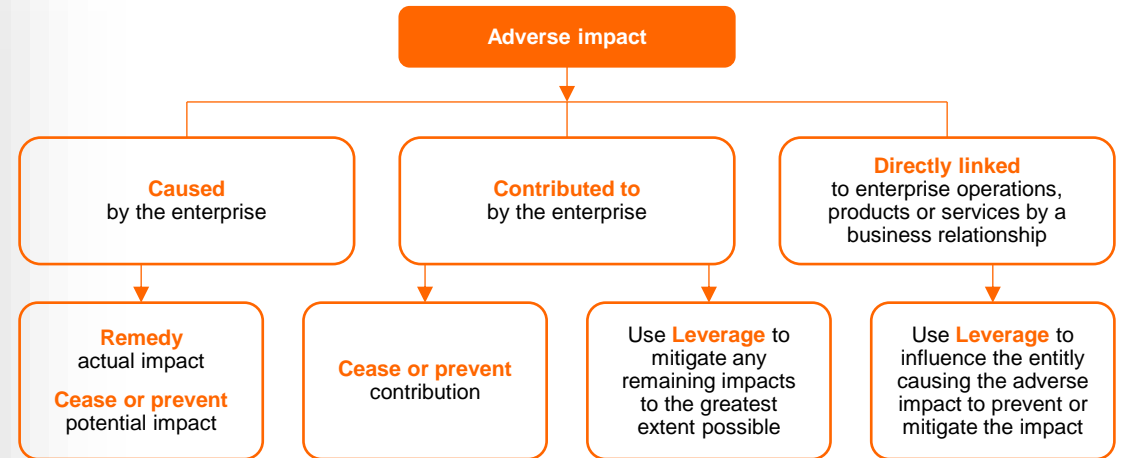
Addressing living wage/income gaps

Systemic issues refer to problems or challenges that are prevalent within a context and are driven by root causes outside of the company's immediate control, but that nonetheless increase the risk of adverse impacts within the enterprise's own operations or supply chain. Companies can collaborate at an industry or multi-industry level, as well as with relevant stakeholders throughout the responsible sourcing due diligence process, although they always remain responsible for ensuring that their due diligence is carried out effectively. Collaboration initiatives such as AIM-Progress help members pool knowledge, increase leverage and scale up effective measures.

Addressing the intersection of climate change and human rights

The intersection of climate change and human rights represents a set of new and evolving human rights risks for the FMCG sector to integrate into existing human rights due diligence efforts in two categories. The first category of risks are how the company's business model – including the environmental impacts connected to the business – is impacting people and how existing impacts may be becoming more severe in the new climate context. The second category of risks emerge from the actions the company is taking to respond to environmental and climate impacts, related to both mitigating impact as well as adapting to a warmer climate, can adversely impact people. The concept of the Just Transition fits into this second category and requires the shift to a low-carbon economy to be fair, inclusive, and not exacerbate social inequalities.

Addressing adverse impact



Source: OECD Due Diligence Guidance for Responsible Business Conduct - 2019

Collaborating to address systemic issues

The work of organisations such as IDH; the Sustainable Trade Initiative, WBCSD, United Nations Global Compact - UNGC, the Fairwage Network, UK Living Wage Foundation, Living Wage for US and the Sustainable Foods Lab's Living Income Community of Practice, have paved the way with clear calls for pragmatic action to address the issue of living wage/income in a sustainable way and have facilitated the distribution of tools and best practice. Clear, practical steps and roadmaps, such as those developed by IDH and the UNGC, amongst others, are enabling companies to take action towards closing the living wage gap. Building on these tools and guidance, the RSJ includes criteria which aim to capture how companies ensure employees/ suppliers/ contractors and/or franchisees are paid a living wage/income. "Living wage" and "living income" are both about achieving a decent standard of living for households. The concept of a living wage applies in the context of hired workers (in factories, on farms, etc.), whereas living income is discussed in the context of any income earner, such as self-employed farmers. The RSJ maturity roadmap covers companies' engagement in addressing the living wage/income gaps both in their own operations and in their supply chain.



MODULE 4 Guidance tips

AIM-Progress Measurement Framework and Indicators

The AIM-Progress Measurement Framework and Indicators were developed in 2024 in alignment with the European Sustainability Reporting Standards, CSDDD and key corporate benchmarks and tools. They have also been subject to consultation with members and with external organisations ranging from Oxfam through to the Mekong Club, Ulula and suppliers working on responsible recruitment and forced labour. Members are recommended to identify and implement appropriate measurement indicators which reflect their salient human rights risks.

Supply chain monitoring

Supply chain monitoring programmes usually involve standards, a supplier code and/or responsible sourcing policy, and assessments (remote or on-the-ground, done by the company, the supplier or a third party) covering corporate structures, geography, sites or products.

Identify the most appropriate assessment type based on the impacts, risks and opportunities. Assessments can provide important snapshots in time to identify how to improve supplier performance, but they have limitations and can be undermined if suppliers lack capacity to meet standards in practice. Capability building and long-term partnerships can help suppliers improve and enhance business relationships.

Seeking feedback directly from workers can enhance transparency, improve a company's ability to identify the issues that workers are facing, and support a focus on remediation, prevention and best practices.

Companies may work with external parties, such as assurance providers, NGOs, or multi-stakeholder and industry organisations, to verify human rights performance.



MODULE 5 Guidance tips

Communicating about a company's responsible sourcing programme

In many regions of the world, legislation requires companies to report on their non-financial performance (including in relation to responsible sourcing, human rights, due diligence and environmental impacts), thereby providing synergies between compliance and the Responsible Sourcing Journey.

The UN Guiding Principles Reporting Framework provides guidance on reporting about governance of respect for human rights, defining a focus of reporting and management of salient human rights issues, with eight overarching questions – which, together with the identification of salient issues, is the minimum requirement to use the framework –and an additional 23 supporting questions. Companies should be able, over time, to address these supporting questions more fully and deeply, leading to more robust reporting overall.

Frameworks, such as the Global Reporting Initiative (GRI), the UN Global Compact's Communication on Progress or the International Integrated Reporting Framework provide helpful starting points for reporting on salient human rights issues, in line with the UNGPs. Please note that there are currently international efforts to harmonise non-financial reporting frameworks.

The company should demonstrate the effectiveness of its efforts through proactive communication with affected stakeholders, such as workers, end-users and communities.

Reporting best practice

In its guidance document [Human Rights Reporting: Are companies telling investors what they need to know?](#) Shift recommendations include:

Focusing on the greatest risks to people that are connected to the company's operations and value chain and using these salient human rights issues to guide the company's reporting and actions.

- Sharing examples that provide meaningful insight into how policies and processes are implemented in practice.
- Explaining challenges faced by the company in working to respect human rights and the environment. This will help inform readers about operating realities and contextualise what the company is trying to achieve.
- Developing a clear narrative about the company's approach to understanding and addressing human rights and environmental risks, which a company can draw from to meet specific reporting needs.

Communicating with rightsholders

Where a company causes or contributes to human rights or environmental impacts it should communicate the relevant information to impacted or potentially impacted rightsholders in a timely, culturally sensitive and accessible manner. Credible proxies, such as development NGOs, human rights organisations, international trade union confederations, and other local civil society organisations, may be able to function as intermediary organisations for companies to communicate with, and may be able to help the company understand how its disclosure of its efforts is likely to be perceived by affected stakeholders.



MODULE 6 Guidance tips

Grievance mechanisms

Grievance mechanisms are an important part of a company's commitments under the United Nations Guiding Principles on Business and Human Rights (UNGPs). The UNGPs set out that where companies have caused or contributed to an impact, they have a responsibility to provide or contribute to remedy for those who have been affected.

An effective grievance mechanism provides companies with a process for systematically receiving, investigating and responding to rightsholder' complaints and implementing remedy to solve them. Grievance mechanisms should sit within a broader stakeholder engagement approach, offering multiple opportunities for rightsholders to raise concerns and/or provide feedback.

AIM-Progress has developed a [GRIEVANCE MECHANISM MATURITY 1.0 FRAMEWORK & GUIDANCE](#). This document provides a framework to embed an efficient grievance mechanism in line with the UNGPs. It provides a blueprint to help AIM-Progress members accelerate the development and implementation of their grievance mechanisms to provide remedy and prevent future adverse impact through systemic remediation, and continuous improvement.



Remediation

The remediation process is about taking the necessary actions to make good/ remedy any negative impacts that the company has caused or contributed to or to work with supply chain partners to ensure remedy for any negative impacts which the company is linked to through its supply chain

“Remediation” and “remedy” refer respectively to the process of providing remedy for an adverse impact and to the substantive outcomes (i.e. remedy) that can counteract, or “make good”, the adverse impact.

A fair and just remedy can come in many forms, including apologies, restitution, rehabilitation, restoration, financial or non-financial compensation, punitive sanctions, injunctions, and guarantees of non-repetition. The remediation approach should be informed, where possible, by victims and include stakeholder perspectives. As private entities, companies may not be able to provide each of these remedies themselves but should cooperate in legitimate processes to award and implement such remedies.

Companies are expected to use leverage with third parties and business relationships to effectively change practices by a supplier, contractor or business partner that could cause harm to people –for example, through commercial leverage, multistakeholder collaboration, training or resources for suppliers.



MODULE 7 Guidance tips

The Common Framework for Responsible Purchasing Practices (CFRPP)

[CRFPP](#) is a reference point for companies working to improve their purchasing practices and for multi-stakeholder initiatives supporting their member companies in implementing practical improvements in purchasing, to increase the scope for improved working conditions in supply chains.

Purchasing/Buying practices are the actions taken by a buying company to purchase a product or service (in whole or in part) from a supplying business. They encompass design and product development, planning and forecasting, critical path management, contracts, technical specifications, order placement and lead times, cost and price negotiations, payment terms and the underlying behaviours, values and principles of buyers which impact supplying companies and ultimately workers' lives.

Adopting a responsible stance on buying contributes to suppliers' ability to plan production effectively, manage working hours, pay workers fairly and invest in improving labour conditions, which in turn helps to boost productivity, stabilise suppliers' workforces and build resilience in supply chains. Improved purchasing practices will contribute to preventing harm and facilitating both social and environmental improvements in the supply chain.





Definitions

Business relationship: Business relationships refer to those relationships a business enterprise has with its business partners, entities in its value chain and any other non-state or state entity directly linked to its business operations, products or services. These include indirect business relationships in the value chain, beyond the first tier, and minority as well as majority shareholding positions in joint ventures.

Due diligence: A process through which organisations proactively identify, assess, prevent, mitigate and account for how they address their actual and potential adverse human rights and environmental impacts as an integral part of decision-making and risk management.

Internationally recognized human rights standards and principles: The UNGPs make clear that the International Bill of Human Rights and the International Labour Organisation (ILO) Declaration provide the basic reference points for businesses in understanding what human rights are, how their own activities and business relationships may affect them, and how to ensure that they prevent or mitigate the risk of negative impacts on people. The 1948 Universal Declaration of Human Rights, drawn up by representatives from many nations to prevent a recurrence of the atrocities of the Second World War, is the cornerstone of modern human rights law. At the World Conference on Human Rights in Vienna in 1993, all 171 participating countries reaffirmed their commitment to the aspirations expressed in that document. Together with the International Covenant on Civil and Political Rights of 1966 and the International Covenant on Economic, Social and Cultural Rights ratified by over 150 states in 1966, these three documents are known as the 'International Bill of Human Rights'. Regarding workers' human rights, the International Labour Organization (ILO) Declaration on Fundamental Principles and Rights at Work commits all its member states to four categories of principles and rights: freedom of association and the right to collective bargaining; the elimination of compulsory labour; the abolition of child labour; and the elimination of discrimination in respect of employment and occupation.

Procurement: The activity of acquiring goods or services from suppliers – from the identification of sourcing needs, to the end of life of goods or the end of a services contract.

Remediation: The restoration of the affected person or persons, communities or environment to a situation equivalent or as close

as possible to the situation they would have been in had an actual adverse impact not occurred, in proportion to the company's implication in the adverse impact, including by financial or non-financial compensation provided by the company to a person or persons affected by the actual adverse impact and, where applicable, reimbursement of the costs incurred by public authorities for any necessary remedial. Source: European Union's Corporate Sustainability Due Diligence Directive (CSDDD).

Living wage: The remuneration received for a standard work week by a worker in a particular place sufficient to afford a decent standard of living for the worker and her or his family. Elements of a decent standard of living include food, water, housing, education, health care, transportation, clothing, and other essential needs, including provision for unexpected events. (source : [globallivingwagecoalition](https://www.globallivingwagecoalition.org/about/what-is-a-living-wage/) : <https://www.globallivingwage.org/about/what-is-a-living-wage/>)

Living income: The net annual income required for a household in a particular place to afford a decent standard of living for all members of that household. Elements of a decent standard of living include food, water, housing, education, healthcare, transportation, clothing, and other essential needs including provisions for unexpected events. (source: <https://www.living-income.com/>)

Priority Industry Principles (PIP): The Consumer Goods Forum developed the three following Priority Industry Principles as part of their efforts to tackle forced labour.

- Every worker should have freedom of movement
- No worker should pay for a job
- No worker should be indebted or coerced to work

AIM-Progress supports these principles.

Human rights or environmental risk: refers to suppliers, sourcing regions, materials, or operations that have potential exposure to social or environmental issues such as human rights violations, poor labour practices, or environmental degradation. These risks may not be confirmed but are identified based on known risk factors, indicators, or industry data. **High risks, at risk or salient risks** refer to a more serious or imminent level of exposure and indicate a stronger likelihood that adverse impacts

are occurring, or will occur, without intervention. Identifying a company's salient human rights issues is the first step of human rights due diligence under the UNGPs.

Sourcing: Part of the procurement process that includes planning, defining specifications and selecting suppliers.

Stakeholder: The company's employees, the employees of its subsidiaries, trade unions and workers' representatives, consumers and other individuals, groupings, communities or entities whose rights or interests are or could be affected by the products, services and operations of the company, its subsidiaries and its business partners, including the employees of the company's business partners and their trade unions and workers' representatives, national human rights and environmental institutions, civil society organisations whose purposes include the protection of the environment, and the legitimate representatives of those individuals, groupings, communities or entities. Source: European Union's Corporate Sustainability Due Diligence Directive (CSDDD)

Stakeholder engagement or consultation: An ongoing process of interaction and dialogue between an enterprise and its potentially affected stakeholders that enables the enterprise to hear, understand and respond to their interests and concerns, including through collaborative approaches.

Supply chain mapping: Identifying and locating the stages and movement of goods or services from raw materials to end customer. Supply chains can be mapped in a conceptual way, showing each tier or stage in a supply chain diagram, or in geographic map format.

Supply chain visibility: A generic term referring to the level of information known about suppliers and their business and sustainability practices.

Traceability: The registering and tracking of parts, processes and materials used in production by lot or serial number



Further information (1)



Module 1

01

[‘How to Develop a Human Rights Policy’ guide by the UN Global Compact](#)
[List of company human rights policies](#)
[The corporate responsibility to respect human rights – Interpretative guide](#)
[Sustainable Food Lab ‘Guiding steps towards living income in the supply chain’ 2020](#)
[BSR “The supply chain leadership ladder 2.0” 2019](#)
[ETI ‘Base Code Guidance: Modern Slavery’ 2017](#)
[ILO ‘Ending child labour, forced labour and human trafficking in global supply chain’](#)
[Impactt ‘Ethical recruitment roadmap: guidelines’](#)
[Ergon Associates ‘Managing Risks Associated with Modern Slavery’](#)
[CGF Human Rights Coalition ‘Working to end forced labour’ 2021](#)
[UNGC ‘Improving wages to advance decent work in supply chains’](#)
[OECD Due Diligence Guidance for Responsible Business Conduct 2019](#)
[CSDDD 2024](#)
[AIM-Progress: The Fast-Moving Consumer Goods Sector and the Just Transition: The State of Play and the Road Ahead](#)
[Just Transition: a business guide from The B Team and the Just Transition Centre](#)
[BSR The Just Transition Planning Process for Business](#)
[Converged HREDD assessment tool 2024 by AIM-Progress, Consumer Good Forum, Proforest and Fair Labor Association.](#)
[Germany’s Act on Corporate Due Diligence Obligations in Supply Chains 2023](#)

Module 2

02

[Danish Institute for Human Rights ‘Human Rights Compliance Assessment’](#)
[SIA hub ‘Guidance for assessing and managing the social impacts of projects’](#)
[Know the chain ‘Closing the gap’ 2021](#)
[Nestle Experience Assessing Human Rights Impacts in its Business Activities](#)
[Oxfam Community-Based Human Rights Impact Assessment Initiative](#)
[Human Rights Impact Assessment Guide](#)
[Shift, ‘Business and Human Rights Impacts: Identifying and Prioritizing Human Rights Risks’](#)
[Human Rights and Business Dilemmas Forum](#)
[Business and Human Rights Resource Centre Beyond social auditing 2021](#)
[BSR ‘Human Rights Assessments’ 2021](#)
[EU ‘Guidance on due diligence to address the risk of forced labour’ 2021](#)
[CSDDD 2024](#)
[UNGP - Just Transition in supply chains a business brief](#)
[Converged HREDD assessment tool 2024 by AIM-Progress, Consumer Good Forum, Proforest and Fair Labor Association.](#)

Module 3

03

[IFC, ‘Stakeholder Engagement: A Good Practice Handbook for Companies Doing Business in Emerging Markets’, 2007](#)
[Oxfam Australia, ‘Guide to Free, Prior and Informed Consent’, 2014](#)
[Shift, “Doing Business with Respect for Human Rights: A Guidance Tool for Companies”](#)
[BSR ‘Addressing Forced Labor and other Modern Slavery Risks’ 2021](#)
[IDH ‘Road map on living wages’](#)
[Know the chain ‘Benchmarking methodology’ 2025](#)
[CSDDD 2024](#)
[WBA- Assessing a just transition: draft methodology](#)
[Converged HREDD assessment tool 2024 by AIM-Progress, Consumer Good Forum, Proforest and Fair Labor Association.](#)
[Converged HREDD assessment tool 2024 by AIM-Progress, Consumer Good Forum, Proforest and Fair Labor Association.](#)



Further information (2)



Module 4

04

World Benchmarking Alliance 'CHRB methodology' 2021

Know the chain 'Benchmarking methodology' 2025

Shift "Valuing Respect" project 2021

Danish Institute of Human Rights 'Human Rights Indicators for Business'

Oxfam's Supplier Ethical Framework (2020) and Human Rights Roadmap

World Economic Forum – Common Metrics for Sustainable Value Creation

AIM-Progress 'Measurement Framework' 2025

Converged HREDD assessment tool 2024 by AIM-Progress, Consumer Good Forum, Proforest and Fair Labor Association.

Module 5

05

The UN Guiding Principles Reporting Framework

Cross references UN GP with other initiatives

Shift 'Maturity of Human Rights reporting' 2017

CSDDD 2024

CRSD 2022

Converged HREDD assessment tool 2024 by AIM-Progress, Consumer Good Forum, Proforest and Fair Labor Association.

Module 6

06

Shift, 'Remediation, Grievance Mechanisms and the Corporate Responsibility

to Respect Human Rights', 2014

BSR 'Seven questions to determine when a company should remedy' 2021

Accountability Framework 'Operational Guidance on Remediation and

Access to Remedy'

AIM-Progress 'Grievance mechanism maturity 1.0' 2022

Converged HREDD assessment tool 2024 by AIM-Progress, Consumer Good Forum, Proforest and Fair Labor Association.

Module 7

07

The Common Framework for Responsible Purchasing Practices

Better Buying 'Five Principles of Responsible Purchasing'

ETI 'Guide to buying responsibly'

Know the Chain 2025-26 benchmark methodology

CSDDD 2024

Converged HREDD assessment tool 2024 by AIM-Progress, Consumer Good Forum, Proforest and Fair Labor Association.



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