

FARM LABOR DUE DILIGENCE TOOLKIT

Embed Human Rights in Business Management Systems



Acknowledgements

The Farm Labor Due Diligence Toolkit is a publication of the Verité Farm Labor Due Diligence Initiative (FLDDI), which develops practical human rights due diligence guidance and associated tools tailored to global agricultural supply chains.

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Understanding Farm Labor Due Diligence

Labor rights due diligence in agriculture is not inherently different from human rights due diligence (HRDD) in other sectors. The framework used in the Verité Farm Labor Due Diligence Toolkit aligns with and builds on the OECD Due Diligence Guidance for Responsible Business Conduct, the UN Guiding Principles on Business and Human Rights (UNGPs), the OECD-FAO Guidance for Responsible Agricultural Supply Chains, and other guiding HRDD touchstones.

The framework comprises six top-level elements, each with supporting components that represent specific action steps or areas of effort. The elements are:

- Embed Human Rights in Business Management Systems**
- Assess Human Rights Risks & Harms**
- Cease, Prevent & Mitigate Human Rights Risks & Harms**
- Track & Improve Human Rights Performance**
- Remediate Human Rights Harms**
- Report on Progress**

Implementation of comprehensive due diligence can be challenging when the raw materials being sourced are traded as global commodities or highly dependent on artisanal or smallholder production, as is common for agricultural products like coffee, cocoa, palm oil, cotton, tobacco, and sugarcane. The HRDD framework in the Verité Farm Labor Due Diligence Toolkit has been tailored to the characteristics of global agricultural commodity supply chains, and includes specific guidance for suppliers in the “first mile” from farm level to first point of crop aggregation.



How to Use This Guidance Document

The Verité Farm Labor Due Diligence Toolkit contains separate guidance tools for each of the six top-level elements of human rights due diligence. Each tool begins with a brief element overview and explains the role the element plays within the overall HRDD system.

The main body of each tool defines the core components that make up the element, and outlines practical pathways to implement and improve these components over time. Three maturity levels are described for each component – Basic, Established, and Leadership – represented by the icons below. For each level of each component, the toolkit describes what a company at that level of maturity should have in place, and suggests key actions the company can take to get there. A summary benchmarking tool, and a curated list of additional resources, are included at the end of each element.

It is important to note that companies often develop different parts of their HRDD systems at different speeds. Many of these parts depend on each other, so progress in one area might only happen after another area reaches a certain level of maturity. All stakeholders should remember that HRDD is an ongoing process. Even when a company reaches a leadership level, the imperative for continuous improvement remains. Companies should think of HRDD as a permanent, integral part of doing business, just like other critical business functions.



1 Embed Human Rights in Business Management Systems

Components of This Element

1.1 Policies & Performance Standards

1.2 Governance & Oversight

1.3 Procurement Practices

1.4 Internal Capability

Embedding human rights into a company's management systems means making consideration of human rights an integral part of the company's business culture and day-to-day operations, similar to other core business priorities such as efficiency, quality, cost, and environmental sustainability. Companies must establish clear, unambiguous policy commitments to respect human rights in their own operations and throughout their supply chains. They should integrate these policy commitments into their ways of operating by establishing executive-level accountability for achieving policy objectives, incorporating human rights into core systems and processes—such as procurement, production, human resources, and supply chain management—and putting in place formal governance processes. This integration requires building internal capabilities and allocating adequate resources to ensure that human rights commitments are achieved.

Because the most serious human rights harms often occur in the first mile of supply chains—that is, the first point of aggregation of raw materials, often from smallholder or artisanal farmers—special attention should be paid to embedding

respect for human rights at that point in the chain. First mile operations such as primary aggregators and processors of raw commodities—mills processing raw sugarcane, fresh oil palm fruit bunches, and coffee cherries; cocoa farmer cooperatives; fresh fruit packing facilities; etc.—are crucial frontline participants in ensuring that supply chains are free of harms such as child labor, unsafe chemical use, and forced labor of migrants. Companies reliant on inputs sourced from first mile operations have an obligation to support them in establishing systems and processes to protect their workers, farmers, and communities from harms associated with global supply chains. Food, beverage, and agriculture companies are increasingly being held accountable for the performance of first mile operations on human rights, and should therefore be expected to see and report on that performance as part of their own systems and processes.

1.1 Policies & Performance Standards

A company's commitment to respect human rights should start with a public statement of policy. Developing a policy statement involves planning and both internal and external consultation. This development process is about more than simply creating a document for use externally; it is an opportunity to build consensus internally around the company's responsibility to respect human rights.

A policy statement should explain how the company understands its responsibility to respect human rights. It should set clear performance expectations (standards) for those who are expected to adhere to or implement the policy, such as the company's own workforce, its suppliers, and other business partners.

The policy scope should include commitments to comply with international human rights standards such as the ILO Declaration on Fundamental Principles and Rights at Work, UN Guiding Principles on

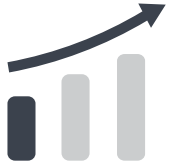
Business and Human Rights, and all other applicable international standards and national and local laws. Initially, the policy might target the company's own operations and its direct suppliers, but the scope should ultimately reach all the way to the first mile of agricultural supply chains. The company should cascade its policy to Tier 1 suppliers through performance standards, often called a supplier code of conduct, and also require that those standards be cascaded to the next tier of suppliers.

Companies could also choose to develop policies on specific human rights issues such as child labor or forced labor, or for specific commodities (e.g. cocoa, palm oil) or sectors (e.g. agriculture, seafood). Such policies might include more detailed performance standards relevant to the issue, commodity, or sector. These issue-specific policies could be helpful for driving progress on specific human rights priorities, but all policies should align with those established at the enterprise level.



1.1 Policies & Performance Standards

Basic



At this maturity level

The company has a policy that includes commitments to respect human rights and comply with international labor standards and local laws, and it has communicated the policy to its suppliers through a code of conduct.

At the “Basic” maturity level, companies should have policy commitments focused on their own operations and direct suppliers (i.e., Tier 1 suppliers). The content of the policy should be based on legal compliance and core international labor and human rights standards. The company’s code of conduct should include both policy principles and related performance standards to define what is meant by compliance.

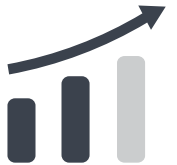
It is vital to have at least one person at the senior management level involved in the process. This person(s) should secure the resources needed for policy development and build formal commitment from the company’s most senior executive(s).

How to get there

1. Assign someone to lead policy development
2. Form a cross-functional team to gather information and draft policy
3. Review peer and customer policies and codes of conduct, along with any human rights commitments already made by the company
4. Draft the policy and code of conduct, incorporating input from a sampling of key external stakeholders such as major customers and Tier 1 suppliers
5. Secure buy-in and sign-off from senior leadership
6. Communicate the policy and code of conduct to internal staff, customers, Tier 1 suppliers, and other relevant external stakeholders

1.1 Policies & Performance Standards

Established



At this maturity level

In addition to “Basic,” the company fully aligns its existing human rights policy and code of conduct with customer and industry good practices, and it adds an explicit commitment to doing human rights due diligence (HRDD).

At the “Established” level, the company’s policy commitments should be broadened to go beyond legal compliance and core international labor and human rights standards, to align explicitly with the most protective customer and industry codes of conduct and expectations of good practice. For example, the policy might go beyond simply prohibiting forced labor, to prohibiting any worker-paid recruitment fees or costs.

The policy should also be expanded to make an explicit commitment to carrying out HRDD in alignment with applicable laws and international best practice frameworks.

The policy commitments should extend beyond the company’s own operations and Tier 1 suppliers to all levels of the supply chain. The company should require that suppliers cascade requirements to their own suppliers and perform their own due diligence. Additionally, the policy should include a commitment to source only from suppliers that adhere to the company’s human rights policy.

How to get there

1. Benchmark the company's policy and code against customer requirements and industry best practices, and strengthen as needed
2. Add an explicit commitment to doing HRDD
3. Add a requirement that suppliers do HRDD in their own supply chains, including at the first mile level
4. Communicate updated policies and requirements to Tier 1 suppliers
5. Engage actively with Tier 1 suppliers to ensure that policy requirements are understood

1.1 Policies & Performance Standards

Leadership



At this maturity level

In addition to “Established,” the company works with suppliers to ensure they understand how to implement requirements in practice, and it engages stakeholders in the policy updating process.

At the “Leadership” level, the company’s policy commitments would have specific performance requirements and due diligence process expectations for suppliers related to all human rights issues.

At this level, the company may choose to create different levels of performance that range from non-negotiable requirements that all suppliers must have in place immediately, to best practices that a supplier can implement over time.

The company should implemented a procedure to develop and update the policy periodically, including engagement with affected stakeholders.

How to get there

- 1. Develop and communicate improvement pathways for suppliers corresponding to each policy requirement, including measurable standards where possible
- 2. Engage relevant internal and external stakeholders in periodic review of the policy and code of conduct, and revise as necessary

1.2 Governance & Oversight

In order to ensure that policies are upheld in practice, companies should establish governance and oversight processes for human rights performance similar to those used for other core business strategies and goals. This includes assigning senior leadership formal accountability for human rights performance.

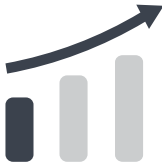
Senior leadership is critical in ensuring that human rights are accepted as an important issue by everyone in the company and embedded in corporate culture. Executive managers should be responsible for sending a clear message about the company's human rights commitments to staff across the organization. They should empower procurement staff and others to set clear expectations in their dealings with suppliers whose practices can impact human rights. Because "what gets measured gets done," executive performance should be evaluated and compensated, in part, based on the company's human rights performance.

In addition to guiding a company's business strategy, the Board of Directors is also accountable for monitoring executive management's performance and achieving the organization's strategic objectives, including human rights-related objectives. This should entail overseeing the human rights due diligence system and systems designed to ensure the company complies with applicable laws, customer requirements, and the organization's stated commitments. Leading companies have found it useful to explicitly articulate these responsibilities and accountabilities of the Board and executive management.



1.2 Governance & Oversight

Basic



At this maturity level

The company has assigned accountability for human rights performance to a senior executive and/or the Board of Directors.

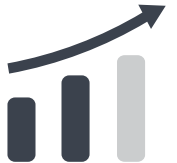
At the “Basic” maturity level, the company should identify specific people/executive roles with clear responsibility and accountability for achieving the company’s human rights commitments. For companies with Boards of Directors, human rights governance should be made a formal role for a Board committee.

How to get there

- 1. Assign accountability for achieving human rights commitments to a senior executive and implementation responsibilities to relevant senior staff
- 2. Assign oversight responsibility to the Board of Directors, and ensure clarity on how this will be carried out

1.2 Governance & Oversight

Established



At this maturity level

In addition to “Basic,” review of the company's human rights performance is a routine activity for executive leadership and the Board. Responsible managers and relevant functional staff are evaluated on their performance in implementing the human rights policy.

At the “Established” level, the company should ensure that staff—from executive level to functional level—are held accountable for their roles in implementing the human rights policy.

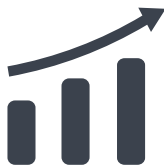
Additionally, executive management and the Board of Directors should perform an annual review of the suitability and performance of its HRDD system.

How to get there

1. Establish an annual review of company human rights performance by executive management and the Board of Directors
2. Include human rights implementation roles in relevant executive, manager, and functional staff (e.g., procurement) position plans and job descriptions
3. Include achievement of human rights policy commitments in the performance evaluations of relevant executives, managers, and functional staff

1.2 Governance & Oversight

Leadership



At this maturity level

In addition to “Established,” the company makes human rights performance an integral part of its executive and Board compensation schemes, and it ensures that other elements of executive compensation, such as total shareholder return, do not incentivize decisions that compromise human rights.

At the “Leadership” level, the company’s executive-level variable compensation schemes and performance incentives should be linked to the company’s salient human rights issues.

In addition to executive-level incentives, the company should ensure that there are no management performance incentives that require or promote behaviors that compromise respect for human rights anywhere in the company’s operations or supply chains.

How to get there

- 1. Include the company's human rights performance in calculations of executive management variable compensation
- 2. Ensure management performance incentives reinforce achievement of human rights policy commitments
- 3. Ensure that performance incentives for procurement executives are tied to supplier human rights performance

1.3 Procurement Practices

A company's procurement practices can significantly affect how well workers' human rights are respected upstream in its supply chains, including in the first mile. Procurement practices, such as forecasting of orders for suppliers, price negotiations, premium payments, duration of supplier relationships, traceability requirements, and leadtimes and order changes, can all affect suppliers' ability to meet legal and policy requirements related to human rights.

Once a company has stated its policy commitments to human rights, it should begin to align its procurement practices with those commitments. This means:

- ensuring human rights performance standards are reflected in supplier contracts and purchase agreements;
- sourcing from suppliers and contractors that are committed to meeting the company's policy requirements; and
- providing incentives to suppliers for meeting performance standards and disincentives for those falling short.

Simply stated, the way a company procures products and services should support—not hinder—a supplier's ability to meet human rights requirements. Rewards and recognition for procurement staff should be designed to make sure that they do not inadvertently incentivize the wrong behavior, such as paying procurement staff a bonus for negotiating shorter delivery deadlines or lower prices, if it means the supplier will have to cut corners in a way that results in human rights harms.

Because of significant downward price pressure across the sector, buying agricultural commodities at the "market price" typically does not provide farmers enough margin to pay their workers fairly, or to adequately respect other human rights, such as avoiding child labor. Companies could address this problem by paying a price premium to support the livelihoods of small farmers and workers, although tracking the delivery of premiums can be a challenge. Companies might choose to pay a premium for commodities that are certified under a recognized certification standard; some certification standards include requirements to pay a premium to support farmer incomes and fair wages for workers.



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1.3 Procurement Practices

Basic



At this maturity level

The company has human rights requirements that are clearly and consistently communicated to suppliers in contracts and purchase agreements, and procurement staff understand the requirements and know how to apply them.

At the “Basic” maturity level, the company should put the building blocks in place to make purchasing decisions that are aligned with its human rights commitments. It should work to ensure that procurement teams have the knowledge and tools they need to evaluate and assess suppliers on their human rights performance and take appropriate action.

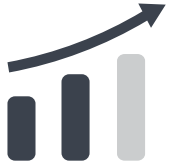
Although every agricultural certification and third-party audit program has limitations, at the “Basic” level, most companies have not yet put in place internal monitoring programs at the farm level in their agricultural supply chains. As such, certifications and auditing schemes play a role in helping the company uphold its human rights policy. It is important to examine the rigor of each scheme in relation to the company's salient human rights issues.

How to get there

1. Include a requirement to conform to the company's human rights policy, code of conduct and performance standards in contracts and purchase agreements
2. Ensure procurement staff are familiar with the policy and standards for suppliers
3. Develop procedures to help procurement staff incorporate a supplier's commitment and ability to meet the company's code of conduct into buying decisions whenever possible
4. In supply chains where the company does not do direct on-farm monitoring related to human rights issues, purchase products certified or audited under robust, credible schemes

1.3 Procurement Practices

Established



At this maturity level

In addition to “Basic,” the company is actively addressing existing procurement practices that disincentivize human rights performance. The company's procurement function has systematically integrated supplier human rights performance into its decision-making.

At the “Established” level, the company should have stopped using high risk procurement practices and implemented new practices that support suppliers’ ability to meet human rights requirements. It should avoid sending suppliers mixed signals, such as requiring code compliance while at the same time negotiating for ever lower pricing.

The procurement organization should take active responsibility for the human rights performance of suppliers through pre-contracting due diligence (e.g., screening prospective suppliers for human rights risks), implementing procedures to incentivize supplier human rights performance (e.g., commodity price premiums), and discontinuing sourcing from poor performing suppliers.

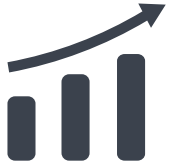
If sourcing certified products, the company should utilize best-practice certifications whenever possible, and actively engage with certification schemes to drive best-in-class human rights standards, auditing, and assurance.

How to get there

1. Identify and change any existing procurement practices that disincentivize procurement staff from achieving the company's human rights policy objectives or send suppliers mixed signals
2. Change sourcing practices that adversely impact a supplier's ability to comply with labor and human rights laws and policy and code of conduct requirements
3. Factor performance on human rights into evaluations of existing suppliers
4. Screen prospective suppliers in advance for human rights risks and their ability to manage them
5. Begin transitioning to longer term and more direct sourcing relationships with suppliers who have demonstrated good performance on human rights and traceability
6. If purchasing products certified or audited under third-party schemes, shift volumes to those with the most robust coverage of human rights and traceability, where possible

1.3 Procurement Practices

Leadership



At this maturity level

In addition to “Established,” the company routinely evaluates the impact of its procurement practices on the human rights performance of its suppliers, including first-mile farmers. It uses that information to improve its procurement practices and supplier incentives and to measure the performance of its procurement staff.

At the “Leadership” level, the company should have fully implemented procurement practices that support suppliers’ ability to meet labor and human rights requirements, and should evaluate the effectiveness of these measures on an ongoing basis.

Procurement teams should incentivize suppliers toward better human rights performance through such incentives as higher purchasing volumes and price premiums.

The company should shift toward longer-term, deeper-level impact on human rights through its sourcing practices, including through long-term, direct supplier relationships and by collaborating with partners and stakeholders on the issue of fair prices for agricultural commodities.

How to get there

1. Ensure suppliers are incentivized to drive human rights performance
2. Incentivize farmers to respect human rights
3. Phase out sourcing from auctions or suppliers with no ability to trace products to their source
4. Factor in supplier human rights compliance in evaluating procurement staff performance
5. Regularly review procurement practices and revise as needed to ensure they foster the desired behaviors in procurement staff and good human rights performance among suppliers

1.4 Internal Capability

In addition to executive- and board-level accountability for human rights due diligence, a dedicated team to carry out the day-to-day work should be established. Staff working on human rights due diligence often sit in the company's legal or sustainability departments, but they could also sit in the procurement function or in other business units. Regardless of location, this function should be sufficiently staffed and have the necessary resources to meet the company's objectives.

If the company sources significant volumes of key commodities from certain countries, it is good practice to place human rights personnel in those regional and country teams. Having human rights specialists enables teams on the ground to develop approaches that are tailored to local realities and operational needs. Investing in locally based human rights staff is a key way for companies to deepen their commitments to cascading their policies to the first mile of supply chains.

Some of the business units that should receive training and resources to fulfill their roles within the human rights due diligence system include:

- Sustainability team members, including those who work across sustainability issues (environmental, social, governance)
- Procurement teams ([1.3 Procurement Practices](#))

- Supply chain/logistics teams that interact with suppliers
- Data teams that collect, manage, and/or provide data related to the company's human rights KPIs ([3.1 Strategy and Objectives](#))
- Reporting and communications teams that produce the company's sustainability reports and ESG disclosures
- Legal colleagues involved in legally-required disclosures and ensuring compliance with relevant laws in all countries where the company operates
- Human resources colleagues, as the work relates to labor laws and protections in all countries where the company has employees
- Quality assurance teams
- Agricultural extension personnel

Training should be provided to these units to ensure they can fulfill their roles effectively. In addition, companies should ensure that the relevant business units have sufficient budgets to fulfill their functions.

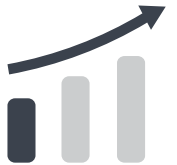
Data systems are also a vital part of internal human rights due diligence capabilities. The human rights team needs to be able to count on data systems in which to enter, compile, and manage data, in order to analyze the progress of human rights due diligence implementation. Human rights due diligence data functionalities can be built into existing company systems or can be developed as separate systems.



Yaroslav Astakhov/Adobe Stock

1.4 Internal Capability

Basic



At this maturity level

The company has a human rights team in place with clear roles and responsibilities. The team is developing information systems to record and track HRDD-related data, and it is connecting with other business units about HRDD implementation.

At the “Basic” maturity level, the company may have some human rights staff, but the team may be nascent. As the human rights team forms, its members should be provided training and support to be successful in their roles. The team should identify other staff in the company who need training on HRDD roles and responsibilities.

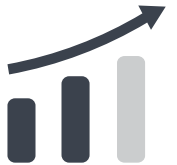
It is key for the human rights team to have a systematic way to capture HRDD information and data coming from different business units and origins. Existing IT systems can be adapted to capture HRDD data, such as food safety or quality assurance systems, or a new platform can be developed, in coordination with other relevant departments. In the end, what is important is not a particular technology, but that the team has a way to ensure that data is accessible and available for analysis.

How to get there

1. Secure internal buy-in and resources for setting up or expanding a human rights team/function
2. Establish clear team roles and responsibilities
3. Design and roll out training to enable human rights team members to be successful in their roles
4. Identify staff in other business units whose roles intersect with HRDD
5. Utilize the organization's existing IT systems or develop or obtain new ones to record and track HRDD related data and information

1.4 Internal Capability

Established



At this maturity level

In addition to “Basic,” the company continues to build the capability of its human rights team and relevant business units to support HRDD implementation, including data systems.

At the “Established” level, the company’s human rights team should encompass not only headquarters-level staff, but also staff based in at-risk sourcing origins.

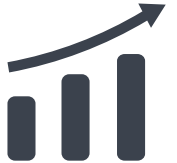
The team should be coordinating HRDD across business units. It should develop and provide training to relevant personnel on their HRDD responsibilities, such as training for quality control auditors or field agronomists on how to spot human rights red flags. Training curricula should be standardized and included in relevant staff onboarding or professional development programs, and outcomes from trainings should be captured and tracked over time.

How to get there

1. Invest in growing the capacity and capabilities of the human rights team/function as needed, both at the enterprise level and in at-risk sourcing regions
2. Provide training to staff in other relevant business functions on HRDD implementation and on collecting and reporting HRDD data
3. Institutionalize training programs for existing and new staff, both in the human rights team and in other units
4. Track learning outcomes from trainings on an ongoing basis, including how training participants apply what they have learned in their work

1.4 Internal Capability

Leadership



At this maturity level

In addition to “Established,” the company has committed to maintaining a human rights team that can manage its HRDD system indefinitely, including in key sourcing countries. The company's HRDD information systems are fully functioning and can provide actionable data on human rights performance.

At the “Leadership” level, the human rights team should grow as needed to implement robust HRDD in all at-risk sourcing origins. Employees throughout the company should be aware of, and buy in to, the importance of human rights, and should take accountability for their roles in HRDD. The company's HRDD data systems should function well and be used actively by different business units.

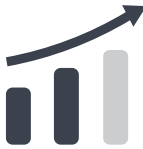
How to get there

1. Continue to train and build the capacity of human rights team members, particularly in key sourcing countries
2. Consider designating human rights leads for key commodities
3. Maintain and continually improve HRDD information management systems

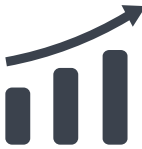
Maturity Benchmarking Tool



BASIC



ESTABLISHED



LEADERSHIP

Components

1.1
Policies &
Performance
Standards

The company has a policy that includes commitments to respect human rights and comply with international labor standards and local laws, and it has communicated the policy to its suppliers through a code of conduct.

In addition to “Basic,” the company fully aligns its existing human rights policy and code of conduct with customer and industry good practices, and it adds an explicit commitment to doing human rights due diligence (HRDD).

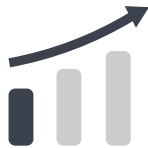
In addition to “Established,” the company works with suppliers to ensure they understand how to implement requirements in practice, and it engages stakeholders in the policy updating process.

1.2
Governance &
Oversight

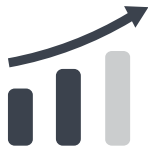
The company has assigned accountability for human rights performance to a senior executive and/or the Board of Directors.

In addition to “Basic,” review of the company's human rights performance is a routine activity for executive leadership and the Board. Responsible managers and relevant functional staff are evaluated on their performance in implementing the human rights policy.

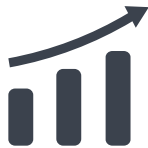
In addition to “Established,” the company makes human rights performance an integral part of its executive and Board compensation schemes, and ensures that other elements of executive compensation, such as total shareholder return, do not incentivize decisions that compromise human rights.



BASIC



ESTABLISHED



LEADERSHIP

Components

1.3
Procurement
Practices

The company has human rights requirements that are clearly and consistently communicated to suppliers in contracts and purchase agreements, and procurement staff understand the requirements and know how to apply them.

In addition to “Basic,” the company is actively addressing existing procurement practices that disincentivize human rights performance. The company’s procurement function has systematically integrated supplier human rights performance into its decision-making.

In addition to “Established,” the company routinely evaluates the impact of its procurement practices on the human rights performance of its suppliers, including first-mile farmers. It uses that information to improve its procurement practices and supplier incentives and to measure the performance of its procurement staff.

1.4
Internal
Capability

The company has a human rights team in place with clear roles and responsibilities. The team is developing information systems to record and track HRDD related data, and it is connecting with other business units about HRDD implementation.

In addition to “Basic,” the company continues to build the capability of its human rights team and relevant business units to support HRDD implementation, including data systems.

In addition to “Established,” the company has committed to maintaining a human rights team that can manage its HRDD system indefinitely, including in key sourcing countries. The company’s HRDD information systems are fully functioning and can provide actionable data on human rights performance.

Further Resources

For guidance on establishing internal accountability for human rights, see [Embedding Respect for Human Rights](#) in the [United Nations Guiding Principles Reporting Framework](#), an initiative of Shift and Forvis Mazars LLP.

1.1 Policies and Performance Standards

For instructions on how businesses can develop a human rights policy, see [A Guide for Business: How to Develop a Human Rights Policy](#), by the United Nations Global Compact and the Office of the United Nations High Commissioner for Human Rights.

For an example of a code of conduct developed with worker participation, see [Appendix C: Code of Conduct](#) in the Fair Food Standards Council's 2021 Fair Food Program Report.

To understand how a company can align its policy commitments to the scope of its operations and supply chain, see principles 11 through 16 of the United Nations' [Guiding Principles on Business and Human Rights](#).

For examples of company mechanisms for communicating expectations to suppliers, see the [Nestlé Supplier Portal](#) and Starbucks' [Suppliers](#) webpage.

For sample supply chain Codes of Conduct, see the Responsible Sourcing Tool's [Sample Code of Conduct Provisions for Food and Beverage Supply Chains](#) and [Sample Code of Conduct Provisions by Verité's COFFEE project](#).

For guidance on how companies should integrate "no worker-paid recruitment fees" into their policies, see [The Employer Pays Principle](#), by the Institute for Human Rights and Business.

1.2 Governance and Oversight

For guidance on CEO human rights responsibilities and accountabilities, see the World Business Council for Sustainable Development's [CEO Guide to Human Rights](#).

For a discussion of corporate governance systems for human rights due diligence, see [Human Rights Due Diligence and Corporate Governance](#), by the Corporate Responsibility Initiative, Harvard Kennedy School.

For a set of indicators to evaluate a company's governance of human rights issues, see Shift's [Leadership and Governance Indicators of a Rights Respecting Culture](#).

For guidance on executive incentives for human rights performance, see [Linking Executive Compensation to ESG Performance](#), by the ESG Center at The Conference Board.

1.3 Procurement Practices

For examples of responsible purchasing practices for the food and beverage industry, see the Ethical Trading Initiative's [Common Framework for Responsible Purchasing Practices in Food](#).

For an example of model contract clauses on human rights, see the American Bar Association's [Contractual Clauses Project](#).

For a discussion and examples of how purchasing practices can affect cocoa farmers' livelihoods, see the Voice Network's [Good Purchasing Practices](#).

For an example of a sourcing strategy focused on longer-term supplier relationships, see how Unilever has worked with its suppliers in [How We're Partnering Suppliers to Build a More Equitable Society](#).

Further Resources

For an example of a company's approach to performing a pre-sourcing human rights assessment, see the Coca-Cola Company's [Pre-Sourcing Human Rights Due Diligence](#) tool.

For guidance on aligning procurement processes with human rights objectives, see [Principle 2: Responsible Sourcing and Procurement](#) in Fair Labor's Agriculture Supply Chain Principles for Responsible Sourcing.

For an example of contractual language between suppliers and buyers in agricultural supply chains, see the Responsible Sourcing Tool's [Sample Social Responsibility Agreement for Food and Beverage Supply Chains](#).

For guidance on responsible purchasing practices, see [The Five Principles of Responsible Purchasing](#), by the Better Buying Institute.

1.4 Internal Capability

To understand key considerations in designing human rights training programs for staff and suppliers, see [Guidance on Communication and Training Across the Supply Chain](#), by Verité's COFFEE Project.

For an example of a company informing all employees of its human rights policy, see [The Coca-Cola Company and Human Rights: What We All Need to Know and Do](#).

Spanish language resources

For tools on [establishing policies](#) and [selection and evaluation of labor brokers](#), see the AHIFORES toolkit on responsible recruitment in the Mexican agricultural sector, produced in partnership with Verité and the ILO.