

**Corporate Human Rights Benchmark
2020 Company Scoresheet**

Company Name Suzuki Motor Corporation
Industry Automobiles
Overall Score (*) 5.9 out of 100

Theme Score	Out of	For Theme
0.2	10	A. Governance and Policies
0.0	25	B. Embedding Respect and Human Rights Due Diligence
0.8	15	C. Remedies and Grievance Mechanisms
0.2	20	D. Performance: Company Human Rights Practices
2.5	20	E. Performance: Responses to Serious Allegations
2.2	10	F. Transparency

(*) While other sectors are being measured against a reduced set of CHRB Core UNGP Indicators this year the Automotive Manufacturing sector is being measured against the full CHRB Methodology as it is the first year that the sector has been analysed.

Please note that any small differences between the Overall Score and the added total of Measurement Theme scores are due to rounding the numbers at different stages of the score calculation process.

Please note also that the "Not met" labels in the Explanation boxes below do not necessarily mean that the company does not meet the requirements as they are described in the bullet point short text. Rather, it means that the analysts could not find information *in public sources* that met the requirements *as described in full* in the CHRB 2020 Methodology document. For example, a "Not met" under "General HRs Commitment", which is the first bullet point for indicator A.1.1, does not necessarily mean that the company does not have a general commitment to human rights. Rather, it means that the CHRB could not identify a public statement of policy in which the company commits to respecting human rights.

Detailed assessment

A. Governance and Policies (10% of Total)

A.1 Policy Commitments (5% of Total)

Indicator Code	Indicator name	Score (out of 2)	Explanation
A.1.1	Commitment to respect human rights	0	The individual elements of the assessment are met or not as follows: Score 1 <ul style="list-style-type: none"> Not met: General HRs commitment: The Company states that 'will be aware of international norms pertaining to human rights and respect fundamental human rights with reference to laws in each country or region'. Not clear, however, it is committed to respect human rights even if not included in 'laws in each country or region'. [Code of Conduct (website), 04/2016: globalsuzuki.com] Not met: UNGC principles 1 & 2 Not met: UDHR Not met: International Bill of Rights Score 2 <ul style="list-style-type: none"> Not met: UNGPs Not met: OECD
A.1.2	Commitment to respect the human rights of workers	0.5	The individual elements of the assessment are met or not as follows: Score 1 <ul style="list-style-type: none"> Not met: ILO Core Not met: UNGC principles 3-6 Not met: Explicitly list ALL four ILO for MO suppliers: The Company does not mention freedom of association and collective bargaining as a supplier requirement. [CSR Guidelines for Suppliers, 09/2016: globalsuzuki.com]

Indicator Code	Indicator name	Score (out of 2)	Explanation
			<p>Score 2</p> <ul style="list-style-type: none"> • Not met: Explicit commitment to All four ILO Core: The Company does not explicitly mention commitment to freedom of association and collective bargaining in its initiatives concerning human rights. [CSR Policy (website), N/A: globalsuzuki.com] • Met: Respect H&S of workers: The Company reports: 'Suzuki Group will review the workplace environment to create safe workplace. Suzuki Group will thoroughly carry out education on safety to prevent occurrence of occupational injury'. [Code of Conduct (website), 04/2016: globalsuzuki.com] • Not met: H&S applies to MO suppliers: The Company indicates: 'We strive to give the highest priority to the safety and health of employees, preventing accidents and disasters'. However, the statement is not a formal commitment to respect health and safety of workers. [CSR Guidelines for Suppliers, 09/2016: globalsuzuki.com] • Not met: Working hours for workers • Not met: Working hours for MO suppliers: Although the Company states: 'We comply with the laws in each country and region related to the determination of working hours (including overtime work) as well as the provision of holidays and annual paid leave', there are no mention to ILO conventions on labor standards on working hours. [CSR Guidelines for Suppliers, 09/2016: globalsuzuki.com]
A.1.3.MO.a	Commitment to responsible sourcing of minerals	0	<p>The individual elements of the assessment are met or not as follows:</p> <p>Score 1</p> <ul style="list-style-type: none"> • Not met: Responsible mineral sourcing in conflict areas: The Company states the non use of conflict minerals causing human rights infringement as one of its Initiatives concerning human rights. However, no evidence was found on a commitment for responsible mineral sourcing. [CSR Policy (website), N/A: globalsuzuki.com] • Not met: Based on OECD Guidance • Not met: Requires responsible mineral sourcing from suppliers: The Company states: 'We aim at not using conflict minerals for materials when we make products that could cause the infringement on human rights, and strive to take appropriate actions according to the situation we correctly grasped'. However, no formal requirement found to commit to responsible sourcing for suppliers'. [CSR Guidelines for Suppliers, 09/2016: globalsuzuki.com] • Not met: Requires suppliers to follow the OECD Guidance <p>Score 2</p> <ul style="list-style-type: none"> • Not met: Responsible conflict mineral sourcing covers all minerals • Not met: Suppliers expected to make similar requirements of their suppliers
A.1.3.MO.b	Commitment to respect human rights particularly relevant to the industry (ICT)	0	<p>The individual elements of the assessment are met or not as follows:</p> <p>Score 1</p> <ul style="list-style-type: none"> • Not met: Women's Rights • Not met: Children's Rights • Not met: Migrant worker's rights • Not met: Expecting suppliers to respect these rights <p>Score 2</p> <ul style="list-style-type: none"> • Not met: CEDAW/Women's Empowerment Principles • Not met: Child Rights Convention/Business principles • Not met: Convention on migrant workers • Not met: Respecting the right to water • Not met: Expecting suppliers to respect these rights
A.1.4	Commitment to engage with stakeholders	0	<p>The individual elements of the assessment are met or not as follows:</p> <p>Score 1</p> <ul style="list-style-type: none"> • Not met: Commits to stakeholder engagement: The Company discloses a chart with its main stakeholders and ways of dialogue. However, there are no further details to indicate a formal commitment to stakeholder engagement. [CSR Policy (website), N/A: globalsuzuki.com] • Not met: Regular stakeholder engagement: In relation to employees and unions, the Company states that: 'We arrange frequent labour-management consultations to ensure that employee ideas are reflected in all of our departments, such as research and development, design, manufacturing, sales, etc. In addition to discussing requirements (salaries, bonuses, labour hours, etc.) we hold monthly discussions that regularly cover a wide range of issues such as management policies, production planning, working hours, welfare, safety and health, etc., and earnestly exchange ideas on what Suzuki and the labour union can do to deliver quality products to the customer' [CSR Policy (website), N/A: globalsuzuki.com & CSR Report 2019, 2020: globalsuzuki.com] <p>Score 2</p> <ul style="list-style-type: none"> • Not met: Commits to engage stakeholders in design

Indicator Code	Indicator name	Score (out of 2)	Explanation
			<ul style="list-style-type: none"> • Not met: Regular stakeholder design engagement
A.1.5	Commitment to remedy	0	<p>The individual elements of the assessment are met or not as follows:</p> <p>Score 1</p> <ul style="list-style-type: none"> • Not met: Commits to remedy <p>Score 2</p> <ul style="list-style-type: none"> • Not met: Not obstructing access to other remedies • Not met: Collaborating with other remedy initiatives • Not met: Work with MO suppliers to remedy impacts
A.1.6	Commitment to respect the rights of human rights defenders	0	<p>The individual elements of the assessment are met or not as follows:</p> <p>Score 1</p> <ul style="list-style-type: none"> • Not met: Zero tolerance attacks on HRs Defenders (HRDs) <p>Score 2</p> <ul style="list-style-type: none"> • Not met: Expects MO suppliers to reflect company HRD commitments

A.2 Policy Commitments (5% of Total)

Indicator Code	Indicator name	Score (out of 2)	Explanation
A.2.1	Commitment from the top	0	<p>The individual elements of the assessment are met or not as follows:</p> <p>Score 1</p> <ul style="list-style-type: none"> • Not met: CEO or Board approves policy • Not met: Board level oversight for HRs <p>Score 2</p> <ul style="list-style-type: none"> • Not met: Speeches/letters by Board members or CEO
A.2.2	Board discussions	0	<p>The individual elements of the assessment are met or not as follows:</p> <p>Score 1</p> <ul style="list-style-type: none"> • Not met: Board/Committee review of salient HRs • Not met: Examples or trends re HR discussion <p>Score 2</p> <ul style="list-style-type: none"> • Not met: Both examples and process
A.2.3	Incentives and performance management	0	<p>The individual elements of the assessment are met or not as follows:</p> <p>Score 1</p> <ul style="list-style-type: none"> • Not met: Incentives for at least one board member: The Company states: 'The remuneration of Directors (excluding Outside Directors) shall function as the incentive for the sustainable growth of the Company, and consists of the basic remuneration for the applicable job title (fixed compensation), bonus which is linked to the business performance of each fiscal year and restricted share-based compensation which correlates to the mid- and long-term share prices'. However, no evidences against Human Rights commitment performance to board members. [CSR Report 2019, 2020: globalsuzuki.com] <p>Score 2</p> <ul style="list-style-type: none"> • Not met: At least one key MO HR risk, beyond employee H&S • Not met: Performance criteria made public

B. Embedding Respect and Human Rights Due Diligence (25% of Total)

B.1 Embedding Respect for Human Rights in Company Culture and Management Systems (10% of Total)

Indicator Code	Indicator name	Score (out of 2)	Explanation
B.1.1	Responsibility and resources for day-to-day human rights functions	0	<p>The individual elements of the assessment are met or not as follows:</p> <p>Score 1</p> <ul style="list-style-type: none"> • Not met: Commits to ILO core conventions: See indicator A.1.2 • Not met: Senior responsibility for HR <p>Score 2</p> <ul style="list-style-type: none"> • Not met: Day-to-day responsibility • Not met: Day-to-day responsibility for MO in supply chain
B.1.2	Incentives and performance management	0	<p>The individual elements of the assessment are met or not as follows:</p> <p>Score 1</p> <ul style="list-style-type: none"> • Not met: Senior manager incentives for human rights • Not met: At least one key MO HR risk, beyond employee H&S <p>Score 2</p> <ul style="list-style-type: none"> • Not met: Performance criteria made public
B.1.3	Integration with enterprise risk management	0	<p>The individual elements of the assessment are met or not as follows:</p> <p>Score 1</p> <ul style="list-style-type: none"> • Not met: HR risks is integrated as part of enterprise risk system: The Company discloses its risk management system. However, no evidences indicating human rights integration. [CSR Report 2019, 2020: globalsuzuki.com] <p>Score 2</p> <ul style="list-style-type: none"> • Not met: Audit Ctte or independent risk assessment

Indicator Code	Indicator name	Score (out of 2)	Explanation
B.1.4.a	Communication /dissemination of policy commitment(s) within Company's own operations	0	<p>The individual elements of the assessment are met or not as follows:</p> <p>Score 1</p> <ul style="list-style-type: none"> • Not met: Commits to ILO core conventions • Not met: Communicates its policy to all workers in own operations: The Company states: 'We arrange frequent labour-management consultations to ensure that employee ideas are reflected in all of our departments, such as research and development, design, manufacturing, sales, etc. In addition to discussing requirements (salaries, bonuses, labour hours, etc.) we hold monthly discussions that regularly cover a wide range of issues such as management policies, production planning, working hours, welfare, safety and health, etc., and earnestly exchange ideas on what Suzuki and the labour union can do to deliver quality products to the customer'. However, no details found on how human rights commitments are communicated to all employees. [CSR Report 2019, 2020: globalsuzuki.com] <p>Score 2</p> <ul style="list-style-type: none"> • Not met: Commits to all 4 ILO core conventions • Not met: Communication of policy commitments to stakeholder • Not met: How policy commitments are made accessible to audience
B.1.4.b	Communication /dissemination of policy commitment(s) to business relationships	0	<p>The individual elements of the assessment are met or not as follows:</p> <p>Score 1</p> <ul style="list-style-type: none"> • Not met: Commits to all 4 ILO core conventions for suppliers • Not met: Requiring MO suppliers to communicate policy down the chain: The Company make the following request to its suppliers : 'On condition that we don't do business with those suppliers who repeatedly violate the law and cannot see a prospect for improvement, we would like you to make universally known to your whole supply chain about your policy and these guidelines'. These guidelines include the Company's human rights approach. However, no evidence was found on how the Company communicates with direct suppliers. [CSR Guidelines for Suppliers, 09/2016: globalsuzuki.com] <p>Score 2</p> <ul style="list-style-type: none"> • Not met: How HR commitments made binding/contractual • Not met: Including on MO suppliers
B.1.5	Training on Human Rights	0	<p>The individual elements of the assessment are met or not as follows:</p> <p>Score 1</p> <ul style="list-style-type: none"> • Not met: Scores at least 1 on A.1.2 • Not met: Trains all workers on HR policy commitments: The Company states that will 'carry out training on employees to observe laws and societal norms in their respective countries and regions'. However, no evidences found against human rights training for all employees being carried out. [Code of Conduct (website), 04/2016: globalsuzuki.com] <p>Score 2</p> <ul style="list-style-type: none"> • Not met: Trains relevant MO managers including procurement <p>Score 2</p> <ul style="list-style-type: none"> • Not met: Score of 2 on A.1.2 • Not met: Both requirements under score 1 met
B.1.6	Monitoring and corrective actions	0	<p>The individual elements of the assessment are met or not as follows:</p> <p>Score 1</p> <ul style="list-style-type: none"> • Not met: Scores at least 1 on A.1.2: See indicator A.1.2 • Not met: Monitoring implementation of HR policy commitments • Not met: Monitoring MO suppliers <p>Score 2</p> <ul style="list-style-type: none"> • Not met: Score of 2 on A.1.2 • Not met: Describes corrective action process • Not met: Example of corrective action • Not met: Discloses % of MO supply chain monitored
B.1.7	Engaging business relationships	0	<p>The individual elements of the assessment are met or not as follows:</p> <p>Score 1</p> <ul style="list-style-type: none"> • Not met: HR affects MO selection of suppliers • Not met: HR affects on-going MO supplier relationships <p>Score 2</p> <ul style="list-style-type: none"> • Not met: Both requirement under score 1 met • Not met: Working with MO suppliers to improve performance
B.1.8	Approach to engagement with potentially affected stakeholders	0	<p>The individual elements of the assessment are met or not as follows:</p> <p>Score 1</p> <ul style="list-style-type: none"> • Not met: Stakeholder process or systems: The Company indicates a chart with its stakeholders and ways of communication and dialogue. However, no mention related to stakeholder identification process. [CSR Report 2019, 2020: globalsuzuki.com] <p>Score 2</p> <ul style="list-style-type: none"> • Not met: Frequency and triggers for engagement

Indicator Code	Indicator name	Score (out of 2)	Explanation
			<ul style="list-style-type: none"> • Not met: Workers in MO SC engaged: Although the Company indicates dialogue with its business partners, for example, by procurement activity and Co-development, there is no further evidence related to engagement with workers in its supply chain. [CSR Report 2019, 2020: globalsuzuki.com] • Not met: Communities in the MO SC engaged Score 2 <ul style="list-style-type: none"> • Not met: Analysis of stakeholder views and company's actions on them

B.2 Human Rights Due Diligence (15% of Total)

Indicator Code	Indicator name	Score (out of 2)	Explanation
B.2.1	Identifying: Processes and triggers for identifying human rights risks and impacts	0	The individual elements of the assessment are met or not as follows: Score 1 <ul style="list-style-type: none"> • Not met: Identifying risks in own operations • Not met: Identifying risks in MO suppliers Score 2 <ul style="list-style-type: none"> • Not met: Ongoing global risk identification: The Company reports its risk management system. However, no evidence found against human rights risks and impacts identification and whether this is an ongoing process. [CSR Report 2019, 2020: globalsuzuki.com] • Not met: In consultation with stakeholders • Not met: In consultation with HR experts • Not met: Triggered by new circumstances
B.2.2	Assessing: Assessment of risks and impacts identified (salient risks and key industry risks)	0	The individual elements of the assessment are met or not as follows: Score 1 <ul style="list-style-type: none"> • Not met: Salient risk assessment (and context) • Not met: Public disclosure of salient risks Score 2 <ul style="list-style-type: none"> • Not met: Both requirements under score 1 met
B.2.3	Integrating and Acting: Integrating assessment findings internally and taking appropriate action	0	The individual elements of the assessment are met or not as follows: Score 1 <ul style="list-style-type: none"> • Not met: Action Plans to mitigate risks • Not met: Including in MO supply chain • Not met: Example of Actions decided Score 2 <ul style="list-style-type: none"> • Not met: Both requirements under score 1 met
B.2.4	Tracking: Monitoring and evaluating the effectiveness of actions to respond to human rights risks and impacts	0	The individual elements of the assessment are met or not as follows: Score 1 <ul style="list-style-type: none"> • Not met: System to check if Actions are effective • Not met: Lessons learnt from checking effectiveness Score 2 <ul style="list-style-type: none"> • Not met: Both requirement under score 1 met
B.2.5	Communicating : Accounting for how human rights impacts are addressed	0	The individual elements of the assessment are met or not as follows: Score 1 <ul style="list-style-type: none"> • Not met: Comms plan re identifying risks • Not met: Comms plan re assessing risks • Not met: Comms plan re action plans for risks • Not met: Comms plan re reviewing action plans • Not met: Including MO suppliers Score 2 <ul style="list-style-type: none"> • Not met: Responding to affected stakeholders concerns • Not met: Ensuring affected stakeholders can access communications

C. Remedies and Grievance Mechanisms (15% of Total)

Indicator Code	Indicator name	Score (out of 2)	Explanation
C.1	Grievance channel(s)/mechanism(s) to receive complaints or concerns from workers	1	<p>The individual elements of the assessment are met or not as follows:</p> <p>Score 1</p> <ul style="list-style-type: none"> • Met: Channel accessible to all workers: The Company states: 'To prevent violations of laws and regulation and take corrective measures at an early stage, a whistleblowing system (Suzuki Group Risk Management Hotline) that has both internal and external contact points, shall be established to allow executives and employees of the Suzuki Group to report on breach of laws and regulations or their possibility without any disadvantageous treatment to the whistleblower. The Corporate Planning Office shall strive to make the whistleblowing system fully known and to promote its use'. The Code of conduct indicates alternative procedures to report a breach. [Compliance - CSR Report, N/A: globalsuzuki.com & Code of Conduct (website), 04/2016: globalsuzuki.com] <p>Score 2</p> <ul style="list-style-type: none"> • Not met: Number grievances filed, addressed or resolved • Not met: Channel is available in all appropriate languages: The Company does not disclose details on the hotline features, and no details found in relation to local languages in the context of whistleblowing. [Code of Conduct (website), 04/2016: globalsuzuki.com] • Not met: Expect MO supplier to have equivalent grievance systems • Not met: Opens own system to MO supplier workers: The Company does not indicate whether its Risk Management Hotline is available to suppliers workers. [Compliance - CSR Report, N/A: globalsuzuki.com & Code of Conduct (website), 04/2016: globalsuzuki.com]
C.2	Grievance channel(s)/mechanism(s) to receive complaints or concerns from external individuals and communities	0	<p>The individual elements of the assessment are met or not as follows:</p> <p>Score 1</p> <ul style="list-style-type: none"> • Not met: Grievance mechanism for community <p>Score 2</p> <ul style="list-style-type: none"> • Not met: Describes accessibility and local languages • Not met: Expects MO supplier to have community grievance systems • Not met: MO supplier communities use global system
C.3	Users are involved in the design and performance of the channel(s)/mechanism(s)	0	<p>The individual elements of the assessment are met or not as follows:</p> <p>Score 1</p> <ul style="list-style-type: none"> • Not met: Engages users to create or assess system • Not met: Example of how they do this <p>Score 2</p> <ul style="list-style-type: none"> • Not met: Engages with users on system performance • Not met: Provides user engagement example on performance • Not met: MO suppliers consult users in creation or assessment
C.4	Procedures related to the mechanism(s)/channel(s) are publicly available and explained	0	<p>The individual elements of the assessment are met or not as follows:</p> <p>Score 1</p> <ul style="list-style-type: none"> • Not met: Response timescales • Not met: How complainants will be informed • Not met: Who is handling the complaint <p>Score 2</p> <ul style="list-style-type: none"> • Not met: Escalation to senior/independent level: The Company states: 'One of the contacts of the "Suzuki Group Risk Management Hotline" shall be Audit & Supervisory Board Members. In addition, the state of whistleblowing activities outside that of Audit & Supervisory Board Members shall be reported to Audit & Supervisory Board Members on a regular basis'. However, no further details related to the process of escalation to reach a decision, including whether this is possible at complainant's discretion. [Compliance - CSR Report, N/A: globalsuzuki.com]
C.5	Commitment to non-retaliation over complaints or concerns made	0	<p>The individual elements of the assessment are met or not as follows:</p> <p>Score 1</p> <ul style="list-style-type: none"> • Not met: Public statement prohibiting retaliation: The Company states: 'We guarantee there will be no disadvantage to the Whistleblower by reporting to the Hotline. In case any inappropriate action was taken against the Whistleblower, we will take discharged action or other necessary measures according to law and/or regulations against the person who took such action'. It is not clear, however, whether other stakeholders can file complaints and are covered by this statement. [Code of Conduct (website), 04/2016: globalsuzuki.com] <p>Score 2</p> <ul style="list-style-type: none"> • Not met: Practical measures to prevent retaliation • Not met: Has not retaliated in practice

Indicator Code	Indicator name	Score (out of 2)	Explanation
			<ul style="list-style-type: none"> • Not met: Expects MO suppliers to prohibit retaliation
C.6	Company involvement with State-based judicial and non-judicial grievance mechanisms	0	<p>The individual elements of the assessment are met or not as follows:</p> <p>Score 1</p> <ul style="list-style-type: none"> • Not met: Won't impede state based mechanisms • Not met: Complainants not asked to waive rights <p>Score 2</p> <ul style="list-style-type: none"> • Not met: Will work with state based or non judicial mechanisms • Not met: Example of issue resolved (if applicable)
C.7	Remedying adverse impacts and incorporating lessons learned	0	<p>The individual elements of the assessment are met or not as follows:</p> <p>Score 1</p> <ul style="list-style-type: none"> • Not met: Describes how remedy has been provided • Not met: Says how it would remedy key sector risks <p>Score 2</p> <ul style="list-style-type: none"> • Not met: Changes introduced to stop repetition • Not met: Approach to learning from incident to prevent future impacts • Not met: Evaluation of the channel/mechanism

D. Performance: Company Human Rights Practices (20% of Total)

D.5 Automotive Manufacturing

Indicator Code	Indicator name	Score (out of 2)	Explanation
D.5.1.a	Living wage (in own production or manufacturing operations)	0	<p>The individual elements of the assessment are met or not as follows:</p> <p>Score 1</p> <ul style="list-style-type: none"> • Not met: Living wage target timeframe • Not met: Describes how living wage determined <p>Score 2</p> <ul style="list-style-type: none"> • Not met: Achieved payment of living wage • Not met: Regularly review definition of living wage with unions
D.5.1.b	Living wage (in the supply chain)	0	<p>The individual elements of the assessment are met or not as follows:</p> <p>Score 1</p> <ul style="list-style-type: none"> • Not met: Living wage in supplier code or contracts • Not met: Improving living wage practices of suppliers <p>Score 2</p> <ul style="list-style-type: none"> • Not met: Both requirements under score 1 met • Not met: Provide analysis of trends demonstrating progress
D.5.2	Aligning purchasing decisions with human rights	0	<p>The individual elements of the assessment are met or not as follows:</p> <p>Score 1</p> <ul style="list-style-type: none"> • Not met: Avoids business model pressure on HRs • Not met: Positive incentives to respect human rights <p>Score 2</p> <ul style="list-style-type: none"> • Not met: Both requirements under score 1 met
D.5.3	Mapping and disclosing the supply chain	0	<p>The individual elements of the assessment are met or not as follows:</p> <p>Score 1</p> <ul style="list-style-type: none"> • Not met: Identifies suppliers back to product source <p>Score 2</p> <ul style="list-style-type: none"> • Not met: Discloses significant parts of supply chain and why
D.5.4.a	Prohibition on child labour: Age verification and corrective actions (in own production or manufacturing operations)	0.5	<p>The individual elements of the assessment are met or not as follows:</p> <p>Score 1</p> <ul style="list-style-type: none"> • Met: Does not use child labour: The Company discloses the prohibition of child labor as an Initiative concerning human rights. [CSR Policy (website), N/A: globalsuzuki.com] • Not met: Age verification of job applicants and workers <p>Score 2</p> <ul style="list-style-type: none"> • Not met: Remediation if children identified
D.5.4.b	Prohibition on child labour: Age verification and corrective actions (in the supply chain)	0	<p>The individual elements of the assessment are met or not as follows:</p> <p>Score 1</p> <ul style="list-style-type: none"> • Not met: Child Labour rules in codes or contracts: The Company states: 'We do not permit using children for labor force who have not reached the legal age of employment in each country and region'. No evidence found, however, on explicit requirement to age verification measures and remediation programmes in place in case child labour is found. [CSR Guidelines for Suppliers, 09/2016: globalsuzuki.com] • Not met: How working with suppliers on child labour <p>Score 2</p> <ul style="list-style-type: none"> • Not met: Both requirements under score 1 met

Indicator Code	Indicator name	Score (out of 2)	Explanation
			<ul style="list-style-type: none"> • Not met: Provide analysis of trends demonstrating progress
D.5.5.a	Prohibition on forced labour: Debt bondage and other unacceptable financial costs (in own production or manufacturing operations)	0	<p>The individual elements of the assessment are met or not as follows:</p> <p>Score 1</p> <ul style="list-style-type: none"> • Not met: Pays workers in full and on time • Not met: Payslips show any legitimate deductions <p>Score 2</p> <ul style="list-style-type: none"> • Not met: How these practices are implemented and monitored for agencies, labour brokers or recruiters
D.5.5.b	Prohibition on forced labour: Debt bondage and other unacceptable financial costs (in the supply chain)	0	<p>The individual elements of the assessment are met or not as follows:</p> <p>Score 1</p> <ul style="list-style-type: none"> • Not met: Debt and fees rules in codes or contracts • Not met: How working with suppliers on debt & fees <p>Score 2</p> <ul style="list-style-type: none"> • Not met: Both requirements under score 1 met • Not met: Provide analysis of trends in progress made
D.5.5.c	Prohibition on forced labour: Restrictions on workers (in own production or manufacturing operations)	0	<p>The individual elements of the assessment are met or not as follows:</p> <p>Score 1</p> <ul style="list-style-type: none"> • Not met: Does not retain documents or restrict movement <p>Score 2</p> <ul style="list-style-type: none"> • Not met: How sure about agencies or brokers
D.5.5.d	Prohibition on forced labour: Restrictions on workers (in the supply chain)	0	<p>The individual elements of the assessment are met or not as follows:</p> <p>Score 1</p> <ul style="list-style-type: none"> • Not met: Free movement rules in codes or contracts: The Company states: 'We do not engage in the use of forced labor, ensuring that all labor is voluntary and that employees are free to leave their jobs'. However, no mention to prohibition of documents retention or other measures that restrict movement freedom. [CSR Guidelines for Suppliers, 09/2016: globalsuzuki.com] • Not met: How these practices are implemented and monitored for agencies, labour brokers or recruiters <p>Score 2</p> <ul style="list-style-type: none"> • Not met: Both requirements under score 1 met • Not met: Provide analysis of trends in progress made
D.5.6.a	Freedom of association and collective bargaining (in own production or manufacturing operations)	0	<p>The individual elements of the assessment are met or not as follows:</p> <p>Score 1</p> <ul style="list-style-type: none"> • Not met: Commits not to interfere with union rights and collective bargaining and prohibits intimidation and retaliation • Not met: Discloses % covered by collective bargaining: The Company reports: 'The number of the labour union members is 16,225 as of the end of FY2018, and the unionisation rate of full-time employees (excluding managers and non-union members defined in the labour agreement) is 100%'. No evidence found, however, on the total percentage of the workforce that is covered by collective bargaining agreements. [CSR Report 2019, 2020: globalsuzuki.com] <p>Score 2</p> <ul style="list-style-type: none"> • Not met: Both requirement under score 1 met
D.5.6.b	Freedom of association and collective bargaining (in the supply chain)	0	<p>The individual elements of the assessment are met or not as follows:</p> <p>Score 1</p> <ul style="list-style-type: none"> • Not met: FoA & CB rules in codes or contracts: Although the Company indicates: 'We undertake the consultation and dialogue with representatives of employees or employees themselves. We recognize the rights for employees to form an association freely in accordance with the laws in each country and region', there are no further evidences, including related to prohibition of violence and harassment against union members. [CSR Guidelines for Suppliers, 09/2016: globalsuzuki.com] • Not met: How working with suppliers on FoA and CB <p>Score 2</p> <ul style="list-style-type: none"> • Not met: Both requirements under score 1 met • Not met: Provide analysis of trends in progress made

Indicator Code	Indicator name	Score (out of 2)	Explanation
D.5.7.a	Health and safety: Fatalities, lost days, injury rates (in own production of manufacturing operations)	0	The individual elements of the assessment are met or not as follows: Score 1 <ul style="list-style-type: none"> • Met: Injury Rate disclosures: The Company states that its accident frequency rate was 0.26 in 2018. [CSR Report 2019, 2020: globalsuzuki.com] • Not met: Lost days or near miss disclosure • Not met: Fatalities disclosures Score 2 <ul style="list-style-type: none"> • Not met: Set targets for H&S performance • Not met: Met targets or explains why not
D.5.7.b	Health and safety: Fatalities, lost days, injury rates (in the supply chain)	0	The individual elements of the assessment are met or not as follows: Score 1 <ul style="list-style-type: none"> • Not met: Sets out clear Health and Safety requirements: The Company states: 'We undertake the consultation and dialogue with representatives of employees or employees themselves. We recognize the rights for employees to form an association freely in accordance with the laws in each country and region'. However, no further details against health and safety requirements. [CSR Guidelines for Suppliers, 09/2016: globalsuzuki.com] • Not met: Injury rate disclosures • Not met: Lost days or near miss disclosures • Not met: Fatalities disclosures Score 2 <ul style="list-style-type: none"> • Not met: How working with suppliers on H&S • Not met: Provide analysis of trends in progress made
D.5.8.a	Women's rights (in own production or manufacturing operations)	0	The individual elements of the assessment are met or not as follows: Score 1 <ul style="list-style-type: none"> • Not met: Process to stop harassment and violence: The Company indicates the prohibition of all types of harassment as an Initiative concerning human rights. However, no evidences related to process to prohibit and prevent intimidation, harassment and violence against women. [CSR Policy (website), N/A: globalsuzuki.com] • Not met: Working conditions take account of gender • Not met: Equality of opportunity at all levels Score 2 <ul style="list-style-type: none"> • Not met: Meets all of the requirements under score 1
D.5.8.b	Women's rights (in the supply chain)	0	The individual elements of the assessment are met or not as follows: Score 1 <ul style="list-style-type: none"> • Not met: Women's rights in codes or contracts: Although the Company indicates: 'We do not allow any forms of harassment on the grounds of race, ethnic group, nationality, religion or gender', there are no further evidences specific related to women's rights. [CSR Guidelines for Suppliers, 09/2016: globalsuzuki.com] • Not met: How working with suppliers on women's rights Score 2 <ul style="list-style-type: none"> • Not met: Both requirement under score 1 met • Not met: Provide analysis of trends in progress made
D.5.9.a	Working hours (in own production or manufacturing operations)	0	The individual elements of the assessment are met or not as follows: Score 1 <ul style="list-style-type: none"> • Not met: Respects max hours, min breaks and rest periods in its own operations: The Company indicates its Initiatives for shortening working hours, which includes: 'Strict management of overtime working hours based on total working hours ,Introduction of flexible time system that bans early and late working hour, Introduction of interval system between working hours to secure continuous resting time'. However, no evidence against respect to ILO conventions on labour standards on working hours, or maximum working hours for a regular working week and minimum breaks. [CSR Report 2019, 2020: globalsuzuki.com] Score 2 <ul style="list-style-type: none"> • Not met: How it implements and checks this
D.5.9.b	Working hours (in the supply chain)	0	The individual elements of the assessment are met or not as follows: Score 1 <ul style="list-style-type: none"> • Not met: Working hours in codes or contracts: The Company discloses: 'We comply with the laws in each country and region related to the determination of working hours (including overtime work) as well as the provision of holidays and annual paid leave'. However, no mention to the ILO conventions on labour standards on working hours, or to maximum regular working week hours and minimum breaks. [CSR Guidelines for Suppliers, 09/2016: globalsuzuki.com] • Not met: How working with suppliers on working hours Score 2 <ul style="list-style-type: none"> • Not met: Both requirements under score 1 met • Not met: Provide analysis of trends in progress made

Indicator Code	Indicator name	Score (out of 2)	Explanation
D.5.10.a	Responsible Mineral Sourcing: Arrangements with Suppliers and Smelters/Refiners in the Mineral Resource Supply Chains	0	The individual elements of the assessment are met or not as follows: Score 1 <ul style="list-style-type: none"> Not met: Due diligence in accordance with OECD Guidance in supplier contracts: In its CSR Guidelines for Suppliers, the Company indicates: 'We aim at not using conflict minerals for materials when we make products that could cause the infringement on human rights, and strive to take appropriate actions according to the situation we correctly grasped'. However, no further evidence found that it incorporates into commercial contracts/written agreements with suppliers requirements to conduct due diligence in accordance with the OECD Guidance for at least 3TG. [CSR Guidelines for Suppliers, 09/2016: globalsuzuki.com] Score 2 <ul style="list-style-type: none"> Not met: Works with smelters/refiners and suppliers to build capacity Not met: Contractual requirement to disclosure smelter/refiner information Not met: Contractual requirement covers all minerals
D.5.10.b	Responsible Mineral Sourcing: Risk Identification in Mineral Supply Chain	0	The individual elements of the assessment are met or not as follows: Score 1 <ul style="list-style-type: none"> Not met: Risk identification and disclosure in line with OECD Guidance Not met: Identification of smelter/refiners and OECD Guidance Score 2 <ul style="list-style-type: none"> Not met: Discloses smelters/refiners judged in line with OECD Guidance Not met: Risk identification and disclosure covers all minerals
D.5.10.c	Responsible Mineral Sourcing: Risk Management in the Mineral Supply Chain	0	The individual elements of the assessment are met or not as follows: Score 1 <ul style="list-style-type: none"> Not met: Describes mineral risk management plan for supply chain: Regarding the use of conflict minerals, the Company indicates that it strives 'to take appropriate actions according to the situation we correctly grasped'. However, no further evidence found of the steps taken to manage and respond to risks in its mineral supply chain with respect to at least 3TG [CSR Guidelines for Suppliers, 09/2016: globalsuzuki.com] Score 2 <ul style="list-style-type: none"> Not met: Monitoring, tracking and whether better risk prevention/mitigation over time Not met: Disclose better risk prevention/mitigation over time Not met: Suppliers and stakeholders engaged in risk management strategy Not met: Risk management and response processes cover all minerals
D.5.11	Responsible Materials Sourcing	[SD.5.10]	The individual elements of the assessment are met or not as follows: Score 1 <ul style="list-style-type: none"> Not met: Due diligence for raw materials in supplier code/contracts Not met: Works with suppliers to build capacity in risk assessment and due diligence Score 2 <ul style="list-style-type: none"> Not met: Meets all requirements under score 1 Not met: Identify the sources of high-risk raw materials in its supply chain

E. Performance: Responses to Serious Allegations (20% of Total)

Indicator Code	Indicator name	Score (out of 2)	Explanation
E(1).0	Serious allegation No 1		<ul style="list-style-type: none"> Headline: Suzuki accused of violating worker rights to freedom of association & collective bargaining Area: FoA and CB Story: On May 10, 2016, a Thai coalition of trade unions and NGOs filed a complaint against Suzuki Motor for labour rights abuses at a Suzuki manufacturing facility in Thailand. The complainants allege that Suzuki has violated its workers rights to freedom of association and collective bargaining. <p>The complainants call on the Japanese NCP to bring Suzuki Motor Corporation's and its Thai subsidiary's conduct and activities in line with the OECD Guidelines, by carrying out an investigation and facilitate mediation. The complainants would like Suzuki Motor Corporation to provide reparations for the adverse treatment suffered, develop and implement human and labour rights due diligence procedures and allow for the prosecution of incriminated employee representatives who carried out the labor rights violations.</p> <ul style="list-style-type: none"> Sources: [OECD Watch - 23/06/2017: mofa.go.jp][][][]
E(1).1	The Company has responded publicly to the allegation	0	The individual elements of the assessment are met or not as follows: Score 1 <ul style="list-style-type: none"> Not met: Public response available Score 2 <ul style="list-style-type: none"> Not met: Response goes into detail

Indicator Code	Indicator name	Score (out of 2)	Explanation
E(1).2	The Company has appropriate policies in place	0	The individual elements of the assessment are met or not as follows: Score 1 <ul style="list-style-type: none"> • Not met: Company policies address the general issues raised • Not met: Policies apply to the type of business relationships involved: The Company states the following for suppliers: 'We undertake the consultation and dialogue with representatives of employees or employees themselves. We recognize the rights for employees to form an association freely in accordance with the laws in each country and region.' However, no mention of collective bargaining could be found. [CSR Guidelines for Suppliers, 09/2016: globalsuzuki.com] Score 2 <ul style="list-style-type: none"> • Not met: Policies address the specific rights in question: While the Company reports the percentage of the workforce covered by unions, no measures could be found to prevent intimidation or harassment against union representatives. [CSR Report 2019, 2020: globalsuzuki.com]
E(1).3	The Company has taken appropriate action	0	The individual elements of the assessment are met or not as follows: Score 1 <ul style="list-style-type: none"> • Not met: Engages with affected stakeholders: According to OECD Watch, 'On 28 September 2016 Suzuki Motor Corporation and Suzuki Motor (Thailand) Co. Ltd. informed the Japanese NCP that they had no intention to engage in dialogue with the complainants through the mediation of the Japanese NCP, but did state that they intended to respect the judicial procedures currently underway in Thailand around the case with an aim for resolution.' However, no results of these judicial procedures could be found. [Trade Unions vs. Suzuki Motor Corporation, 23/06/2017: complaints.oecdwatch.org] • Not met: Provides remedies to affected stakeholders • Not met: Has reviewed management systems to prevent recurrence Score 2 <ul style="list-style-type: none"> • Not met: Remedies are satisfactory to the victims • Not met: Has improved systems and engaged affected stakeholders
E(2).0	Serious allegation No 2		<ul style="list-style-type: none"> • Headline: Hero MotoCorp, Honda Motorcycle and Scooter India, and Maruti Suzuki India urged to address work safety issue in supply chain in India • Area: health and safety • Story: Of the 1369 cases of serious injuries reported in four years in the automotive belt of Gurugram-Manesar, India, an 'overwhelming number' of those injured were from Maruti-Suzuki, Hero MotoCorp and Honda Motorcycle and Scooter India, according to the press. Allegedly, two other firms have had similar problems -- Harley Davidson and Suzuki Motorcycle -- but they reportedly have a significantly lower scale than the aforementioned companies. According to the report from the organization SafeInIndia, these accidents were related to crush injuries, which resulted in 61% of workers affected losing their hands or fingers. These accidents were usually caused by safety sensors or other safety mechanisms malfunctioning, but other causes attributed include lack of/poor safety gear, lack of operating and/or safety training, and excessive production pressure from supervisors. • Sources: [Business Today - 11/08/2019: businesstoday.in][SafeInIndia - 07/2019: 60d15e1f-27ff-4be1-8827-f7f0b5f74084.filesusr.com]
E(2).1	The Company has responded publicly to the allegation	0	The individual elements of the assessment are met or not as follows: Score 1 <ul style="list-style-type: none"> • Not met: Public response available Score 2 <ul style="list-style-type: none"> • Not met: Response goes into detail
E(2).2	The Company has appropriate policies in place	1	The individual elements of the assessment are met or not as follows: Score 1 <ul style="list-style-type: none"> • Met: Company policies address the general issues raised: The Company's Code of Conduct includes policy on occupational safety. [Code of Conduct (website), 04/2016: globalsuzuki.com] • Met: Policies apply to the type of business relationships involved: The CSR Guidelines for Suppliers includes a safe and healthy working environment. [CSR Guidelines for Suppliers, 09/2016: globalsuzuki.com] Score 2 <ul style="list-style-type: none"> • Not met: Policies address the specific rights in question
E(2).3	The Company has taken appropriate action	0.5	The individual elements of the assessment are met or not as follows: Score 1 <ul style="list-style-type: none"> • Not met: Engages with affected stakeholders • Not met: Provides remedies to affected stakeholders • Met: Has reviewed management systems to prevent recurrence: As a result of the accidents, the Company has set up DOJO centres at supplier factories to

Indicator Code	Indicator name	Score (out of 2)	Explanation
			<p>improve skills and safety. A spokesperson for Maruti-Suzuki told the press 'DOJO training centres located at the supplier's factory premises are part of the company's way of skilling and training suppliers' workmen. The workmen are required to mandatorily go through off-line training programs in the DOJO centre and they are introduced to the shop floor only after acquiring the required skills at this center. Safety is an important part of training at DOJO centres. Along with our partners we have set up 180 DOJO centres and plan to set up 400 by 2020'. [Suppliers to three major OEMs - Maruti, Hero MotoCorp and Honda account for bulk of injured workers, 11/8/2019: businesstoday.in]</p> <p>Score 2</p> <ul style="list-style-type: none"> • Not met: Remedies are satisfactory to the victims • Not met: Has improved systems and engaged affected stakeholders

F. Transparency (10% of Total)

Indicator Code	Indicator name	Score	Explanation
F.1	Company willingness to publish information	0.2 out of 4	Out of a total of 60 indicators assessed under sections A-D of the benchmark, Suzuki made data public that met one or more elements of the methodology in 3 cases, leading to a disclosure score of 0.2 out of 4 points.
F.2	Recognised Reporting Initiatives	2 out of 2	<p>The individual elements of the assessment are met or not as follows:</p> <p>Score 2</p> <ul style="list-style-type: none"> • Met: Company reports on GRI: The Company discloses its GRI Report. [CSR Report 2019, 2020: globalsuzuki.com]
F.3	Key, High Quality Disclosures	0 out of 4	<p>Suzuki met 0 of the 10 thresholds listed below and therefore gets 0 out of 4 points for the high quality disclosure indicator.</p> <p>Specificity and use of concrete examples</p> <ul style="list-style-type: none"> • Not met: Score 2 for A.2.2 : Board discussions • Not met: Score 2 for B.1.6 : Monitoring and corrective actions • Not met: Score 2 for C.1 : Grievance channel(s)/mechanism(s) to receive complaints or concerns from workers • Not met: Score 2 for C.3 : Users are involved in the design and performance of the channel(s)/mechanism(s) <p>Discussing challenges openly</p> <ul style="list-style-type: none"> • Not met: Score 2 for B.2.4 : Tracking: Monitoring and evaluating the effectiveness of actions to respond to human rights risks and impacts • Not met: Score 2 for C.7 : Remedying adverse impacts and incorporating lessons learned <p>Demonstrating a forward focus</p> <ul style="list-style-type: none"> • Not met: Score 2 for A.2.3 : Incentives and performance management • Not met: Score 2 for B.1.2 : Incentives and performance management • Not met: Score 1 for D.5.1.a: Living wage (in own production or manufacturing operations) • Not met: Score 2 for D.5.7.a: Health and safety: Fatalities, lost days, injury rates (in own production of manufacturing operations)

Disclaimer

A score of zero for a particular indicator does not mean that bad practices are present. Rather it means that we have been unable to identify the required information in public documentation.

See the 2020 Key Findings report and the 2019 technical annex for more details of the research process.

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As WBA, we want to emphasise that the results will always be a proxy for good human rights management, and not an absolute measure of performance. This is because there are no fundamental units of measurement for human rights. Human rights assessments are therefore necessarily more subjective than objective. The Benchmark also captures only a snap shot in time. We therefore want to encourage companies, investors, civil society and governments to look at the broad performance bands that companies are ranked within rather than their precise score because, as with all measurements, there is a reasonably wide margin of error possible in interpretation. We also want to encourage a greater analytical focus on how scores improve over time rather than upon how a company compares to other companies in the same industry today. The spirit of the exercise is to promote continual improvement via an open assessment process and a common understanding of the importance of the UN Guiding Principles on Business and Human Rights.

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