

**Company Name** Suzuki Motor Corporation  
**Industry** Automotive (Own Operations and Supply Chain)  
**Overall Score** 2.4 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
1.5	20	C. Remedies and Grievance Mechanisms
0.3	25	D. Performance: Company Human Rights Practices
0.5	20	E. Performance: Responses to Serious Allegations

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 2022 Methodology document for the sector concerned. 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"> <li>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: <a href="http://globalsuzuki.com">globalsuzuki.com</a>]</li> <li>Not Met: Universal Declaration of Human rights (UDHR)</li> <li>Not Met: International Bill of Human Rights</li> </ul> Score 2 <ul style="list-style-type: none"> <li>Not Met: Commitment to the UNGPs</li> <li>Not Met: Commitment to the OECD Guidelines for Multinational Enterprises</li> </ul>
A.1.2.a	Commitment to respect the human rights of workers: ILO Declaration on Fundamental Principles and Rights at Work	0	The individual elements of the assessment are met or not as follows: Score 1 <ul style="list-style-type: none"> <li>Not Met: Company has a commitment to the ILO Core</li> <li>Not Met: Company has an explicit commitment to All four ILO Core</li> </ul> Score 2 <ul style="list-style-type: none"> <li>Not Met: Company expect suppliers to commit to ILO Core</li> <li>Not Met: Company explicitly list All four ILO for suppliers: The Company's CSR Guidelines for Suppliers covers discrimination, child and forced labour. Regarding to right to freedom of association and collective bargaining, it 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'. However, it is not clear whether the Company requires to respect those rights in all contexts, as it indicates 'in accordance with the laws in each country and region'. In</li> </ul>

Indicator Code	Indicator name	Score (out of 2)	Explanation
			these cases (companies referring to local laws in freedom of association and collective bargaining), companies are expected to require alternative mechanisms or equivalent workers bodies where the right to freedom of association and collective bargaining is restricted under law. Moreover, regarding the CSR Guidelines for Suppliers: 'Suzuki would like you to understand these guidelines and fulfill your social responsibility in accordance with these ones'. However, it is not clear the Guidelines represent a formal policy. [CSR Guidelines for Suppliers, 09/2016: <a href="http://globalsuzuki.com">globalsuzuki.com</a> ]
A.1.2.b	Commitment to respect the human rights of workers: Health and safety and working hours	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"> <li>• Met: Commitment to respect H&amp;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: <a href="http://globalsuzuki.com">globalsuzuki.com</a>]</li> <li>• Not Met: Respect ILO labour standards on working hours or Commits to 48 hours regular work week</li> </ul> <p>Score 2</p> <ul style="list-style-type: none"> <li>• Not Met: Expect suppliers to commit to H&amp;S of their workers: The Company, on its CSR Guidelines for Suppliers, 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. Moreover, regarding the CSR Guidelines for Suppliers: 'Suzuki would like you to understand these guidelines and fulfill your social responsibility in accordance with these ones'. It is not clear the Guidelines represent a formal policy. [CSR Guidelines for Suppliers, 09/2016: <a href="http://globalsuzuki.com">globalsuzuki.com</a>]</li> <li>• Not Met: Expect suppliers to commit to ILO labour standard or to 48 hours regular work week: The CSR Guidelines for Suppliers indicates '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 formal commitment about respecting the ILO conventions on working hours was found. Alternatively, the Company would achieve this by committing to a 48 hours regular working week, and consensual overtime paid at a premium rate. Moreover, regarding the CSR Guidelines for Suppliers: 'Suzuki would like you to understand these guidelines and fulfill your social responsibility in accordance with these ones'. It is not clear the Guidelines represent a formal policy. [CSR Guidelines for Suppliers, 09/2016: <a href="http://globalsuzuki.com">globalsuzuki.com</a>]</li> </ul>
A.1.3.a.MO	Commitment to respect human rights particularly relevant to the industry – responsible sourcing of minerals (MO)	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"> <li>• Not Met: Responsible mineral sourcing</li> <li>• Not Met: Based on OECD Guidance</li> <li>• Not Met: Requires suppliers to commit to responsible mineral sourcing: The Company states, on its CSR Guidelines for Suppliers: '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, 'aim at not using' is not considered a formal statement of commitment according to CHRB wording criteria. No evidence found it requires its suppliers to follow the company's responsible sourcing policy or the company requires its suppliers to follow the OECD Guidance. Moreover, Regarding the CSR Guidelines for Suppliers: 'Suzuki would like you to understand these guidelines and fulfill your social responsibility in accordance with these ones'. It is not clear the Guidelines represent a formal policy. [CSR Guidelines for Suppliers, 09/2016: <a href="http://globalsuzuki.com">globalsuzuki.com</a>]</li> </ul> <p>Score 2</p> <ul style="list-style-type: none"> <li>• Not Met: Commits to follow OECD Guidance for all minerals</li> <li>• Not Met: Suppliers expected to make similar requirements of their suppliers</li> </ul>
A.1.3.b.MO	Commitment to respect human rights particularly relevant to the industry – vulnerable groups (MO)	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"> <li>• Not Met: Women's rights</li> <li>• Not Met: Children's rights</li> <li>• Not Met: Migrant worker's rights</li> <li>• Not Met: Expects suppliers to respect these rights</li> </ul> <p>Score 2</p> <ul style="list-style-type: none"> <li>• Not Met: CEDAW/Women's Empowerment Principles</li> <li>• Not Met: Child Rights Convention/Business Principles</li> <li>• Not Met: Convention on migrant workers</li> <li>• Not Met: Expecting suppliers to respect these rights</li> </ul>

Indicator Code	Indicator name	Score (out of 2)	Explanation
A.1.4	Commitment to remedy	0	The individual elements of the assessment are met or not as follows: Score 1 <ul style="list-style-type: none"> <li>• Not Met: The Company commits to remedy</li> <li>• Not Met: Company expect suppliers to make this commitment</li> </ul> Score 2 <ul style="list-style-type: none"> <li>• Not Met: Collaborating with other remedy initiatives</li> <li>• Not Met: Work with suppliers to remedy impact</li> </ul>
A.1.5	Commitment to respect the rights of human rights defenders	0	The individual elements of the assessment are met or not as follows: Score 1 <ul style="list-style-type: none"> <li>• Not Met: Zero tolerance attacks on HRs Defenders (HRDs)</li> <li>• Not Met: Company expect suppliers to make this commitment</li> </ul> Score 2 <ul style="list-style-type: none"> <li>• Not Met: Work with HRD to create safe and enabling environment</li> </ul>

## A.2 Policy Commitments (5% of Total)

Indicator Code	Indicator name	Score (out of 2)	Explanation
A.2.1	Commitment from the top	0	The individual elements of the assessment are met or not as follows: Score 1 <ul style="list-style-type: none"> <li>• Not Met: Board level responsibility for HRs</li> <li>• Not Met: Describe HR expertise of Board member</li> </ul> Score 2 <ul style="list-style-type: none"> <li>• Not Met: Speeches/letters by Board members or CEO</li> </ul>
A.2.2	Board responsibility	0	The individual elements of the assessment are met or not as follows: Score 1 <ul style="list-style-type: none"> <li>• Not Met: Board/Committee review HRs strategy</li> <li>• Not Met: Examples/trends re HR discussion in the last reporting period</li> </ul> Score 2 <ul style="list-style-type: none"> <li>• Not Met: Meets both requirements under score 1</li> <li>• Not Met: How affected stakeholders/HR experts informed discussions</li> </ul>
A.2.3	Incentives and performance management	0	The individual elements of the assessment are met or not as follows: Score 1 <ul style="list-style-type: none"> <li>• 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: <a href="http://globalsuzuki.com">globalsuzuki.com</a>]</li> </ul> Score 2 <ul style="list-style-type: none"> <li>• Not Met: At least one key HR risk, beyond employee H&amp;S</li> <li>• Not Met: Performance criteria made public</li> <li>• Not Met: Review of other board performance criteria</li> </ul>
A.2.4	Business model strategy and risks	0	The individual elements of the assessment are met or not as follows: Score 1 <ul style="list-style-type: none"> <li>• Not Met: Board process to review bussiness model and strategy</li> <li>• Not Met: Describe frequency and triggers for reviewing</li> </ul> Score 2 <ul style="list-style-type: none"> <li>• Not Met: Meets both requirements under score 1</li> <li>• Not Met: Example of actions decided</li> </ul>

## 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	The individual elements of the assessment are met or not as follows: Score 1 <ul style="list-style-type: none"> <li>• Not Met: Score of 1 on A.1.2.a</li> <li>• Not Met: Senior responsibility for HR implementation and decision making</li> </ul> Score 2 <ul style="list-style-type: none"> <li>• Not Met: How it assigns Day-to-day responsibility</li> <li>• Not Met: Day-to-day resources and expertise allocation in own ops</li> <li>• Not Met: Resources and expertise allocation in the supply chain</li> </ul>
B.1.2	Incentives and performance management	0	The individual elements of the assessment are met or not as follows: Score 1 <ul style="list-style-type: none"> <li>• Not Met: Senior manager incentives for human rights</li> </ul>

Indicator Code	Indicator name	Score (out of 2)	Explanation
			<ul style="list-style-type: none"> <li>• Not Met: At least one key HR risk, beyond employee H&amp;S</li> </ul> Score 2 <ul style="list-style-type: none"> <li>• Not Met: Performance criteria made public</li> <li>• Not Met: Review of other senior management performance</li> </ul>
B.1.3	Integration with enterprise risk management	0	The individual elements of the assessment are met or not as follows: Score 1 <ul style="list-style-type: none"> <li>• 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: <a href="http://globalsuzuki.com">globalsuzuki.com</a>]</li> </ul> Score 2 <ul style="list-style-type: none"> <li>• Not Met: Provides an example</li> <li>• Not Met: Audit Ctte or independent risk assessment</li> </ul>
B.1.4.a	Communication /dissemination of policy commitment(s) to workers and external stakeholders	0	The individual elements of the assessment are met or not as follows: Score 1 <ul style="list-style-type: none"> <li>• Not Met: Score of 1 on A.1.2.a</li> <li>• 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: <a href="http://globalsuzuki.com">globalsuzuki.com</a>]</li> </ul> Score 2 <ul style="list-style-type: none"> <li>• Not Met: Communication of policy commitments to stakeholder</li> <li>• Not Met: How policy commitments are made accessible to audience</li> </ul>
B.1.4.b	Communication /dissemination of policy commitment(s) to business relationships	0	The individual elements of the assessment are met or not as follows: Score 1 <ul style="list-style-type: none"> <li>• Not Met: Meets ILO requirement for suppliers on A.1.2.a</li> <li>• Not Met: Steps to communicate policy commitments to supply chain</li> <li>• Not Met: Requires suppliers to communicate policy requirements: 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: <a href="http://globalsuzuki.com">globalsuzuki.com</a>]</li> </ul> Score 2 <ul style="list-style-type: none"> <li>• Not Met: How HR commitments made binding/contractual</li> <li>• Not Met: Company requires suppliers to cascade down to their suppliers</li> </ul>
B.1.5	Training on Human Rights	0	The individual elements of the assessment are met or not as follows: Score 1 <ul style="list-style-type: none"> <li>• Not Met: Scores at least 1 on A.1.2.a</li> <li>• Not Met: How workers are trained on HR policy commitments</li> <li>• Not Met: Trains relevant managers including procurement</li> </ul> Score 2 <ul style="list-style-type: none"> <li>• Not Met: Score of 2 on A.1.2.a</li> <li>• Not Met: Meets both requirements under score 1</li> <li>• Not Met: Trains suppliers to meet company's HR commitment</li> <li>• Not Met: Disclose % trained</li> </ul>
B.1.6	Monitoring and corrective actions	0	The individual elements of the assessment are met or not as follows: Score 1 <ul style="list-style-type: none"> <li>• Not Met: Scores at least 1 on A.1.2.a</li> <li>• Not Met: Monitoring implementation of HR policy commitments across global ops and supply chain</li> <li>• Not Met: Proportion of supply chain monitored</li> <li>• Not Met: Describe how workers are involved in monitoring</li> </ul> Score 2 <ul style="list-style-type: none"> <li>• Not Met: Score of 2 on A.1.2.a</li> <li>• Not Met: Describes corrective action process</li> <li>• Not Met: Disclose findings and number of corrective action</li> </ul>
B.1.7	Engaging and terminating	0	The individual elements of the assessment are met or not as follows: Score 1 <ul style="list-style-type: none"> <li>• Not Met: HR affects selection of suppliers</li> </ul>

Indicator Code	Indicator name	Score (out of 2)	Explanation
	business relationships		<ul style="list-style-type: none"> <li>• Not Met: HR affects on-going supplier relationships</li> </ul> Score 2 <ul style="list-style-type: none"> <li>• Not Met: Describe positive incentives offered to respect human rights</li> <li>• Not Met: Working with suppliers to meet HR requirements</li> </ul>
B.1.8	Approach to engagement with affected stakeholders	0	The individual elements of the assessment are met or not as follows: Score 1 <ul style="list-style-type: none"> <li>• Not Met: Stakeholder process or systems to identify and engage with workers/communities in the last two years: The Company indicates a chart with its stakeholders and ways of communication and dialogue. However, no mention related to stakeholder identification process or engagement. [CSR Report 2019, 2020: <a href="http://globalsuzuki.com">globalsuzuki.com</a>]</li> </ul> Score 2 <ul style="list-style-type: none"> <li>• Not Met: Discloses stakeholders that HRs may be affected</li> <li>• Not Met: Provides two examples of engagement with stakeholders</li> </ul> Score 2 <ul style="list-style-type: none"> <li>• Not Met: Analysis of stakeholder views on company's HR issues</li> <li>• Not Met: Describe how views influenced company's HR approach</li> </ul>

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

Indicator Code	Indicator name	Score (out of 2)	Explanation
B.2.1	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"> <li>• Not Met: Identifying risks in own operations</li> <li>• Not Met: Identifying risks through relevant business relationships</li> </ul> Score 2 <ul style="list-style-type: none"> <li>• Not Met: Describe ongoing global risk identification in consultation with stakeholder/HR experts: 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: <a href="http://globalsuzuki.com">globalsuzuki.com</a>]</li> <li>• Not Met: Triggered by new circumstances</li> <li>• Not Met: Describes risks identified</li> </ul>
B.2.2	Assessing 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"> <li>• Not Met: Describe process for assessment of HR risks and discloses salient HR issues</li> <li>• Not Met: How process applies to supply chain</li> <li>• Not Met: Public disclosure of the results of HR assessment</li> </ul> Score 2 <ul style="list-style-type: none"> <li>• Not Met: Meets all requirements under score 1</li> <li>• Not Met: How it involved affected stakeholders in the assessment</li> </ul>
B.2.3	Integrating and acting on human rights risks and impact assessments	0	The individual elements of the assessment are met or not as follows: Score 1 <ul style="list-style-type: none"> <li>• Not Met: Action Plans to mitigate risks</li> <li>• Not Met: Description of how global system applies to supply chain</li> <li>• Not Met: Example of actions decided on at least 1 salient HR issues</li> </ul> Score 2 <ul style="list-style-type: none"> <li>• Not Met: Meets all requirements under score 1</li> <li>• Not Met: Involve stakeholders in decisions about actions</li> </ul>
B.2.4	Tracking 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"> <li>• Not Met: System for tracking or monitor if actions taken are effective</li> <li>• Not Met: Lessons learnt from checking system effectiveness</li> </ul> Score 2 <ul style="list-style-type: none"> <li>• Not Met: Meets both requirements under score 1</li> <li>• Not Met: Involve stakeholders in evaluation of actions taken</li> </ul>
B.2.5	Communicating on human rights impacts	0	The individual elements of the assessment are met or not as follows: Score 1 <ul style="list-style-type: none"> <li>• Not Met: Provides two examples of comms with stakeholders</li> </ul> Score 2 <ul style="list-style-type: none"> <li>• Not Met: Describe challenges to effective comms and how it is working to address them</li> </ul>

## C. Remedies and Grievance Mechanisms (20% 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"> <li>• 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: <a href="http://globalsuzuki.com">globalsuzuki.com</a>] &amp; [Code of Conduct (website), 04/2016: <a href="http://globalsuzuki.com">globalsuzuki.com</a>]</li> </ul> <p>Score 2</p> <ul style="list-style-type: none"> <li>• Not Met: Channel is available in all appropriate languages and workers aware: 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: <a href="http://globalsuzuki.com">globalsuzuki.com</a>]</li> <li>• Not Met: Describe how workers in the supply chain have access to grievance mechanism</li> <li>• Not Met: Expect Suppliers to convey expectation to their own suppliers</li> </ul>
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"> <li>• Not Met: Grievance mechanism for community</li> </ul> <p>Score 2</p> <ul style="list-style-type: none"> <li>• Not Met: Describes accessibility and local languages and stakeholder awareness</li> <li>• Not Met: Communities access mechanism direct or through suppliers</li> <li>• Not Met: Expect supplier to convey expectation to their own suppliers</li> </ul>
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"> <li>• Not Met: Engages users to create or assess system</li> <li>• Not Met: Examples (at least two) of how they do this</li> </ul> <p>Score 2</p> <ul style="list-style-type: none"> <li>• Not Met: Engages with potential or actual users on the improvement of the mechanism</li> <li>• Not Met: Provides user engagement example (at least two) on improvement</li> </ul>
C.4	Procedures related to the mechanism(s)/channel(s) are equitable, 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"> <li>• Not Met: Response timescales and how complainants will be informed</li> <li>• Not Met: Describe support (technical, financial, etc) available for equal access by complainants</li> </ul> <p>Score 2</p> <ul style="list-style-type: none"> <li>• Not Met: Describe types of outcome to complainant through use of mechanism</li> <li>• Not Met: Escalation to senior/independent level: The Company states: 'One of the contacts of the "Suzuki Group Risk Management Hotline" shall be Audit &amp; Supervisory Board Members. In addition, the state of whistleblowing activities outside that of Audit &amp; Supervisory Board Members shall be reported to Audit &amp; 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: <a href="http://globalsuzuki.com">globalsuzuki.com</a>]</li> </ul>
C.5	Prohibition of retaliation for raising complaints or concerns	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"> <li>• 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: <a href="http://globalsuzuki.com">globalsuzuki.com</a>]</li> <li>• Not Met: Practical measures to prevent retaliation</li> </ul> <p>Score 2</p> <ul style="list-style-type: none"> <li>• Not Met: Company indicate it will not retaliate against workers/stakeholders</li> <li>• Not Met: Expects suppliers to prohibit retaliation against workers/stakeholders</li> </ul>

Indicator Code	Indicator name	Score (out of 2)	Explanation
C.6	Company involvement with state-based judicial and non-judicial grievance mechanisms	0	The individual elements of the assessment are met or not as follows: Score 1 <ul style="list-style-type: none"> <li>Not Met: Complainants not asked to waive rights</li> <li>Not Met: Company does not require confidentiality provisions</li> </ul> Score 2 <ul style="list-style-type: none"> <li>Not Met: Will work with state based non judicial mechanisms</li> <li>Not Met: Example of issue resolved (if applicable)</li> </ul>
C.7	Remedying adverse impacts	0	The individual elements of the assessment are met or not as follows: Score 1 <ul style="list-style-type: none"> <li>Not Met: Describes how remedy has been provided</li> <li>Not Met: Says how it would provide remedy for victims if no adverse impact identified</li> </ul> Score 2 <ul style="list-style-type: none"> <li>Not Met: Changes to systems, processes and practices to stop similar impact</li> <li>Not Met: Describe approach to monitoring implementation of agreed remedy</li> <li>Not Met: Approach to learning from incident to prevent future impacts</li> </ul>
C.8	Communication on the effectiveness of grievance mechanism(s) and incorporating lessons learned	0.5	The individual elements of the assessment are met or not as follows: Score 1 <ul style="list-style-type: none"> <li>Met: Number grievances filed, addressed or resolved and outcome achieved: The company indicates that, in 2020, there were 94 internal whistleblowing compliance-related cases. [Sustainability Report, 2021: <a href="https://www.globalsuzuki.com">globalsuzuki.com</a>]</li> <li>Not Met: How lessons from mechanism improve management system</li> </ul> Score 2 <ul style="list-style-type: none"> <li>Not Met: Evaluation of the channel/mechanism and changes made as result</li> <li>Not Met: Describes procedures to address delays of outcomes agreed with stakeholders</li> </ul>

## D. Performance: Company Human Rights Practices (25% 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	The individual elements of the assessment are met or not as follows: Score 1 <ul style="list-style-type: none"> <li>Not Met: Pays living wage or sets target date</li> <li>Not Met: Describes how living wage determined</li> </ul> Score 2 <ul style="list-style-type: none"> <li>Not Met: Paying living wage</li> <li>Not Met: Definition of living wage reviewed with unions</li> </ul>
D.5.1.b	Living wage (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"> <li>Not Met: Discloses living wage requirements in supplier code or contracts</li> <li>Not Met: Improving living wage practices of suppliers</li> </ul> Score 2 <ul style="list-style-type: none"> <li>Not Met: Assessment of number affected by payment below living wage</li> <li>Not Met: Provides analysis of trends demonstrating progress</li> </ul>
D.5.2	Aligning purchasing decisions with human rights	0	The individual elements of the assessment are met or not as follows: Score 1 <ul style="list-style-type: none"> <li>Not Met: Avoids business model pressure on HRs (purchasing practices)</li> <li>Not Met: Practices adopted to pay suppliers in line with agreed timeframes</li> <li>Not Met: Review own operations to mitigate negative impact</li> </ul> Score 2 <ul style="list-style-type: none"> <li>Not Met: Meets all requirements under score 1</li> <li>Not Met: Examples of how it assessed, addressed and change purchasing practices</li> </ul>
D.5.3	Mapping and disclosing the supply chain	0	The individual elements of the assessment are met or not as follows: Score 1 <ul style="list-style-type: none"> <li>Not Met: Identifies direct and indirect suppliers back to manufacturing sites (factories or fields)</li> </ul> Score 2 <ul style="list-style-type: none"> <li>Not Met: Discloses names and locations of significant parts of SP and why</li> <li>Not Met: Discloses which direct or indirect suppliers is involved in higher-risk activities</li> </ul>

Indicator Code	Indicator name	Score (out of 2)	Explanation
D.5.4.a	Prohibition of child labour: Age verification and corrective actions (in own production or manufacturing operations)	0.5	The individual elements of the assessment are met or not as follows: Score 1 <ul style="list-style-type: none"> <li>• Met: Does not use child labour: The Company discloses the prohibition of child labour as an Initiative concerning human rights. [CSR Policy (website), N/A: <a href="http://globalsuzuki.com">globalsuzuki.com</a>]</li> <li>• Not Met: Age verification of workers recruited</li> </ul> Score 2 <ul style="list-style-type: none"> <li>• Not Met: Remediation if children identified</li> </ul>
D.5.4.b	Prohibition of child labour: Age verification and corrective actions (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"> <li>• 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: <a href="http://globalsuzuki.com">globalsuzuki.com</a>]</li> <li>• Not Met: How working with suppliers on child labour</li> </ul> Score 2 <ul style="list-style-type: none"> <li>• Not Met: Assessment of number affected by child labour in supply chain</li> <li>• Not Met: Analysis of trends in progress made</li> </ul>
D.5.5.a	Prohibition of forced labour: Recruitment fees and costs (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"> <li>• Not Met: Job seekers and workers do not pay recruitment fee</li> <li>• Not Met: Commits to fully reimbursing if they have paid</li> </ul> Score 2 <ul style="list-style-type: none"> <li>• Not Met: How practices are implemented and monitored for agencies, labour brokers or recruiters</li> </ul>
D.5.5.b	Prohibition of forced labour: Recruitment fees and costs (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"> <li>• Not Met: Debt and fees rules in codes or contracts</li> <li>• Not Met: How working with suppliers on debt &amp; fees</li> </ul> Score 2 <ul style="list-style-type: none"> <li>• Not Met: Assessment of the number affected by payment of recruitment fees</li> <li>• Not Met: Analysis of trends in progress made</li> </ul>
D.5.5.c	Prohibition of forced labour: Wage practices (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"> <li>• Not Met: Pays workers in full and on time</li> <li>• Not Met: Payslips show any legitimate deductions</li> </ul> Score 2 <ul style="list-style-type: none"> <li>• Not Met: How these practices are monitored for agencies, labour brokers or recruiters</li> </ul>
D.5.5.d	Prohibition of forced labour: Wage practices (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"> <li>• Not Met: Requirement for suppliers to pay workers in full and on time in codes or contracts</li> <li>• Not Met: How working with supply chain to pay workers regularly and on time</li> </ul> Score 2 <ul style="list-style-type: none"> <li>• Not Met: Assessment of the number affected by failure to pay directly</li> <li>• Not Met: Provides analysis of trends demonstrating progress</li> </ul>
D.5.5.e	Prohibition of forced labour: Restrictions on workers (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"> <li>• Not Met: Does not retain documents or restrict movement</li> </ul> Score 2 <ul style="list-style-type: none"> <li>• Not Met: How these practices are monitored for agencies, labour brokers or recruiters</li> </ul>
D.5.5.f	Prohibition of forced labour: Restrictions on workers (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"> <li>• 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: <a href="http://globalsuzuki.com">globalsuzuki.com</a>]</li> </ul>

Indicator Code	Indicator name	Score (out of 2)	Explanation
			<ul style="list-style-type: none"> <li>• Not Met: How working with suppliers on free movement</li> </ul> Score 2 <ul style="list-style-type: none"> <li>• Not Met: Assessment of the number affected by retaining docs or restricting movement</li> <li>• Not Met: Provides analysis of trends demonstrating progress</li> </ul>
D.5.6.a	Freedom of association and collective bargaining (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"> <li>• Not Met: Commits not to interfere with union rights / Steps to avoid intimidation or retaliation</li> <li>• Not Met: Discloses % total direct operations covered by collective CB agreements: 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: <a href="http://globalsuzuki.com">globalsuzuki.com</a>]</li> </ul> Score 2 <ul style="list-style-type: none"> <li>• Not Met: Meets both requirements under score 1</li> </ul>
D.5.6.b	Freedom of association and collective bargaining (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"> <li>• Not Met: FoA &amp; 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: <a href="http://globalsuzuki.com">globalsuzuki.com</a>]</li> </ul> Score 2 <ul style="list-style-type: none"> <li>• Not Met: How working with suppliers on FoA and CB</li> <li>• Not Met: Assessment of the number affected by restrictions to FoA and CB in the SP</li> <li>• Not Met: Provides analysis of trends demonstrating progress</li> </ul>
D.5.7.a	Health and safety: Fatalities, lost days, injury, occupational disease 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"> <li>• Not Met: Describes process to identify H&amp;S risks and impacts</li> <li>• Not Met: Injury Rate or Lost days or Near Miss disclosures for last reporting period</li> <li>• Not Met: Discloses Fatalities for last reporting period</li> <li>• Not Met: Occupational disease rate for last reporting period</li> </ul> Score 2 <ul style="list-style-type: none"> <li>• Not Met: Set targets for H&amp;S performance</li> <li>• Not Met: Met targets or explain why not or what is doing to improve management systems</li> </ul>
D.5.7.b	Health and safety: Fatalities, lost days, injury, occupational disease 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"> <li>• Not Met: Sets out clear Health and Safety requirements</li> <li>• Not Met: Injury rate disclosures and lost days (or near miss disclosures) for the last reporting period</li> <li>• Not Met: Fatalities disclosures for lasting reporting period</li> <li>• Not Met: Occupational disease rates for the last reporting period</li> </ul> Score 2 <ul style="list-style-type: none"> <li>• Not Met: How working with suppliers on H&amp;S</li> <li>• Not Met: Assessment of the number affected by H&amp;S issues in the SP</li> <li>• Not Met: Provide analysis of trends in progress made</li> </ul>
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"> <li>• Not Met: Process to stop harassment and violence against women: 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: <a href="http://globalsuzuki.com">globalsuzuki.com</a>]</li> <li>• Not Met: Working conditions take account of gender</li> <li>• Not Met: Measures and steps to address gender pay gap at all levels of employment</li> </ul> Score 2 <ul style="list-style-type: none"> <li>• Not Met: Meet all requirements under score 1</li> <li>• Not Met: Provides analysis of trends demonstrating closing gender pay gap</li> </ul>

Indicator Code	Indicator name	Score (out of 2)	Explanation
D.5.8.b	Women's rights (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"> <li>• 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: <a href="http://globalsuzuki.com">globalsuzuki.com</a>]</li> <li>• Not Met: How working with suppliers on women's rights</li> </ul> <p>Score 2</p> <ul style="list-style-type: none"> <li>• Not Met: Assessment on the number affected by discrimination or unsafe working conditions</li> <li>• Not Met: Provide analysis of trends in progress made</li> </ul>
D.5.9.a	Working hours (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"> <li>• 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: <a href="http://globalsuzuki.com">globalsuzuki.com</a>]</li> <li>• Not Met: Assesses ability to comply with its commitments when allocating work/targets</li> </ul> <p>Score 2</p> <ul style="list-style-type: none"> <li>• Not Met: Meets both requirements under score 1</li> <li>• Not Met: How it implements and checks this in its operations</li> </ul>
D.5.9.b	Working hours (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"> <li>• 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: <a href="http://globalsuzuki.com">globalsuzuki.com</a>]</li> <li>• Not Met: How working with suppliers on working hours</li> </ul> <p>Score 2</p> <ul style="list-style-type: none"> <li>• Not Met: Assessment of number affected by excessive working hours</li> <li>• Not Met: Provide analysis of trends in progress made</li> </ul>
D.5.10.a	Responsible Mineral Sourcing: Arrangements with suppliers and smelters/refiners in the mineral resource supply chains	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"> <li>• Not Met: Due diligence in accordance with OECD Guidance in supplier contracts: 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: <a href="http://globalsuzuki.com">globalsuzuki.com</a>]</li> <li>• Not Met: Works with smelters/refiners and suppliers to build capacity</li> </ul> <p>Score 2</p> <ul style="list-style-type: none"> <li>• Not Met: Contractual requirement to disclosure smelter/refiner information</li> <li>• Not Met: Contractual requirement covers all minerals</li> </ul>
D.5.10.b	Responsible Mineral Sourcing: Risk identification in mineral 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"> <li>• Not Met: Risk identification and disclosure in line with OECD Guidance</li> <li>• Not Met: Identification of smelter/refiners and OECD Guidance</li> </ul> <p>Score 2</p> <ul style="list-style-type: none"> <li>• Not Met: Discloses smelters/refiners judged in line with OECD Guidance</li> <li>• Not Met: Risk identification and disclosure covers all minerals</li> </ul>
D.5.10.c	Responsible Mineral Sourcing: Risk management in the mineral 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"> <li>• 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 Report 2019, 2020: <a href="http://globalsuzuki.com">globalsuzuki.com</a>]</li> </ul>

Indicator Code	Indicator name	Score (out of 2)	Explanation
			<ul style="list-style-type: none"> <li>• Not Met: Monitoring, tracking and whether better risk prevention/mitigation over time</li> <li>• Not Met: Disclose better risk prevention/mitigation over time</li> </ul> Score 2 <ul style="list-style-type: none"> <li>• Not Met: Suppliers and stakeholders engaged in risk management strategy</li> <li>• Not Met: Risk management and response processes cover all minerals</li> </ul>
D.5.11	Responsible Materials Sourcing	0	The individual elements of the assessment are met or not as follows: Score 1 <ul style="list-style-type: none"> <li>• Not Met: Due diligence for raw materials in supplier code/contracts</li> <li>• Not Met: Works with suppliers to build capacity in risk assessment and due diligence</li> </ul> Score 2 <ul style="list-style-type: none"> <li>• Not Met: Meets all requirements under score 1</li> <li>• Not Met: Identify the sources of high-risk raw materials in its supply chain</li> </ul>

### 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"> <li>• Area: Health &amp; Safety</li> <li>• Headline: Hero MotoCorp, Honda Motorcycle and Scooter India, and Maruti Suzuki India urged to address work safety issue in supply chain in India</li> <li>• 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. [BusinessToday India, 11/08/2019, "Suppliers to three major OEMs - Maruti, Hero MotoCorp and Honda account for bulk of 1,369 injured workers": <a href="https://www.businesstoday.in">businesstoday.in</a>] [SafeInIndia, 07/2019, "CRUSHED THE UNFORTUNATE SAGA OF THOUSANDS OF HANDS AND FINGERS LOST IN THE AUTOMOTIVE INDUSTRY IN GURGAON, INDIA": <a href="https://60d15e1f-27ff-4be1-8827-f7f0b5f74084.filesusr.com">60d15e1f-27ff-4be1-8827-f7f0b5f74084.filesusr.com</a>]</li> </ul>
E(1).1	The company has responded publicly to the allegation	2	The individual elements of the assessment are met or not as follows: Score 1 <ul style="list-style-type: none"> <li>• Met: Public response: The company has replied to BusinessToday.In, acknowledging that there was a problem in the supply chain and stating that they had taken various steps to address the issue. The spokesperson said that "We focus on promoting a culture of safety, employee well being and workplace ergonomics across the value chain. We are through several forums institutionalising 'zero accident' philosophy across the value chain. Presently more than 80% of our tier-1 supplier plants have OHSAS certification (international standard for health and safety management). 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,".</li> </ul> In response to SII the company further advised on the actions it had taken with the executive management confirming that "The safety of workers at Tier 2 suppliers was one of the topics for discussion at the recently concluded Vendor Conference. The Tier 1 vendors agreed that they will educate their Tier 2 vendors on issues of safety and share best practices with them. The Tier 2 vendors would be urged to implement basic safety measures to prevent/reduce accidents." [BusinessToday India, 11/08/2019: <a href="https://www.businesstoday.in">businesstoday.in</a> ] [SafeInIndia, 07/2019: <a href="https://60d15e1f-27ff-4be1-8827-f7f0b5f74084.filesusr.com">60d15e1f-27ff-4be1-8827-f7f0b5f74084.filesusr.com</a> ] Score 2 <ul style="list-style-type: none"> <li>• Met: Detailed response: The company responses address the issue of worker safety in their supply chain and outline actions taken to mitigate these events.</li> </ul>

Indicator Code	Indicator name	Score (out of 2)	Explanation
E(1).2	The company has investigated and 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"> <li>• Not Met: Engaged with stakeholders</li> <li>• Not Met: Identified cause: Even though the company describes some actions taken to avoid future accidents, it is not clear if they have identified causes for the occurrence of accidents. The safety training outlined in the response to BusinessToday.In is not enough of an indicator to understand whether a lack of safety training has been the cause of the past accidents.</li> </ul> Score 2 <ul style="list-style-type: none"> <li>• Met: Identified and implemented improvements: The company told SII that it had taken actions in order to mitigate the risk of accidents, such as: <ul style="list-style-type: none"> <li>a. Mapped their Tier 2 suppliers to their Tier 1 suppliers, specifically those using pressing and moulding processes, to drive safety in Tier 2 through their Tier 1.</li> <li>b. In addition to Gurgaon-Manesar, has included their Faridabad and Noida suppliers in the supply chain safety programme.</li> <li>c. Disseminated safety information and guidance on Power Press to their Tier 1 suppliers to also further cascade to lower tiers. [SafeInIndia, 07/2019: <a href="https://60d15e1f-27ff-4be1-8827-f7f0b5f74084.filesusr.com">60d15e1f-27ff-4be1-8827-f7f0b5f74084.filesusr.com</a>]</li> </ul> </li> <li>• Not Met: Stakeholder input to steps taken</li> </ul>
E(1).3	The company has engaged with affected stakeholders to provide for or cooperate in remedy(ies)	0	The individual elements of the assessment are met or not as follows: Score 1 <ul style="list-style-type: none"> <li>• Not Met: Provided remedy</li> <li>• Not Met: Evidence for lack of Impact or link</li> </ul> Score 2 <ul style="list-style-type: none"> <li>• Not Met: Remedy satisfactory to stakeholders</li> <li>• Not Met: Remedy delivered</li> <li>• Not Met: Independent remedy process used</li> </ul>

## 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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