

Examples of monitoring indicators for own operations

For most financial institutions, monitoring and reporting on own-business operations will include a focus on risks and impacts related to human resources and procurement. Institutions that provide personal lending and other consumer banking services will also need to collect, analyse, and report on data concerning the potential impacts of these services on customers and stakeholders and how those impacts are being addressed. Wherever possible, quantitative indicators should be supplemented with qualitative indicators.

Policy commitments
Example indicators
Policies and procedures - Formal statement of policy that expresses the institution's commitment to respect human rights consistent with UNGPs requirements - Human rights commitments and policies specifically apply to own activities and business relationships
Policy implementation - Senior level bodies or roles have formal oversight and responsibility for delivering institutional human rights commitments - Specific KPIs related to human rights risks and impacts have been developed (and are these part of staff performance evaluation) - Training hours for staff, including senior manager, and suppliers on human rights related issues
Disclosure - Human rights elements included in regular reporting from third parties or commercial partners - Human rights elements included in regular public reporting

Human resources
Example indicators
Workforce indicators: - Total workforce, managers, senior managers, Board of Directors (as relevant) disaggregated by sex, age, disability, and other relevant characteristics - Absenteeism, employee turnover, employee satisfaction, training hours, overtime hours, number of occupational safety and health incidents disaggregated by sex, age, disability - Employment and (average) remuneration by sex, age, disability
Policies and practices: - Policy on equal opportunities / non-discrimination, (sexual) harassment and bullying, and targets/achievements in implementing those policies - Family-friendly policies (parental leave beyond requirements in national law, flexible working, etc.), and targets/achievements in implementing those policies - Policies on employee data protection, and targets/achievements in implementing those policies
Grievance mechanisms: - Is there a formal employee grievance mechanism addressing sexual harassment and bullying? - Number of grievances received during the reporting period (disaggregated by type, outcome) - Trainings on raising grievances and grievance management, including grievance handling (to management and employees), and training themes (e.g. escalation, dispute resolution, non-retaliation)

- Percentage of stakeholders who feel channels for raising grievances are accessible, fair and worth using (e.g., through anonymous survey)

Procurement and value chains

Example indicators

General:

- Number of suppliers used during the reporting period
- Number of third-party contractors used during the reporting period
- List of products / services considered high risk for human rights during reporting period
- Changes to contractual terms with suppliers / contractors
- Number of third-party contracts integrating human rights related clauses
- Number of companies with responsible value chain policy integrated into buyer training, purchasing policies, or supplier contracts.

Supplier characteristics:

- Summary of changes to suppliers' key policies and procedures (e.g., workforce management)
- Basic workforce data from suppliers
- Change of ownership or location of suppliers' operations

Actions and outcomes:

- Number of trainings delivered to suppliers or service providers
- Number of audits undertaken of suppliers or service providers
- Number of companies with programs to verify compliance with policies, and introduction of incentives for compliance among suppliers
- Summary of procurement / value chain due diligence activities since last reporting period, including results, specific human rights issues identified, and how they were addressed , including any consultation with affected stakeholders
- Description of information provided by suppliers on measures taken to manage human rights risks and impacts and how the company leverages this information to improve supplier performance on those issues.

Consumer banking

Example indicators

Data protection:

- Number of unauthorized data breaches
- Customer complaints concerning data privacy violations

Financial inclusion:

- Number of (new) customers by sex, age, disability, and other relevant characteristics
- Number (and reasons) for rejected applications for products / services
- Percentage of products or services aimed at improving financial health and / or inclusion
- Customers with non-performing loan ratios
- Customers using overdraft
- Customers using FI tools / services specifically designed to improve financial health
- Amount of fees / penalties / defaults (by customer characteristics)
- Description of financial inclusion initiatives (e.g., tailored products / services)

Accessibility:

- Number of branches, products, services that are accessible (by accessibility measure and/or disability)
- Description of measures adopted to improve accessibility of branches, products, services
- Outcome of customer surveys on accessibility

Safety and security:

- Number of branches with security personnel
- Number of reported incidents of crime in / around branches
- Training for employees on emergency procedures.

Non-discrimination:

- Number of employees trained on non-discrimination, diversity, or inclusion policies
- Number of customer complaints alleging discrimination or harassment

Grievances:

- Presence of an accessible, fair and effective customer grievance mechanism
- Number and type of complaints received and manner of resolution / outcome