Translation Disclaimer
Translation accuracy of any Rainforest Alliance sustainable agriculture certification program document into languages other than English is not guaranteed nor implied. Any question related to the accuracy of the information contained in the translation, refer to the English official version. Any discrepancies or differences created in the translation are not binding and have no effect for auditing or certification purposes.

More information?
For more information about the Rainforest Alliance, visit www.rainforest-alliance.org or contact info@ra.org

<table>
<thead>
<tr>
<th>Issue Date:</th>
<th>Binding date:</th>
<th>Expiration date:</th>
</tr>
</thead>
<tbody>
<tr>
<td>July 10, 2020</td>
<td>July 1, 2021</td>
<td>Until Further notice</td>
</tr>
</tbody>
</table>

Developed by: Rainforest Alliance Human Rights Cluster

Approved by: 

Linked to (code and name of documents, if applicable):
SA-S-SD-1-V1 Rainforest Alliance 2020 Sustainable Agriculture Standard, Farm requirements
SA-S-SD-2-V1 Rainforest Alliance 2020 Sustainable Agriculture Standard, Supply Chain Requirements
SA-S-SD-5-V1 Rainforest Alliance Remediation Protocol

Replaces: Not Applicable

Clause or requirement number and text (If applicable):
5.1

Applicable to: All Certificate Holders

Country/Regions: All

Crops:
Tree crops (such as coffee and cocoa), tea, fruits (such as bananas, coconuts and pineapples), nuts (such as hazelnuts) and cut flowers. Vegetables and palm: subject to confirmation

Type of organizations:
Supply chain actors, large farms, group management and individually certified farms, and supply chain actors
Contents
Objective ................................................................................................................................. 4
Guidance .................................................................................................................................. 4
  Introduction ............................................................................................................................. 4
Understanding the concepts ................................................................................................. 5
Core Requirements .................................................................................................................. 7
  How to Implement 5.1.1: Commitment & Communication .................................................. 7
  How to Implement 5.1.2: Risk Assessment & Mitigation ...................................................... 8
  How to Implement 5.1.3: Monitoring .................................................................................... 9
  How to Implement 5.1.4: Remediation ............................................................................... 13
Improvement Requirements ..................................................................................................... 14
  How to Implement 5.1.5: In-Depth Risk Assessment ........................................................... 14
  How to Implement 5.1.6: Training ...................................................................................... 15
  How to Implement 5.1.7: Education .................................................................................. 15
  How to Implement 5.1.8: Smart Meter ............................................................................. 15
OBJECTIVE
This document is intended to help farms seeking Rainforest Alliance certification, and RA-certified farms, understand and implement the Assess-and-address system.

SCOPE
This document covers requirement 5.1 of the Rainforest Alliance Sustainable Agriculture Standard.

AUDIENCE
This document is intended for Certificate Holders and farms/groups seeking certification.

GUIDANCE

Introduction
There is no place in Rainforest Alliance certified farms for human rights violations such as child labor, forced labor, discrimination or workplace violence and harassment. For these four types of violations, our certification system has an "Assess-and-address" model, which goes much further than a simple prohibition approach in its ability to drive change. Certificate holders are required to put a rigorous system in place that includes doing a risk assessment and implementing related mitigation measures, conducting regular self-monitoring, and remediating any known cases of such violations.

The Assess-and-address system is implemented by an Assess-and-address Committee, in collaboration with other actors.
UNDERSTANDING THE CONCEPTS

The boxes on this page show examples of child labor, forced labor, discrimination, and workplace violence/harassment. For complete definitions of these terms, see the Annex 1: Glossary.

**What is Child Labor?**

<table>
<thead>
<tr>
<th>IS Child Labor</th>
<th>Is NOT Child Labor</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Children of school-going age dropping out of school to work.</td>
<td>• Children as young as 12 doing work for less than 14 hours a week that does not harm their health and development, and does not interfere with school.</td>
</tr>
<tr>
<td>• Children under age 18 working in hazardous conditions.</td>
<td>• Age-appropriate farming activities by children on their family’s small farm, that do not interfere with school and are supervised by an adult.</td>
</tr>
<tr>
<td>• Children below legal minimum working age working on non-family farms. Minimum age set in national law, if higher than the Standard, will prevail.</td>
<td></td>
</tr>
</tbody>
</table>

Graph 1.1 illustrating the differences in child work, child labor and the worse forms of child labor.¹

Please note, the numbers in brackets are the lower minimum ages allowed by ILO for member countries whose economy and educational facilities are insufficiently developed.

---

¹ Adapted from ILO, Child Labour Guidance Tool For Business, 2015
What is Forced Labor?

Forced labor has 2 elements: involuntariness and coercion. Both elements must exist for a situation to be forced labor. Below are a few examples.

<table>
<thead>
<tr>
<th>Involuntariness</th>
<th>Coercion</th>
</tr>
</thead>
<tbody>
<tr>
<td>Changes to working terms/conditions without worker’s consent</td>
<td>Violence or threats</td>
</tr>
<tr>
<td>Forced overtime</td>
<td>Restrictions on movement or communication</td>
</tr>
<tr>
<td>Involuntary prison labor or military labor</td>
<td>Debt bondage or manipulation of debt, advances or loans</td>
</tr>
<tr>
<td>Limited freedom to terminate employment</td>
<td>Withholding or delay of wages</td>
</tr>
<tr>
<td>Unpaid or extremely low-paid work</td>
<td>Retention of identity documents or other valuables</td>
</tr>
</tbody>
</table>

Note: Some of the above elements also appear elsewhere in the Rainforest Alliance standard. For example, a situation of extremely low-paid work would violate the Rainforest Alliance standards on wages even if there was no coercion element present to make it forced labor.

What is Discrimination?

**IS Discrimination**
- Giving preference to certain groups of people in the hiring process
- Paying people different wages for the same kind of job, because of their gender, ethnic or other background.
- Excluding certain groups of people from receiving benefits or opportunities like access to membership, training and other services because of their background.
- Requiring women to undergo pregnancy tests during the hiring process or any other moment.

**Is NOT Discrimination**
- Paying people different wages for jobs that differ in scope, level of responsibility, or for workers with different levels of experience.

What is Workplace Violence/Harassment?

**IS Violence/Harassment**
- Threats, words, messages or physical contact that lead to or is intended to lead to cause harm to a person.
- Any sexual behavior that is offensive AND unwelcome towards the other person.
- Requiring sexual favors in exchange for a benefit like a pay raise, promotion, or continued employment.
- A working environment where victims feel humiliated or threatened because of the way people behave:
  - Physical: by using violence, touching or unnecessary proximity
  - Verbal: By making comments and questions about the appearance, lifestyle, sexual orientation or by making offensive phone calls or messages
  - Non-Verbal: by whistling, making sexually-suggestive gestures or display of sexual materials
- Sexual harassment is a type of workplace violence/harassment

**Is NOT Violence/Harassment**
- Any kind of behavior that all persons involved agree with without being under any pressure.
- Sexual behavior that has been agreed upon by all parties without the use of any pressure or power.
**CORE REQUIREMENTS**

**How to Implement 5.1.1: Commitment & Communication**

**Assess-and-address Committee**

The Assess-and-address system begins with the formation of an Assess-and-address Committee. The Committee must include a person representing farm/group management who is accountable for its implementation and at least one worker representative (farms) or member representative (groups).

- If the farm has a union or worker organization, the worker representative(s) should be chosen through that organization.
- If not, where possible, the worker representative(s) should be nominated by fellow workers through an election or other process.
- Similarly, in groups, the member representative(s) should be nominated by fellow members through an election or other process.

All Committee members should have a good understanding of discrimination, child labor, forced labor and workplace violence/harassment issues in the country and local area. It is quite common for people to have different views of child labor, discrimination and other issues — so it is key for the Committee members to build their knowledge of Rainforest Alliance definitions and concepts, which are based in international norms. To build this understanding they should, at a minimum, take the Rainforest Alliance online Assess-and-address training module and understand national and local laws on these issues.

The responsibility of the Committee is to implement the requirements of criterion 5.1, document implementation, and track and report on the Assess-and-address indicators.

The Assess-and-address Committee members may also serve on other Committees required under the Rainforest Alliance Sustainable Agriculture standard. These committees must work together for successful implementation of the standard. If farms already have an existing committee supporting human rights and social issues, this committee can be designated as the Assess-and-address Committee if it meets the standard requirements.

It is not required that the Committee members be paid any additional compensation for fulfilling these roles, but they should continue to receive their normal remuneration while carrying out Assess-and-address duties, including any overtime pay that may be due for work outside of normal hours. Where Committee members are not paid employees, it is advised that the farm/group should cover travel and communication related costs.
**Training**

The Committee must provide or organize training to relevant management/staff of the farm/group, for which the Assess-and-address training module can be used. Such training can be arranged with an external training provider or the committee may use other available resources. In some countries, Rainforest Alliance conducts some in-person training for farms through a network of trainers. If available, training materials from these sessions could also be used.

**Written Information**

The Committee must inform workers and group members that discrimination, child labor, forced labor, and violence/harassment are not tolerated in the farm/group. For large farms and individual certificates, this information should be visibly displayed in the workplace at all times. This can be done using a poster or other means.

**How to Implement 5.1.2: Risk Assessment & Mitigation**

The assess-and-address system requires farms/groups to implement actions based on the specific risks, to which that specific farm or group is exposed.

Farms/groups will use the Rainforest Alliance’s basic Farm Risk Assessment tool to help them identify relevant risks. [Refer to Assess-and-address Risk Assessment and Mitigation Tool.]

Farms/groups are expected to answer questions to the best of their ability. The questions are not meant to assess compliance; they are meant only to find ways to prevent non-compliances in the first place. Auditors will check to see that the risk assessment was done correctly and that questions were answered honestly.

For each risk that is identified, the tool suggests risk mitigation measures the farm should take. Mitigation measures are, essentially, steps to prevent problems from happening. Farms/groups also have the option of creating their own mitigation measures, in case such measures are more feasible or relevant in their own local context. The mitigation measures must be integrated into the farm’s/group’s overall management plan. The implementation of the measures should be led by the Assess-and-address Committee.

**5.1.1 Documentation Required**

- Names of Assess-and-address Representative/Committee members
- Qualifications of each Committee member
- Documentation showing trainings provided, dates, and attendees

---

**5.1.2 Documentation Required**

- Farm/group registration data
- Initial risk assessment results
- Management Plan showing the Assess-and-address mitigation measures being taken
- Evidence that mitigation measures were implemented
How to Implement 5.1.3: Monitoring

Assess-and-address monitoring should be coordinated by the Assess-and-address Committee. The focus of monitoring should be both inward, to assess the functioning of the farm’s/group’s Assess-and-address system, and outward, to gather information about possible risks or cases of discrimination, child labor, forced labor, and violence/harassment in the farm/group.

Monitoring serves multiple purposes. In addition to assessing progress on the above issues, a monitoring visit is also an opportunity for the monitors to raise awareness of workers/group members of the Rainforest Alliance standard requirements and good practices.

There is not one monitoring approach that will work for all farms/groups. The approach should depend on the size of the farm/group and its specific risks, as identified by the Rainforest Alliance risk maps and the farm’s own risk assessment. For instance, a cocoa cooperative with higher risks of child labor should take a different monitoring approach from a medium-sized pineapple plantation using only hired labor over the age of 18. (See Table X below.) Large farms should always closely monitor discrimination and workplace violence/harassment, while for smallholders this will be done less intensively.

Monitoring Approaches
The following are a few general principles for choosing a monitoring approach.

1. **Existing systems.** Assess whether there are already established community, school, supply chain, or other monitoring systems or programs in place in the area. Building on existing systems is likely simpler than starting a new one, and may ensure longer-term sustainability.

2. **Who will monitor?** The Assess-and-address Representative or Committee leads the monitoring process and may be actively involved in the monitoring. However, depending on risks, other monitors likely need to be engaged. These could be
additional representatives of farm/group management such as internal inspectors, members of other committees present on the farm, workers, farmers, community members, teachers, extension officers, agronomists, etc. In the case of child labor, pre-merger UTZ required farms/groups with higher risks of child labor to appoint child labor liaison officers in the at-risk communities, who could be coop and other community members, lead farmers, male and female community leaders, youth leaders, teachers, etc. Their role was not to police community members but to identify and support farmers who are at risk of child labor, to help the group/farm prevent and respond to these cases. It is important these independent community members are trusted and can read and write, so that they can share information with the Assess-and-address team for follow-up. If external actors are engaged in monitoring, the Committee will need to provide appropriate training about how to monitor. In addition, studies have shown that engaging community members yields more reliable data when these monitors are appropriately compensated. For monitors who are members of a group, compensation should be provided by the group for their time and travel.

3. Where to monitor? Again, locations to monitor depend on risks. If child labor is a risk, monitoring systems that focus on schools and households can be more effective. If risks are in the area of working conditions, monitors should gather data from workers and observe workplaces. If a proportion of your group members live in a remote area without schools, it is more likely children are involved in child labor in that area. If your group includes members in areas where more migrant workers are hired, that area is likely to be at greater risk of labor violations. If poor housing conditions pose a forced labor risk, housing should be monitored. For discrimination and workplace violence and harassment, focus on the presence and conditions of vulnerable groups like migrants, indigenous people, women and involve their representatives, like their leaders and women’s groups. Monitoring should focus on areas where risks are greatest.

4. How to monitor? In a smallholder context, the internal inspection system will have an important role to play in monitoring. In a larger farm, the worker representative(s) on the Assess-and-address committee can monitor conditions in the workplace while on the job and interacting with fellow workers. They can also play an important role by raising awareness among other workers of their labor rights under the RA standard and the availability of a Grievance Mechanism. The management representative is in a position to check and verify documentation relevant to the monitoring, such as wage records, and bring relevant issues to the attention of decisionmakers. If a union or worker organization is active on site, that organization’s input on working conditions is vital to the monitoring process, as well as information coming from the farm’s Grievance Mechanism. In addition, the monitoring team may choose to organize interviews (individual or group), targeted visits to observe situations, or other methods.
5. **How to ensure that data is accurate?** Any farm/group will experience difficulty in gathering accurate information, particularly because human rights and worker rights issues can be sensitive. People who are experiencing abuses may not wish to report them. Information received by monitors may not be accurate. People who are causing abuses may wish to conceal them. It is important that the Assess-and-address committee communicate to workers and other actors that its focus is on reducing risk and correcting problems, before they are identified by an auditor and the farm/group could lead to losing its certification. Most risks that are found can be corrected or remediated.

6. **How to store data?** It is important that monitoring data is either entered in a database, through a connected portable device for information gathering, or that filled out monitoring sheets are stored somewhere safely, in line with privacy regulations to protect personal details of individuals.
Identification of Risks/Potential Cases

If the monitoring process identifies weaknesses in the system – for example, very little progress on some of the mitigation measures, like age verification or labor provider oversight – this is an opportunity for the farm/group to correct that gap.

If you identify a potential case of child labor, forced labor, discrimination, or violence/harassment during your monitoring, the potential case should be referred to the Grievance Committee. A “potential case” is a situation that may violate the RA standard – for instance, a child who has not been attending school or a worker who claims she has been seriously underpaid. (Refer to next section, Response and Remediation, for guidance on how potential cases are handled.)

### Examples of Potential Cases

<table>
<thead>
<tr>
<th>Category</th>
<th>Description</th>
</tr>
</thead>
</table>
| **Child labor**   | A child aged 12 missing school because s/he works on his/her family farm or on another farm.  
                    A child aged 17 working at night, at a dangerous height or with dangerous machinery on his/her own farm or someone else’s farm.  
                    A girl aged 14 being trafficked from another country, living in with a farmer to do household tasks, not being paid for her work. |
| **Forced labor**  | Workers owe outstanding debts to the farm/group management and/or to their labor provider.  
                    Workers have reported long delays in receiving their pay.  
                    Work being performed by prison labor or military labor. |
| **Discrimination**| A group of a certain background dominates a certain activity.  
                    Mostly workers of certain backgrounds/profiles seem to participate in trainings.  
                    No presence of recently married female workers. |
| **Workplace Violence/Harassment** | A high turnover rate in the department of a particular supervisor  
                                A high percentage of sick leave of female workers in a particular department |

Sources:

5.1.3 Documentation Required

- Completed Monitoring Tool (x number of times required per year)
- Documentation showing number of potential cases of discrimination, child labor, forced labor, and violence/harassment identified through monitoring and referred to Grievance Mechanism
How to Implement 5.1.4: Remediation

Remediation is the process of correcting a wrong, after this wrong or violation is uncovered, investigated and verified by the grievance mechanism. Identified cases of suspected discrimination, child labor, forced labor, or violence/harassment need to be referred to the Grievance Mechanism for investigation and for determining next steps to remediate the case. To determine what happens after cases are identified, farms/groups have to use the Remediation Protocol. Cases identified through the Grievance Mechanism, or through audits, are also remedied in accordance with the Remediation Protocol.

What is the Remediation Protocol?

The remediation protocol describes the steps farms/groups should take when a case of discrimination, workplace violence or harassment, forced or child labor is identified.

This includes the following key steps:

- Determining the severity of the case: because in severe cases, where someone is in danger of violence or other risks to their lives, immediate steps to make sure the persons are safe and protected from harm;
- In case of criminal activity, the farm or coop management will need to follow up with authorities, always handling in the best interest of the alleged victim.
- Ensuring the affected individuals are safe from revenge
- Once the grievance mechanism makes its decision on 1) whether the grievance took place and is a breach of the Rainforest Alliance standard 2) the type of remediation together with the assess-and-address committee, the affected person needs to agree with the proposed steps.
- There are short term activities which should take place within 12 weeks, to bring the person back to his/her status before the incident took place – this could include removing a person from an abusive labor situation, pay back owed wages, correct contractual terms of a discriminated worker, support a child to go back to school;
- There are also long term activities, that help to prevent the activity from re-occurring; these include training of staff, changing of policies and procedures that were potentially facilitating discrimination / abuse or income generating activities for poor families whose children were involved in child labor.

In many cases, full remediation of a labor rights abuse cannot be done by the farm alone; collaboration with external actors is necessary. In the remediation planning process, the assess-and-address Committee must complete the 1-page Remediation Plan as part of the Management Plan that helps identify who is internally responsible for direct response to a severe case and for follow up steps and which external agency can be contacted to support remediation; this could include women’s or child protection and/or migrant workers organizations, but also local social work or education departments or local authorities in case of criminal law violations (plan for working with external actors).

5.1.4 Documentation Required

- Documentation showing number of cases of discrimination, child labor, forced labor, and violence/harassment that have been remediated, and how they were remediated, disaggregated by gender
- Completed Remediation Plan
The Grievance Committee will evaluate the case using the Response and Remediation Protocol. This includes evaluating whether the case should be considered “severe.” The Committee will ask:

- Is the situation of the worker/child/potential whistleblower life threatening?
- Does the issue have potential to cause lasting impact on the physical and/or psychological wellbeing of the worker/child?
- Is the issue systemic, meaning there are multiple cases of this issue on the farm?
- Is there evidence that the farm management or staff member knew that the violation was taking place, but continued / approved the practice?

**IMPROVEMENT REQUIREMENTS**

Which certificate holders must implement assess-and-address improvements?

<table>
<thead>
<tr>
<th>Rainforest Alliance Risk map Scores</th>
<th>Group Certificate</th>
<th>Individual Certificate</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Small farm</td>
<td>Large farm</td>
</tr>
<tr>
<td>Child Labor (low risk)</td>
<td>No</td>
<td>No</td>
</tr>
<tr>
<td>Child Labor (Medium/high risk)</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Forced labor (low risk)</td>
<td>No</td>
<td>No</td>
</tr>
<tr>
<td>Forced labor (medium/high risk)</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Discrimination and violence/harassment</td>
<td>No</td>
<td>Yes</td>
</tr>
</tbody>
</table>

**How to Implement 5.1.5: In-Depth Risk Assessment**

During the first improvement cycle, the Assess-and-address Committee will complete the In-Depth Risk Assessment Tool. Farms/groups are expected to answer questions honestly. The questions are not meant to assess compliance; they are meant only to find ways to spot gaps and work on preventing human rights and worker rights abuses in the first place, as part of continuous improvement.

On large farms particularly, the Committee is expected to consult with a union/workers’ organizations if one exists, and if not, with worker representatives, in completing this risk assessment. In all cases, the views of women, migrants, and/or other workers who are from more vulnerable groups, should be consulted in completing the Tool. The results of the tool will help determine additional mitigation measures the farm may need to include in its management plan.

**5.1.5 Documentation Required**

- Documentation showing trainings provided, dates, and attendees
- Farm/group registration data
- Initial risk assessment results
- Management Plan showing the Assess-and-address mitigation measures required
- Steps taken to implement mitigation measures
How to Implement 5.1.6: Training
The standard requires certain trainings to be held with workers and/or group members. The Rainforest Alliance will provide materials for these trainings over time; certificate holders can also develop their own materials or use materials from other parties.

5.1.6 Documentation Required
- Number and type of trainings provided, attendance lists

How to Implement 5.1.7: Education

School Attendance
This requirement applies only to group management. Promoting school attendance among members’ and workers’ children, is required for groups in medium and high-risk levels for child labor only, from year 3 onwards. Children who go to school are less likely to be in situations of child labor and are more likely to access decent work in the future; that is why we require groups to actively encourage group members to send their children to school. Especially girls are prone to be kept at home to help with work either in the household or on the farm. Through internal inspections, groups have information from their members about whether their children are in school, which will help group management target their education activities with their members whose children don’t go to school. These activities can include awareness raising with members, meetings with the education district office to advocate for more schools in the areas where children cannot access school, or meetings with organizations that can support education.

5.1.7 Documentation Required
- Number and type of activities undertaken by Assess-and-address Committee to promote education

How to Implement 5.1.8: Smart Meter
The Rainforest Alliance has adopted a ‘Smart Meter’ approach, a new feature in the standard. It is an indicator-based improvement requirement, without pre-defined targets. Farms/groups are responsible for defining their own improvement targets and plans.

For the Assess-and-address Smart Meter, farms/groups start with assessing the functioning of the A&A system against the 4 steps for each of the 5 elements in the first year of certification (see table below). Based on that, they will define their improvement targets and activities needed to reach those targets. These activities will be included in the management plan. The farm/group assesses yearly their improvements of the A&A system against this A&A system indicator, and reports on which step they are for each of the 5 elements.

<table>
<thead>
<tr>
<th>Elements</th>
<th>Step 1</th>
<th>Step 2</th>
<th>Step 3</th>
<th>Step 4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Effective mitigation measures</td>
<td>For each risk, at least one mitigation measure is being implemented.</td>
<td>Next to the prescribed mitigation measures, additional mitigation measures are being implemented.</td>
<td>The management assesses at least once a year whether the mitigation measures are well implemented and effective.</td>
<td>The management regularly assesses the effectiveness of the mitigation measures and adapt the measures if necessary.</td>
</tr>
<tr>
<td>Effective training on relevant A&amp;A issues</td>
<td>Training is provided on the relevant A&amp;A issues, but not all</td>
<td>All workers/farmers have received trainings on relevant A&amp;A issues</td>
<td>All workers/farmers have received trainings on relevant A&amp;A issues, and the</td>
<td>Trainings on the relevant A&amp;A issues are based on the assessment of the gaps in awareness.</td>
</tr>
</tbody>
</table>

5.1.8 Documentation Required
- Smart Meter scores and evidence of efforts/actions to improve

SA-G-SD-14-V1
<table>
<thead>
<tr>
<th>Effective cooperation with external actors</th>
<th>Relevant stakeholders identified to connect with</th>
<th>Relations and communication with external actors, but no joint activities</th>
<th>Cooperation with external actors, implementing incidental joint activities</th>
<th>Longer term relationship with external actors, joint activities are implemented as part of a longer-term process</th>
</tr>
</thead>
<tbody>
<tr>
<td>Effective monitoring of the A&amp;A system</td>
<td>Some data are gathered, but not clear how they are used to inform the actions</td>
<td>Data are gathered and used to improve the effectiveness of the A&amp;A system</td>
<td>Data are gathered to evaluate and improve the effectiveness of the A&amp;A system. There is some involvement of workers to discuss these improvements</td>
<td>Data are gathered to evaluate and improve the effectiveness of the A&amp;A system. There is structural collaboration with representatives of workers and vulnerable groups.</td>
</tr>
<tr>
<td>Effective internal collaboration on A&amp;A issues</td>
<td>The A&amp;A committee, grievance and gender committee/persons are appointed, but there are no interactions between them.</td>
<td>There is exchange of information between the A&amp;A person/committee, and the grievance and gender person/committee.</td>
<td>All staff/committees dealing with gender and human rights topics meet regularly to discuss the main risks and jointly define the measures to take.</td>
<td>All staff/committees dealing with gender and human rights discuss the main human rights issues openly with the management.</td>
</tr>
</tbody>
</table>