

Nestlé in society

Creating Shared Value and meeting our commitments 2016

Appendix: UN Guiding Principles Reporting Framework index of answers



Nestlé

150 Years

of Good Food, Good Life



UN Guiding Principles Reporting Framework Index of Answers

The UN Guiding Principles Reporting Framework (UNGPRF) is the first comprehensive guidance for companies to report on human rights issues in line with their responsibility to respect human rights. This responsibility is set out in the [UN Guiding Principles on Business and Human Rights](#), the authoritative global standard in this field. The UNGP Reporting Framework was launched in February 2015.

This content index accompanies our *Nestlé in society Creating Shared Value and meeting our commitments Full report 2016*, and provides the location within our reporting documents for our responses to the framework. The data in this report relates to the fiscal year ending 31 December 2016, unless otherwise stated. For a detailed explanation of the indicators, visit the UNGPRF website (www.ungpreporting.org/).

Abbreviations

CSV: [Nestlé in society – Creating Shared Value and meeting our commitments full report 2016](#)

Web: Pages on our www.nestle.com/csv site

The following abbreviations are used for chapters in the full report:

NiS: Nestlé in society – Creating Shared Value

NHW: Nutrition, health and wellness

RD: Rural development

W: Water

ES: Environmental sustainability

HRC: Human rights and compliance

OP: Our people

UN Guiding Principles Reporting Framework index of answers

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Policy commitment	A.1	What does the company say publicly about its commitment to respect human rights? HRC: Our human rights and compliance strategy p133–135 HRC: Human rights > Addressing human rights impacts > Human Rights Due Diligence Programme > Pillar 1: Policy commitments p140 Web: Respecting human rights http://www.nestle.com/csv/human-rights-compliance/managing-human-rights
	A.1.1	How has the public commitment been developed? HRC: Human rights > Addressing human rights impacts > Human Rights Due Diligence Programme > Pillar 1: Policy commitments p140 Web: Respecting human rights http://www.nestle.com/csv/human-rights-compliance/managing-human-rights
	A.1.2	Whose human rights does the public commitment address? HRC: Human rights > Addressing human rights impacts > Human Rights Due Diligence Programme > Pillar 1: Policy commitments p140 Web: Respecting human rights http://www.nestle.com/csv/human-rights-compliance/managing-human-rights
	A.1.3	How is the public commitment disseminated? HRC: Human rights > Addressing human rights impacts > Human Rights Due Diligence Programme > Pillar 1: Policy commitments p140 Web: Respecting human rights http://www.nestle.com/csv/human-rights-compliance/managing-human-rights
Embedding respect	A.2	How does the company demonstrate the importance it attaches to the implementation of its human rights commitment? HRC: Human rights > Addressing human rights impacts > Human Rights Due Diligence Programme p140–141 Web: Human rights and compliance: http://www.nestle.com/csv/what-is-csv/governance/Pages/human-rights-compliance Web: Respecting human rights http://www.nestle.com/csv/human-rights-compliance/managing-human-rights
	A.2.1	How is day-to-day responsibility for human rights performance organized within the company, and why? HRC: Human rights > Addressing human rights impacts > Human Rights Due Diligence Programme > Pillar 6: Governance p140 Web: Human rights and compliance: http://www.nestle.com/csv/what-is-csv/governance/Pages/human-rights-compliance Web: Respecting human rights http://www.nestle.com/csv/human-rights-compliance/managing-human-rights

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Embedding respect (continued)	A.2.2	What kinds of human rights issues are discussed by senior management and by the Board, and why? HRC: Human rights > Addressing human rights impacts > Human Rights Due Diligence Programme > Pillar 6: Governance p140 Web: Respecting human rights http://www.nestle.com/csv/human-rights-compliance/managing-human-rights
	A.2.3	How are employees and contract workers made aware of the ways in which respect for human rights should inform their decisions and actions? HRC: Human rights > Addressing human rights impacts > Human Rights Due Diligence Programme > Pillar 3: Training p233 Web: Respecting human rights http://www.nestle.com/csv/human-rights-compliance/managing-human-rights
	A.2.4	How does the company make clear in its business relationships the importance it places on respect for human rights? HRC: Human rights > Addressing human rights impacts > Human Rights Due Diligence Programme > Pillar 1: Policy commitments p140 Web: Respecting human rights http://www.nestle.com/csv/human-rights-compliance/managing-human-rights
	A.2.5	What lessons has the company learned during the reporting period about achieving respect for human rights, and what has changed as a result? HRC: Human rights > Why respecting and promoting human rights matters p136 HRC: Human rights > Addressing human rights impacts p136–137
Part B: Defining the Focus of Reporting		
Statement of salient issues	B1	Statement of salient issues: State the salient human rights issues associated with the company's activities and business relationships during the reporting period. HRC: Human rights > Addressing human rights impacts > Salient issues p137–138
Explanation of salient issues	B2	Determination of salient issues: Describe how the salient human rights issues were determined, including any input from stakeholders. The list of 11 salient issues is based on a thorough internal and external consultation process. Internally, the first list of salient issues was proposed to the Human Rights Working Group (HRWG) in early 2015. This list was based on the results of the Human Rights Risk Assessment Matrix 2014. This matrix builds on the company's experience evaluating human rights issues. It is based on the results from the different monitoring tools and processes we have in place, combined with the experience of the members of the HRWG themselves, and the expert inputs from our main partners in this area, the Danish Institute for Human Rights (DIHR) and the Fair Labor Association (FLA). Once consolidated internally, the list of salient human rights issues was presented and discussed at the Nestlé stakeholder convening that we organised in Washington DC, USA, in December 2015. Participants in the human rights breakout session represented some of the leading non-governmental organisations (NGOs), UN organisations, law firms, business associations and experts from academia on the topic of business and human rights. The stakeholders proposed the following changes, which have all been reflected in the final version of the salient human rights issues: <ul style="list-style-type: none"> • Split child labour and forced labour, which were initially combined as one salient issue; and • Add discrimination as an issue that cuts across all the salient human rights issues. While stakeholders understood that – based on our own data, results and experience – discrimination may not have been identified as a salient issue, they strongly suggested that this issue be incorporated into the action plans that will be developed for the 11 salient issues next year. While all stakeholders agreed on the growing importance of data protection and privacy, some of them challenged the salience of this issue for a company like Nestlé, in particular compared to IT companies, for example. However, based on further internal considerations, we decided to keep this issue on the list mainly because of its scale (risk to all our employees and consumers).
Geographical focus (if any)	B3	Choice of focal geographies: If reporting on the salient human rights issues focuses on particular geographies, explain how that choice was made. At present no specific geographical areas have been identified as priorities for each issue.
Additional severe impacts (if any)	B4	Identify any severe impacts on human rights that occurred or were still being addressed during the reporting period, but which fall outside of the salient human rights issues, and explain how they have been addressed. Our 11 salient issues help us focus our human rights interventions and come up with comprehensive action plans in order to make a real difference on the ground, both individually as a company and collectively through the industry. However, having identified salient issues doesn't mean that we will leave out the other human rights issues that are enshrined in the International Bill of Rights and the ILO's eight Core Conventions. Our tools and procedures will continue to monitor issues that have not been identified as salient but that are important for our company, such as harassment, discrimination, security and human rights, corruption, bribery and marketing to children. In addition, our Human Rights Impact Assessments (HRIAs) will continue to look at all potential human rights issues that we may face in the countries in which we operate. Finally, the Human Rights Risk Assessment Matrix will continue to focus on high, medium and low risks that include – but also go well beyond – salient human rights issues.

Section of the framework		Page number (or link)
Part C: Management of Salient Human Rights Issues		
Specific policies	C.1 Does the company have any specific policies that address its salient human rights issues and, if so, what are they?	<p>All issues</p> <p>HRC: Human rights > Addressing human rights impacts > Human Rights Due Diligence Programme > Pillar 1: Policy commitments p140</p> <p>Web: Respecting human rights http://www.nestle.com/csv/human-rights-compliance/managing-human-rights</p> <p>Issue 1: Freedom of association and collective bargaining</p> <p>Web: Our people: http://www.nestle.com/csv/what-is-csv/governance/Pages/our-people</p> <p>Issue 2: Working time</p> <p>Web: Our people: http://www.nestle.com/csv/what-is-csv/governance/Pages/our-people</p> <p>Issue 3: Workers' accommodation and access to basic services</p> <p>W: Our water stewardship commitments > Water efficiency: every drop counts > Water and sanitation, a human right > WASH in the workplace p101</p> <p>Issue 5: Living wage</p> <p>Web: Our people: http://www.nestle.com/csv/what-is-csv/governance/Pages/our-people</p> <p>OP: Promoting positive employee relations > Supporting the living wage p171</p> <p>Web: Rural development: http://www.nestle.com/csv/what-is-csv/governance/Pages/rural-development</p> <p>Issue 6: Child labour</p> <p>Web: Respecting human rights: http://www.nestle.com/csv/human-rights-compliance/managing-human-rights</p> <p>Issue 7: Forced labour</p> <p>Web: Respecting human rights: http://www.nestle.com/csv/human-rights-compliance/managing-human-rights</p> <p>Issue 8: Land acquisition</p> <p>Web: Rural development: http://www.nestle.com/csv/what-is-csv/governance/Pages/rural-development</p> <p>Issue 9: Access to water and sanitation</p> <p>Web: Environmental sustainability and water: http://www.nestle.com/csv/what-is-csv/governance/environmental-sustainability-water</p> <p>W: Our water stewardship commitments > Water efficiency: every drop counts > Water and sanitation, a human right > WASH in the workplace p101</p> <p>Issue 10: Access to grievance mechanisms</p> <p>Web: Respecting human rights: http://www.nestle.com/csv/human-rights-compliance/managing-human-rights</p> <p>Issue 11: Data protection and privacy</p> <p>HRC: Compliance > Anti-corruption >Data privacy p149</p>

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Specific policies (continued)	C.1.1 How does the company make clear the relevance and significance of such policies to those who need to implement them?	<p>All issues</p> <p>HRC: Human rights > Addressing human rights impacts > Human Rights Due Diligence Programme > Pillar 1: Policy commitments p140</p> <p>Web: Human rights and compliance: http://www.nestle.com/csv/what-is-csv/governance/Pages/human-rights-compliance</p> <p>Web: Respecting human rights http://www.nestle.com/csv/human-rights-compliance/managing-human-rights</p> <p>Issue 1: Freedom of association and collective bargaining</p> <p>Web: Our people: http://www.nestle.com/csv/what-is-csv/governance/Pages/our-people</p> <p>HRC: Human rights > Addressing human rights impacts > Human Rights Due Diligence Programme > Pillar 1: Policy commitments p140</p> <p>Web: Respecting human rights http://www.nestle.com/csv/human-rights-compliance/managing-human-rights</p> <p>Issue 2: Working time</p> <p>Web: Our people: http://www.nestle.com/csv/what-is-csv/governance/Pages/our-people</p> <p>OP: Labour relations > Our workforce > Working conditions p275</p> <p>HRC: Human rights > Addressing human rights impacts > Human Rights Due Diligence Programme > Pillar 1: Policy commitments p140</p> <p>Web: Respecting human rights http://www.nestle.com/csv/human-rights-compliance/managing-human-rights</p> <p>Issue 3: Workers' accommodation and access to basic services</p> <p>W: Our water stewardship commitments > Water efficiency: every drop counts >Water and sanitation, a human right p100</p> <p>W: Our water stewardship commitments > Water efficiency: every drop counts >Water and sanitation, a human right > WASH in the workplace p101</p> <p>Issue 5: Living wage</p> <p>Web: Our people: http://www.nestle.com/csv/what-is-csv/governance/Pages/our-people</p> <p>Issue 6: Child labour</p> <p>HRC: Human rights > Addressing human rights impacts > Human Rights Due Diligence Programme > Pillar 1: Policy commitments p140</p> <p>Web: Respecting human rights http://www.nestle.com/csv/human-rights-compliance/managing-human-rights</p> <p>Issue 7: Forced labour</p> <p>HRC: Human rights > Addressing human rights impacts > Human Rights Due Diligence Programme > Pillar 1: Policy commitments p140</p> <p>Web: Respecting human rights http://www.nestle.com/csv/human-rights-compliance/managing-human-rights</p> <p>Issue 8: Land acquisition</p> <p>RD: Responsible sourcing and traceability > Our priority sourcing categories > Land rights p93</p> <p>Issue 9: Access to water and sanitation</p> <p>W: Our water stewardship commitments > Water efficiency: every drop counts >Water and sanitation, a human right p100</p> <p>W: Our water stewardship commitments > Water efficiency: every drop counts >Water and sanitation, a human right > WASH in the workplace p101</p> <p>Issue 10: Access to grievance mechanisms</p> <p>Web: Our people: http://www.nestle.com/csv/what-is-csv/governance/Pages/our-people</p> <p>Issue 11: Data protection and privacy</p> <p>HRC: Compliance > Anti-corruption and privacy > Data privacy p149</p>

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Stakeholder engagement	<p>C.2 What is the company's approach to engagement with stakeholders in relation to each salient human rights issue?</p>	<p>All issues NIS: Responding to stakeholders p22–23 Web: Respecting human rights http://www.nestle.com/csv/human-rights-compliance/managing-human-rights Issue 1: Freedom of association and collective bargaining OP: Promoting positive employee relations > Supporting freedom of association p171 OP: Promoting positive employee relations > Engaging positively with trade unions p172 Issue 2: Working time OP: Promoting positive employee relations > Engaging positively with trade unions p172 Issue 3: Workers' accommodation and access to basic services OP: Promoting positive employee relations > Engaging positively with trade unions p172 Issue 4: Safety and health OP: Building a safer, healthier workplace > Everyone engaged p163 Issue 5: Living wage OP: Promoting positive employee relations > Supporting the living wage p171 Issue 8: Land acquisition RD: Responsible sourcing and traceability > Our priority sourcing categories > Land rights p93 Issue 9: Access to water and sanitation Issue 11: Data protection and privacy HRC: Compliance > Anti-corruption and privacy > Data privacy p149</p>
	<p>C.2.1 How does the company identify which stakeholders to engage with in relation to each salient issue, and when and how to do so?</p>	<p>All issues NIS: Responding to stakeholders p22–23 HRC: Human rights > Addressing human rights impacts p136–138 HRC: Human rights > Addressing human rights impacts > Human Rights Due Diligence Programme > Pillar 2: Stakeholder engagement p140 Web: Respecting human rights http://www.nestle.com/csv/human-rights-compliance/managing-human-rights Issue 5: Living wage OP: Promoting positive employee relations > Supporting the living wage p171 Issue 8: Land acquisition RD: Responsible sourcing and traceability > Our priority sourcing categories > Land rights p93 Issue 9: Access to water and sanitation W: Caring for water > Our water stewardship commitments > Advocating for collective action p101–103 W: Caring for water > Our water stewardship commitments > Engagement: supporting our suppliers p104–105</p>

Section of the framework		Page number (or link)
Stakeholder engagement (continued)	C.2.2 During the reporting period, which stakeholders has the company engaged with regarding each salient issue, and why?	<p>All issues NIS: Responding to stakeholders p22–23 HRC: Human rights > Addressing human rights impacts p136–138 HRC: Human rights > Addressing human rights impacts > Human Rights Due Diligence Programme > Pillar 2: Stakeholder engagement p140 Web: Respecting human rights http://www.nestle.com/csv/human-rights-compliance/managing-human-rights Issue 5: Living wage OP: Promoting positive employee relations > Supporting the living wage p171 Issue 8: Land acquisition RD: Responsible sourcing and traceability > Our priority sourcing categories > Land rights p93 Issue 9: Access to water and sanitation W: Caring for water > Our water stewardship commitments > Advocating for collective action p101–103 W: Caring for water > Our water stewardship commitments > Engagement: supporting our suppliers p104–105</p>
	C.2.3 During the reporting period, how have the views of stakeholders influenced the company’s understanding of each salient issue and/or its approach to addressing it?	<p>All issues NIS: Responding to stakeholders p22–23 HRC: Human rights > Addressing human rights impacts p136–139 HRC: Human rights > Addressing human rights impacts > Human Rights Due Diligence Programme > Pillar 2: Stakeholder engagement p140 Web: Respecting human rights http://www.nestle.com/csv/human-rights-compliance/managing-human-rights Issue 4: Safety and health OP: Building a safer, healthier workplace > Everyone engaged p163 Issue 5: Living wage OP: Promoting positive employee relations > Supporting the living wage p171 Issue 8: Land acquisition RD: Responsible sourcing and traceability > Our priority sourcing categories > Land rights p93 Issue 9: Access to water and sanitation W: Caring for water > Our water stewardship commitments > Advocating for collective action p101–103 W: Caring for water > Our water stewardship commitments > Engagement: supporting our suppliers p104–105</p>

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Assessing impacts	C.3 How does the company identify any changes in the nature of each salient human rights issue over time?	<p>All issues</p> <p>HRC: Human rights > Addressing human rights impacts p136–139</p> <p>HRC: Human rights > Addressing human rights impacts > Human Rights Due Diligence Programme > Pillar 4: Risk evaluation p140</p> <p>Web: Human rights and compliance: http://www.nestle.com/csv/what-is-csv/governance/Pages/human-rights-compliance</p> <p>Web: Respecting human rights http://www.nestle.com/csv/human-rights-compliance/managing-human-rights</p> <p>Issue 5: Living wage</p> <p>OP: Promoting positive employee relations > Supporting the living wage p171</p> <p>RD: Enhancing rural livelihoods > Understanding farmers’ needs > The Rural Development Baseline Assessment p78–79</p> <p>HRC: Human rights > Addressing human rights impacts > Human Rights Due Diligence Programme > Pillar 4: Risk evaluation p140</p> <p>Web: Respecting human rights http://www.nestle.com/csv/human-rights-compliance/managing-human-rights</p> <p>Issue 9: Access to water and sanitation</p> <p>Web: Environmental sustainability and water: http://www.nestle.com/csv/what-is-csv/governance/environmental-sustainability-water</p> <p>W: Our water stewardship commitments > Water efficiency: every drop counts p99–101</p> <p>Issue 11: Data protection and privacy</p> <p>HRC: Compliance > Anti-corruption and privacy > Data privacy p149</p>
	C.3.1 During the reporting period, were there any notable trends or patterns in impacts related to a salient issue and, if so, what were they?	<p>Issue 1: Freedom of association and collective bargaining</p> <p>OP: Promoting positive employee relations > Supporting freedom of association p171</p> <p>OP: Promoting positive employee relations > Engaging positively with trade unions p172</p> <p>Issue 5: Living wage</p> <p>OP: Promoting positive employee relations > Supporting the living wage p171</p> <p>RD: Enhancing rural livelihoods > Understanding farmers’ needs > The Rural Development Baseline Assessment p78–79</p> <p>Issue 6: Child labour</p> <p>HRC: Human rights > Addressing human rights impacts > Human Rights Due Diligence Programme > Protecting labour rights > Protecting children p143–146</p> <p>Issue 11: Data protection and privacy</p> <p>HRC: Compliance > Anti-corruption and privacy > Data privacy p149</p>
	C.3.2 During the reporting period, did any severe impacts occur that were related to a salient issue and, if so, what were they?	<p>Issue 1: Freedom of association and collective bargaining</p> <p>OP: Promoting positive employee relations > Supporting freedom of association p171</p> <p>OP: Promoting positive employee relations > Engaging positively with trade unions p172</p> <p>Issue 5: Living wage</p> <p>OP: Promoting positive employee relations > Supporting the living wage p171</p> <p>RD: Enhancing rural livelihoods > Understanding farmers’ needs > The Rural Development Baseline Assessment p78–79</p> <p>HRC: Human rights > Addressing human rights impacts > Human Rights Due Diligence Programme > Protecting labour rights > Protecting children p143–146</p> <p>Issue 9: Access to water and sanitation</p> <p>W: Our water stewardship commitments > Advocating for collective action > Uniting to make a difference in California p103</p> <p>Issue 11: Data protection and privacy</p> <p>HRC: Compliance > Anti-corruption and privacy > Data privacy p149</p>

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Integrating findings and taking action	C.4 How does the company integrate its findings about each salient human rights issue into its decision-making processes and actions?	<p>All issues</p> <p>HRC: Human rights > Addressing human rights impacts > Human Rights Due Diligence Programme > Pillar 6: Governance p140</p> <p>HRC: Human rights > Addressing human rights impacts > Human Rights Due Diligence Programme > Pillar 8: Monitoring and reporting p141</p> <p>Web: Respecting human rights http://www.nestle.com/csv/human-rights-compliance/managing-human-rights</p> <p>Issue 2: Working time</p> <p>Web: Our people: http://www.nestle.com/csv/what-is-csv/governance/Pages/our-people</p> <p>Issue 5: Living wage</p> <p>Web: Our people: http://www.nestle.com/csv/what-is-csv/governance/Pages/our-people</p> <p>OP: Promoting positive employee relations > Supporting the living wage p171</p> <p>RD: Enhancing rural livelihoods > Understanding farmers' needs > The Rural Development Baseline Assessment p78–79</p> <p>Issue 6: Child labour</p> <p>HRC: Human rights > Addressing human rights impacts > Human Rights Due Diligence Programme > Protecting labour rights > Protecting children p143–146</p> <p>Issue 9: Access to water and sanitation</p> <p>Web: Environmental sustainability and water: http://www.nestle.com/csv/what-is-csv/governance/environmental-sustainability-water</p> <p>Issue 11: Data protection and privacy</p> <p>HRC: Compliance > Anti-corruption and privacy > Data privacy p149</p>
	C.4.1 How are those parts of the company whose decisions and actions can affect the management of salient issues, involved in finding and implementing solutions?	<p>All issues</p> <p>Each salient issue will be managed by a specific function within the company with the active support of relevant functions. This will improve our overall governance structure on human rights and make the work and mandate of the HRWG more operational. In addition to its original role, the HRWG will be in charge of monitoring the proactive management of the 11 salient issues. To facilitate this work, we publicly committed to develop action plans and targets for each salient issue by the end of 2016. See:</p> <p>HRC: Human rights > Addressing human rights impacts Salient issues p137–138</p> <p>Web: Our people: http://www.nestle.com/csv/what-is-csv/governance/Pages/our-people</p> <p>HRC: Human rights > Addressing human rights impacts > Human Rights Due Diligence Programme > Pillar 6: Governance p140</p> <p>Web: Respecting human rights http://www.nestle.com/csv/human-rights-compliance/managing-human-rights</p> <p>Issue 1: Freedom of association and collective bargaining</p> <p>Web: Our people: http://www.nestle.com/csv/what-is-csv/governance/Pages/our-people</p> <p>Issue 2: Working time</p> <p>Web: Our people: http://www.nestle.com/csv/what-is-csv/governance/Pages/our-people</p> <p>Issue 4: Safety and health</p> <p>Web: Our people: http://www.nestle.com/csv/what-is-csv/governance/Pages/our-people</p> <p>Issue 5: Living wage</p> <p>Web: Our people: http://www.nestle.com/csv/what-is-csv/governance/Pages/our-people</p> <p>OP: Promoting positive employee relations > Supporting the living wage p171</p> <p>Issue 6: Child labour</p> <p>HRC: Human rights > Addressing human rights impacts > Human Rights Due Diligence Programme > Protecting labour rights > Protecting children p143–146</p> <p>Issue 9: Access to water and sanitation</p> <p>W: Our role in water stewardship > Governance and management systems p140</p>

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Integrating findings and taking action (continued)	C.4.2 When tensions arise between the prevention or mitigation of impacts related to a salient issue and other business objectives, how are these tensions addressed?	<p>All issues HRC: Human rights > Addressing human rights impacts > Human Rights Due Diligence Programme > Pillar 6: Governance p140 Web: Respecting human rights http://www.nestle.com/csv/human-rights-compliance/managing-human-rights</p> <p>Issue 5: Living wage OP: Promoting positive employee relations > Supporting the living wage p171</p> <p>Issue 6: Child labour HRC: Human rights > Addressing human rights impacts > Human Rights Due Diligence Programme > Protecting labour rights > Protecting children p143–146</p> <p>Issue 9: Access to water and sanitation Web: Environmental sustainability and water: http://www.nestle.com/csv/what-is-csv/governance/environmental-sustainability-water</p>
	C.4.3 During the reporting period, what action has the company taken to prevent or mitigate potential impacts related to each salient issue?	<p>All issues HRC: Human rights > Addressing human rights impacts > Salient issues > Progress on action plans p138</p> <p>Issue 1: Freedom of association and collective bargaining OP: Promoting positive employee relations > Supporting freedom of association p171</p> <p>Issue 4: Safety and health OP: Building a safer, healthier workplace p162–163</p> <p>Issue 5: Living wage OP: Promoting positive employee relations > Supporting the living wage p171</p> <p>Issue 6: Child labour HRC: Human rights > Addressing human rights impacts > Human Rights Due Diligence Programme > Protecting labour rights > Protecting children p143–146</p> <p>Issue 9: Access to water and sanitation W: Caring for water > Our water stewardship commitments > Advocating for collective action p101–103 W: Caring for water > Our water stewardship commitments > Engagement: supporting our suppliers p104–105</p> <p>Issue 11: Data protection and privacy HRC: Compliance > Anti-corruption and privacy > Data privacy p149</p>

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Tracking performance	C.5 How does the company know if its efforts to address each salient human rights issue are effective in practice?	<p>All issues</p> <p>HRC: Human rights > Addressing human rights impacts > Human Rights Due Diligence Programme > Pillar 5: Impact assessment p140</p> <p>HRC: Human rights > Addressing human rights impacts > Human Rights Due Diligence Programme > Pillar 8: Monitoring and reporting p141</p> <p>Web: Respecting human rights http://www.nestle.com/csv/human-rights-compliance/managing-human-rights</p> <p>HRC: Compliance > Anti-corruption > Driving integrity: the CARE audit programme 147–148</p> <p>Issue 5: Living wage</p> <p>OP: Promoting positive employee relations > Supporting the living wage p171</p> <p>RD: Enhancing rural livelihoods > Understanding farmers’ needs > The Rural Development Baseline Assessment p78–79</p> <p>Issue 6: Child labour</p> <p>HRC: Human rights > Addressing human rights impacts > Human Rights Due Diligence Programme > Protecting labour rights > Protecting children p143–146</p> <p>RD: Responsible sourcing and traceability > Our priority sourcing categories > Hazelnuts p91</p> <p>Issue 9: Access to water and sanitation</p> <p>W: Our water stewardship commitments > Water efficiency: every drop counts > Water and sanitation, a human right p100–101</p> <p>Issue 11: Data protection and privacy</p> <p>HRC: Compliance > Anti-corruption and privacy > Data privacy p149</p>
	C.5.1 What specific examples from the reporting period illustrate whether each salient issue is being managed effectively?	<p>Issue 5: Living wage</p> <p>OP: Promoting positive employee relations > Supporting the living wage p171</p> <p>RD: Enhancing rural livelihoods > Understanding farmers’ needs > The Rural Development Baseline Assessment p78–79</p> <p>Issue 6: Child labour</p> <p>HRC: Human rights > Addressing human rights impacts > Human Rights Due Diligence Programme > Protecting labour rights > Protecting children p143–146</p> <p>Issue 7: Forced labour</p> <p>RD: Responsible sourcing and traceability > Our priority sourcing categories > Fish and seafood p92</p> <p>Issue 8: Land acquisition</p> <p>RD: Responsible sourcing and traceability > Our priority sourcing categories > Land rights p93</p>
Remediation	C.6 How does the company enable effective remedy if people are harmed by its actions or decisions in relation to a salient human rights issue?	<p>All issues</p> <p>HRC: Human rights > Addressing human rights impacts > Human Rights Due Diligence Programme > Pillar 6: Governance p140</p> <p>Web: Respecting human rights http://www.nestle.com/csv/human-rights-compliance/managing-human-rights</p> <p>Issue 5: Living wage</p> <p>OP: Promoting positive employee relations > Supporting the living wage p171</p> <p>Issue 6: Child labour</p> <p>HRC: Human rights > Addressing human rights impacts > Human Rights Due Diligence Programme > Protecting labour rights > Protecting children p143–146</p> <p>Issue 9: Access to water and sanitation</p> <p>W: Our water stewardship commitments > Water efficiency: every drop counts > Water and sanitation, a human right p100–101</p> <p>Issue 11: Data protection and privacy</p> <p>HRC: Compliance > Anti-corruption and privacy > Data privacy p149</p>

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Remediation (continued)	C.6.1 Through what means can the company receive complaints or concerns related to each salient issue?	<p>All issues NIS: Responding to stakeholders p22–23 HRC: Compliance > Anti-corruption > Nestlé Integrity Reporting System p148 HRC: Compliance > Anti-corruption > ‘Tell us’ p149 Issue 5: Living wage OP: Promoting positive employee relations > Supporting the living wage p171</p>
	C.6.2 How does the company know if people feel able and empowered to raise complaints or concerns?	<p>All issues NIS: Responding to stakeholders p22–23 HRC: Compliance > Anti-corruption > Nestlé Integrity Reporting System p148 HRC: Compliance > Anti-corruption > ‘Tell us’ p149 Issue 5: Living wage OP: Promoting positive employee relations > Supporting the living wage p171</p>
	C.6.3 How does the company process complaints and assess the effectiveness of outcomes?	<p>All issues NIS: Responding to stakeholders p22–23 HRC: Compliance > Anti-corruption > Nestlé Integrity Reporting System p148 HRC: Compliance > Anti-corruption > ‘Tell us’ p149 Issue 5: Living wage OP: Promoting positive employee relations > Supporting the living wage p171</p>
	C.6.4 During the reporting period, what were the trends and patterns in complaints or concerns and their outcomes regarding each salient issue, and what lessons has the company learned?	<p>Issue 1: Freedom of association and collective bargaining OP: Promoting positive employee relations > Supporting freedom of association p171 Issue 5: Living wage OP: Promoting positive employee relations > Supporting the living wage p171 RD: Enhancing rural livelihoods > Understanding farmers’ needs > The Rural Development Baseline Assessment p78–79 Issue 6: Child labour HRC: Human rights > Addressing human rights impacts > Human Rights Due Diligence Programme > Protecting labour rights > Protecting children p143–146</p>
	C.6.5 During the reporting period, did the company provide or enable remedy for any actual impacts related to a salient issue and, if so, what are typical or significant examples?	<p>Issue 1: Freedom of association and collective bargaining OP: Promoting positive employee relations > Supporting freedom of association p171 Issue 5: Living wage OP: Promoting positive employee relations > Supporting the living wage p171 Issue 6: Child labour HRC: Human rights > Addressing human rights impacts > Human Rights Due Diligence Programme > Protecting labour rights > Protecting children p143–146</p>