



RESPONSIBLE  
JEWELLERY  
COUNCIL

# BUILDING TRUST IN THE JEWELLERY AND WATCH INDUSTRY

Roadmap to 2030 and beyond

DECEMBER 2020

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## Mission

We strive to be the recognised standards and certification organisation for supply chain integrity and sustainability in the global jewellery and watch industry.

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## Vision

Our vision is a responsible world-wide supply chain that promotes trust in the global jewellery and watch industry.

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## Values

We are respectful and fair.  
We practice honesty, integrity and accountability.  
We engage in open collaboration.



# EXECUTIVE SUMMARY

The Responsible Jewellery Council (RJC), the world's leading standard-setting organisation for the jewellery and watch industry, celebrates 15 years of legacy in 2020. Our Code of Practices (COP) is a common standard for the industry, and mandatory for all commercial members, requires the implementation of management systems to manage key ethical, social, human rights and environmental risks. We are now looking to build on this achievement and lay out a path for the next 10 years that will catalyse and deliver further positive and sustainable impact. Jewellery has always played a special role in people's lives, carrying personal and emotional significance. By helping to evolve the industry to be even more responsible, we strengthen stakeholder and consumer confidence, and encourage more sustainability inspired action across our trade associations and wider stakeholders.

The starting point for our path is our belief in a model of shared values. We see the UN Global Compact's (UNGC) Ten Principles on human rights, labour, environment, and anti-corruption<sup>1</sup> and the UN Sustainable Development Goals (SDGs) as the foundation for shaping a better world. With ten years left to achieve the SDGs, the UN Secretary-General called on all sectors of society, including the private sector, to mobilise for a Decade of Action on the Global Goals to help deliver the 2030 promise<sup>2</sup>.

RJC is uniquely placed to lead the jewellery and watch industry in its efforts to deliver on this call. This Roadmap: 'Building trust in jewellery and watch industry: Roadmap to 2030 and beyond' is part of that journey to guide and inspire RJC members to work together with the wider industry to scale ambition on priority SDGs and contribution to the five pillars of sustainable development ("5Ps"). It proposes a framework for our industry with respect to the most impactful contributions we can make through our supply chains and provides attainable pathways to help us and our members realise our collective ambitions. There are three main impact pathways articulated in the roadmap that align with RJC's 3 strategic pillars:



Figure 1: RJC's Strategic Pillars and Impact Pathways

1. UNGC Website, accessed August 2020 (link)

2. UN Secretary-General: Remarks to high-level political forum on sustainable development, 2019 (link)

Robust corporate governance and enhanced transparency are inherently linked to stakeholder trust, which is beneficial for business and promotes investment and long-term sustainable growth. We want our members to understand, commit, achieve results and report on progress as part of this journey. By doing so, we can collectively achieve our vision of a responsible world-wide supply chain that promotes trust in the global jewellery and watch industry, improve stakeholder confidence, and positively impact the 5Ps of sustainable development:



Figure 2: The pillars of development and SDGs that are core for RJC and its members

To enable us to demonstrate meaningful and measurable progress and impact to our stakeholders, RJC has also revised its performance monitoring framework to coincide with the launch of this new roadmap. A new set of member ESG performance metrics, linked to priority SDGs and key provisions of our COP standard, has been developed that will complement the policy and management system data we plan to collect from members via the new audit report template. Comparable data on members' contribution towards the SDGs is vital for assessing progress, facilitating reporting and promoting behavioural change. This, in turn, can support informed decision making by stakeholders, such as investors, who increasingly demand better insight into risk factors. Metrics were used from existing best practice reporting frameworks and standards (for example WEF<sup>3</sup>, UNGC & GRI<sup>4</sup> and the SDG Compass<sup>5</sup>) to facilitate consistent measurement and comparability between companies, within the industry and beyond. Reporting on common ESG metrics can foster positive sentiment with investors and stakeholders, who are increasingly expecting companies to report on non-financial information with the same rigour as financial disclosures. By reporting publicly on ESG metrics linked to the SDGs, and integrating it into their strategy and governance, companies are more likely to address what is measured, therefore create long-term sustainable value and positive outcomes for business, society and the planet<sup>6</sup>.

3. World Economic Forum, "Measuring Stakeholder Capitalism", September 2020 ([www.weforum.org/reports/measuring-stakeholder-capitalism-towards-common-metrics-and-consistent-reporting-of-sustainable-value-creation](http://www.weforum.org/reports/measuring-stakeholder-capitalism-towards-common-metrics-and-consistent-reporting-of-sustainable-value-creation))

4. GRI & UNGC, "Business Reporting on the SDGs: An Analysis of the Goals and Targets", 2017 ([www.unglobalcompact.org/library/5361](http://www.unglobalcompact.org/library/5361))

5. GRI & UNGC & WBCSD, SDG Compass: Inventory of Business Indicators (<https://sdgcompass.org/business-indicators/>)

6. World Economic Forum, "Measuring Stakeholder Capitalism", September 2020 ([www.weforum.org/reports/measuring-stakeholder-capitalism-towards-common-metrics-and-consistent-reporting-of-sustainable-value-creation](http://www.weforum.org/reports/measuring-stakeholder-capitalism-towards-common-metrics-and-consistent-reporting-of-sustainable-value-creation))



# 1. WHO WE ARE

RJC is the world's leading standard-setting organisation for the jewellery and watch industry. It was founded in 2005 by 14 member organisations that included ABN AMRO, BHP Billiton Diamonds, Cartier, World Jewellery Confederation, Diamond Trading Company (part of De Beers Group), Diarough, Jewelers of America, National Association of Goldsmiths (UK), Newmont Mining, Rio Tinto, Rosy Blue, Signet Group, Tiffany & Co., and Zale Corporation. Today our membership has grown to more than 1,250<sup>7</sup> organisations committed to advancing responsible business practices through the implementation of our mandatory Code of Practices (COP). We welcome and encourage all companies who deal with gold, silver, platinum group metals, diamonds, emeralds, sapphires, and rubies to join as members.

Jewellery plays a special role in people's lives, carrying personal and emotional significance. Our actions support the industry to be even more responsible. In doing so, we are also strengthening trust and consumer confidence in the jewellery and watch industry, so people around the world continue to hold jewellery close to their hearts for centuries to come. As a standard-setting and membership organisation, we bring together companies of all shapes and sizes, from right across the global jewellery and watch supply chain. What unites us is our shared belief that a responsible business is a business, that does not cause harm to people and the planet. We also believe that this can only be achieved by working in partnership with others.

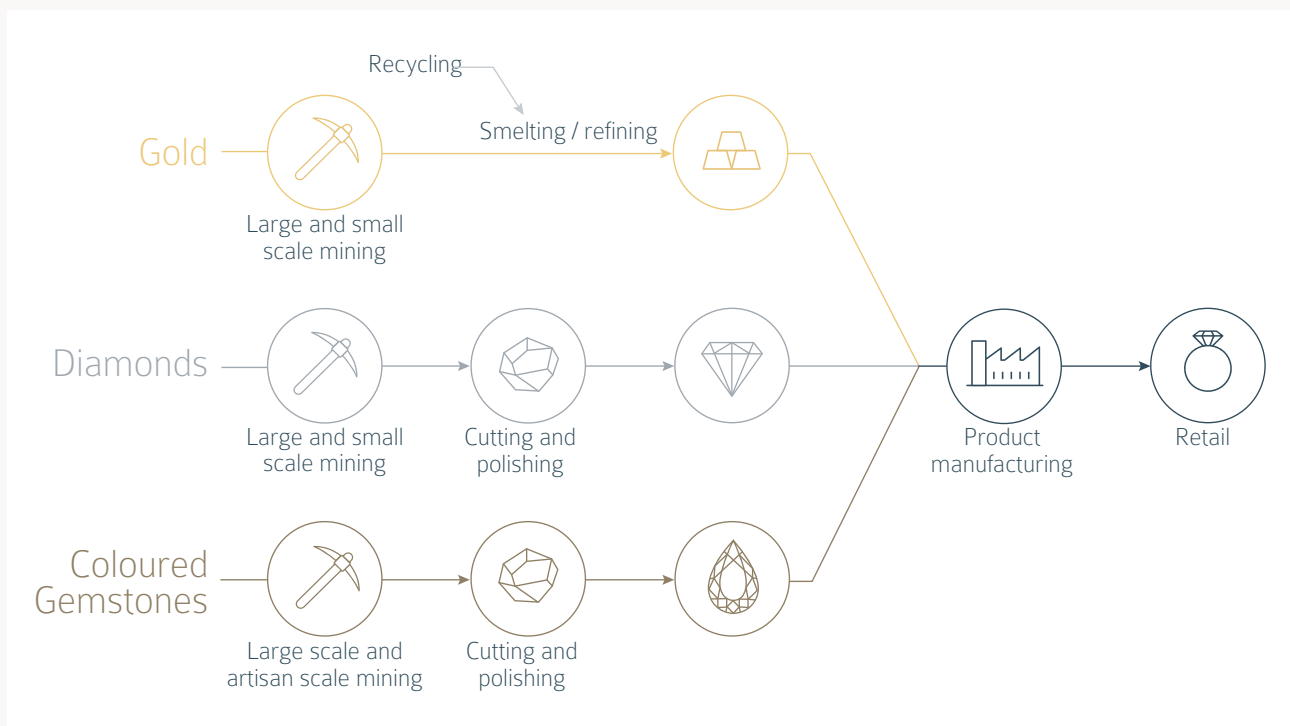


Figure 3: Simplified value chain for jewellery and watch manufacturing<sup>8</sup>

7. Membership data as of end of March 2020 ([www.responsiblejewellery.com/wp-content/uploads/RJC\\_Progress-Report\\_May-2020.pdf](http://www.responsiblejewellery.com/wp-content/uploads/RJC_Progress-Report_May-2020.pdf))

8. [www.bsr.org/reports/BSR\\_Women\\_in\\_the\\_Jewelry\\_Supply\\_Chain.pdf](http://www.bsr.org/reports/BSR_Women_in_the_Jewelry_Supply_Chain.pdf)

## 2. RJC'S STRATEGIC PILLARS

RJC always strives to create value for our organisation, our members and society. Our priorities as a member organisation fall into the following three strategic pillars, to encourage more sustainability inspired actions across our trade associations and wider stakeholders.



Figure 4: RJC's three Strategic Pillars

## 3. SETTING THE SCENE: 2030 AND BEYOND

As we look forward to the next 10 years, RJC is actively identifying opportunities to catalyse further positive and sustainable impact at scale and build resilience across the industry. In doing this assessment, we are realistic in understanding the challenges that our members and the world faces at this time. However, we strongly believe that the UN Global Compact's (UNGC) Ten Principles on human rights, labour, environment, and anti-corruption<sup>9</sup> and the UN Sustainable Development Goals (SDGs) are critical to recovery, and can be used as core guiding principles that should support our members in action for shaping a better world.

### 3.1 UNGC'S TEN PRINCIPLES

In an address to the World Economic Forum on 31 January 1999, United Nations Secretary-General Kofi Annan challenged business leaders to join an international initiative – the UNGC – that would bring companies together with UN agencies, international labour organisations and civil society to support universal environmental and social principles. Today, thousands of companies from all regions of the world, international labour and civil society organisations are engaged in the UNGC, working to advance ten universal principles in the areas of human rights, labour, the environment and anti-corruption.

9. UNGC Website, accessed August 2020 ([www.unglobalcompact.org/what-is-gc/participants/7979-Responsible-Jewellery-Council](http://www.unglobalcompact.org/what-is-gc/participants/7979-Responsible-Jewellery-Council))



Through the power of collective action, the UNGC seeks to promote responsible corporate citizenship so that business can be part of the solution to the challenges of globalisation. In this way, the private sector – in partnership with other social actors – can help realise the Secretary-General’s vision: a more sustainable and inclusive global economy. The UNGC is a purely voluntary initiative with two objectives:

- Mainstream the ten principles in business activities around the world
- Catalyse actions in support of UN goals

It is the largest corporate sustainability initiative in the world, with more than 11,000 participating companies across 150 countries<sup>10</sup>. RJC has been a participant of the UNGC since 2009 and it produces a two-yearly Communication on Engagement (COE) that describes the practical actions taken to support the Ten Principles<sup>11</sup>. In 2019 RJC launched a first of its kind partnership on the SDG Action Platform for the jewellery and watch industry. The partnership aims to raise awareness about the SDGs across the value chain, and how members can contribute through the implementation of the COP, so that the SDG framework can be built into their own business models and strategies. From informative webinar series, to launching an SDG taskforce and development of new member ESG metrics, RJC and UNGC will be partnering over the next decade to bring positive change across the industry.

## 3.2 SDGS AND THE FIVE PILLARS

Launched in 2015, the SDGs are a universal call to action to end poverty, protect the planet and improve the lives and prospects of everyone, everywhere. Accompanied by a 15-year plan, the 17 Goals, and supporting targets, have been adopted by all UN Member States as part of the 2030 Agenda for Sustainable Development. Building on the principle of “leaving no one behind”, this Agenda emphasizes a holistic approach to achieving sustainable development for all and aligns with the five pillars (“5Ps”) of sustainable development.

Whilst progress is being made globally against the SDGs, there is collective acknowledgement that it is not yet advancing at the speed or scale required to achieve them by 2030<sup>12</sup>. With ten years to go, world leaders at the SDG Summit in 2019 called for a Decade of Action, pledging to mobilise the necessary financing and enhance national implementation efforts. The UN Secretary-General also called on all sectors of society, including the private sector to mobilise, making the Global Goals their own and to deliver on the 2030 promise<sup>13</sup>.

## 3.3 THE ROLE OF STANDARDS IN HELPING COMPANIES DELIVER THE 2030 AGENDA

The all-encompassing ambitions set out by the UNGC and the SDGs can appear daunting for business given their scale and implementation challenges. A report produced by WWF in collaboration with ISEAL Alliance<sup>14</sup>, looked at how credible standards can help support companies as they try to deliver on the SDGs. It found that standards can help provide a scalable solution, allowing companies to be part of a broader movement toward positive change in their sector, and increasing the impact beyond what individual actions can achieve. They also articulate a set of practical responsible practices, helping businesses to address the most material issues specific to their industry, including several SDGs, and encourage progress on monitoring and reporting<sup>15</sup>.

10. UNGC Website, accessed August 2020 ([www.unglobalcompact.org/what-is-gc/participants/7979-Responsible-Jewellery-Council](http://www.unglobalcompact.org/what-is-gc/participants/7979-Responsible-Jewellery-Council))

11. RJC’s UNGC participant page, 2020 ([www.unglobalcompact.org/what-is-gc/participants/7979-Responsible-Jewellery-Council](http://www.unglobalcompact.org/what-is-gc/participants/7979-Responsible-Jewellery-Council))

12. UN The Sustainable Development Agenda ([www.un.org/sustainabledevelopment/development-agenda/](http://www.un.org/sustainabledevelopment/development-agenda/))

13. UN Secretary-General: Remarks to high-level political forum on sustainable development, 2019 ([www.un.org/sg/en/content/sg/speeches/2019-09-24/remarks-high-level-political-sustainable-development-forum](http://www.un.org/sg/en/content/sg/speeches/2019-09-24/remarks-high-level-political-sustainable-development-forum))

14. ISEAL is the global membership association for credible sustainability standards ([www.isealliance.org/about-iseal/who-we-are](http://www.isealliance.org/about-iseal/who-we-are))

15. WWF & ISEAL, SDGs Mean Business: How credible standards can help companies deliver the 2030 agenda ([www.evidensia.eco/resources/100/sdgs-mean-business-how-credible-standards-can-help-companies-deliver-the-2030-agenda/](http://www.evidensia.eco/resources/100/sdgs-mean-business-how-credible-standards-can-help-companies-deliver-the-2030-agenda/))

## 3.4 THE IMPACT OF COVID-19

### Global perspective

Alongside the call to action from the UN, the unfolding COVID-19 pandemic has triggered an unprecedented global health, economic and social crisis. The UNDP estimates global human development (a combination of education, health, and living standards) could fall this year for the first time since 1990, when measurements began<sup>16</sup>. The UN Sustainable Development Goals Report 2020 also identified that the pandemic has deepened existing inequalities, hitting the most vulnerable communities the hardest<sup>17</sup>.

In parallel, climate action remains a serious threat to sustainable development with the frequency and magnitude of shocks<sup>18</sup> increasing year on year. 2019 was the second-warmest year on record and the end of the warmest decade (2010–2019). It has had huge impacts on economies and lives, due to changes in weather patterns and an increase in extreme weather events. Fortunately, the climate action principles on which the SDGs were established, can also be used to build a better world for all in the COVID-19 recovery period thereby helping to tackle both these and other issues at once.

### Industry perspective

We know that the impact of the pandemic on the jewellery industry in the first quarter of 2020 was devastating. Global lockdown measures led to the lowest global demand for gold jewellery on record (down 39% globally compared with the previous year, and down by 65% in China, the largest jewellery consumer<sup>19</sup>). Disruptions to operations and supply chains, reduced footfall in jewellery stores, consumer caution towards discretionary spending, and the rising price of gold fuelled by safe-haven investment have all compounded the effect of the crisis on our members. The diamond value chain too has been brought to a standstill. Examples of impacts included cessation of mining operations, cancellation of travel to Botswana and other key auctions sites due to travel restrictions, closure of retail<sup>20</sup>, and in India, around 200,000 cutters and polishers based in Surat returned to hometowns during lockdown<sup>21</sup>. Further impacts will become apparent as the years unfold.

## 3.5 A CALL TO ACTION FOR THE JEWELLERY INDUSTRY

The industry also faces other factors that need to be addressed in the coming years. In 2018, 29 international NGOs and trade unions, called upon the jewellery industry in a joint letter to turn its commitment to responsible sourcing into effective action<sup>22</sup>. They asked for the implementation of robust supply chain due diligence systems aligned with the OECD Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risk Areas, as well as more human rights due diligence and reporting.

In 2020, the EU committed to a legislative initiative on mandatory human rights and environmental due diligence obligations for EU companies in early 2021, which will include liability and enforcement mechanisms and access to remedy provisions for victims of corporate abuse. RJC's commitment to human rights and continued engagement with civil society organisations will be important as the industry drives the changes asked for above and finds ways to further advance the implementation and public disclosure of responsible business practices.

16. UNDP COVID-19 & Human Development, Assessing the Crisis, Envisioning the Recovery (<http://hdr.undp.org/en/hdp-covid>)

17. The Sustainable Development Goals Report, UN, 2020 (<https://unstats.un.org/sdgs/report/2020>)

18. McKinsey & Company, Risk, resilience, and rebalancing in global value chains ([www.mckinsey.com/business-functions/operations/our-insights/risk-resilience-and-rebalancing-in-global-value-chains#](http://www.mckinsey.com/business-functions/operations/our-insights/risk-resilience-and-rebalancing-in-global-value-chains#))

19. World Gold Council, Gold Demand Trends Q1 2020 ([www.gold.org/goldhub/research/gold-demand-trends/gold-demand-trends-q1-2020](http://www.gold.org/goldhub/research/gold-demand-trends/gold-demand-trends-q1-2020))

20. FT, Diamond Sales Freeze, June 2020 ([www.ft.com/content/9400d0a5-caf4-4f3a-8b54-d485d51f45c1](http://www.ft.com/content/9400d0a5-caf4-4f3a-8b54-d485d51f45c1))

21. FT, Diamond sector grinds to halt as India's lockdown bites, April 2020 ([www.ft.com/content/faba7167-9511-438d-b0db-a6a0c04624c7](http://www.ft.com/content/faba7167-9511-438d-b0db-a6a0c04624c7))

22. Behind the Shine, A Call to Action for the Jewelry Industry ([www.hrw.org/sites/default/files/supporting\\_resources/cta\\_en\\_final.pdf](http://www.hrw.org/sites/default/files/supporting_resources/cta_en_final.pdf))

### 3.6 BUILDING BUSINESS RESILIENCE AND PREPARING FOR RECOVERY

We recognise that the current challenges outlined above have presented significant financial and operational challenges for all our members. Resilience is being tested at all levels - from the health and livelihoods of employees and their families, to the impact on the operations of businesses of all sizes. Many, especially start-ups and small businesses, are in survival mode, closely managing cash flow, and margins alongside the well-being of their people. However, despite this, the crisis has also presented businesses with a need and an opportunity to reflect, make meaningful changes, and explore new opportunities to create a healthier, more equitable and prosperous future. Business as usual is no longer the answer.

Sustainable business practices is widely recognised as a key contributor to improved business resilience. An analysis conducted by WBCSD drawing on member interviews as well as insights from the 2020 GlobeScan/Sustainability Leaders Survey, noted that value-based leadership, putting people first and accelerated transition to sustainable business models as key to weathering the impacts of COVID-19. It also highlighted why risk management, human and social capital and ESG integration are essential to long term resilience<sup>23</sup>. In a separate 2020 McKinsey survey<sup>24</sup> of business leaders across multiple industries, five key themes that shape post-COVID19 recovery efforts emerged. These included building operational resilience through robust supply chain risk management and reimagining operations by embedding sustainability throughout.

The COP incorporating this thinking, is a tool that is available to support companies to embed these practices as well as help to address their recovery, identify new risks and opportunities and build resilience against future crises. RJC also strongly believes that it is only by working together in partnership, that we can find paths through the challenges posed by the pandemic and climate change and support long term recovery. We have therefore launched several special initiatives (such as extensions and remote audit derogation) via our online COVID-19 hub to support our members through the recovery period<sup>25</sup>, recognising the exceptional circumstances that businesses are operating in. We also remain open to other ideas from our members for ways in which we can support them further.

23. WBCSD, Building long-term business resilience ([www.wbcd.org/Overview/About-us/Vision-2050-Refresh/Resources/Building-long-term-business-resilience](http://www.wbcd.org/Overview/About-us/Vision-2050-Refresh/Resources/Building-long-term-business-resilience))

24. McKinsey & Co, Jump-starting resilient and reimagined operations, May 2020 ([www.mckinsey.com/~/media/McKinsey/Business%20Functions/Operations/Our%20Insights/Jump%20starting%20resilient%20and%20reimagined%20operations/Jump-starting-resilient-and-reimagined-operations.pdf?shouldIndex=false](http://www.mckinsey.com/~/media/McKinsey/Business%20Functions/Operations/Our%20Insights/Jump%20starting%20resilient%20and%20reimagined%20operations/Jump-starting-resilient-and-reimagined-operations.pdf?shouldIndex=false))

25. RJC COVID-19 hub, ([www.responsiblejewellery.com/hub/news-and-events/news/covid-19/](http://www.responsiblejewellery.com/hub/news-and-events/news/covid-19/))

## 4. PRIORITY SDGs FOR RJC AND ITS MEMBERS

In 2020, RJC completed an SDG mapping and materiality assessment based on its COP. Following in the footsteps of other industries that have also gone through this exercise, we utilised the methodology outlined in WBCSD SDG Sector Roadmap Guidelines<sup>26</sup>. The guidelines were used to identify which goals and targets are most relevant to the jewellery and watch value chain and where it would be possible to achieve the greatest impact.

The results of this analysis were reviewed in conjunction with other industry SDG materiality analyses conducted by external bodies such as the SASB Materiality Map<sup>27</sup>, WEF: Mapping Mining to the SDGs<sup>28</sup> and TRACIT: Mapping the impact on illicit trade on SDGs<sup>29</sup>. As a result, the priority SDG goals for RJC and its members were identified as:

- SDG 5: Gender equality
- SDG 8: Decent work and economic growth
- SDG 12: Responsible consumption and production
- SDG 13: Climate change
- SDG 16: Peace, justice, and strong institutions
- SDG 17: Partnerships for the goals

Members wishing to work on other SDGs, utilising the COP on their journey to 2030 and beyond, can also use the following reference to the standard itself which highlights the numerous links between the standard provisions and SDGs<sup>30</sup>.

26. WBCSD SDG Sector Roadmap Guidelines, 2018 ([https://docs.wbcsd.org/2018/04/SDG\\_roadmap%20Guidelines.pdf](https://docs.wbcsd.org/2018/04/SDG_roadmap%20Guidelines.pdf))

27. SASB Materiality Map, 2018 (<https://materiality.sasb.org/>)

28. Mapping Mining to the SDGs: An Atlas, 2016 ([www.undp.org/content/undp/en/home/librarypage/poverty-reduction/mapping-mining-to-the-sdgs--an-atlas.html](http://www.undp.org/content/undp/en/home/librarypage/poverty-reduction/mapping-mining-to-the-sdgs--an-atlas.html))

29. Mapping the impact of illicit trade on the SDGs, 2019 ([link](#))

30. RJC 2019 Code of Practices ([www.responsiblejewellery.com/wp-content/uploads/RJC-COP-2019-V1-1-Standards-1.pdf](http://www.responsiblejewellery.com/wp-content/uploads/RJC-COP-2019-V1-1-Standards-1.pdf))

CODE OF PRACTICES PROVISIONS	SDGs			
 <b>GENERAL REQUIREMENTS</b>	 Responsible consumption & production	 Peace, justice & strong institutions		
 <b>RESPONSIBLE SUPPLY CHAINS, HUMAN RIGHTS &amp; DUE DILIGENCE</b>	 No poverty   Reduced inequalities	 Zero hunger   Sustainable cities & communities	 Gender equality   Partnerships for the goals	 Industry, innovation & infrastructure
 <b>LABOUR RIGHTS &amp; WORKING CONDITIONS</b>	 No poverty   Gender equality	 Zero hunger   Decent work & economic growth	 Quality education   Reduced inequalities	
 <b>HEALTH, SAFETY &amp; ENVIRONMENT</b>	 Good health & wellbeing	 Clean water & sanitation	 Affordable & clean energy	 Climate Action
 <b>GOLD, SILVER, PGM, DIAMOND &amp; COLOURED GEMSTONE PRODUCTS</b>	 Peace, justice & strong institutions			
 <b>RESPONSIBLE SUPPLY CHAINS, HUMAN RIGHTS &amp; DUE DILIGENCE</b>	 Clean water & sanitation   Responsible consumption & production	 Affordable & clean energy   Life on land	 Industry, innovation & infrastructure   Partnerships for the goals	 Sustainable cities & communities   Life below water

Figure 5: Links between the RJC Code of Practices and the SDGs

# 5. OUR ROADMAP TO 2030 AND BEYOND

## 5.1 INTRODUCING THE ROADMAP

This document is the second iteration of our Theory of Change, which was initially published in 2014, and is designed to comply with the ISEAL Impacts Code of Good Practice<sup>31</sup>. We used existing strategic documents to provide a solid foundation for the development of this roadmap in preparation for stakeholder consultation.

It is well known that the SDGs can accelerate global innovation, economic growth, and development. They also represent significant new market opportunities for business, estimated to be worth at least US\$12 trillion per year by 2030<sup>32</sup>, however new forms of partnerships and collaborations at sector level are required to achieve this vision. ‘Building trust in the jewellery and watch industry: Roadmap to 2030 and beyond’ is RJC’s response to how businesses can harness the benefits of the SDGs and take collective action on sustainable development. The Roadmap also defines our intended long-term impacts, and outlines how the outputs of our strategic pillars (Members First, Advocacy for Positive Change and Partnerships for Progress) will contribute sequentially to the achievement of desired long-term impacts, through the impact pathway shown below.

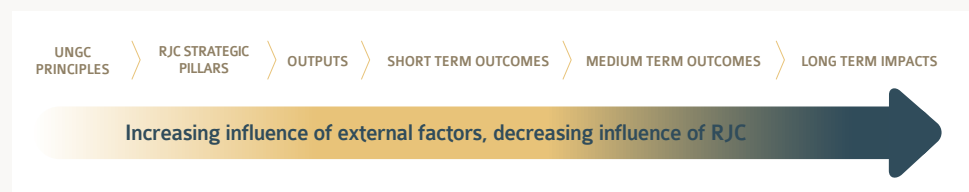


Figure 6: Simplified example of an impact pathway (ISEAL Impact Code of Good Practice)

## 5.2 LONG-TERM IMPACTS

In its Better Business, Better World report<sup>33</sup>, the Business and Sustainable Development Commission emphasised the critical role of sectoral partnerships as well individual company action, to drive industry transformation on the road to 2030 and beyond. This Roadmap is part of that journey to guide and inspire RJC members to work together with the wider industry to scale SDG ambition and contribution. It proposes a framework for our industry with respect to the most impactful contributions we can make through our supply chains and provides attainable pathways to help us and our members realise our collective ambitions. We want our members to understand, commit and implement, achieve results and report on progress as part of this journey.

RJC’s desired long-term impacts focus on the “5 Ps” that shape the SDGs, as they highlight how the SDGs are an interconnected framework, rather than siloed goals. Progress on one pillar must balance and support progress on another. Effective engagement with key stakeholders on the 5Ps is central to our approach and achievement of our long-term impacts. It is critical to understand of the full range of perspectives of those who will affect or be affected by the activities of RJC and its members, as it leads to better sustainability outcomes for all. It also serves to build lasting trust and confidence.

31. ISEAL Impacts Code of Good Practice, 2014 ([www.isealliance.org/get-involved/resources/iseal-impacts-code-good-practice-version-20](http://www.isealliance.org/get-involved/resources/iseal-impacts-code-good-practice-version-20))

32. WBCSD SDG Roadmap, 2018 ([www.wbcd.org/Programs/People/Sustainable-Development-Goals/SDG-Sector-Roadmaps](http://www.wbcd.org/Programs/People/Sustainable-Development-Goals/SDG-Sector-Roadmaps))

33. Business and Sustainable Development Commission, Better Business, Better World, 2017 (<https://sustainabledevelopment.un.org/index.php?page=view&type=400&nr=2399&menu=1515>)



We hope this framework will guide, inform and influence decision-making and actions along the jewellery and watch value chain, and serve as the basis for ongoing dialogue and inspire constructive collaboration amongst our members and beyond.



Figure 7: Five pillars of sustainable development and RJC's priority SDGs

### 5.3 IMPACT PATHWAYS

There are three main impact pathways in the roadmap that correspond with RJC's 3 strategic pillars:



Figure 8: RJC's strategic pillars and impact pathways

### 5.3.1 MEMBERS FIRST PATHWAY

#### Short term outcomes

We believe that the greatest opportunity for positive change in our industry can often only be realised through widespread uptake of a common set of standards, across the whole value chain regardless of the baseline conditions that exist in each participating company. The COP is the best practice global standard on responsible practices for the jewellery and watch industry, and is aligned with internationally recognised frameworks<sup>34</sup>, responding to current and emerging risks.

Subject to the necessary due diligence, RJC supports and engages with companies that are looking to start their journey of responsibility. As members, we provide them with the necessary guidance, tools and support to empower them to implement the standard and effect change in their own operations and value chains. Recognising the SMEs (small and medium sized enterprises) who represent a significant proportion of the industry and RJC membership are resource constrained, we are committed to ensuring that our guidance and tools are simplified to improve the ease of implementation of responsible practices within their businesses. Members also have the opportunity to learn about best practices and solutions to shared challenges from peers and industry leaders, through events hosted and facilitated by RJC.

#### Medium term outcomes

Members are recognised for their efforts of implementing the COP through the achievement of certification via independent third-party assessment. RJC ensures that these assessments are consistent, competent, and impartial by means of our robust assurance system and third-party oversight program. To maintain the integrity and effectiveness of our assurance system we comply with the ISEAL Assurance Code of Good Practice<sup>35</sup>.

By upholding RJC standards over time and maintaining continuous certification, members can demonstrate to their stakeholders that they are a responsible business which provides safe and decent work to employees, respects human rights, has good governance and ethics, is sourcing and producing responsibly whilst also taking action to reduce GHG emissions.

As our standards evolve, other key materials may be added into scope increasing the reach of the standard across the industry. The addition of new provisions and strengthening of existing ones with each iteration of the standard, continually raises the bar on responsibility in line with stakeholder expectations. Continued uptake of our standards by industry assumes that stakeholders continue to accept the requirements set out in the standard and consider them to be best practice but not unattainable, thereby preventing barriers to uptake. As uptake of member metrics increases, we can also begin to track and evaluate the performance of our members on ESG issues over time and demonstrate improvements.

### 5.3.2 ADVOCACY FOR POSITIVE CHANGE PATHWAY

#### Short term outcomes

Engagement and advocacy are critical to the success of RJC's work. We strive to maintain an open, continuous, and transparent dialogue with a wide range of stakeholder groups communicating why ESG is business critical for the industry. RJC will prioritise engagement with key stakeholder groups such as government, NGOs, financial community, other responsible sourcing initiatives over the next decade, to mobilise action and improve awareness of how the RJC model can contribute to improving the ESG performance of the industry.

34. UN Guiding Principles on Business and Human Rights, OECD Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risk Areas, ILO Conventions

35. ISEAL Assurance Code of Good Practice, 2018 ([www.isealalliance.org/get-involved/resources/iseal-assurance-code-good-practice-version-20](http://www.isealalliance.org/get-involved/resources/iseal-assurance-code-good-practice-version-20))

### Medium term outcomes

Through continued engagement and leadership on the industry's ESG performance, we want to make ESG mainstream and raise the ambition on sustainability issues across the stakeholder spectrum. On the regulatory front, changes to policies and legislation can present both opportunities and risks to our members. Therefore, meaningful engagement with policy makers (particularly in the EU, USA and India and other key geographical areas in the jewellery and watch supply chain) is critical to ensuring that our policies are aligned, ensuring members remain at the forefront of responsible business practices, but also to ensure that policy reform is in accordance with the SDGs to ensure collective achievement of the global goals.

Engagement with the financial sector is also critical as investors and commercial banks are paying more attention to ESG factors, incorporating them into investment and lending decisions to help manage risks and generate more sustainable long-term returns<sup>36</sup>. This has the potential to impact the financial performance of members positively or negatively. By engaging with this sector, we will help our members to understand the ESG issues most likely to impact their economic performance, and increase the recognition of RJC certification amongst the financial community as an ESG risk management mechanism. Thereby leading to benefits for our members such as better access to finance and lower costs of capital. We will also identify opportunities for members to leverage their RJC certification further. RJC launched its Financial Taskforce in 2020, convening key executives from financial institutions and RJC members for this purpose.

Since its inception, RJC has collaborated with several best practice standards and certification schemes to advance shared objectives of improving ESG practices in the jewellery and watch value chain. Specifically, RJC partners and supports standards and sourcing schemes that focus on the most salient risks in the value chain, such as artisanal and small-scale mining (ASM). Partnering with such schemes are vital for promoting the formalisation and professionalisation of the ASM sector, improving conditions on the ground and facilitating the incorporation of ASM into the global value chain. RJC will continue this collaboration, working towards maximum interoperability of schemes through mutual harmonisation and recognition to reduce audit duplication and create efficiencies for our members and wider sector.

By providing the necessary tools, we also empower our members to advocate within their own networks. We support them to engage and communicate confidently with their business partners and consumers about their RJC certification, and how it impacts on their business practices and supply chains. In turn this can stimulate increased demand for responsible business practices. The combination of supportive policies, positive investor sentiment and reduction in audit duplication facilitates the creation of an enabling environment which rewards the responsible business practices of our members, enabling them to thrive and prosper.

### 5.3.3 PARTNERSHIPS FOR PROGRESS PATHWAY

#### Short term outcomes

Effective partnerships are recognised as the central Means of Implementation (MOI) of the 2030 Agenda to accelerate progress on the SDGs<sup>37</sup> and achieve the scale of impact required to overcome the significant obstacles that exist. RJC will seek opportunities to participate in transformative partnerships that are shaped by shared purpose, specifically relating to climate change, gender equality, human rights, responsible production, anti-bribery. RJC supports partnership models that are multi-stakeholder, with clearly defined action plans and intended outcomes and impact, along with appropriate performance monitoring mechanisms to track effectiveness. Through engagement with the SDG Taskforce and with members, we will identify which partnerships have scalability and impact and would yield the highest value from

36. 2018 Global Sustainable Investment Review, 2018 ([www.gsi-alliance.org/wp-content/uploads/2019/03/GSIR\\_Review2018.3.28.pdf](http://www.gsi-alliance.org/wp-content/uploads/2019/03/GSIR_Review2018.3.28.pdf))

37. Transforming Partnerships for the SDGs, 2018, ([www.accenture.com/t20180404T213323Z\\_w\\_\\_\\_/user/\\_acnmedia/PDF-74/Accenture-Transforming-Partnerships-for-the-SDGs-UNGC-Accenture-Strategy.pdf](http://www.accenture.com/t20180404T213323Z_w___/user/_acnmedia/PDF-74/Accenture-Transforming-Partnerships-for-the-SDGs-UNGC-Accenture-Strategy.pdf))

participation. We will explore partnerships that assess collective impact of specific parts of the supply chain on local landscapes (landscape approach), for example assessing the impact of the water efficiencies programs of members and local stakeholders on a particular watershed. We will also support our members to do the same, by providing them the necessary support and guidance to identify the most appropriate partnerships to address common sustainability challenges.

Through partnerships, we can leverage the expertise of participating stakeholders to identify and implement innovative and inclusive solutions for scale and sustained impact on our priority SDGs. This impact pathway assumes that we can overcome the challenges commonly associated with implementing effective partnerships, including mistrust of stakeholder motives, differences in organisational cultures, capacity issues and inadequate framework for measuring outcomes<sup>38</sup>.

### **Medium term outcomes**

Like the UNGC Ten Principles, our COP is built on the notion of ‘do no harm’ and is an essential starting point to ensure that all members have addressed potential negative impacts associated with their business and value chains. We believe that through participation in transformative partnerships, members can go beyond this and make positive contributions to the communities and environment that are fundamental to their business. Partnerships will be designed to foster a results-oriented culture through outcome monitoring and evaluation of projects, to spotlight effective practices and re-evaluate ineffective ones. This way, we can be sure that we are achieving the required scale and speed of impact on priority SDGs. Learnings and identified solutions will be shared across our community of practice to stimulate action across the industry.

## **5.4 OVERVIEW OF THE NEW MEMBER ESG METRICS**

RJC proposes that the roadmap is reviewed and adjusted periodically, using data generated by our monitoring, evaluation & learning (MEL) system, and in light of any new strategies or focus areas. Identifying whether or not we are able to achieve the intended results defined in the roadmap will be measured through a combination of ongoing performance monitoring and annual research projects. Data and information from these will provide insight into the effectiveness of our strategies and help to drive continuous improvement through learning and adjustments to our approach.

To enable us to demonstrate meaningful and measurable progress and impact to our stakeholders, RJC has also revised its performance monitoring framework to coincide with the launch of this new roadmap. A new set of member ESG performance metrics, linked to priority SDGs and key provisions of our COP standard, has been developed that will complement the policy and management system data we plan to collect from members via the new audit report template.

38. Catalyzing Transformational Partnerships between the United Nations and Business, 2011, ([https://d306pr3pise04h.cloudfront.net/docs/issues\\_doc%2Fun\\_business\\_partnerships%2FCatalyzing\\_Transformational\\_Partnerships.pdf](https://d306pr3pise04h.cloudfront.net/docs/issues_doc%2Fun_business_partnerships%2FCatalyzing_Transformational_Partnerships.pdf))

This table provides an example of the type of data RJC will collect from members:

MEMBER METRICS: TIER 1					
Business theme	COP	Commitment	Process	Compliance	Performance
Gender equality	22	<p>Presence of relevant policies and procedures addressing the issue.</p> <p>A rating system has been developed and data will be collected by auditors during certification audits which occur every 3 year.</p>	<p>Presence of effective and efficient system to enforce relevant policies and procedures to address the issue.</p> <p>A rating system has been developed and data will be collected by auditors during certification audits which occur every 3 year.</p>	<p>Assessment of the level of compliance with policies and procedures in practice.</p> <p>A rating system has been developed and data will be collected by auditors during certification audits which occur every 3 year.</p>	<p>Proportion of women in managerial positions (% of managerial positions).</p> <p>Members will be required to submit performance data to RJC on an annual basis via an online portal.</p>

Comparable and relevant data on members' contribution towards the SDGs is vital for assessing progress, supporting reporting requirements and promoting behavioural change at the member level and to support decision making by stakeholders, such as investors.

Metrics were selected from existing best practice reporting frameworks and standards (for example WEF<sup>39</sup>, UNGC & GRI<sup>40</sup> SDG Compass<sup>41</sup>) to simplify individual reporting efforts and to facilitate consistent measurement and comparability between companies, within the industry and beyond. Reporting on common ESG metrics can foster positive sentiment with investors and stakeholders, who are increasingly expecting companies to report on this type of information with the same rigour as financial information. By reporting publicly on ESG metrics linked to the SDGs, and integrating it into their strategy and governance, companies are more likely to create long-term sustainable value and positive outcomes for business, society and the planet<sup>42</sup>.

RJC proposes an incremental and tiered approach to the member performance metrics, and we have selected up to 3 tiers of metrics for each priority SDG, designed to challenge the industry to report more comprehensively on the ESG and human rights issues over time. Members will start their journey by collecting and reporting on tier 1 metrics before progressing to tier 2. Tier 3 is optional for members. Members can voluntarily collect and report on the 2 tiers of metrics in advance of the timescales set out below, however all members are expected to collect and report on each tier of metrics in accordance with the deadlines, to ensure RJC has a complete overview of the performance of its membership. Members will be required to report data to RJC on annual basis to enable RJC to analyse and report aggregated performance publicly.

39. World Economic Forum, "Measuring Stakeholder Capitalism" September 2020 ([www.weforum.org/reports/measuring-stakeholder-capitalism-towards-common-metrics-and-consistent-reporting-of-sustainable-value-creation](http://www.weforum.org/reports/measuring-stakeholder-capitalism-towards-common-metrics-and-consistent-reporting-of-sustainable-value-creation))

40. GRI & UNGC, "Business Reporting on the SDGs: An Analysis of the Goals and Targets", 2017 ([www.unglobalcompact.org/library/5361](http://www.unglobalcompact.org/library/5361))

41. GRI & UNGC & WBCSD, SDG Compass: Inventory of Business Indicators (<https://sdgcompass.org/business-indicators/>)

42. World Economic Forum, "Measuring Stakeholder Capitalism" September 2020 ([www.weforum.org/reports/measuring-stakeholder-capitalism-towards-common-metrics-and-consistent-reporting-of-sustainable-value-creation](http://www.weforum.org/reports/measuring-stakeholder-capitalism-towards-common-metrics-and-consistent-reporting-of-sustainable-value-creation))

	Period of data collection (calendar year)	To be reported to RJC
Tier 1	2022	2023
Tier 2	2024	2025
Tier 3	Optional to members	

A detailed overview of the new performance monitoring framework and member performance metrics for each SDG can be found in the supporting document “RJC 2030 Roadmap: Member performance metrics”.

## 5.5 INFLUENCING FACTORS AND UNINTENDED CONSEQUENCES

In the development of the roadmap, RJC has considered external factors that may influence the achievement of the long-term impacts, as well as any unintended consequences arising from our activities. These are detailed in Annex I.

## 5.6 ROADMAP STRUCTURE

An overview of the Roadmap is set out in the schematic diagram below along with a supporting description of each of the three impact pathways (figure 9). This roadmap has also been translated into a set of high-level generic actions which are required from both RJC and its members to collectively achieve the desired long-term impacts and benefits (figure 10).



# ROADMAP TO 2030 AND BEYOND

Our vision is a responsible world-wide supply chain that promotes trust in the global fine jewellery & watch industry

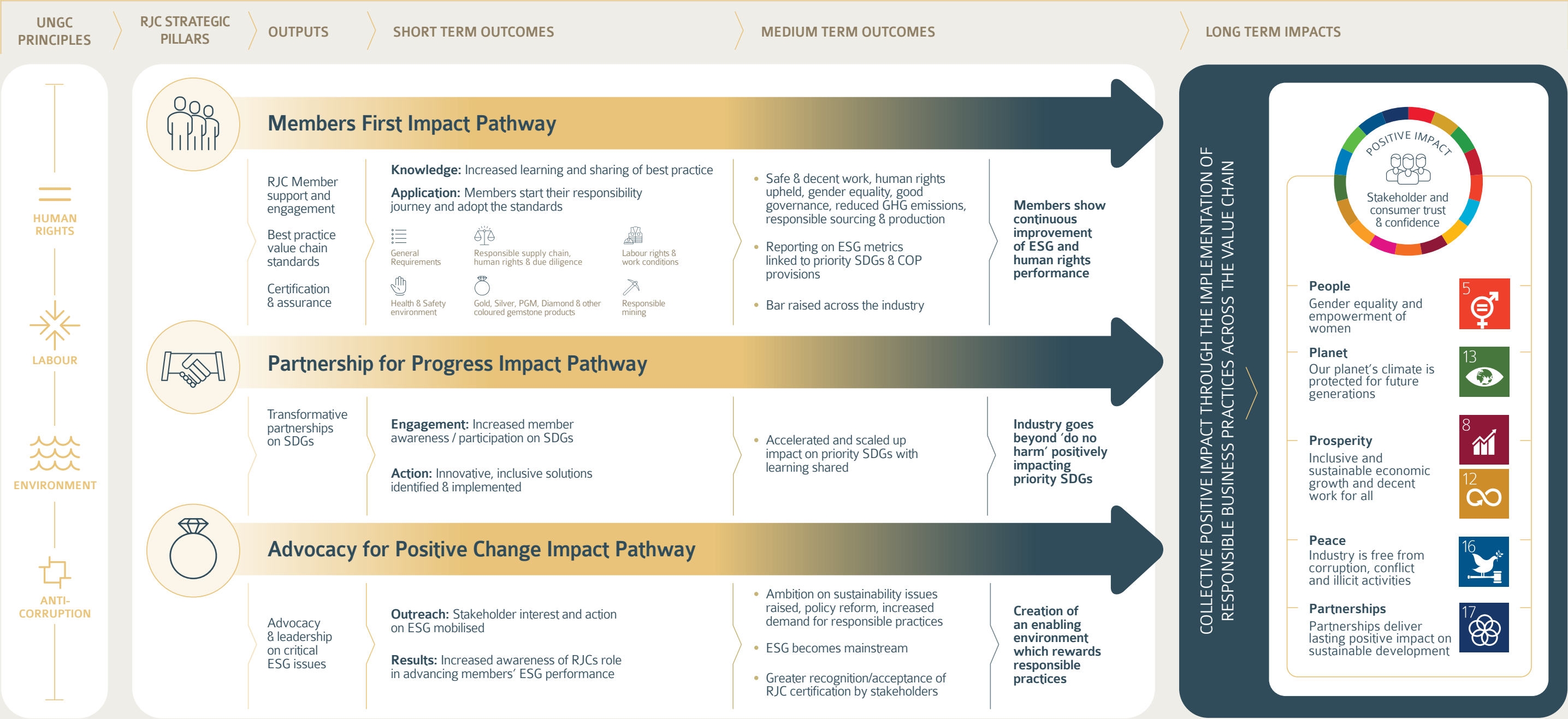


Figure 9: RJC Roadmap schematic







Strategic Pillars		RJC Values			RJC Mission	
		Short-term actions	Medium-term actions	Long-term actions	Long-term actions	
Members first	RJC	<ul style="list-style-type: none"> <li>- Arrange communication and events</li> <li>- Provide tools and materials</li> <li>- Carry out audits</li> <li>- Establish member metrics</li> </ul>	<ul style="list-style-type: none"> <li>- Update / align standards and introduce new materials</li> <li>- Address opportunities to harmonise and improve</li> </ul>	<ul style="list-style-type: none"> <li>- Report on member's collective performance</li> <li>- Conduct impact research</li> </ul>	<p>The accumulation of the actions shown to the left allows members to deliver on the 5 P's</p>      	<p>The combination of the actions and the 5P's outcomes allows members to meet the UNGC 10 principles + SDG Goals as an industry-wide outcome.</p>
	Members	<ul style="list-style-type: none"> <li>- Engage in communications and events</li> <li>- Use and share content for tools and materials</li> <li>- Embed SDGs in strategies</li> <li>- Embed and promote policies and procedures</li> <li>- Share learnings and best practices</li> </ul>	<ul style="list-style-type: none"> <li>- Apply updated standards, improve workplace practices</li> <li>- Recertify and address and NCs</li> <li>- Track and report back on metrics</li> </ul>	<ul style="list-style-type: none"> <li>- Review progress over time</li> <li>- Identify opportunities for further improvements</li> </ul>		
Partnerships for progress	RJC	<ul style="list-style-type: none"> <li>- Collaborate with partners</li> <li>- Define partnership deliverables and metrics</li> <li>- Guide members on effective partnerships</li> </ul>	<ul style="list-style-type: none"> <li>- Monitor partnership metrics</li> <li>- Identify effective solutions</li> <li>- Commit resources for scaling up</li> <li>- Share learnings and best practices</li> </ul>	<ul style="list-style-type: none"> <li>- Support members on impact projects</li> <li>- Report on member achievements</li> <li>- Conduct impact research</li> </ul>		
	Members	<ul style="list-style-type: none"> <li>- Engage in RJC communications &amp; events</li> <li>- Evaluate company priorities and resources</li> <li>- Leverage external resources</li> </ul>	<ul style="list-style-type: none"> <li>- Monitor partnership metrics</li> <li>- Identify effective solutions</li> <li>- Commit resources for scaling up</li> <li>- Share learnings and best practices</li> </ul>	<ul style="list-style-type: none"> <li>- Support members on impact projects</li> <li>- Report on achievements</li> </ul>		
Advocacy for positive change	RJC	<ul style="list-style-type: none"> <li>- Map stakeholders &amp; issues</li> <li>- Complete engagement plan</li> <li>- Follow regulation developments</li> <li>- Identify leverage opportunities</li> <li>- Develop member comms tools</li> </ul>	<ul style="list-style-type: none"> <li>- Secure recognition of RJC certification</li> <li>- Participate in consultations</li> <li>- Raise standards and ambition</li> <li>- Release comms/marketing collateral</li> </ul>	<ul style="list-style-type: none"> <li>- Share achievements with members</li> <li>- Conduct impact research</li> </ul>		
	Members	<ul style="list-style-type: none"> <li>- Advocate within own network</li> </ul>	<ul style="list-style-type: none"> <li>- Participate in ESG discussions</li> </ul>	<ul style="list-style-type: none"> <li>- Share achievements with RJC</li> </ul>		

Figure 10: high level actions required from RJC and its members

## 6. HOW THE ROADMAP WILL DELIVER ON THE SDGS

This section takes a deep dive into each of the long-term impacts that are aligned to the 5Ps of sustainable development, highlighting the context of why the relevant SDG are important both on a global level but also on an industry level. It then highlights recommended steps and actions members can take to begin on this journey, to align their operations and contribute to the SDGs, as well as the potential business benefits from doing so. The business actions have been taken from the UNGC and GRI report “Business Reporting on the SDGs: An Analysis of Goals and Targets” and the SDG Compass<sup>43</sup>.

Three tiers of metrics have been developed for RJC members to collect and report on per SDG, with these noted in each of the relevant section. Members are also encouraged to collect data on other related metrics depending on their own individual business needs to ensure that new business opportunities and benefits are realised.

By capturing and reporting on progress in each of these areas, RJC and its members will be able to demonstrate and disclose their actions and outcomes for each of the impact areas identified. This in turn can act as an example to encourage more sustainability inspired actions across our trade associations and wider stakeholders.



### 6.1 PEOPLE

#### 6.1.1 WHAT'S THE LONG-TERM IMPACT?



Gender equality and empowerment of women through the jewellery and watch supply chain.

42. UNGC & GRI & WBCSD, SDG Compass (<https://sdgcompass.org/sdgs/>)

### 6.1.2 WHY DOES IT MATTER?

Global level	Industry level
Women and girls represent half of the world's population and potential. Gender inequality persists everywhere today and stagnates social progress. Women continue to be underrepresented at many levels of society. At current rates, gender parity will not be reached for another 99.5 years <sup>44</sup> .	Women drive demand for more than 90 percent of the world's jewellery <sup>45</sup> . They are part of a growing ethical consumer base who want to know the provenance of their jewellery and how it contributes positively to communities along the value chain. Whilst, women represent a significant proportion of the downstream retail sector, they are largely absent in the upstream value chain due to existing gender norms and practices that serve as obstacles to entry and development. When present in upstream settings, women are typically engaged in informal activities or lower value and less skilled activities and are at greater risk of exploitation.

### 6.1.3 WHAT ARE THE BUSINESS BENEFITS OF ADDRESSING THIS FOR MEMBERS?

A gender balanced company regularly outperforms those that are less balanced because:

- A diverse workforce creates a work environment that is much better at attracting and retaining talent
- Diverse teams encourage exchange of ideas leading to innovations, and as a result delivering better solutions
- A diverse workforce signals to investors and consumers that a company is innovative and likely to be more resilient and well-managed. This, in turn, contributes positively on the financial performance of the company.

44. WEF, Mind the 100 Year Gap, 2019 ([www.weforum.org/reports/gender-gap-2020-report-100-years-pay-equality](http://www.weforum.org/reports/gender-gap-2020-report-100-years-pay-equality))

45. BSR, Women in the jewellery supply chain, 2018 ([www.bsr.org/reports/BSR\\_Women\\_in\\_the\\_Jewelry\\_Supply\\_Chain.pdf](http://www.bsr.org/reports/BSR_Women_in_the_Jewelry_Supply_Chain.pdf))

### 6.1.4 WHAT ACTIONS CAN MEMBERS TAKE TO HELP ACHIEVE THIS IMPACT?

<b>Step 1</b> Evaluate current situation	<ul style="list-style-type: none"> <li>• Conduct gender analysis of your organisation, through collation of sex-disaggregated employee data for different parts of your operations and different levels.</li> </ul>
<b>Step 2</b> Develop management system	<ul style="list-style-type: none"> <li>• Engage all relevant stakeholders to embed gender equality in all policies and procedures for employees and governing bodies</li> <li>• Establish zero-tolerance policy and procedures on all forms of violence, abuse and harassment in the workplace, including appropriate grievance mechanisms</li> <li>• Develop a gender action plan</li> </ul>
<b>Step 3</b> Adapt working practices	<ul style="list-style-type: none"> <li>• Ensure all workers have an equal voice in the workplace and equal access to opportunities</li> <li>• Implement gender-sensitive recruitment, promotion and retention practices</li> <li>• Offer flexible work options and access to child-care, where possible</li> <li>• Invest in female leadership initiatives</li> <li>• Empower girls and women through community investment and projects</li> <li>• Aim for sufficient participation of women – 30% or greater – in decision-making and governance at all levels</li> <li>• Pay equal remuneration and benefits, for work of equal value</li> <li>• Expand business relationships with women-owned enterprises</li> </ul>
<b>Step 4</b> Communication and engagement	<ul style="list-style-type: none"> <li>• Commit publicly to gender equality by becoming a signatory of the Women's Empowerment Principles (WEPs) created by the UNGC</li> <li>• Communicate/train employees on gender equality and acceptable employee behaviour</li> <li>• Partner with labour unions and human rights NGOs to advance gender equality in the workplace or in your sector</li> <li>• Work with business partners to help them to establish similar systems in their businesses</li> </ul>
<b>Step 5</b> Review progress and adjust approach	<ul style="list-style-type: none"> <li>• Review gender equality in principle, practice and policy outcome regularly and take corrective action if required</li> </ul>

## 6.1.5 MEMBER METRICS

		MEMBER METRICS				
Business theme		COP	Commitment	Process	Compliance	Performance
TIER 1	Women in leadership	22	Presence of relevant policies and procedures addressing discrimination against women in alignment with the COP requirements.	Presence of effective and efficient management system to enforce relevant policies and procedures addressing discrimination against women.	Assessment of the level of compliance with the relevant COP provision and members' policies and procedures.	Proportion of women in managerial positions (% of managerial positions).
TIER 2	Discrimination & harassment	18 & 22	Presence of non-discrimination and anti-harassment policies and procedures aligned with the COP requirements.	Presence of effective and efficient management system to enforce non-discrimination and anti-harassment policies and procedures.	Assessment of the level of compliance with the relevant COP provision and members' policies and procedures.	Total number of incidents of discrimination & harassment based on gender.
TIER 3	Gender equality	22	Presence of relevant policies and procedures addressing discrimination against women in alignment with the COP requirements.	Presence of effective and efficient management system to enforce relevant policies and procedures addressing discrimination against women.	Assessment of the level of compliance with the relevant COP provision and members' policies and procedures.	Ratio of the basic salary and remuneration of women to men for each employee category, by significant locations of operation.

## 6.1.6 ACTIONS BEING TAKEN BY RJC TO SUPPORT

RJC partnered with BSR during the development of the 2019 COP to mainstream gender throughout our standard, by applying a gender lens to standard provisions and supporting guidance and tools. We have further strengthened our commitment to gender equality by signing the United Nations Economic Commission for Europe (UNECE) 'Declaration on Gender Responsive Standards and Standard Development'. The UNECE's Declaration is intended to help achieve take concrete action for gender inclusive standards development, gender responsive standards and gender balance at all levels. As part of this initiative, RJC participates in working groups on guidance development and knowledge sharing and training, and is developing its own gender action plan.

We lead by example at RJC. We became a signatory of the Women's Empowerment Principles (WEPs) in 2020. The principles offer guidance to business on how to promote gender equality and women's empowerment in the workplace, marketplace and community. The WEPs, established by UNGC and UN Women, are the primary vehicle for corporate delivery on gender equality dimensions of the SDGs.

RJC has been raising member awareness of gender equality and the variety of best practice tools developed by expert organisations in this field through webinar and email campaigns<sup>46</sup>. We will continue to advocate via communication and social media campaigns.

46. RJC events ([www.responsiblejewellery.com/hub/news-and-events/events/rjc-event/](http://www.responsiblejewellery.com/hub/news-and-events/events/rjc-event/))





## 6.2 PLANET

### 6.2.1 WHAT'S THE LONG-TERM IMPACT?



Our planet's climate is protected for future generations.

### 6.2.2 WHY DOES IT MATTER?

Global level	Industry level
<p>The climate crisis continues unabated. 2010-2019 was warmest decade ever recorded, triggering significant climate related disasters globally. If no action is taken, climate change will cause average global temperatures to increase beyond 3°C and will adversely affect ecosystems. Urgent action is required to limit the temperature rise to 1.5°C above pre-industrial levels. The next decade is critical.</p>	<p>Climate change disproportionately affects vulnerable communities and countries, including those closely linked to the jewellery and watch value chains, and exacerbate inequalities. Supply chains are usually optimised for efficiency not resilience, therefore susceptible to disruption because of extreme weather caused by climate change. The World Gold Council recently estimated the annual global gold market GHG emissions, concluding that the primary sources of GHG emissions in the gold supply chain are energy and fossil fuels used in gold mine production<sup>47</sup>. Whilst significance decarbonisation is required upstream, all companies along the value chain have a role to play in reducing emissions and halting climate change. SMEs account for the majority of businesses worldwide, including RJC's membership, and are important contributors. Small actions matter too.</p>

### 6.2.3 WHAT ARE THE BUSINESS BENEFITS OF ADDRESSING THIS FOR MEMBERS?

Companies who act on climate change can expect to see the following benefits:

- Financial savings resulting from improved energy efficiency
- Improved company resilience due to reduced exposure to volatile fuel prices and potential future carbon taxes
- Improved investor relations due to increasing demand for carbon management and reporting
- Improved supply chain security through reduced disruptions caused rising temperatures and extreme weather events
- Reduced risk of physical damage to assets and associated increasing insurance costs

47. World Gold Council, Gold and Climate Change: Current and future impacts (2019) ([www.gold.org/goldhub/research/gold-and-climate-change-current-and-future-impacts](http://www.gold.org/goldhub/research/gold-and-climate-change-current-and-future-impacts))

## 6.2.4 WHAT ACTIONS CAN MEMBERS TAKE TO HELP ACHIEVE THIS IMPACT?

<b>Step 1</b> Evaluate current situation	<ul style="list-style-type: none"> <li>• Understand and assess climate change risk and opportunities and develop adaptation goals and strategies</li> <li>• Identifying inherent risks and opportunities driven by changes in regulation</li> <li>• Calculate GHG emissions (scope 1-3) to identify primary sources of emissions in your organisation</li> </ul>
<b>Step 2</b> Develop management system	<ul style="list-style-type: none"> <li>• Put climate resilience at the core of your business strategy</li> <li>• Set science-based targets in line with the Paris Agreement</li> <li>• Implement a management system including policies and procedures to manage carbon emissions</li> <li>• Prioritise cost-effective carbon reduction projects in your planning</li> </ul>
<b>Step 3</b> Adapt working practices	<ul style="list-style-type: none"> <li>• Scale up investment in mitigation and adaptation measures</li> <li>• Improve the efficiency of operations and product transportation, for example use of energy efficient LED lighting, local sourcing, move to lower carbon transportation</li> <li>• Use green electricity by purchasing it, or by producing it yourself</li> <li>• Support sustainable forest management through responsible sourcing practices and product substitution</li> <li>• Invest in carbon capture and storage technology to capture emissions produced from your operations, preventing it from entering the atmosphere.</li> <li>• Build business climate resilience</li> </ul>
<b>Step 4</b> Communication and engagement	<ul style="list-style-type: none"> <li>• Provide employee training and communication to raise awareness on climate change and action</li> <li>• Communicate with investors and lenders on how climate risks and opportunities are being addressed within your company</li> <li>• Connect with other businesses that are leading the change through initiatives such as Global Resilience Partnership</li> <li>• Be an advocate for climate resilience in your supply chain</li> </ul>
<b>Step 5</b> Review progress and adjust approach	<ul style="list-style-type: none"> <li>• Monitor carbon emissions on an annual basis to evaluate effectiveness of mitigation measures and progress against targets</li> </ul>

## 6.2.5 Member metrics

		MEMBER METRICS				
Business theme		COP	Commitment	Process	Compliance	Performance
TIER 1	Energy efficiency	27	Presence of energy efficiency policies and procedures that are aligned with the COP requirements	Presence of effective and efficient management system for energy efficiency.	Assessment of the level of compliance with the relevant COP provision and members' policies and procedures.	Energy intensity (Joules/\$).
TIER 2	Renewable energy	27	Presence of renewable energy (wind, solar, water and other resources) policies and procedures that are aligned with the COP requirements.	Presence of effective and efficient management system to monitor, identify, prioritise and implement renewable energy.	Assessment of the level of compliance with the relevant COP provision and members' policies and procedures.	Proportion (%) of energy used generated from renewable sources (wind, solar etc).
TIER 3	Greenhouse Gas (GHG) emissions	26 & 27	Presence of policies and procedures for monitoring and controlling all identified significant emission to air, that are aligned with the COP requirements.	Presence of effective and efficient environmental management system to monitor and control all identified significant emission to air.	Assessment of the level of compliance with the relevant COP provision and members' policies and procedures.	GHG Protocol Scope 1 and 2 emissions in tonnes of carbon dioxide equivalent (tCO2e).

## 6.2.6 ACTIONS BEING TAKEN BY RJC TO SUPPORT

We have and will continue to work with climate experts on the development of appropriate tools and educational materials that members require on their climate action journey. RJC recently hosted its first member webinar on SDG 13 climate change<sup>48</sup> to raise awareness amongst members on the current climate trajectory and how they can individually contribute to the achievement of the goal, sharing case studies from members big and small. The webinar was a call to action, and RJC will continue this important conversation with members over the next few months.

RJC will be exploring opportunities to engage responsibly in climate policy, as well as collaborating with governments on policy for climate change and scaling up climate actions through, for instance, participating in public-private partnerships, working groups and international forums on climate-related issues. Whilst ensuring that RJC standards align with public policies. RJC will also seek to collaborate with public and private actors to raise awareness and build capacity on climate action across the supply chain.

48. RJC events ([www.responsiblejewellery.com/hub/news-and-events/events/rjc-event/](http://www.responsiblejewellery.com/hub/news-and-events/events/rjc-event/))



## 6.3 PROSPERITY

### 6.3.1 WHAT'S THE LONG-TERM IMPACT?



Inclusive and sustainable economic growth and decent work for all throughout the jewellery and watch supply chain.

### 6.3.2 WHY DOES IT MATTER?

Global level	Industry level
Sustainable and inclusive economic growth can drive development, create decent jobs for all and improve living standards. However, many economies across the world have not reached their full potential in terms of growth, and exploitation and labour rights violations are still endemic. Interruptions to industrial production, financial market volatility and insecurity are disrupting progress made to date.	Businesses along the jewellery and watch value chains are engines for job creation and economic activity and growth in countries where they operate. However, many human rights risks exist along the chain, particularly in the informal sector, which threatens the sustainability of the industry as a whole.

### 6.3.3 WHAT ARE THE BUSINESS BENEFITS OF ADDRESSING THIS FOR MEMBERS?

Members who uphold labour standards across their own operations and value chains can benefit from:

- Enhanced productivity and employee wellness leading to improved financial performance
- Protection of corporate brand and values, and enhanced consumer confidence and loyalty
- Maintaining their social licence to operate
- Lower risk of reputational damage and legal liability of labour disputes and human rights abuses
- Greater access to skilled, productive talent by embracing diversity and inclusion.

### 6.3.4 WHAT ACTIONS CAN MEMBERS TAKE TO HELP ACHIEVE THIS IMPACT?

<b>Step 1</b> Evaluate current situation	<ul style="list-style-type: none"> <li>Evaluate what policies and procedures already exist</li> </ul>
<b>Step 2</b> Develop management system	<ul style="list-style-type: none"> <li>Establish policies, procedures on labour and human rights issues and supporting grievance mechanisms</li> <li>Introduce occupational health and safety (OHS) management systems to protect workers' health and safety</li> <li>Put in place mechanisms to identify and remediate human rights abuses throughout global supply chains</li> </ul>
<b>Step 3</b> Adapt working practices	<ul style="list-style-type: none"> <li>Protect all basic labour and human rights for all employees</li> <li>Provide safe and health workplaces for all employees</li> <li>Paying at a minimum the living wage to satisfy the basic needs of workers and their families</li> <li>Offer apprenticeship opportunities and/or mentor young entrepreneurs</li> <li>Initiate skills development programs</li> <li>Encourage the formalisation and growth of MSMEs (micro, small and medium sized enterprises) by supporting their legal registration and integration into global supply chain</li> </ul>
<b>Step 4</b> Communication and engagement	<ul style="list-style-type: none"> <li>Work together with trade unions providing appropriate facilities for workers' representatives</li> <li>Working with representatives of workers and government authorities to ensure equal access to employment</li> </ul>
<b>Step 5</b> Review progress and adjust approach	<ul style="list-style-type: none"> <li>Identifying, recognising, preventing, and reducing root causes of labour and human rights violation</li> </ul>

### 6.3.5 Member metrics

		MEMBER METRICS				
	Business theme	COP	Commitment	Process	Compliance	Performance
TIER 1	Health & Safety	23	Presence of policies and procedures for managing health & safety risks in the workplace that are aligned with the COP requirements.	Presence of effective and efficient health & safety management system to reduce work place risks.	Assessment of the level of compliance with the relevant COP provision and members' policies and procedures.	Total recordable injury rate (TRIR) for employees and onsite contractors.
TIER 2	Freedom of association and collective bargaining	21	Presence of policies and procedures for freedom of association and collective bargaining that are aligned with the COP requirements.	Presence of effective and efficient system to enforce relevant policies and procedures on freedom of association and collective bargaining.	Assessment of the level of compliance with the relevant COP provision and members' policies and procedures.	Proportion of employees covered by collective bargaining agreements.
TIER 3	Discrimination & harassment	18 & 22	Presence of policies and procedures for addressing discrimination in the workplace that are aligned with the COP requirements.	Presence of effective and efficient system to enforce relevant policies and procedures addressing discrimination.	Assessment of the level of compliance with the relevant COP provision and members' policies and procedures.	Total number of incidents of discrimination & harassment.

### 6.3.6 ACTIONS BEING TAKEN BY RJC TO SUPPORT

Requirements on decent work, including human rights, labour rights, working conditions and health & safety represent a significant proportion of the COP. The most recent version of the standard launched in 2019, includes improved guidance on human rights due diligence in alignment with the UN Guiding Principles on Business and Human Rights<sup>49</sup>, as well as new guidance for auditors to assess conformance with working hours and overtime provisions in alignment with the International Labour Organisation. We ensure our multi-stakeholder standards committee has non-industry experts from the field of labour standards to ensure our standards remain relevant, best practice and aligned with recognised international frameworks.

RJC has engaged with labour experts to undertake a number of outcome research projects to understand how the COP and supporting measures contribute to changes on the ground, particularly in the field of labour rights and working conditions. The outcome of these studies is utilised to understand how RJC can better support its members to provide decent work for all employees.

### 6.3.7 WHAT'S THE LONG-TERM IMPACT?



Sustainable use of shared precious resources.

### 6.3.8 WHY DOES IT MATTER?

Global level	Industry level
One of the greatest global challenges is to decouple environmental degradation from economic growth. Current consumption patterns are endangering the ecosystems on which we rely on. Societies need to find just and equitable ways to meet individual needs and aspirations within the ecological limits of the planet.	Jewellery plays a special role in people's lives, carrying personal and emotional significance. Whilst short term challenges exist, overall growth of the global jewellery and watch market is forecasted, driven by several factors including an increasing middle-class population and consumerism <sup>50</sup> . Following the consumer's investment in fine jewellery purchases, these items are often held for a lifetime and then pass down through generations – representing very sustainable consumption. The industry has a great opportunity to further improve the responsible production practices already adopted by many companies.

### 6.3.9 WHAT ARE THE BUSINESS BENEFITS OF ADDRESSING THIS FOR MEMBERS?

Members who adopt responsible production methods and encourage responsible consumption by consumers can benefit from:

- Reduced costs and enhanced efficiency and productivity
- Protection of corporate brand and values, and enhanced consumer confidence and loyalty
- Maintaining its social licence to operate
- Enhanced business resilience and supply chain integrity

49. UN Guiding Principles on Business and Human Rights ([www.ohchr.org/documents/publications/guidingprinciplesbusinessshr\\_en.pdf](http://www.ohchr.org/documents/publications/guidingprinciplesbusinessshr_en.pdf))

50. WRI, Elephant in the Boardroom, 2017 ([www.wri.org/publication/elephant-in-the-boardroom](http://www.wri.org/publication/elephant-in-the-boardroom))



### 6.3.10 WHAT ACTIONS CAN MEMBERS TAKE TO HELP ACHIEVE THIS IMPACT?

<b>Step 1</b> Evaluate current situation	<ul style="list-style-type: none"> <li>Analyse lifecycle of products to understand environmental and social footprint</li> <li>Identify 'hot spots' in the value chain where interventions have the greatest potential to improve the environmental and social impact</li> </ul>
<b>Step 2</b> Develop management system	<ul style="list-style-type: none"> <li>Develop policies and procedures as part of your environmental management system</li> <li>Establishing measurable targets for improved environmental performance and resource utilisation</li> </ul>
<b>Step 3</b> Adapt working practices	<ul style="list-style-type: none"> <li>Reduce manufacturing impacts by substituting virgin raw materials in products with post-consumer recyclable materials</li> <li>Significantly reduce waste, ensure that any unavoidable waste is utilised to the fullest degree</li> <li>Implementing circular business models</li> </ul>
<b>Step 4</b> Communication and engagement	<ul style="list-style-type: none"> <li>Influence responsibly consumer and consumption patterns and promoting sustainable consumption</li> </ul>
<b>Step 5</b> Review progress and adjust approach	<ul style="list-style-type: none"> <li>Regularly track and report energy, water and materials consumed in business operations and improve efficiency by reusing/recycling</li> <li>Track and report waste generated and disposed of, water discharged, impacts of transportation and significant spills.</li> </ul>

### 6.3.11 Member metrics

		MEMBER METRICS				
Business theme		COP	Commitment	Process	Compliance	Performance
TIER 1	Water use efficiency	27	Presence of policies and procedures for water efficiency that are aligned with the COP requirements.	Presence of effective and efficient system to enforce relevant policies and procedures on water efficiency.	Assessment of the level of compliance with the relevant COP provision and members' policies and procedures.	Water intensity (litres/\$).
TIER 2	Waste management	26	Presence of policies and procedures for waste management that are aligned with the COP requirements.	Presence of effective and efficient system to enforce relevant policies and procedures on waste management.	Assessment of the level of compliance with the relevant COP provision and members' policies and procedures.	Waste generated per net value added (Tons/unit of \$ currency).
TIER 3	Hazardous waste	25	Presence of policies and procedures for hazardous waste management that are aligned with the COP requirements.	Presence of effective and efficient system to enforce relevant policies and procedures on hazardous waste management.	Assessment of the level of compliance with the relevant COP provision and members' policies and procedures.	Total amount of hazardous waste, in absolute terms, as well as proportion of hazardous waste

### 6.3.12 ACTIONS BEING TAKEN BY RJC TO SUPPORT

RJC standards are built on the foundation of responsible sourcing and production, with a dedicated section of the standard focusing on the environmental impact of member operations. The 2019 COP has stronger requirements and guidance on environmental issues such as climate change, water use and waste for all members, as well as new requirements for mining members on water governance and stewardship.

Water stewardship is an important responsible business practice particularly in the mining sector. It recognises that the challenges related to water in specific catchments are shared by all users and stakeholders, and that there is a need for collaboration to ensure that 'the use of fresh water that is socially equitable, environmentally sustainable and economically beneficial, achieved through a stakeholder-inclusive process that involves site- and catchment-based actions'<sup>51</sup>.

The complementary Standards Guidance<sup>52</sup> provides useful resources for implementation and interpretation of standards documents to members as well as other tools that can be utilised by members. The Guidance contains a wealth of information for members on responsible production, however RJC continues to explore approaches to simplify this guidance and share it with members in a more digestible and accessible format.



## 6.4 PEACE

### 6.4.1 WHAT'S THE LONG-TERM IMPACT?



Jewellery and watch industry is free from corruption, conflict and illicit activities.

### 6.4.2 WHY DOES IT MATTER?

Global level	Industry level
People everywhere need to be free of fear from all forms of violence. Conflict, insecurity, and weak institutions remain threats to sustainable development. The COVID-19 pandemic threatens to further amplify and exploit fragilities across the globe.	Businesses and supply chains thrive in peaceful and stable environments. Conflict-sensitive sourcing interventions such as the Kimberley Process, UN Guiding Principles and OECD Due Diligence Guidance <sup>53</sup> are key to combating conflict, instability, and human rights abuses across the value chain. Through the COP, which aligns with these key frameworks, we can deliver meaningful contributions to lasting peace, development and prosperity whilst ensuring long term commercial success. We can also generate significant positive impact by engaging and supporting the ASM sector that employs approximately 42 million people worldwide <sup>54</sup> , which is traditionally associated with poor governance, organised crime and financing of conflict and terrorism.

51. Alliance for Water Stewardship, Glossary of Terms, 2015, (<https://a4ws.org/download/glossary-of-terms/>)

52. RJC 2019 COP standards guidance ([www.responsiblejewellery.com/standards/code-of-practices-2019/](http://www.responsiblejewellery.com/standards/code-of-practices-2019/))

53. Kimberley Process ([www.kimberleyprocess.com/](http://www.kimberleyprocess.com/)) UNGPs ([www.ohchr.org/documents/publications/guidingprinciplesbusinessshr\\_en.pdf](http://www.ohchr.org/documents/publications/guidingprinciplesbusinessshr_en.pdf)), OECD Due Diligence Guidance on Sourcing from Conflict-Affected and High-Risk Areas

54. Joint call to industry: engage with ASM ([www.responsiblejewellery.com/joint-call-to-industry-engage-with-asm/#:~:text=The%20ASM%20sector%20employs%20approximately,artisanal%20and%20small%2Dscale%20miners.](http://www.responsiblejewellery.com/joint-call-to-industry-engage-with-asm/#:~:text=The%20ASM%20sector%20employs%20approximately,artisanal%20and%20small%2Dscale%20miners.))

### 6.4.3 WHAT ARE THE BUSINESS BENEFITS OF ADDRESSING THIS FOR MEMBERS?

Companies that make efforts to alleviate risks of bribery, corruption, conflict sourcing can experience benefits such as<sup>55,56</sup>:

- Better operational and supply chain transparency and integrity
- Risk reduction through minimising the likelihood of harmful events, impact of penalties
- Lowering the cost of capital through disclosure of risk management approaches to investors
- Reduced operational costs from improved internal process and access to preferential treatment by public institutions and private business partners
- Improved relations with business partners because of enhanced reputation.

### 6.4.4 WHAT ACTIONS CAN MEMBERS TAKE TO HELP ACHIEVE THIS IMPACT?

<b>Step 1</b> Evaluate current situation	<ul style="list-style-type: none"> <li>• Conduct risk and impact assessments to identify and mitigate risks of contributing to corruption, conflict and illicit activities and identify opportunities for positive impacts</li> </ul>
<b>Step 2</b> Develop management system	<ul style="list-style-type: none"> <li>• Implement conflict-sensitive operational policies and practices on sourcing of materials and value chain management</li> <li>• Develop zero tolerance policies and programs to address all forms of corruption and bribery</li> <li>• Implement strong whistle-blowing, anti-bribery and corruption policies</li> </ul>
<b>Step 3</b> Adapt working practices	<ul style="list-style-type: none"> <li>• Monitor risks in the supply chain by engaging in risk assessments, KYC and due diligence related to human rights, conflict minerals and corruption</li> <li>• Refuse to do business with people and entities engaged in illicit and harmful activities</li> <li>• Review sourcing strategy and include sourcing of responsible precious stones and metals from ASM</li> </ul>
<b>Step 4</b> Communication and engagement	<ul style="list-style-type: none"> <li>• Communicate relevant laws, policies and procedures to employees</li> <li>• Engage in public-private dialogues, partnerships and collective action in conflict minerals and anti-corruption</li> <li>• Describe annually your due diligence efforts and report to stakeholders the outcomes</li> <li>• Communicate with business partners and consumers our efforts to engage ASM in your supply chain</li> </ul>
<b>Step 5</b> Review progress and adjust approach	<ul style="list-style-type: none"> <li>• Record all identified incidences of actual and potential impacts and take appropriate corrective action</li> <li>• Measure and report on implementation progress, including on operations in high-risk areas.</li> </ul>

55. Transparency International, The benefits of anti-corruption and corporate transparency, 2016 ([https://images.transparencycdn.org/images/2016\\_WP1\\_CorporateTransparency\\_EN.pdf](https://images.transparencycdn.org/images/2016_WP1_CorporateTransparency_EN.pdf))

56. University of Sussex, Policy brief, May 2019 (<https://blogs.sussex.ac.uk/policy-engagement/files/2018/01/2016-05-Conflict-Minerals-Constantin-Blome.pdf>)

## 6.4.5 MEMBER METRICS

			MEMBER METRICS			
Business theme		COP	Commitment	Process	Compliance	Performance
TIER 1	Anti-corruption	11 & 12	Presence of anti-bribery policies and procedures that are aligned with the COP requirements.	Presence of effective and efficient management system to enforce relevant policies and procedures on anti-bribery.	Assessment of the level of compliance with the relevant COP provision and members’ policies and procedures.	Total percentage of governance body members, employees and business partners who have received training on the organisation’s anti-corruption policies and procedures.
TIER 2	Anti-corruption	11 & 12	Presence of anti-bribery policies and procedures that are aligned with the COP requirements.	Presence of effective and efficient management system to enforce relevant policies and procedures on anti-bribery.	Assessment of the level of compliance with the relevant COP provision and members’ policies and procedures.	Total number and nature of incidents of corruption confirmed during the current year.
TIER 3	Ethical behaviour	1	Presence of legal compliance policies and procedures that are aligned with the COP requirements.	Presence of effective and efficient system to enforce relevant policies and procedures to.	Assessment of the level of compliance with the relevant COP provision and members’ policies and procedures.	Total amount of monetary losses as a result of legal proceedings associated with fraud, insider trading, anti-trust, anti-competitive behaviour, market manipulation, malpractice or violations of other related industry laws or regulations.

## 6.4.6 ACTIONS BEING TAKEN BY RJC TO SUPPORT

RJC will continue to ensure that its standards are harmonised with international frameworks on corruption, conflict minerals and illicit activities, and provide pragmatic and easy to use tools to support members in managing these risks in their supply chains. Through our participation in the Multi-Stakeholder Steering Group of the implementation programme for the OECD Due Diligence Guidance for Responsible Mineral Supply Chains, we will ensure the interests and perspectives of the jewellery and watch industry are represented when overseeing the implementation of the OECD DDG. RJC will continue to develop and refine existing guidance and tools such as the Due Diligence Member Toolkit to support members in their responsible sourcing journey to ensure that their activities do not contribute to conflict or human rights abuses.

RJC is committed to raising awareness and promoting positive engagement with ASM. To ensure our standards reflect this, two seats within our multi-stakeholder standards committee are permanently held by representatives of capacity building groups - Diamond Development Initiative (DDI) and the Alliance of Responsible Mining (ARM). Furthermore, we have signed two calls for action on ASM:

- OECD call to action for responsible mineral supply chains, calling on on-the-ground humanitarian support and emergency funds to reduce the devastating impacts of COVID-19 on ASM communities and to foster the sustainable inclusion of responsible ASM into global supply chains;<sup>57</sup>
- #EngagewithASM. A Joint call with civil society and ASM mining organisations to the industry to include ASM in their sourcing strategy and supply chains alongside recycling and closed loop measures, to contribute towards job creation and development of local economies.<sup>58</sup>

57. OECD, COVID-19 – Call to Action for Responsible Mineral Supply Chains, 2020 (<https://mneguidelines.oecd.org/COVID-19-Call-to-Action-for-Responsible-Mineral-Supply-Chains.pdf>)

58. A joint call to the industry: include ASM in your supply chains, 2020 ([www.responsiblemines.org/wp-content/uploads/2020/10/joint-call-to-industry\\_-v5\\_51020.pdf](http://www.responsiblemines.org/wp-content/uploads/2020/10/joint-call-to-industry_-v5_51020.pdf))



## 6.5 PARTNERSHIPS

### 6.5.1 WHAT'S THE LONG-TERM IMPACT?



Successful multi-stakeholder partnerships that deliver lasting positive impact on sustainable development.

### 6.5.2 WHY DOES IT MATTER?

Global level	Industry level
Strong international cooperation between government, private sector and civil society is needed now more than ever to address the most challenging issues and to accelerate sustainable development. Without significant progress on SDG 17, achieving the rest of the goals will be a near impossible task.	RJC was founded on partnerships and it remains at the heart of everything we do. Through close collaboration in the jewellery and watch industry we can find integrated and innovative solutions to meet our collective ambition to create a fairer, greener and more prosperous world, a world that leaves no one behind. Knowledge sharing and coordinating efforts of the jewellery and watch industry to scale up impact on the 2030 agenda is mission critical.

### 6.5.3 WHAT ARE THE BUSINESS BENEFITS OF ADDRESSING THIS FOR MEMBERS?

Members can potentially yield the following benefits from participating in transformative partnerships:

- Access to external expertise and resources, improved innovation to support the achievement of their sustainability objectives
- Opportunity to address the most challenging sustainability issues that cannot be resolved at the scale and speed required through the actions of individual organisations working in silo
- Improved relationship and trust with key stakeholders.

### 6.5.4 WHAT ACTIONS CAN MEMBERS TAKE TO HELP ACHIEVE THIS IMPACT?

<b>Step 1</b> Evaluate current situation	<ul style="list-style-type: none"> <li>Assess performance against the SDGs material<sup>59</sup> to your organisation and identify areas for collaboration</li> </ul>
<b>Step 2</b> Develop management system	<ul style="list-style-type: none"> <li>Define partnership scope and identify suitable partners based on defined criteria</li> <li>Create a monitoring and evaluation framework focused on partnership impact</li> </ul>
<b>Step 3</b> Adapt working practices	<ul style="list-style-type: none"> <li>Implement the project plan developed through the partnerships with ongoing monitoring of metrics and milestones</li> <li>Help to develop/formalise local businesses/SMEs/ASM and integrate them into global value chains</li> <li>Engage in pre-competitive collaboration with industry peers on critical sustainability issues through RJC and other trade events</li> <li>Support multi-stakeholder development initiatives through provision of financial or in-kind donations.</li> </ul>
<b>Step 4</b> Communication and engagement	<ul style="list-style-type: none"> <li>Take part in RJC to share perspectives, learnings and case studies with peers</li> <li>Take part in UN multi-stakeholder mechanisms (such as the local UNGG networks) to share perspectives with stakeholders.</li> </ul>
<b>Step 5</b> Review progress and adjust approach	<ul style="list-style-type: none"> <li>Conduct regular partnership reassessment, as the basis for altering or terminating the partnership if results are not realised.</li> </ul>

### 6.5.5 MEMBER METRICS

		MEMBER METRICS				
Business theme		COP	Commitment	Process	Compliance	Performance
TIER 1	Community investment	10	Presence of community investment policies and procedures that are aligned with the COP requirements.	Presence of effective and efficient management system to enforce relevant community investment policies and procedures.	Assessment of the level of compliance with the relevant COP provision and members' policies and procedures.	Total community investment (total monetary value \$ and % of member's revenue).
TIER 2	Multi-stakeholder partnerships	N/A	N/A	N/A	N/A	Participation and support of civil society partnerships (Number and monetary value committed \$)
TIER 3	Cumulative impacts					

\*There are a limited number of existing indicators publicly available for SDG17, therefore only two tiers of indicators are proposed so far. However, the RJC may explore the option of adding the third tier on cumulative impacts at a later stage.

59. By material we mean reasonably likely to impact the financial condition or operating performance of a company ([www.sasb.org/standards-overview/materiality-map/](http://www.sasb.org/standards-overview/materiality-map/))

#### 6.5.6 ACTIONS BEING TAKEN BY RJC TO SUPPORT

RJC entered into a partnership with the UNGC to develop best practice impact case studies for building awareness and educating key stakeholders across the jewellery supply chain from mine to retail on how businesses can contribute to the Sustainable Development Goals (SDGs). Key outputs from the partnership include the SDG taskforce on impact 2020-2030, training webinars on best practices and tools on driving the SDGs throughout the industry, with a special emphasis on our priority SDGs. RJC will identify appropriate partnerships relevant to the priority SDGs to help accelerate and scale up impact, as well as partnerships that respond to emerging risks in the industry.

Trade associations have always been key to the RJC's work, providing local insight that improves our understanding of industry challenges on the ground. They identify initiatives that align the RJC with members' needs in local markets and they serve as a voice for many small businesses. They also offer a platform for the RJC to raise awareness among their members: the AWDC in 2019 and the UFBJOP in 2020 both hosted workshops on the revised COP. Going forward, we see trade associations playing an even more critical role: promoting best practices and knowledge sharing within their community and stimulating action in their jurisdiction on the SDGs.

In the UK and US, RJC recently joined two coalitions of leading trade and industry organisations, who have come together to support independent and family-owned businesses struggling with the impacts of COVID-19. The goal of the Jeweller/Jeweler Support Network is to share expertise, knowledge and resources to sustain businesses through this period of uncertainty.

## 7. A CALL TO ACTION

With less than 10 years left to achieve the SDGs, the time for collective action to accelerate and scale up impact is now. To help our members on this journey we have provided practical information in this roadmap to help you understand the path we are on, and how you can get started. The previous section on the 5Ps sets out the long-term impact we want to achieve according to our priority SDGs, the actions members can take to align their operations, as well as the potential business benefits from doing so. Each of these contribute to the overall vision and aims of the RJC which is highlighted in the schematic diagram.

We recognise that the current crisis has presented significant financial and operational challenges for our members, with resilience being tested at all levels. However, we need to utilise this opportunity to make meaningful changes to create a healthier, more equitable and prosperous future. Embedding sustainable business practices, including risk management, and ESG metrics are widely recognised as a key contributor to long-term business resilience. The RJC COP incorporates this approach and is a tool that can support companies with their recovery, identify new opportunities and help them to build resilience against future crises.

RJC also strongly believe that it is only by working in partnership we can find paths through the challenges posed by the pandemic and climate change, support long term recovery and achieve sustainable development for all. Let's work together and support each other, set ambitious but practical targets and see how high we can raise the bar in addressing the sustainability challenges facing our industry.





## INFLUENCING FACTORS AND UNINTENDED CONSEQUENCES

In alignment with the ISEAL Impacts Code, RJC is required to identify potential unintended consequences of our activities outlined in our roadmap, as well as any external factors which may influence the achievement of our long-term goals. There are some external factors which could potentially influence the achievement of the outcomes and impacts defined in our roadmap. The level of influence of external factors generally increases as we move along the impact pathways towards the long-term impacts. They may work in tandem with RJC's strategies to create better outcomes and impacts or they may act as constraints on what we can achieve.

- Continued collaboration and interoperability with equivalent supply chain standards and initiatives is key to ensuring the relevance of RJC within the industry, and the continued uptake of responsible business practices amongst supply chain actors. Especially for upstream companies who contribute to other value chains beyond the jewellery and watch industry and participate in other standards and initiatives.
- Economic instability due to recessions, and global health and environmental crises, have the potential to negatively impact on RJC's membership growth, due to the financial challenges facing companies, when commodity prices and purchases of non-essential items such as jewellery and watches are impacted. In such catastrophic events, we believe that the work of the RJC is even more important for the future. By putting strong emphasis on accountability of businesses to people and planet, we can be confident of our industry's long-term success.

We recognise that RJC activities can lead to unintended consequences. Through an initial consultation in 2018, we identified the following:

- RJC's current rules on membership and certification scope enables companies to be certified at any level of the organisation. This was initially designed to improve the inclusivity and participation, however this poses a credibility risk to RJC, if members make misrepresentations about the scope of their certification to stakeholders.
- The requirements of the standard and certification scheme at any given time may disproportionately affect smaller scale operators such as SME and ASM and create a barrier to participation or lead to resignation. This may influence RJC's ability to achieve the collective positive impact it sets out in its roadmap, as many challenging issues lie in small scale operations where RJC has the potential to have the biggest impact in terms of improved business practices.
- Similarly, RJC endeavours to ensure that its standards remain relevant and best practice, however in raising the bar with each revision of the standard, RJC certification may set the bar too high, creating barriers to participation in parts of the supply chain where improvements are most required. Conversely, by setting the bar too low, it increases the risk of RJC effectively certifying "business as usual" and being perceived as a mechanism for 'greenwashing' with limited positive impact.
- The existence of, and the investment in activities such as advocacy and partnerships with the UNGC by RJC (alongside other initiative and regulatory measures) can help improve general standards across the industry, and not just those organisations specifically engaged in the RJC
- We were founded on a collaborative platform in 2005 by 14 industry leaders, and now represent 1250 members<sup>60</sup> who play an active role in the governance of the organisation, dedicating resources to ensure RJC remains relevant and practical for the industry. Industry dominance in our governance composition may lead to diminished stakeholder trust and credibility.

60. Membership data as of end of March 2020 ([www.responsiblejewellery.com/wp-content/uploads/RJC\\_Progress-Report\\_May-2020.pdf](http://www.responsiblejewellery.com/wp-content/uploads/RJC_Progress-Report_May-2020.pdf))



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