drive sustainability

Version 1: December 2024

RAW MATERIALS OUTLOOK USER GUIDE

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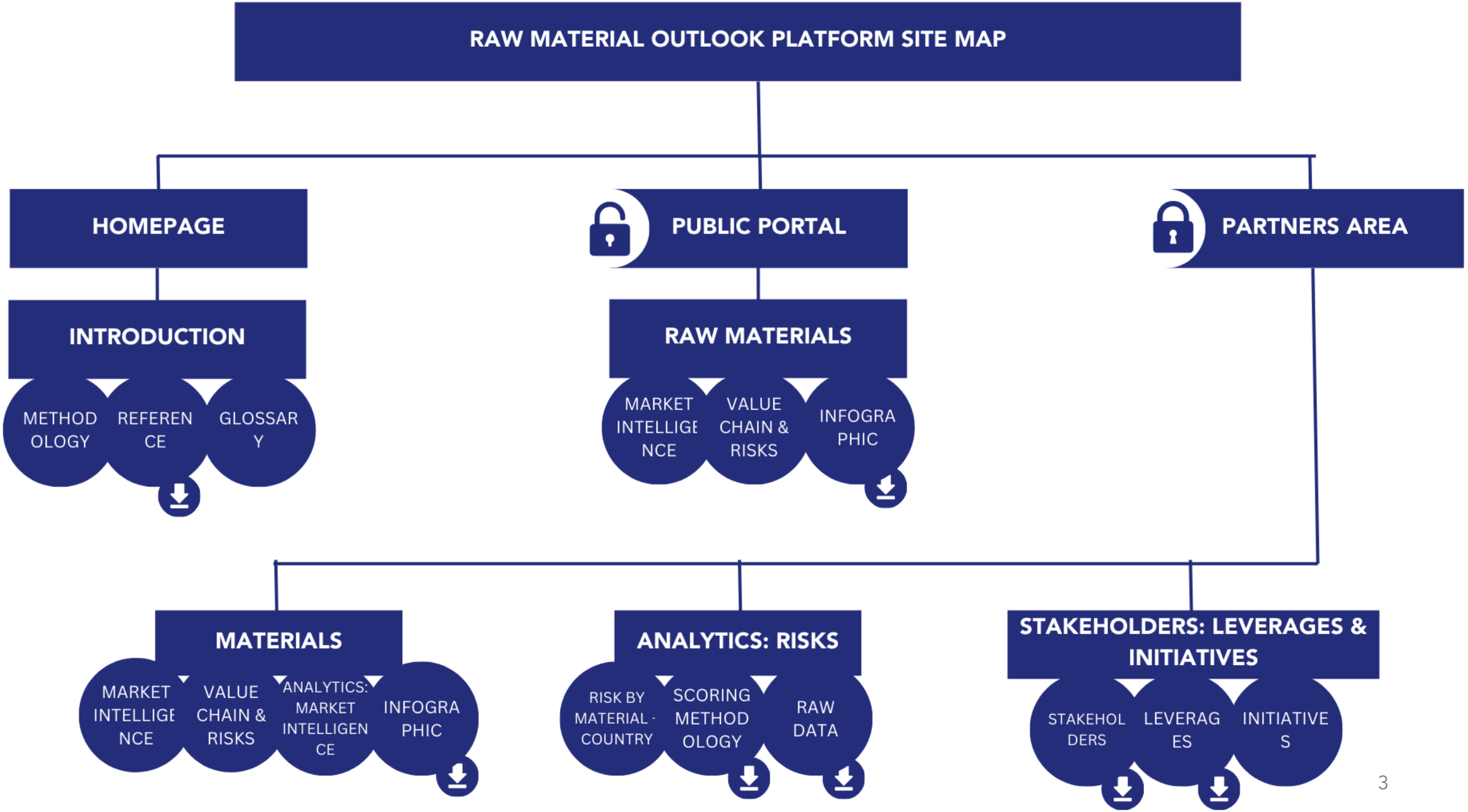
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MAP OF CONTENTS & DEFINITIONS

	DEFINITION	FIND IT IN...
B		
BY-PRODUCTS	Secondary materials extracted as a result of processing the primary ore.	Public portal or Partners area, Market intelligence tab
I		
INDUSTRY INITIATIVE	A combination of voluntary activities, including tools and mechanisms to achieve certain goals or visions.	Partners area, stakeholders, leverages and initiatives tab
INTRINSIC RISKS	Those risks that are linked to the methodologies, processes, chemicals and other materials used in a particular value chain stage, and those risks that are commonly linked to a geographical area	Public portal or Partners area, value chain and risks tab
L		
LEVERAGE	Leverage is an advantage that gives power to influence. In the context of the Guiding Principles, it refers to the ability of a business enterprise to effect change in the wrongful practices of another party that is causing or contributing to an adverse human rights impact	Partners area, stakeholders, leverages and initiatives tab.
M		
MARKET INTELLIGENCE	In the context of the Raw Materials Outlook, we define market intelligence as all the data on production, and key producer companies at each stage of the value chain, and market prices of each raw material	Public portal or Partners area, market intelligence tab

MAP OF CONTENTS & DEFINITIONS

	DEFINITION	FIND IT IN...
R		
RISK CATEGORY	In the context of the Raw Materials Outlook, we have defined 5 broader categories of risk including worker's and human rights, societal welfare, use of natural resources, emissions and land reclamation, and company governance	Public portal or Partners area, value chain and risks tab
RISK EVIDENCES	In the context of the Raw Material Outlook, risk evidences are the collected instances / references where a risk has materialised	Public portal or Partners area, value chain and risks tab
RISK ISSUES	In the context of the Raw Material Outlook, each risk category has between 2 and 4 different issues, for example the risk category of workers and human rights has 3 issues: serious human rights abuses, terms of employment and occupational health and safety. In total there are 14 risk issues.	Public portal or Partners area, value chain and risks tab
RISK MATRIX HEAT MAP	A visual representation of salient risks scored by likelihood and severity	Partners area, analytics risks tab
RISK SUB-ISSUES	In the context of the Raw Material Outlook, each risk issue is further divided into risk sub-issues, there are many risk sub-issues for each risk issue.	Public portal or Partners area, value chain and risks tab
RISK SUMMARIES	In the context of the Raw Material Outlook, risk summaries describe and analyse the risk at hand	Public portal or Partners area, value chain and risks tab
V		
VALUE CHAIN	A business enterprise's value chain encompasses the activities that convert input into output by adding value. It includes entities with which it has a direct or indirect business relationship and which either (a) supply products or services that contribute to the enterprise's own products or services, or (b) receive products or services from the enterprise	Public portal or Partners area, value chain and risks tab

1

CHAPTER 1
Introducing the Raw Materials Outlook Platform

1

The Raw Materials Outlook (RMO) Platform is a self-service portal that allows you to access information on environmental, social and governance (ESG) risks and the impacts of raw materials at each stage of the value chain.

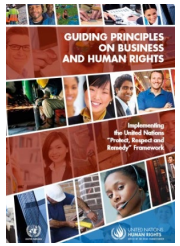
- Access to this information can **support your due diligence practice to advance the responsible sourcing of raw materials.**
- The Platform enables the **identification of individual and collective leverage points** and action for automotive downstream companies.
- **The target audience is automotive companies**, but it can be used by other downstream or midstream companies, researchers, public entities, and civil society organisations.

This document guides you on **how to use the Raw Materials Outlook Platform to advance responsible sourcing endeavours**.

PLEASE NOTE: For the best user experience, access the Platform on desktop rather than on a mobile device. Supported browsers include Safari, Internet Explorer/Edge and Chrome.

1

METHODOLOGY



The United Nations Guiding Principles (UNGPs) on Business and Human Rights were the main reference framework for risk identification, analysis and prioritization. The identification of risks and impacts along the value chain was based on:

- Analysing the operating context
- Assessing intrinsic risks to business operations
- Collecting evidence and reports on materialised impacts and potential risks and blindspots

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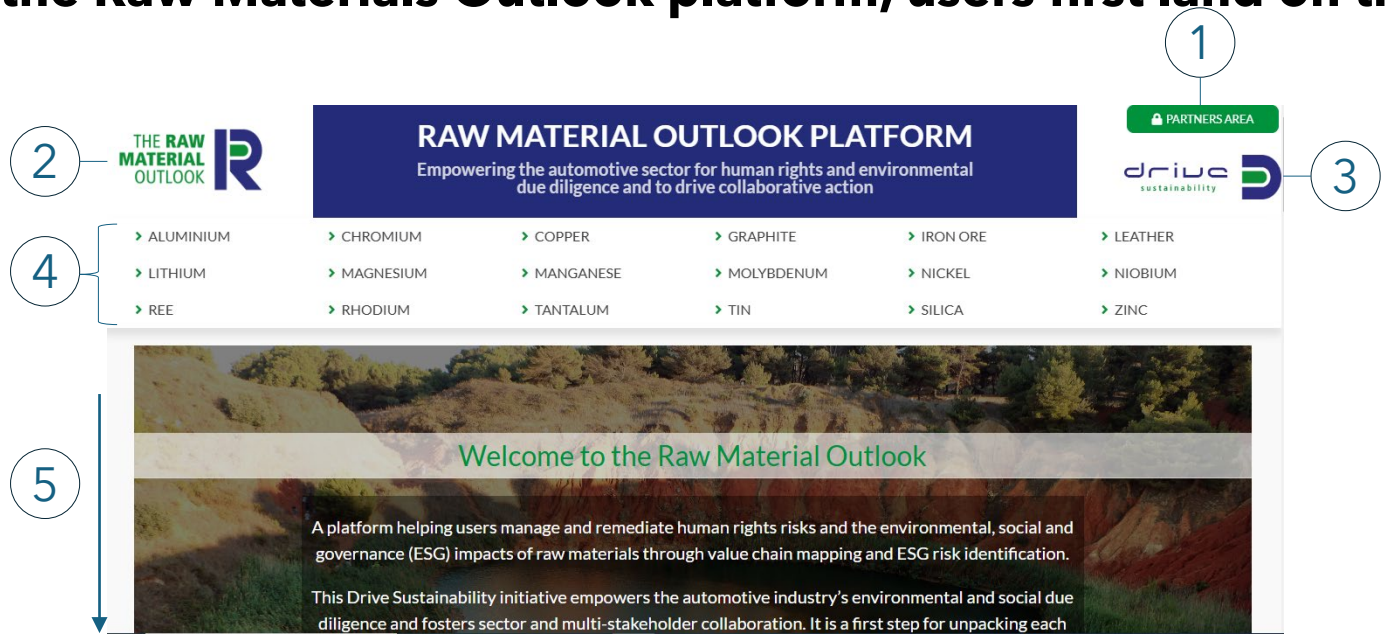
The analysis and priotization of risks is based on saliency (= the risks' severity and likelihood).
Risk identification, analysis and prioritization are based on research.

The RMO is updated periodically, by adding new raw materials or updating existing profiles.

2

CHAPTER 2
How to use the Homepage

When visiting the Raw Materials Outlook platform, users first land on the homepage



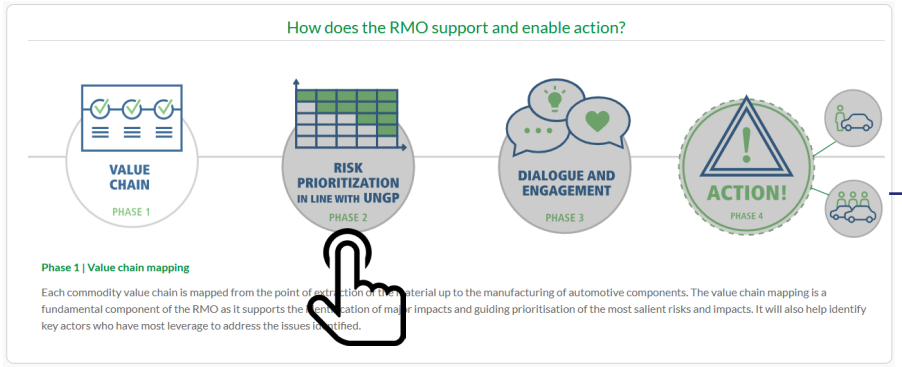
		Click on this to...
1	**Partners area**	Log in to the Partners Area
2	**Homepage Link**	Takes you back to the homepage no matter which page you're on
3	**Drive Sustainability**	Direct access to Drive Sustainability website
4	**Raw Materials Data**	Access market intelligence and ESG data for each raw material by clicking on each material
5	**Homepage Information**	Scroll down to access content of the homepage

To access the information provided on the Homepage, scroll down.

For the sections that include interactive plug-ins, select your preferences to access the information.

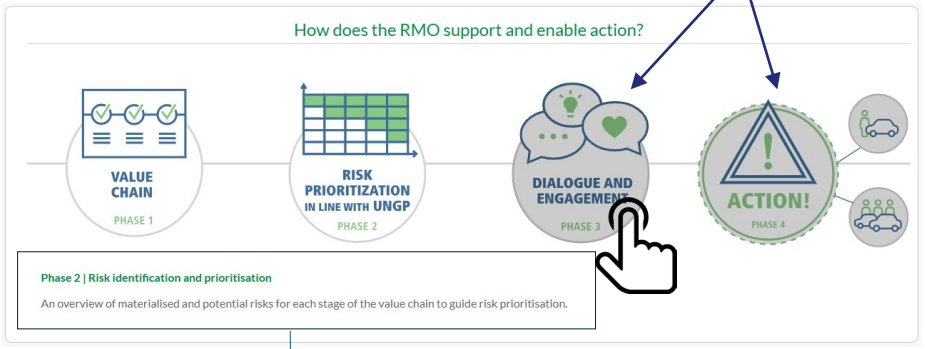
These interactive sections are:

a) How does the RMO support and enable action?



Click on phase 2

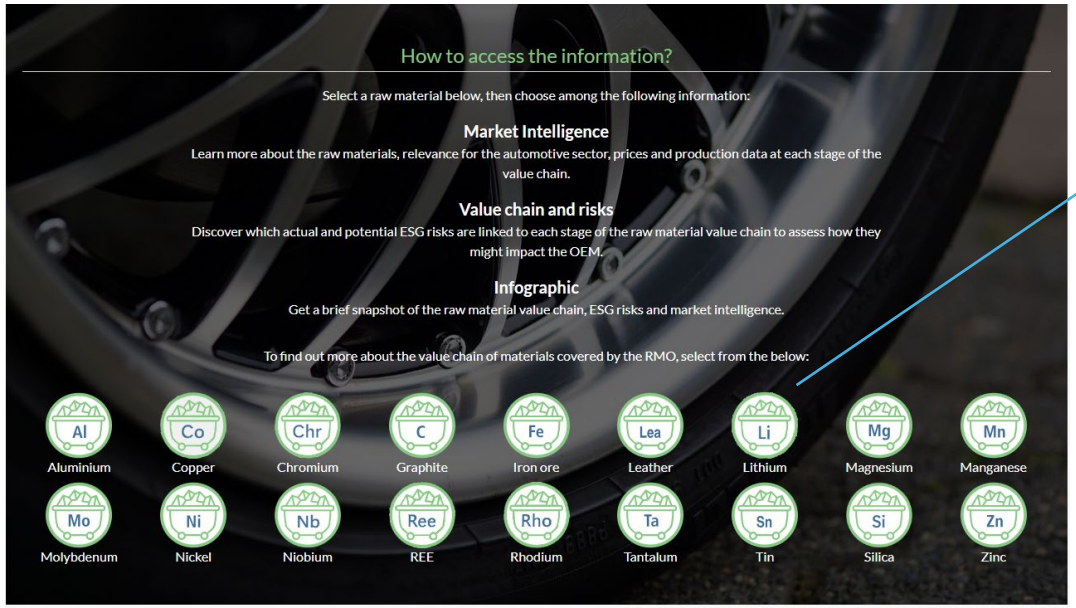
Click on phases 3 and 4 to retrieve relevant information



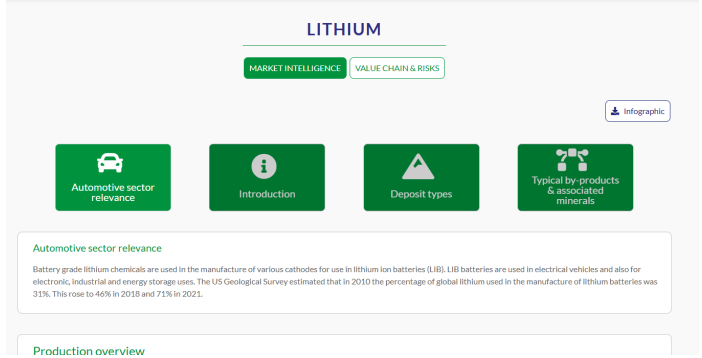
Specific information on phase 2 appears instead of phase 1 data

b) How to access the information?

Example:



Click on Lithium to access market intelligence and value chain data on lithium

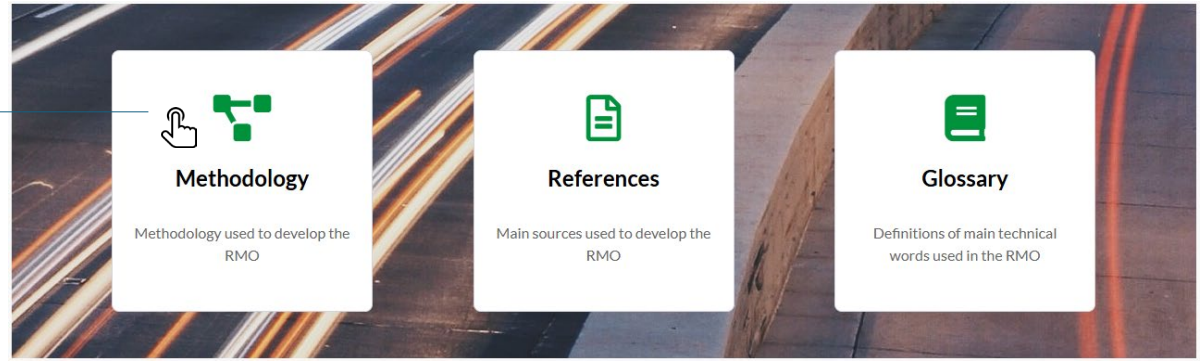


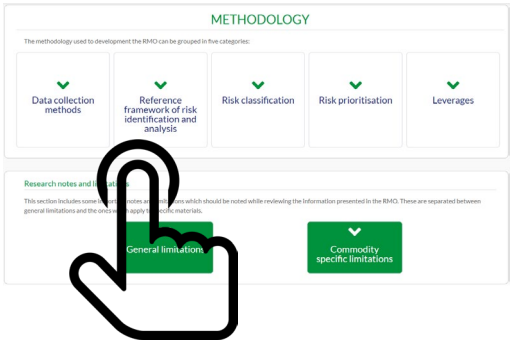
Click on other raw materials to access data for each of them

c) Methodology, References and Glossary

Example:

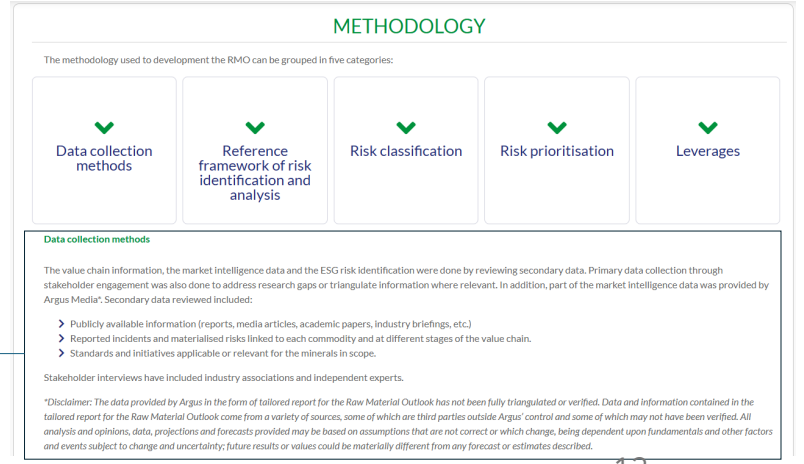
Click on METHODOLOGY to access the methodology used to develop the RMO.





The METHODOLOGY landing page uses interactive plug-ins. Click on your preferences to retrieve the data.

For example, click on DATA COLLECTION METHODS to see information on data collection:

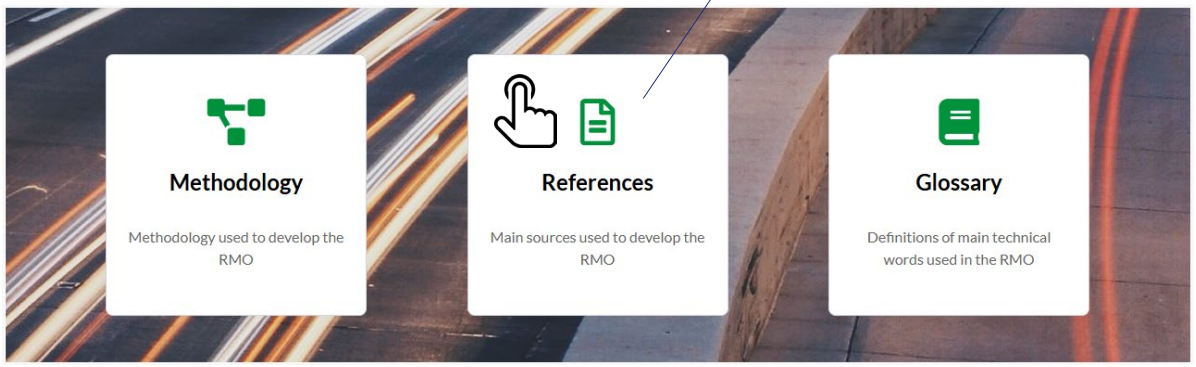


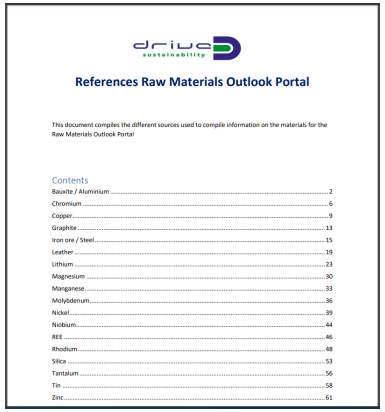
Information on DATA COLLECTION METHODS appears. Scroll down to see other items

c) Methodology, References and Glossary

Example:

Click on REFERENCES to download a document with the sources used to develop the RMO




References Raw Materials Outlook Portal

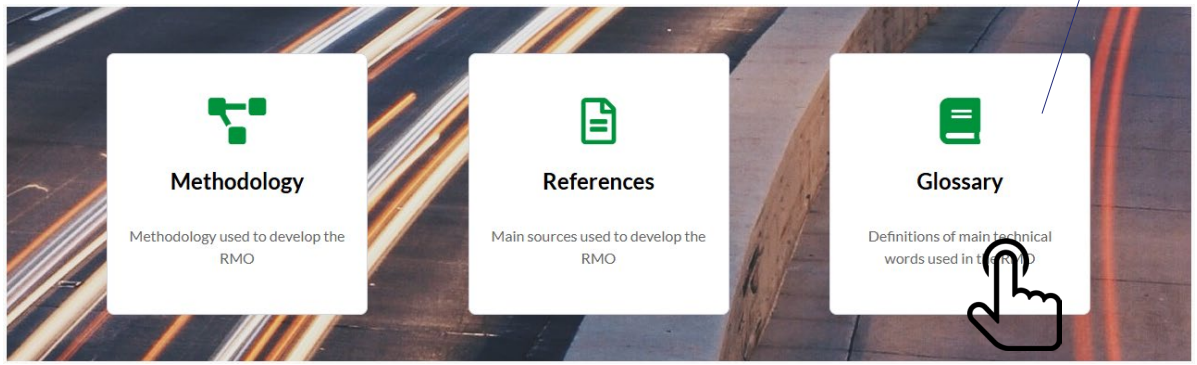
This document compiles the different sources used to compile information on the materials for the Raw Materials Outlook Portal

Contents

c) Methodology, References and Glossary

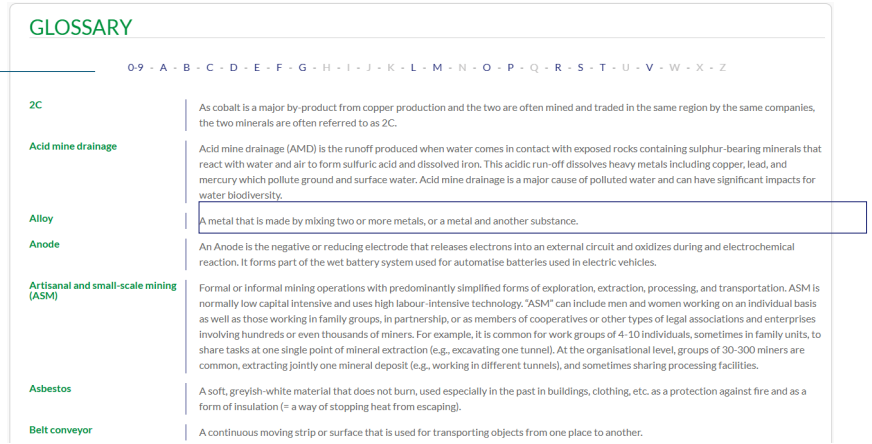
Example:

Click GLOSSARY to access the definitions of the main technical words



Click on any letter to access definitions beginning with that letter

Scroll down to read all definitions



3

CHAPTER 3
How to access information

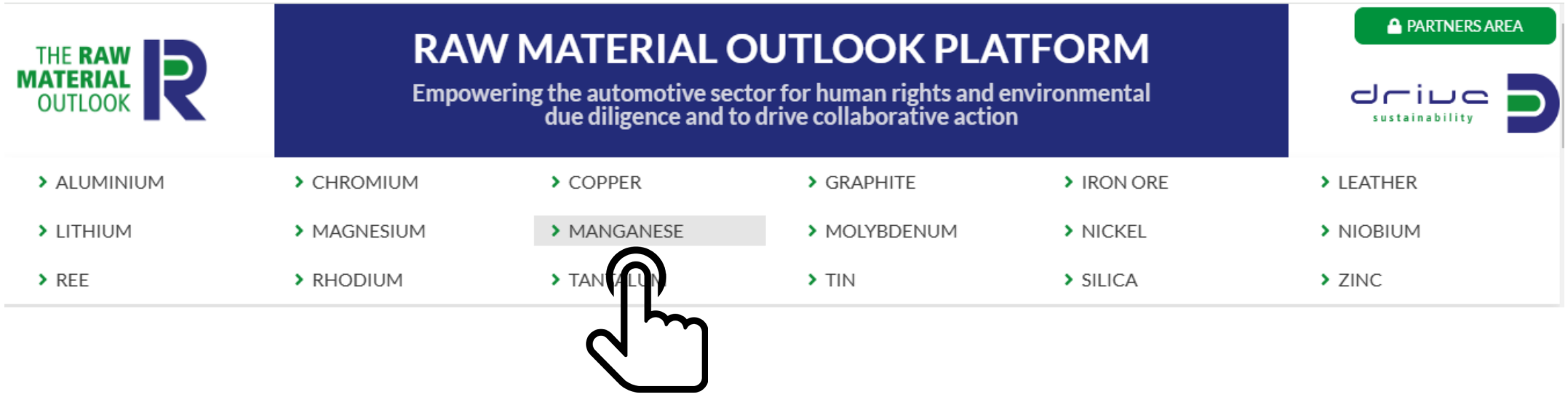
3

How to access information

On the public portal

- **The public portal is available to all**, including users who don't have an account.
- The public portal is **organised by raw material**.
- To access the information, select your chosen material

Example: manganese



Each raw material includes the following content:

1	**Market intelligence**	Learn more about each raw materials' relevance for the automotive sector, prices and production data at each stage of the value chain.
2	**Value chain and risks**	Discover which actual and potential ESG risks are linked to each stage of the raw material value chain
3	**Infographic**	Download a brief snapshot infographic of the raw material value chain, ESG risks and market intelligence

Example: manganese profile

Retrieve data on the relevance of a raw material to the automotive sector, typical by-products and associated minerals to that raw material, and **top producing countries and companies at each stage of the value chain.**

This information is useful to:

a) **Understand the relevance of raw materials** to the automotive sector.

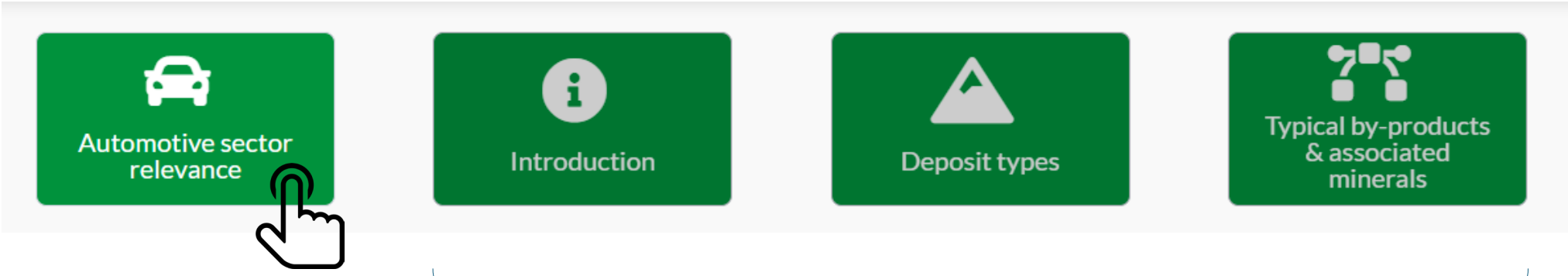
b) **Understand potential supply disruptions** due to geographical distribution or dependency on associated minerals.

c) **Map key actors in the supply chain**.

- *For instance, if 90% of the processing of a given material comes from a single country or company, it is likely that the country or company is involved in the supply chain of that raw material for a downstream company.*
- *Tailored investigations can help further understand how a specific downstream company can map its value chain.*

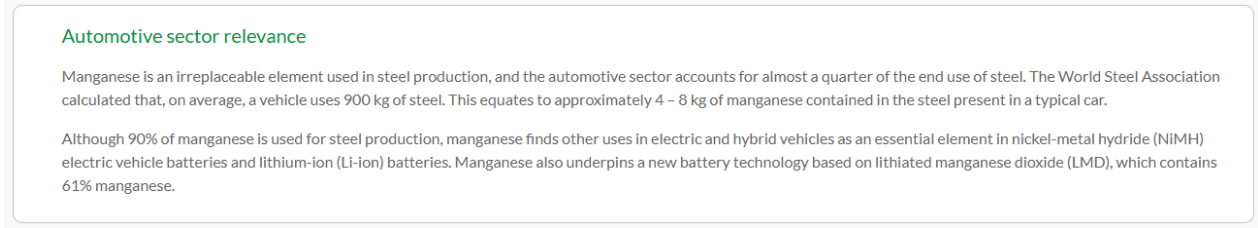
To access market intelligence data, click on the relevant elements and scroll down.

Example: manganese profile



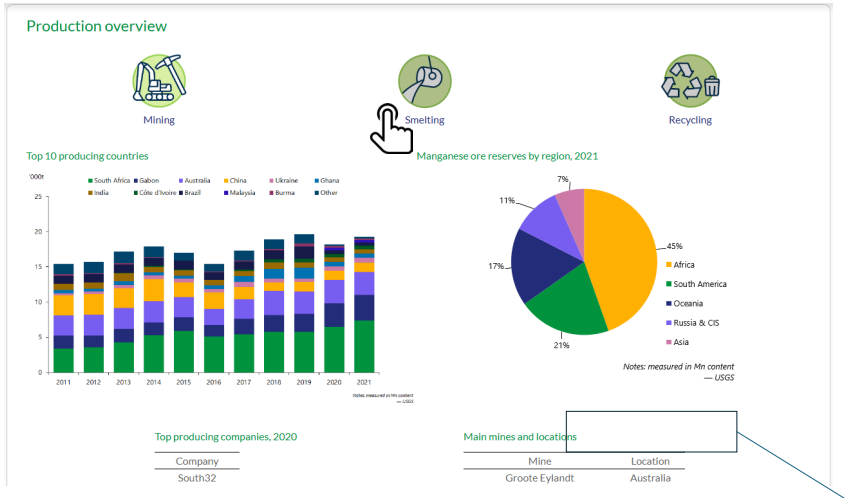
Click on AUTOMOTIVE SECTOR RELEVANCE to access information on the raw material relevance to the sector

Click on the other sections and scroll down to see data



- Find the **PRODUCTION OVERVIEW** section under the information on automotive sector relevance, deposit types and by-products.
- Production data at the mining stage appears as default
- Click on other stages to see specific information for those stages.

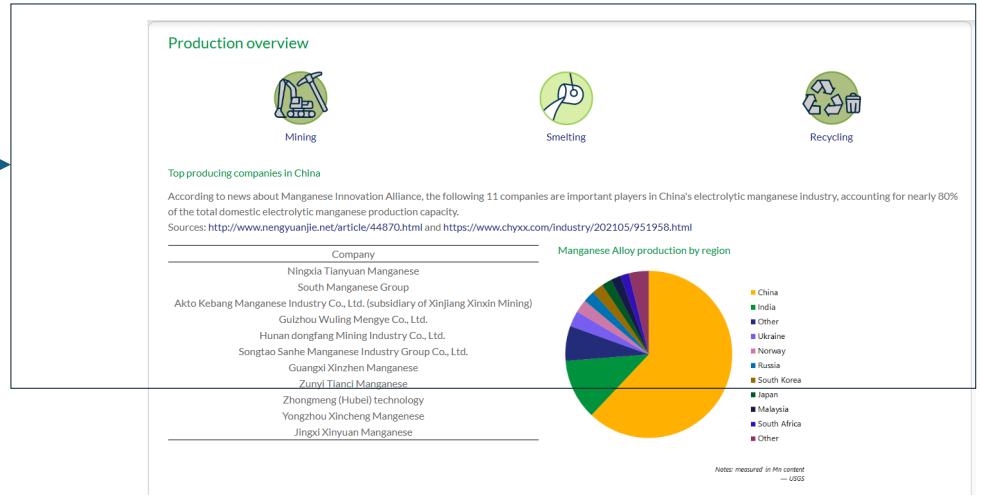
Example: manganese profile



Click on the SMELTING icon

Information on smelting appears

Each graph has the reference below



PRICES INFORMATION

Under the production overview section, access information on prices and general disclaimer on market intelligence data collection.

These two sections are static: you do not need to click to retrieve data.

Example: manganese profile

Access information on

- **key production methods and processes used at each stage of the value chain,**
- **ESG risks**
- **impacts at each value chain stage.**

This information is useful to:

a) **Understand potential risks associated to the raw materials methods, processes, chemicals and other materials** used to process the raw material at each stage of the chain. This is important to understand which might be the most prominent risks that need to be mitigated.

b) **Understand existing material impacts at each stage of the chain**. This helps understand the most prominent or recurrent risks found at each stage, which can inform tailored due diligence processes on up- and mid-stream suppliers by asking them on specific risk mitigation measures implemented on the risks materialised that appear in the RMO.

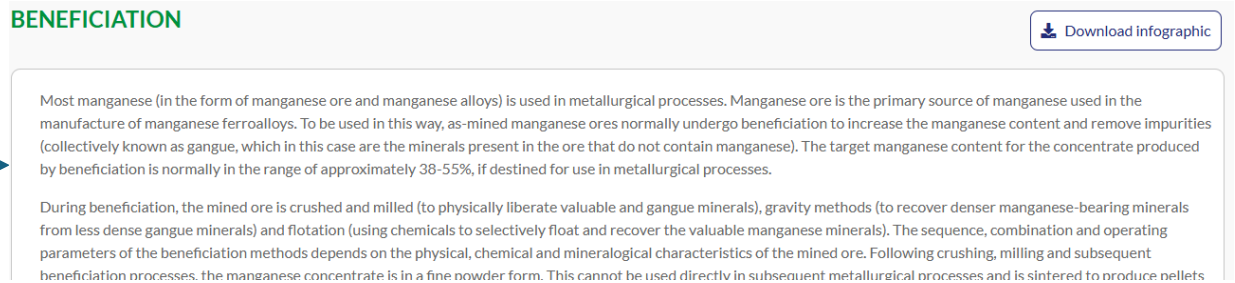
c) **Get insight into potential blind spot risks**. This is very important to understand where there is no concrete publicly available information on an ESG impact materialising, but where we know that there are high chances of the impact materialising. *For instance, cases where there are no recorded cases of labour abuse, but we know that most of processing takes place in a country with poor labour laws and general labour issues in other sectors.*

- **To access value chain and risks data,** click on the relevant elements and scroll down.
- The mining stage is shown as default.
- To retrieve data on the other stages, click on them.

Example: manganese profile

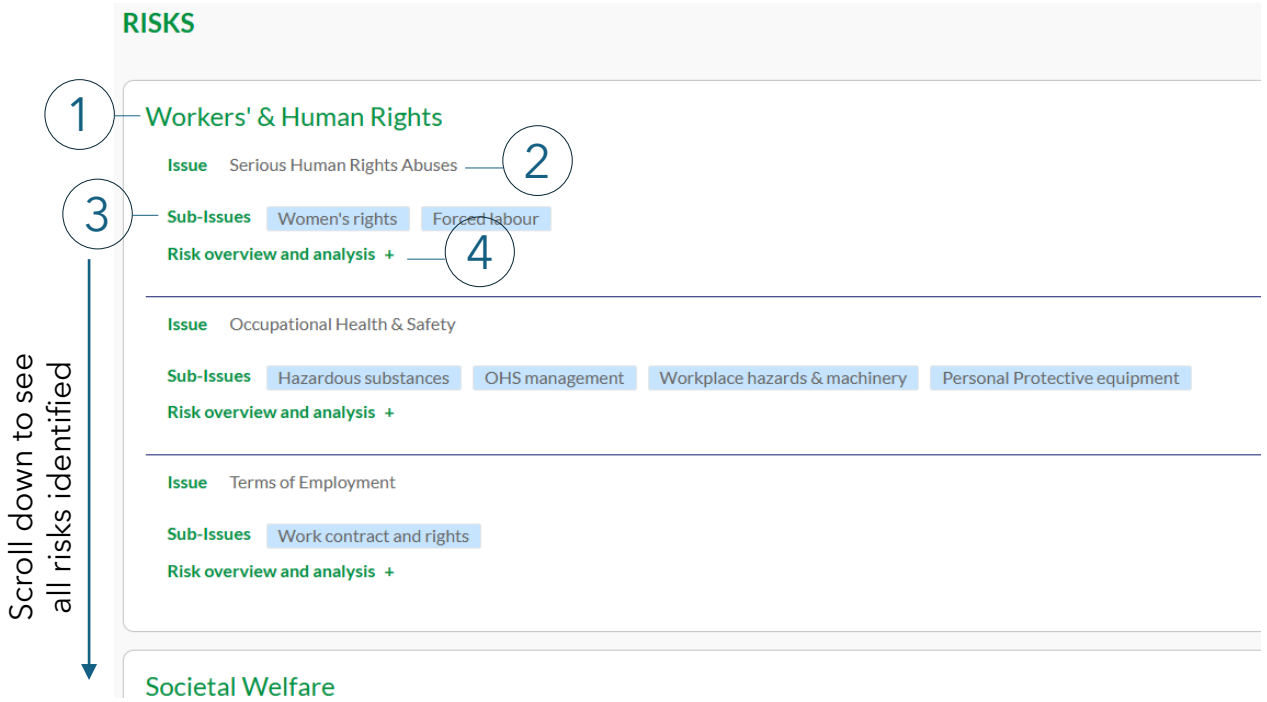
Click on BENEFICIATION to get information on that stage

Click on the other sections and scroll down to see data



Below the information on the value chain stage methods and processes used, there is information on ESG risks and blindspots.

Example of the manganese profile. Content:

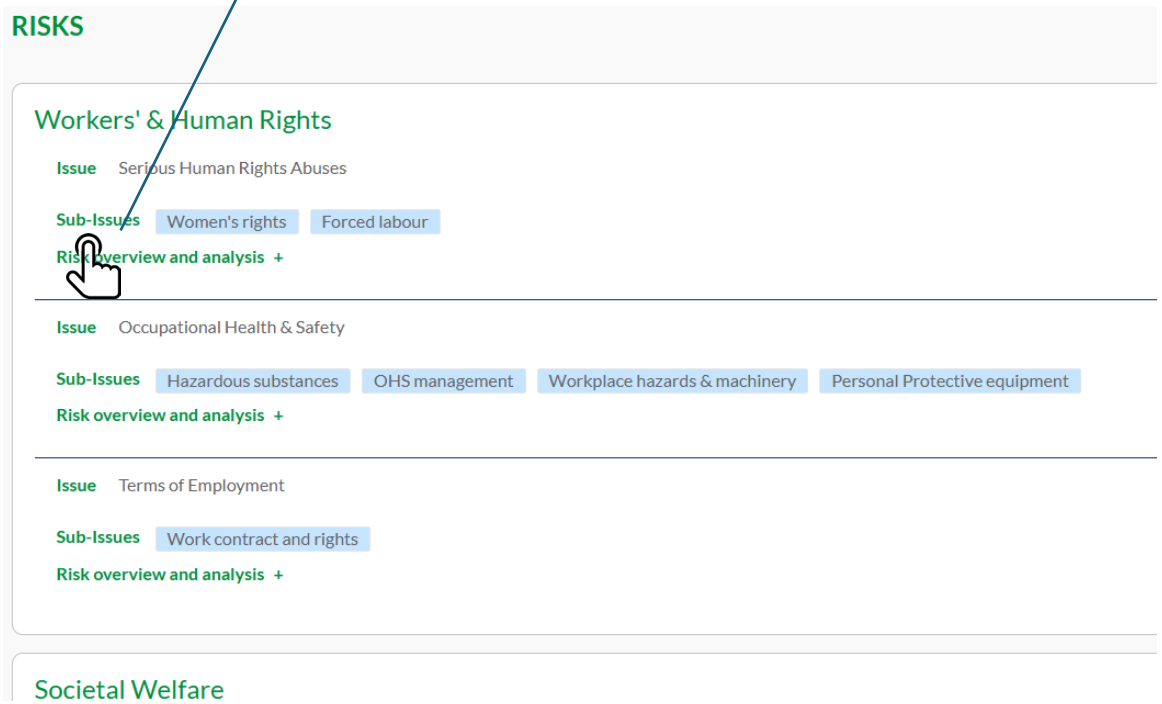


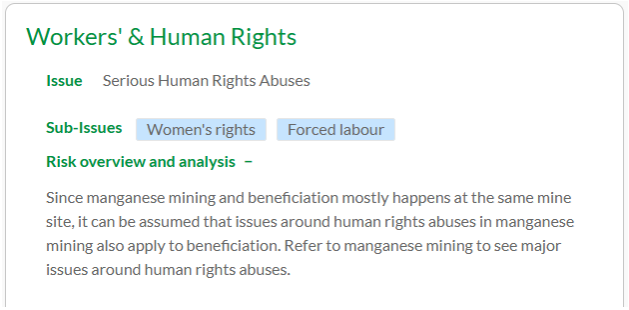
1	**Risk category**	**Explore a risk category.** There are five risk categories: worker's and human rights, societal welfare, use of natural resources, emissions and land reclamation, and company governance.
2	**Risk issue**	**Explore the risk issue.** Each risk category has between 2 to 4 different issues. In total there are 14 risk issues. *For example, the risk category of workers and human rights has 3 issues: serious human rights abuses, terms of employment and occupational health and safety.*
3	**Risk sub-issue**	**Explore the risk sub-issue.** Each risk issue is further divided into risk sub-issues. There are multiple risk sub-issues for each risk issue.
4	**Risk overview & analysis**	Access a summary and analysis of the risk at hand.

Example: manganese profile – how to access the risk overview and analysis.

Scroll down to see all ESG risks identified

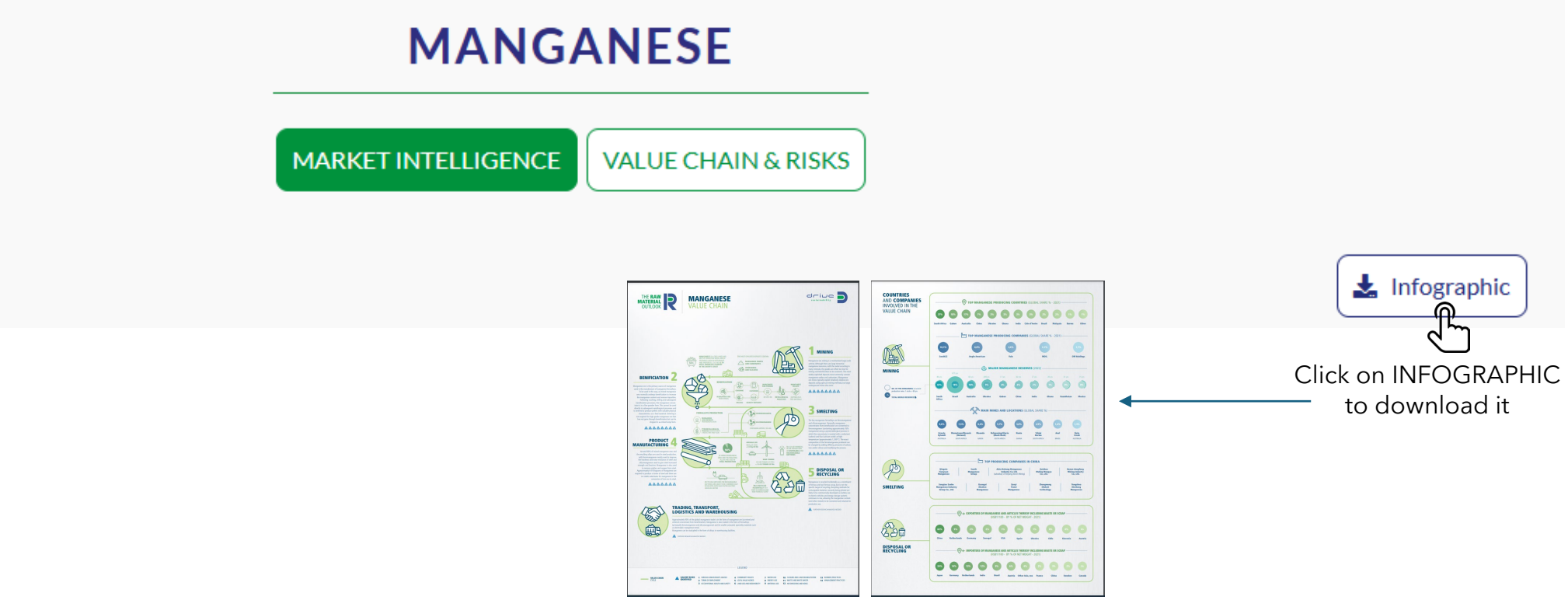
Click on RISK OVERVIEW AND ANALYSIS to get a summary of the risk





You can click again on RISK OVERVIEW AND ANALYSIS to hide the summary

Download a snapshot infographic of the raw material value chain, ESG risks and market intelligence.



3

How to access information

In the Partners Area

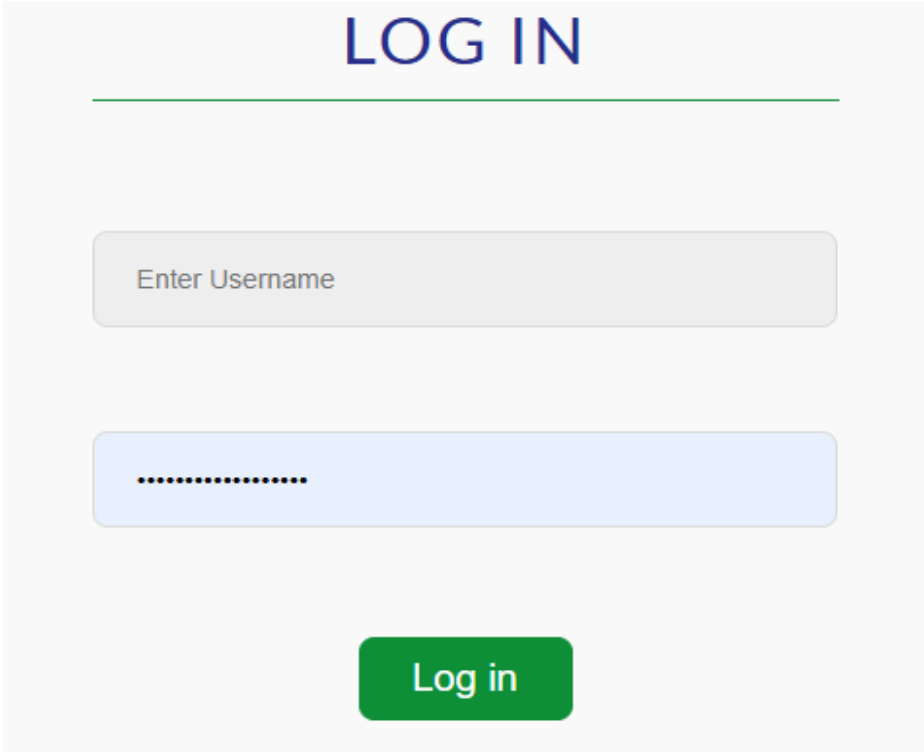
Content in the Partners Area includes

- additional tools for ESG risk analysis,
- raw data on risk evidences,
- relevant stakeholders and initiatives, and
- recommended collective actions to exert leverage.

To access the information, click on the green Partners Area button.

Data in the Partners Area is **only available for Drive Sustainability members** who have a log in.

3.2.1 HOW TO LOG IN

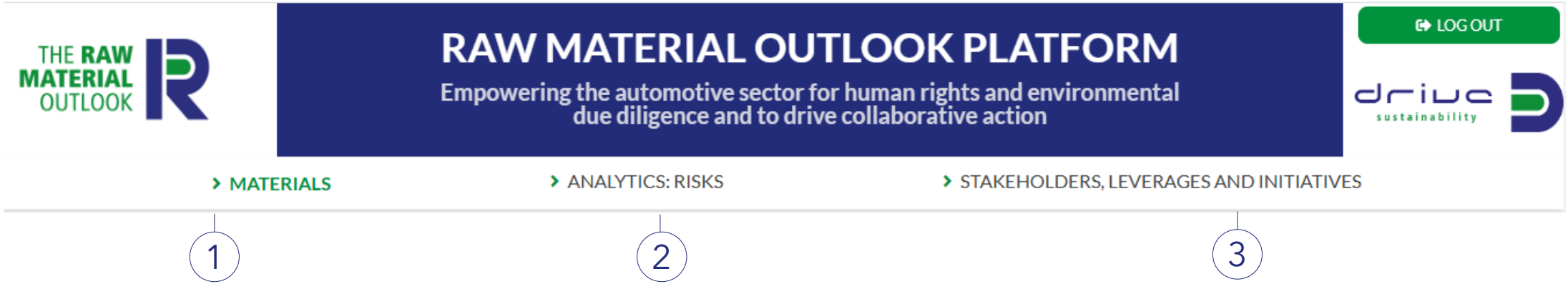


Use your email and password to log in.

If you don’t have log in information, contact Drive Sustainability.

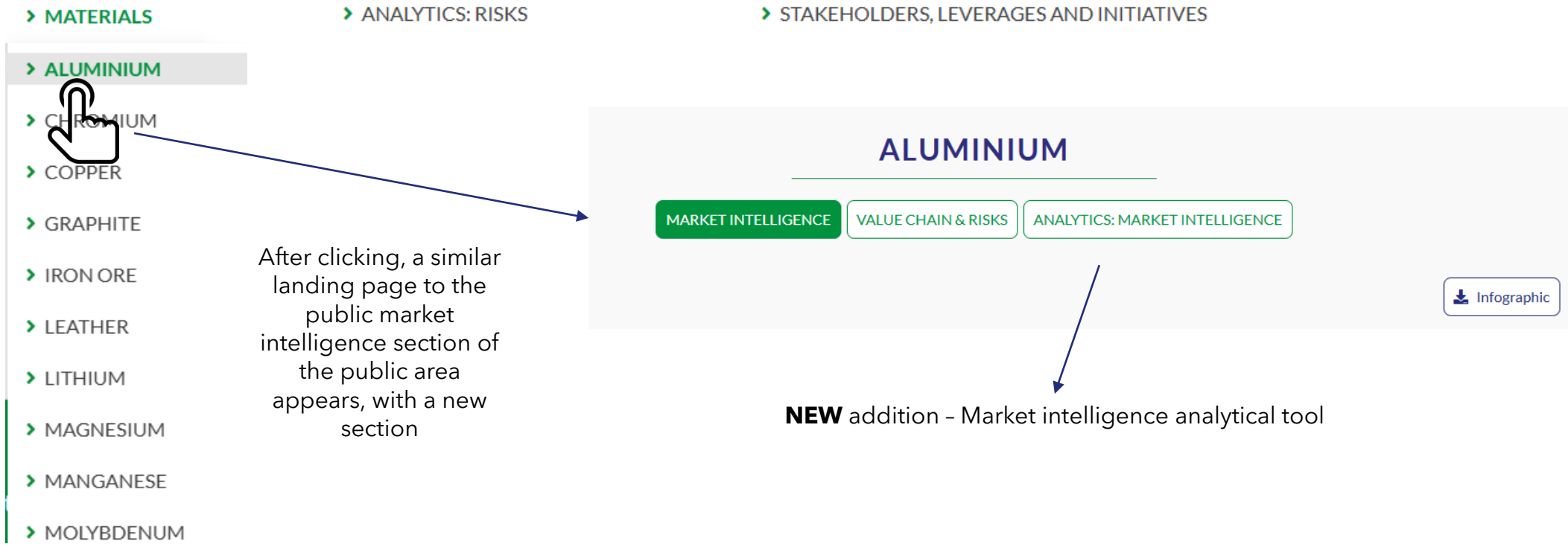
The Partners Area includes:

1	**Materials:** **Market intelligence Analytics – by raw material**	Analyse production data of each raw material in detail, including raw production data and values
2	**Analytics:** **Risks – Cross cutting**	Analyse the saliency of risks in a cross-cutting manner, by selecting several materials and specific countries
3	**Stakeholders, leverages and initiatives – Cross cutting**	See relevant stakeholders and initiatives identified and recommended collective actions to exert leverage



Click on a raw material to retrieve analytical market intelligence

Example: aluminium.



After clicking, a similar landing page to the public market intelligence section of the public area appears, with a new section

NEW addition – Market intelligence analytical tool

Click on the relevant elements and scroll down.

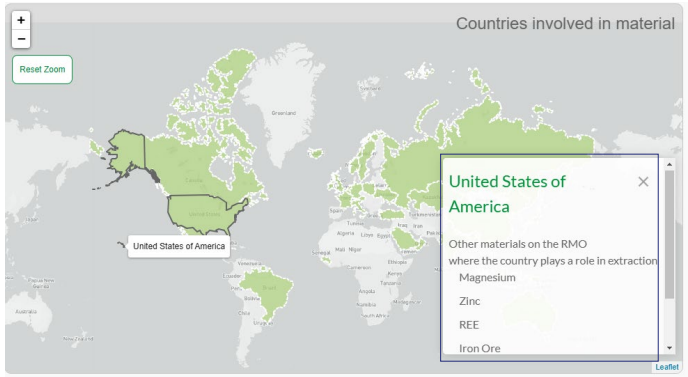
Same as in the public portal

Click on Analytics: Market intelligence

Click on a country to see the other raw materials of the RMO that the country also extracts.
For example, the United States

A pop-up box shows the list of raw materials extracted in the United States. Scroll down to see the full list.

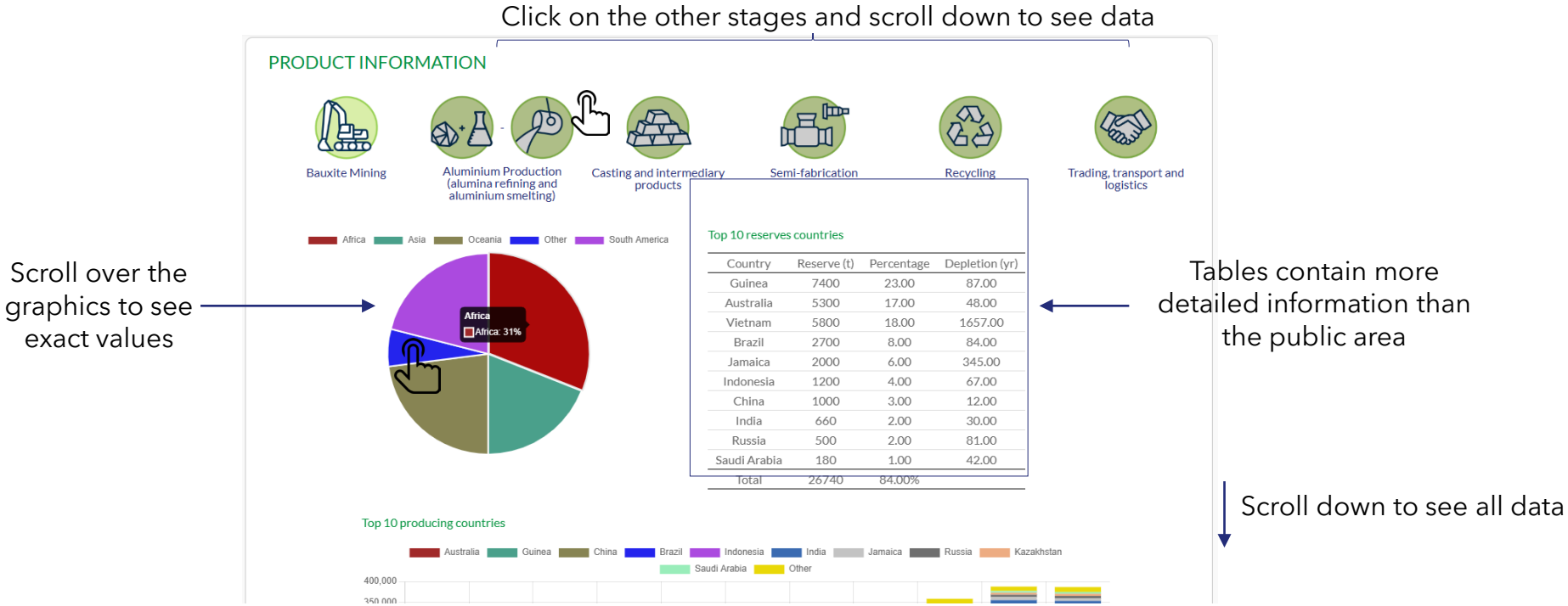
A map with all the countries involved in the extraction of that material appear



Below the map, find detailed production information at each stage of the value chain.

- Data at the mining stage appears as default
- Click on other stages to see information for those stages.
- Compared with the public area, you can access data on the availability of raw production and values to support a more detailed analysis.

Example of the aluminium profile



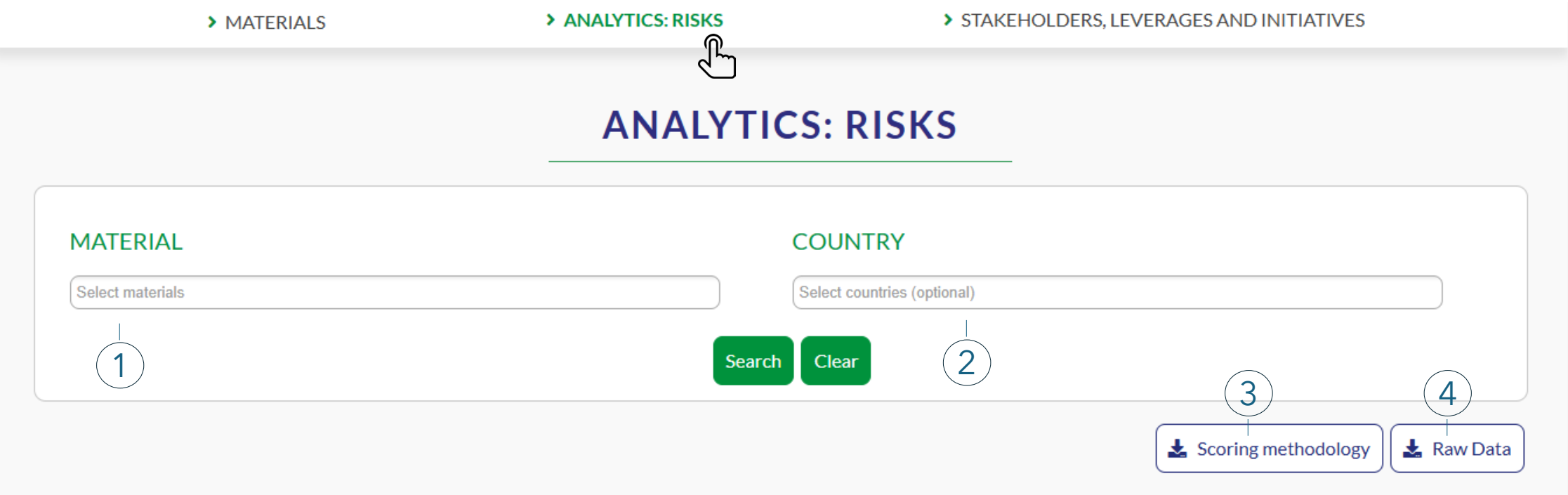
Analyse the saliency of risks and impacts in a cross-cutting manner, by selecting several materials and specific countries at the same time, and retrieving raw data on risk evidence.

This information is useful to:

a) **Understand the saliency (= severity + likelihood) of existing risks, impacts and blindspots at all stages of the value chain**.
   a) This is important to establish priorities.
   b) More risk issues on the heat map does not necessarily mean more risks at a given value chain stage or material. It can be because more public reporting on impacts was available. Therefore, less risk issues found might mean that further research is needed in specific areas.

b) **Understand existing material impacts for specific countries and materials where you have known suppliers**. This can support due diligence efforts on up- and mid-stream suppliers.

Content overview

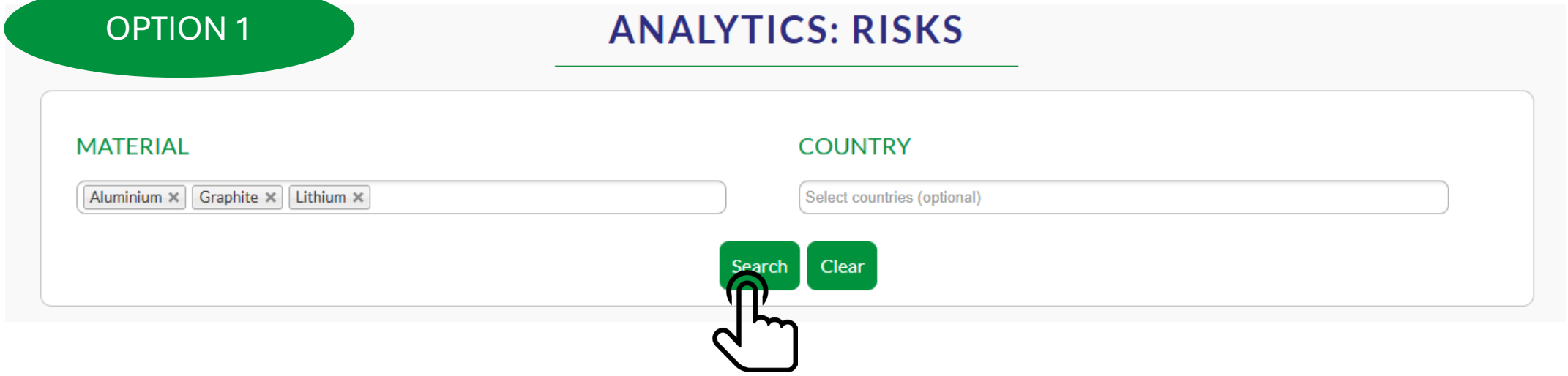


1	**Select materials**	Select materials to analyse risks
2	**Select countries**	Select countries to analyse risks
3	**Scoring methodology**	Download the methodology for risks assessment
4	**Raw data**	Download raw data on the risk analysis

To analyse risks across raw materials and countries.

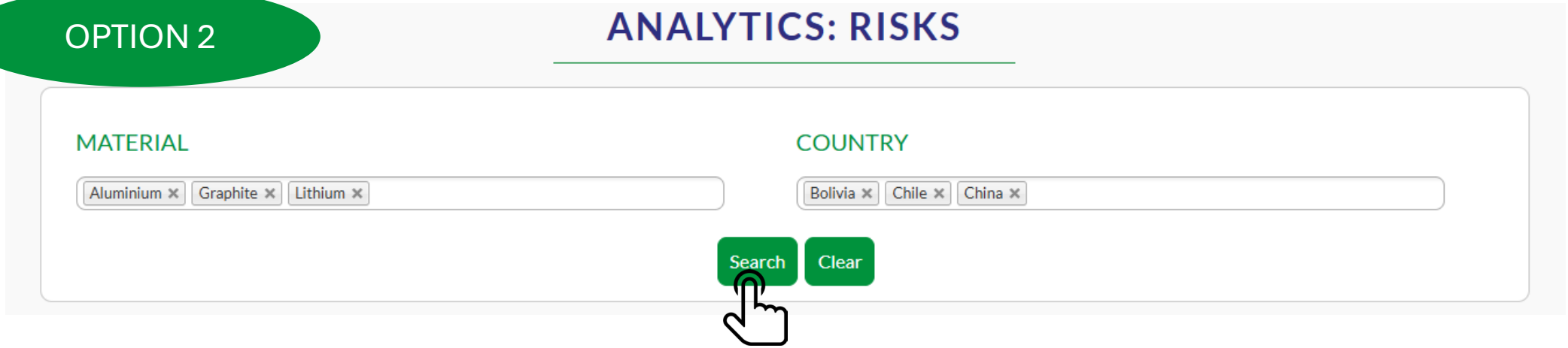
1. Select the materials by selecting from the dropdown list that appears when you right click on the material box, you can type the material to quick search the name in the list.
2. Once raw materials have been selected, you have two options:

OPTION 1



Click on the search button without selecting any country.
The risk analysis will be done for all countries automatically.

OPTION 2



Tailor the research by only looking at risks in specific countries.

Select countries of interest from the dropdown list. You can quick search countries by typing.

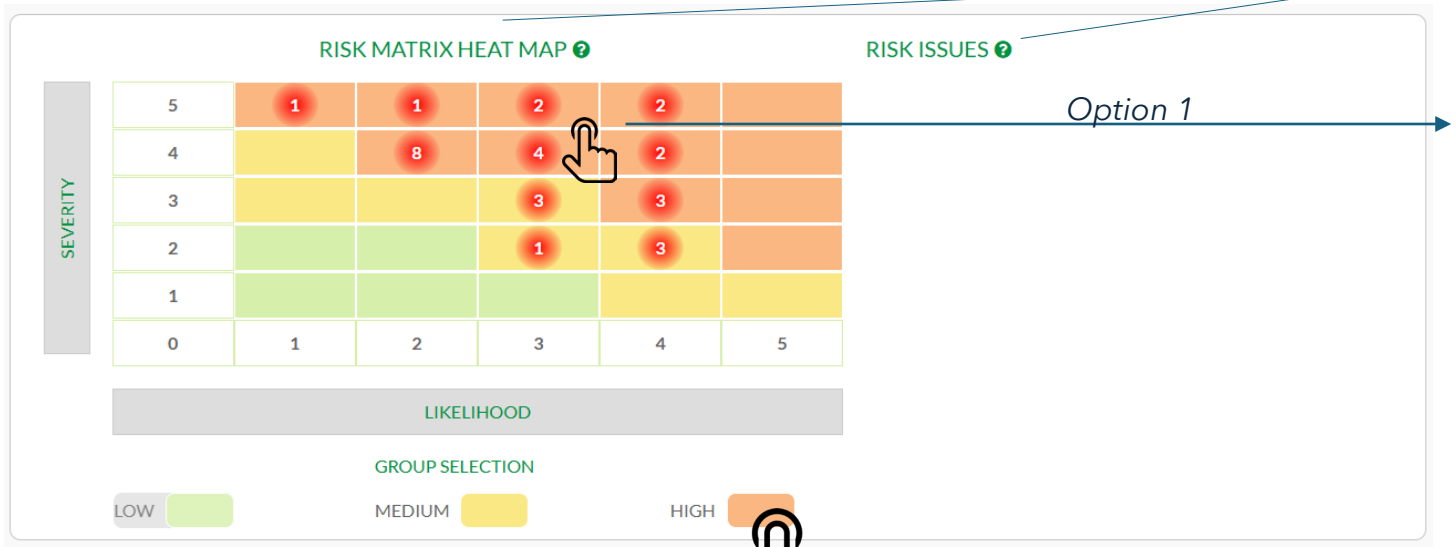
- If you type a country that does not appear in the list, it means that there are no risks for the materials selected in that given country.
- If you select a country and a material that you selected disappears from the box, it means that there are no risks for that material in the country selected. If you then select another country where risks exist for that material, the material will automatically show again.

- After selecting either just the raw materials (option 1), or
- The raw material alongside countries (option 2),

scroll down to access an interactive risk matrix heat map. All risks identified for selected materials and countries are plotted based on severity and likelihood to easily visualise low, medium and high risks.

Interact with the risk matrix to extract data.

Example for the selection of Al, C and Li, in Bolivia, Chile and China:

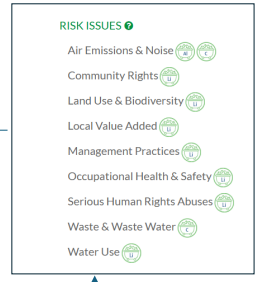


You can scroll over the question mark (?) to get in situ guidance on how to use the risk matrix

Option 1

Click on individual red dots of the risk matrix to retrieve the list of risks in that cell

The list of risk issues appear



Click on Low or Medium to retrieve low and medium scored risks

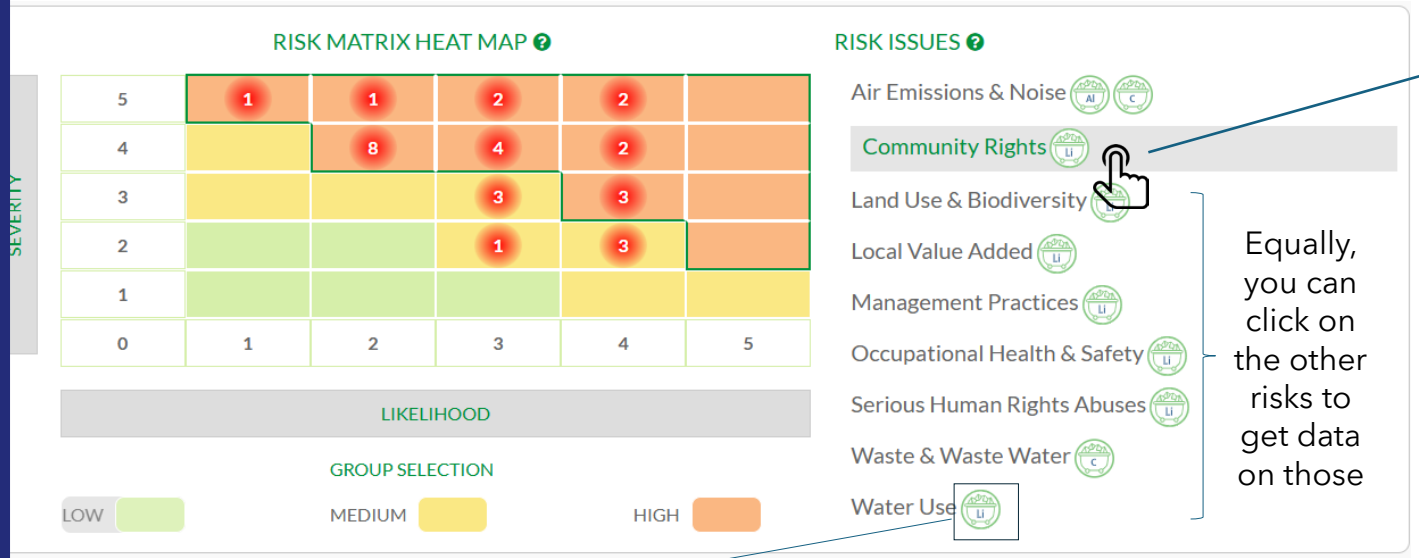
Option 2

Click on HIGH to retrieve all the risks scored as high in the risk matrix

THIS OPTION IS RECOMMENDED

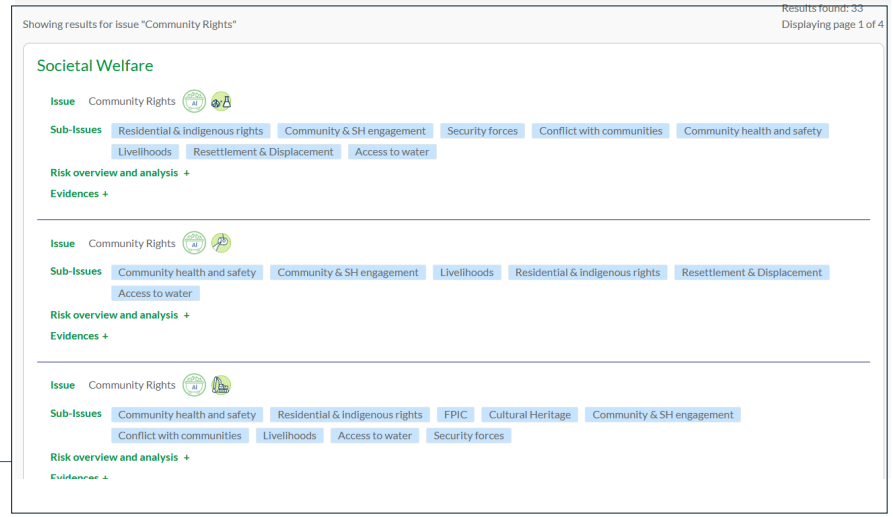
Once you have selected the risks from the matrix heat map, select the risk issue.

Example for the selection of Al, C and Li, in Bolivia, Chile and China, for all risks scored as High in the risk matrix:



Click on one risk issue and scroll down to see the results

Equally, you can click on the other risks to get data on those



The icon indicates the raw material(s) where risks issues were found.

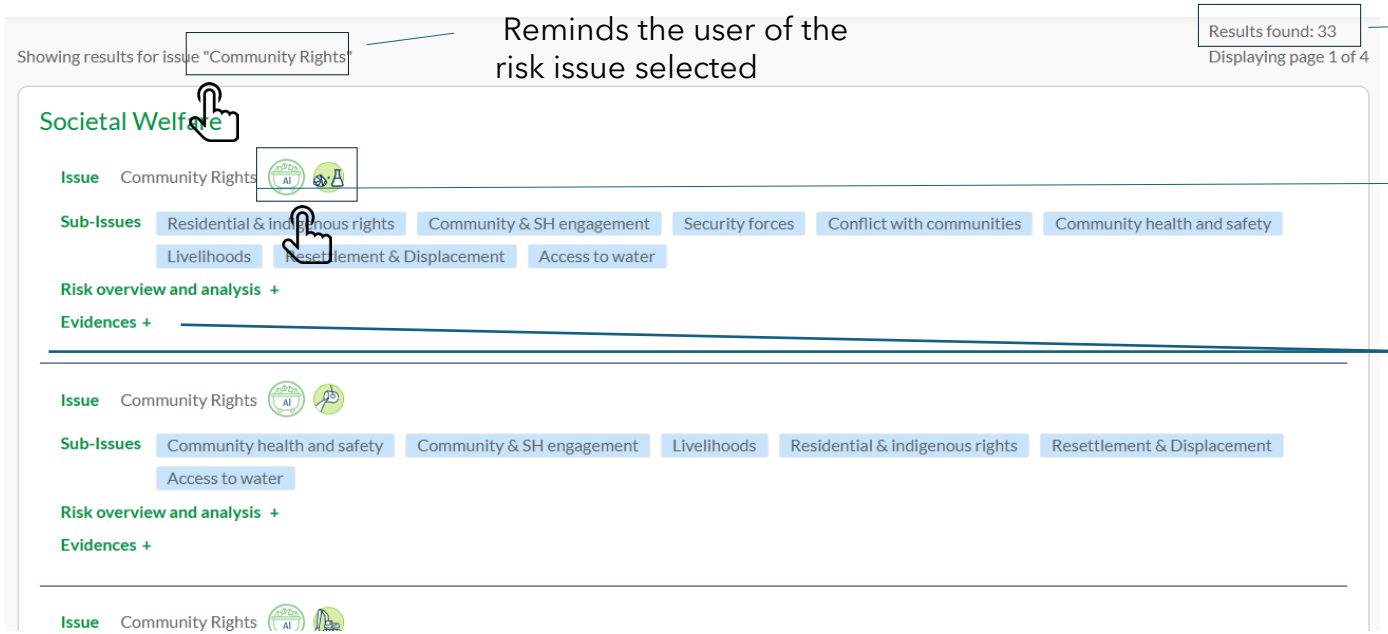
Detailed information on each risk issue for the selected materials and countries is shown for all value chain stages, you will need to further interact with the platform to get more detailed information

3

3.2.2.2 ANALYTICS: RISKS SECTION

Once you have selected the risk issue.

Example for the selection of Al, C and Li, in Bolivia, Chile and China, for all risks scored as High in the risk matrix, and for Community rights issues:

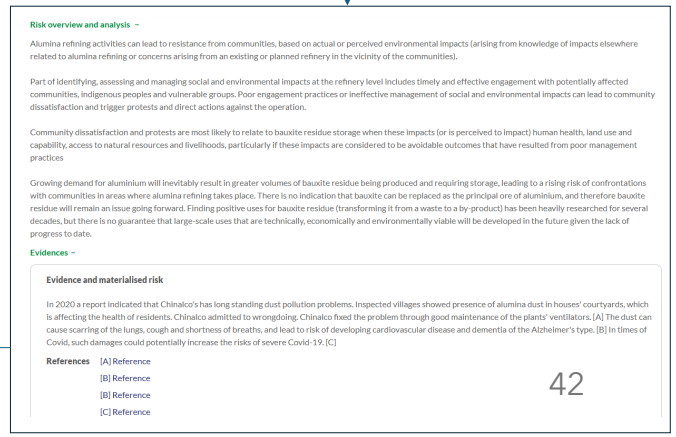


Reminds the user of the risk issue selected

Number of entries for this risk issue

The first icon indicates the raw material where risk evidences were found.
The second icon indicates the value chain stage of that raw material where risk evidences were found.

Click on the + icons to see the risk overview and analysis summary and the evidences respectively

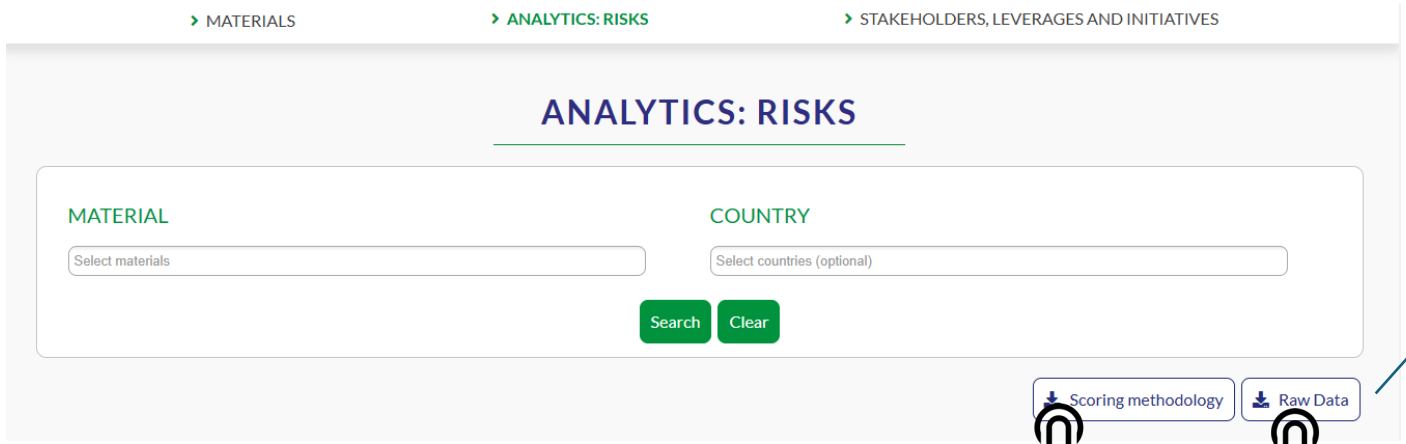


Click on each Reference to get directed to the reference link

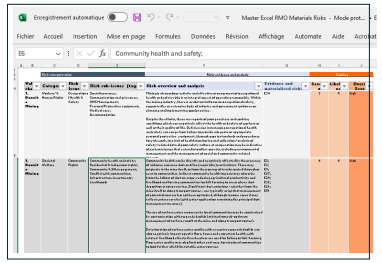
Alternative option to analyse the data on materialised risks:

- Click on the Raw Data button to download it.
- Click on "Scoring methodology" to download it.
- These two buttons are always present in the Analytics: Risks tab, before and after material and country selections.

Example:



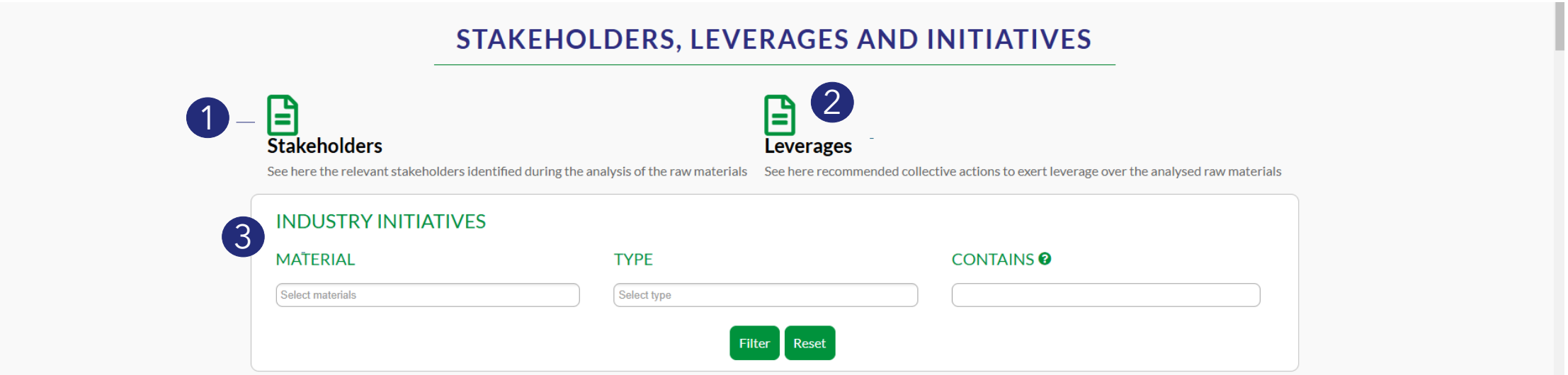
Click "Raw Data" to download the raw data of all materials and countries in a single Excel document



Click "Scoring methodology" to download the methodology used to score risks

Content overview

1	**Stakeholders**	Download the list of stakeholders identified during the analysis
2	**Leverages**	Download recommended collective actions to exert leverage over the analysed raw material value chains
3	**Industry Initiatives**	See industry initiatives identified during the analysis

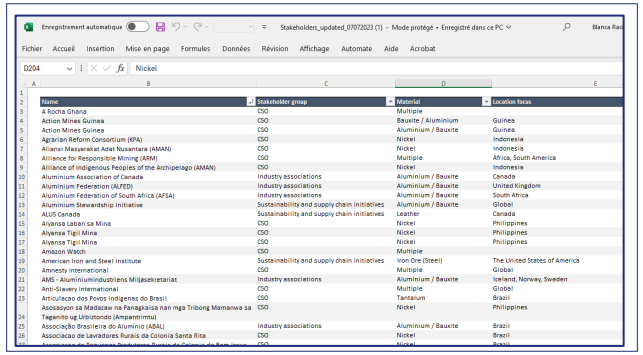


STAKEHOLDERS, LEVERAGES AND INITIATIVES

Stakeholders

See here the relevant stakeholders identified during the analysis of the raw materials

Click on Stakeholders to download file with identified stakeholders



Leverages

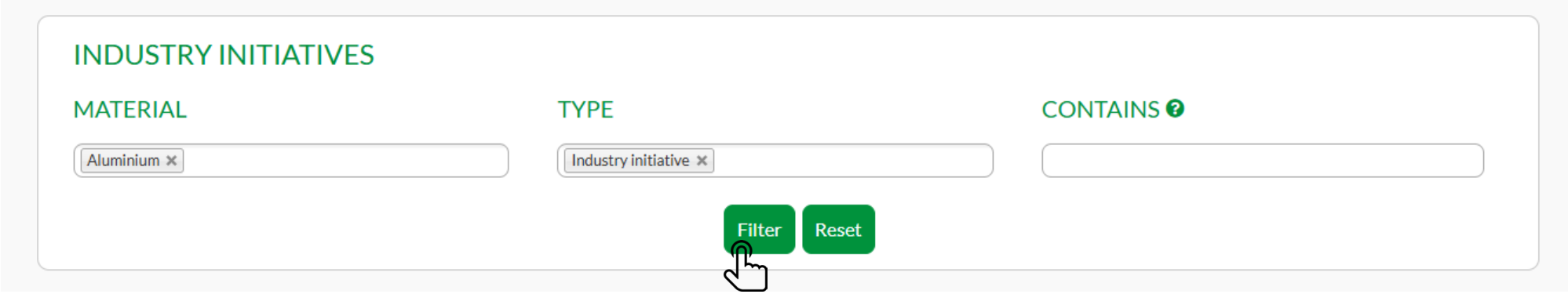
See here recommended collective actions to exert leverage over the analysed raw materials

Click on Leverages to download file with recommended actions

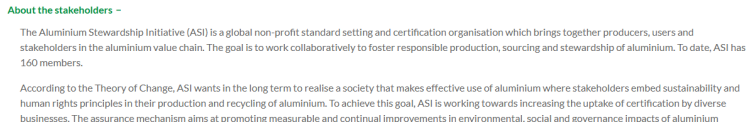
To navigate the industry initiatives, either:

- Scroll down to see the full list, or
- Use the search tool to select the materials you are interested in from the dropdown list of the first box, or the type of initiatives from the dropdown list of the second box. You can also type key words in the third box to tailor the search further.

Example with "aluminium" as material and "industry initiative" as type:



Click on filter and scroll down to see the results



Click on the + icons to see an initiative summary

4

CHAPTER 4
Practical Examples

4

OVERVIEW OF QUESTIONS

This section provides a series of questions that you may come across when conducting due diligence on your value chain.

It explains how the RMO data and analytical tool can help you answer these questions.

1	How can the RMO help map my value chain related to raw materials? See explanation
2	How can I identify environmental, social and governance (ESG) risks and impacts along raw materials value chains by using the RMO? See explanation
3	How should I prioritise action on risks? See explanation
4	How can I exert individual or collective leverage to address risks in the value chain of a given raw material? See explanation
5	Which stakeholders and organisations should I engage with to conduct further due diligence on a particular risk issue or exert leverage with or upon? See explanation

4 1. How can the RMO help map my value chain related to raw materials?

The market intelligence tool can **help you understand how the raw material supply chain works** (geographies and risks). Each company would need to match the data with information on their own value chain.

To identify your suppliers, first focus on your riskiest suppliers and the critical ones.

- **Risky suppliers:** you know they are (or are likely) sourcing from areas with conflict affected and high-risk areas or areas with high ESG risks.
- **Critical suppliers:** they have more interconnections with other suppliers of yours.

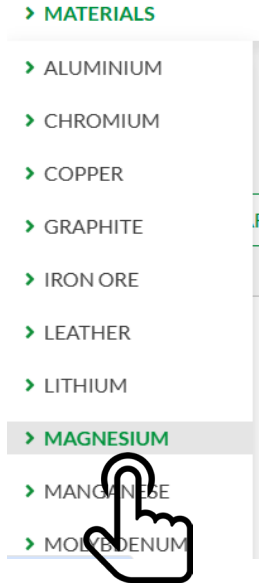
Find more information on how to identify your suppliers on the Due Diligence Ready portal from the European Commission here: https://single-market-economy.ec.europa.eu/sectors/raw-materials/due-diligence-ready/due-diligence-explained_en

4 1. How can the RMO help map my value chain related to raw materials?

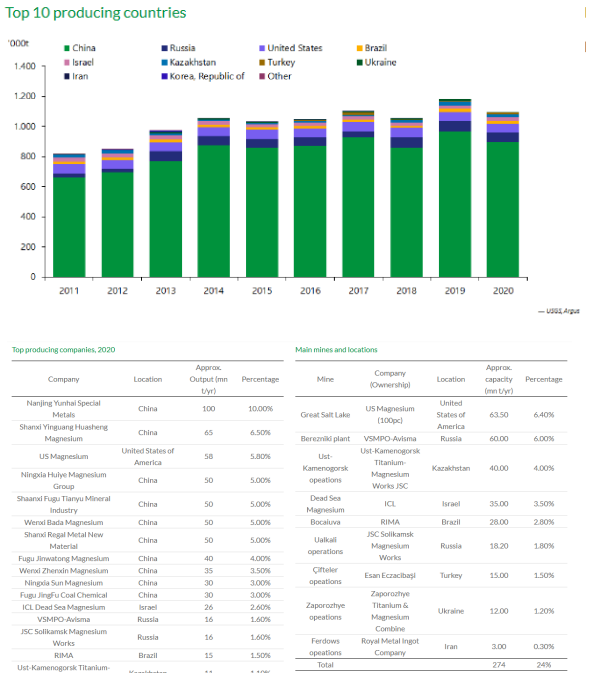
I want to map and trace my magnesium value chain. Where do I start?

- Go to the Partners area, select magnesium, select the value chain tier, and scroll down to see the results.
- You can visit the market intelligence analytics tab to see the exact production values and producing companies' data.
- If you do not want to see the specifics, you can extract the data from the Public portal.

1 Click on "magnesium"



2 Scroll down to see the results



3 Analyse results

Results show that the majority of manganese extraction takes place in China. Therefore, it is highly likely that your upstream suppliers operate in China. This means that you should engage with Chinese stakeholders to better understand your value chain, specific risks and how to exert leverage.

The results also show top companies and mine locations, again, it is likely for one of these to be part of your value chain.

4 2. How can I identify environmental, social and governance (ESG) risks and impacts along raw materials value chains by using the RMO?

The RMO helps conduct the first layer of due diligence:

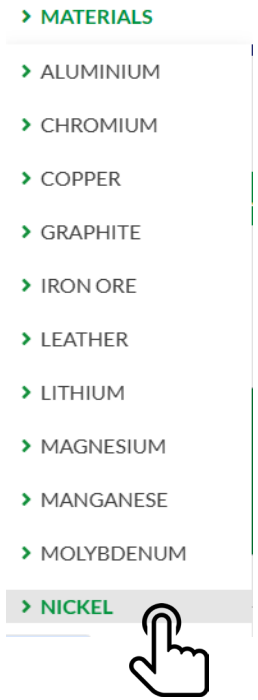
- **It helps identify ESG risks and impacts, intrinsic impacts of production methods and areas where detailing potential risks is more difficult** (blindspots). Understanding this helps tailor questions to your suppliers, understand in more detail how they are mitigating intrinsic risks and risks that often materialise in impacts.
- **It helps identify areas where further research is needed** since there isn't enough readily available information, either because of limited access or existing analysis.
- **Check if any of the compiled evidence cases of material impacts has been recorded against one of your suppliers** in the risk analytics tab of the Partners' area and in the raw data excel.

4 2. How can I identify environmental, social and governance (ESG) risks and impacts along raw materials value chains by using the RMO?

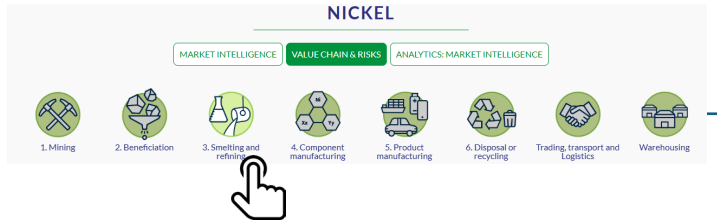
How do I identify the risks linked to my nickel smelting and refining suppliers?

- Enter the partners area, select magnesium, select the value chain and risks tab, select the value chain tier, and scroll down to see the results.
- You can also extract this information in the Public portal.

1 Click on "nickel"



2 Click on "smelting and refining"



3 Scroll down to see the results

Intrinsic risks of nickel smelting and refining show at the top, followed by the list of ESG impacts materialised and blindspots. Click on the + icon to get a description of the risk.

To check if any of your known suppliers has been recorded against the evidence cases compiled by the RMO, go to the Analytics risks tab of the Partners area, and download the Raw data file.
In the Excel Raw data file click on the "Evidences Ni" tab and check column J "company(ies) involved".
Note that there are gaps in the attribution of harm, and therefore the list of companies contributing to a harm is not complete and further research is done.

3. How should I prioritise action on risks?

Prioritise actions based on the risk saliency (= the severity and likelihood of each risk).

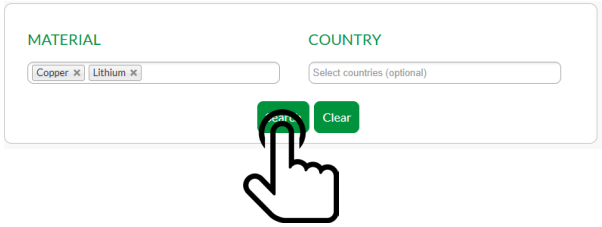
- The ANALYTICS RISK tab of the Partners area of the RMO Platform offers a first insight into risk saliency.
- Although we recommend you develop your own risk matrix with tailored information on your value chain, the RMO Platform should help identify key areas where action is needed to increase the sustainability of value chains.
- **All "high" and "highest" scores should be a priority.** When using the risk matrix heat map, we recommended you check all risks that score "high" instead of only looking at the highest ones.
- The RMO risk matrix offers a preliminary risk analysis based on high-level global research. More research and investigation might be needed, particularly in relation to risks and impacts for the raw material profiles where there is limited available information publicly.
- A tailored risk analysis on specific companies' value chains is required to complement the outcomes of the RMO saliency risk heat matrix.

Example:

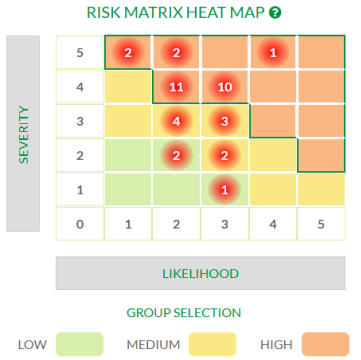
How do I prioritise action on copper and lithium?

Click on Analytics: risks tab in the Partners area

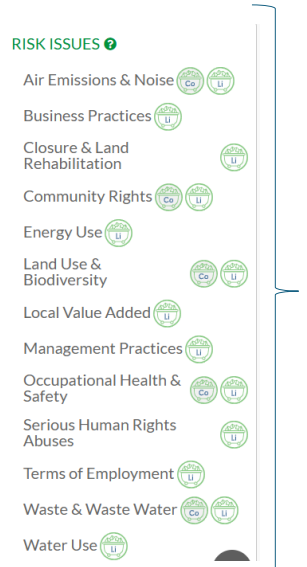
2 Select the relevant materials. You can also select a specific country.



3 Scroll down to see the results and click on "high" risks

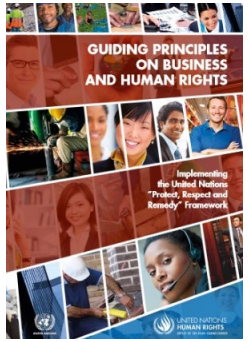


4 Look at the right to see the results



From the list of risks rated high, check those crosscutting for copper and lithium. Click on each listed risk to find more information that might help you better understand it.

4. How can I exert individual or collective leverage to address risks in the value chain of a given raw material?



The UN Guiding Principles on Business and Human Rights recognise that where *"a business enterprise contributes or may contribute to an adverse human right impact, it should take the necessary steps to cease or prevent its contribution and use its leverage to mitigate any remaining impact to its greatest extent possible."*
"Leverage is considered to exist where the enterprise has the ability to effect change in the wrongful practices of an entity that causes a harm". (Commentary to UNGP 19)

The data in the RMO highlights the responsibility of the automotive industry to collectively or individually exercise leverage.

Working with value chain partners and other stakeholders to reduce harms, irrespective of how far down the value chain they are, is crucial.

The STAKEHOLDERS, LEVERAGES AND INITIATIVES tab of the Partners area lets you download a document with specific avenues and leverages types.

- Suggested avenues and leverages are provided both to tackle harms collectively and individually.
- However, the value chain analysis was completed at a high level looking into the entire automotive industry. It is not specific to individual automotive companies.
- As a result, the recommended leverages for individual companies offer a good starting point to further refine leverage based on their specific value chain.

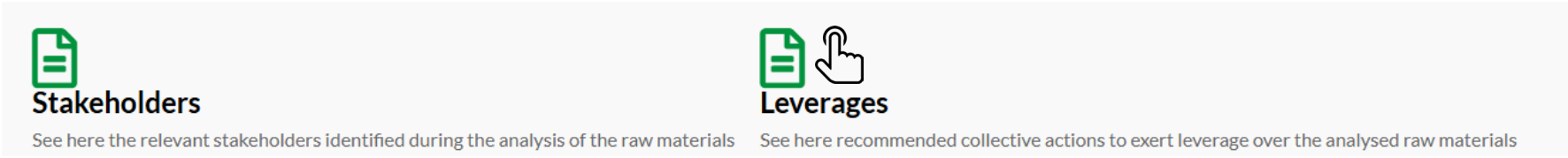
4. How can I exert individual or collective leverage to address risks in the value chain of a given raw material?

Example:

1. Log in the Partners area
2. Click on the STAKEHOLDERS, LEVERAGES AND INITIATIVES tab
3. Click on LEVERAGES to download the leverages document.

1 Click on the stakeholders, leverages and initiatives tab and scroll down to see the results

2 Click on Leverages to download file with recommended actions



3 Read the document that gets downloaded, it contains suggested avenues for individual or collective leverage for each raw material

4

5. Which stakeholders and organisations should I engage with to conduct further due diligence on a particular risk issue or exert leverage with or upon?

Stakeholders' engagement is crucial to identify risks where public reporting is limited, advocate for social and environmental risk management and identify collaborative actions.

The RMO identifies key stakeholders rather than providing a comprehensive list of all relevant stakeholders. This preliminary list can help you identify relevant stakeholders for each raw material, more tailored research might be needed to identify the other relevant stakeholders, especially based on specific risks and locations of each of your suppliers.

The preliminary list is available in the Partners area STAKEHOLDERS, LEVERAGES AND INITIATIVES tab.

There you can:

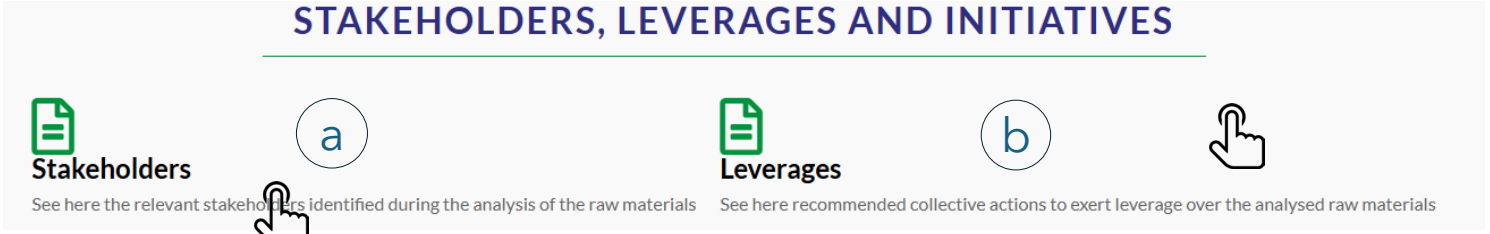
a) **Download a list of stakeholders** ranging from CSOs, to relevant value chain actors, to regulators, associations or initiatives.

b) **Extract further information from the industry initiatives:** type of initiative, material covering, summary of key activities and Drive Sustainability members connected to it.

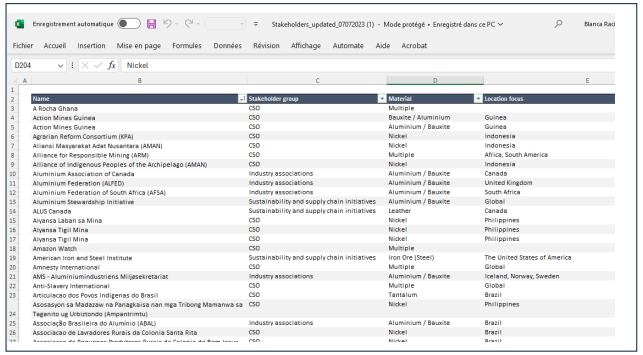
c) **Download a leverages document with tailored suggestions on potential avenues and leverages** cross-cutting and by raw material, including suggestions on key stakeholders to engage with.

4

5. Which stakeholders and organisations should I engage with to conduct further due diligence on a particular risk issue or exert leverage with or upon?



Click on Stakeholders to download file with stakeholders identified



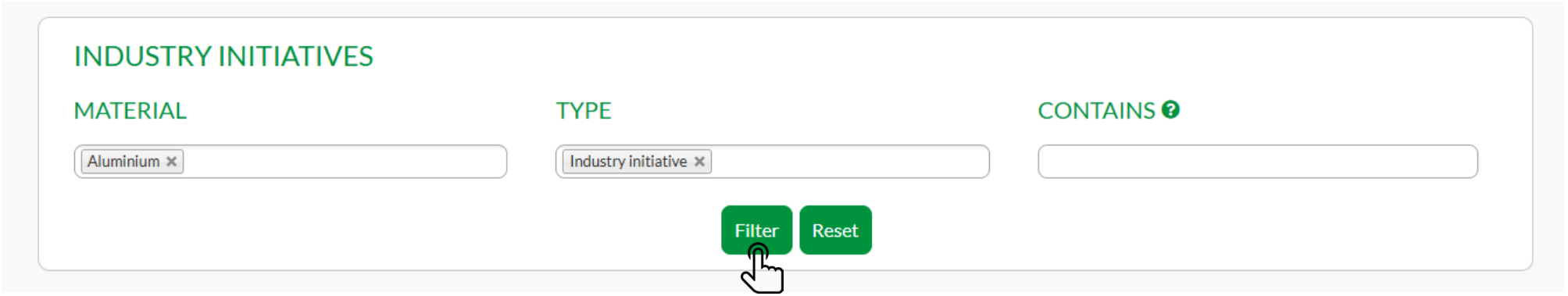
Click on Leverages to download file with recommended actions

4 5. Which stakeholders and organisations should I engage with to conduct further due diligence on a particular risk issue or exert leverage with or upon?

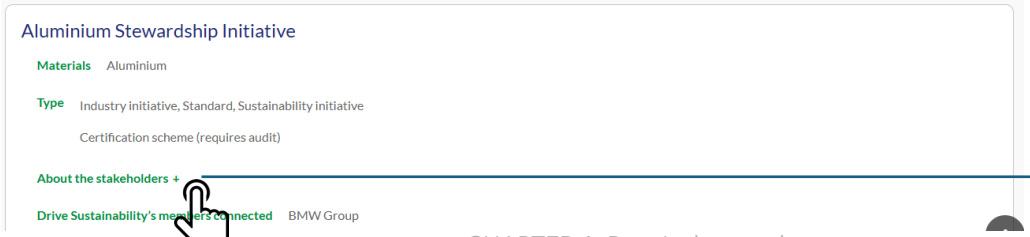
To navigate the industry initiatives,

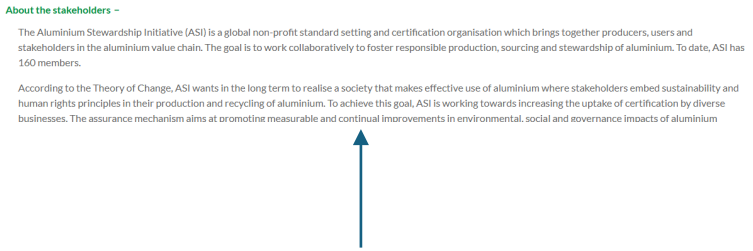
- scroll down the page to see the full list, or
- use the search tool to select relevant materials from the dropdown list in the first box, or
- Select the type of initiatives from the dropdown list of the second box.
- You can also type key words in the third box to tailor even further the search. *Example selection of aluminium as material and industry initiative as type:*

C



Click on filter and scroll down to see the results





Click on the + icons to see an initiative summary

5

CHAPTER 5
Troubleshooting

LOADING ISSUES.

The ANALYTICS: RISKS tab of the Partners area can take a few seconds to load due to the amount of data it stores.

The Loading sign indicates that the site is charging. Results will appear soon.

Multiple ANALYTICS: RISKS TABS open.

- If you have multiple tabs of the ANALYTICS RISKS TAB open in your browser, then the results won't display properly.
- For the best user experience **only open one tab at a time in the analytics risks tab.**
- You can have other sections opened in different tabs, but not multiple analytics risks tabs open.
- We recommend using the RMO Platform on desktop for the best user experience, rather than on mobile devices.