

ON THE RIGHTS TRACK

Finding your way through the UN Guiding Principles
on Business and Human Rights

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EXECUTIVE SUMMARY

Companies ask what the UN Guiding Principles concretely require them to do, what “good” looks like for their industry and how to pragmatically deliver the agenda.

The United Nations Guiding Principles on Business and Human Rights (UNGP report or guiding principles) were endorsed by the United Nations Human Rights Council in 2011. The report clarifies the human rights responsibilities of business enterprises, and the duty of states in ensuring that they meet these. The UNGP report has been welcomed by human rights campaigners, experts, states and the business community.

Since the endorsement, several articles have been published interpreting the guiding principles or providing case studies for implementation. Yet our experience working with companies indicates that, while the concept of human rights is widely recognised, many businesses are still unclear what tangibly needs to change in their day-to-day business activities as a result of the guiding principles. Companies ask what the UNGP concretely requires them to do, what “good” looks like for their industry and how to pragmatically deliver or communicate the agenda.

The UNGP report is not an operational manual and so does not provide detailed action steps. Follow-up publications have also not quite answered the implementation questions raised by companies, or have not answered them in a language that speaks to the operational realities of business. For a start, many of the publications go unread because only a few companies have a dedicated resource charged with making sense of the lengthy documents in circulation. This report summarises the central themes of the UNGP and offers pragmatic steps to embed the principles into business practice within the ever-present company constraints of time and resources.

The UN Guiding Principles rest on the three pillars of the “Protect, Respect and Remedy” Framework. This framework clarifies the role of the state to protect against human rights infringements by third parties, including businesses; the corporate responsibility to respect all human rights as referenced in the International Bill of Human Rights; and the role of both states and businesses to remediate any adverse human rights impacts. The UNGP further lays out the “foundational principles” (i.e. the spirit) of each pillar and offers “operational principles” (i.e. recommended actions) to help companies fulfil their role.

In summary, the UNGP expects companies to do A-B-C:

- A. Articulate their commitment to human rights in a policy statement**
- B. Be proactive in anticipating and mitigating adverse impacts through human rights due diligence; and**
- C. Correct and compensate any unforeseen or unavoidable adverse human rights impacts.**

In order to meet these requirements, companies first need to provide appropriate resources for the agenda (i.e. allocate a budget, assign responsibility and incentivise through the performance management process) and second to develop a strategy to drive a systematic implementation. Such a strategy should focus primarily on preventing or mitigating adverse human rights impacts, and only secondarily on remediation. This approach would require a process for anticipating the risks of infringement since this is the only way to prevent or mitigate them. Companies can do this through human rights due diligence – i.e. investigating their own and partners' business activities for any incidents, risks or allegations of human rights infringements.

All business areas can have human rights impacts. As part of any human rights strategy, each company should be satisfied it understands the actual and potential impacts of all its key business functions. An effective strategy starts with the prioritisation of business units and functions according to the severity and significance of their human rights risks and impacts.

Companies should also provide for effective management of this agenda. The most efficient way to do this is to build operational accountability into existing company structures, wherever possible. However, this approach would not be effective if it results in an unrealistic workload. To meet the dual objective of efficiency and effectiveness, operational accountability for human rights can be organised in a number of ways based on company size, maturity of corporate responsibility (CR) agenda, severity of impacts and so on. Each of the four options offered below has its own set of pros and cons:

- 1. Full time human rights role**
- 2. Human rights role managed directly by Head of CR or Corporate Affairs**
- 3. Human rights role managed by head of company's most significant sphere**
- 4. Decentralised management supported by junior-level coordination.**

Human rights should be overseen by the company's senior leadership. This can be through existing board or executive committees (e.g. audit, compliance, corporate affairs or sustainability committees).

Finally, the guiding principles have made it easier for the public and other stakeholders to engage companies on human rights. Stakeholders can now more easily see what a company is doing to meet its responsibilities, but also what it is not yet doing. Companies should therefore ensure that they can confidently take part in societal conversations on human rights. At the least, each company should be able to offer a coherent narrative of their own human rights strategy, covering all significant impact areas – even when these are addressed as part of human resources, ethical trade, community engagement or other business function. Being communication-ready offers the advantage of helping companies see the full remit of their human rights agenda, identify any blind spots and assess the adequacy of their strategy. Such a narrative is useful for internal clarity as well as for external engagement.

For many companies, the biggest hurdle to fostering full confidence in their approach to human rights is usually the first step. This first step is quite simply to understand the A-B-C of the UNGP and undertake a quick company health check based on your sector's significant human rights impacts. Once this step is taken, the rest of the journey becomes clearer.

An effective human rights strategy starts with prioritising business units and functions according to the significance of their human rights impacts.

WHY THIS REPORT?

Our starting assumption is that companies want to respect human rights and many understand how being aligned with societal values can support business performance.

The United Nations Human Rights Council endorsed the UN Guiding Principles on Business and Human Rights (UNGP report or guiding principles) in 2011. The UNGP report clarifies the role of business in human rights. Since then an increasing number of companies have been asking how this report could affect their business strategies and day-to-day operations. In response, several articles have been published further interpreting the principles. Yet at Carnstone, we find that companies remain confused about exactly what they are expected to do. A lot of these human rights articles – mostly authored by lawyers and academics – have not been successfully translated into business processes.

There are some exceptions obviously. Sectors that can have severe and direct human rights impacts (e.g. the extractive industry) generally have a better understanding of their responsibilities. Companies in these sectors tend to have a dedicated resource tasked with making sense of the UNGP and embedding it into core business. Conversely, companies whose only significant human rights impact is on their workers (e.g. professional services) find it difficult to articulate their approach, even though they may already be addressing human rights under their wider Corporate Responsibility (CR) strategy or business functions.

A third group of companies sits in the middle. They have significant human rights impacts beyond employees, but these impacts tend to be nuanced, indirect or outside the spotlight of campaigners. These companies say they agree with the standards yet find the UNGP too academic to implement. This report is written primarily with them in mind. Many of these businesses have so far focused on determining if the guiding principles will become national law. The thinking being that if they will, then it would be worthwhile to invest company resources in understanding and complying with them. This view comes from two assumptions: first, that meeting the standards of the UNGP requires such an investment in time and resources that only a compelling business case would justify this investment, and second, that legislation is the most compelling business case for human rights.

Our starting assumption is that companies want to respect human rights and many understand how being aligned with societal values can support business performance. This report will therefore not focus as much on making the case for respecting human rights as on showing how companies can pragmatically translate their commitment into business practice, without an enormous investment in resources. Wherever necessary, what follows will prioritise practical application over academic detail. Material on the latter can be found elsewhere.

One thing to say about UNGP and national law however is that even though the guiding principles are not yet hard law, our judgment is that the clear societal consensus they enjoy is evidence that they will likely influence and affect law over time.

The issues our report explores come from one-on-one interviews and conversations with companies of various sizes across different sectors. Our analyses and recommendations are informed by our understanding of business and human rights, our years of experience in embedding CR into core business as well as from our review of human rights publications – chiefly the UNGP report.

STARTING QUESTIONS

In discussions regarding implementing the UNGP, companies often ask how they might get started – or how to be sure they cover all areas expected of them. This ranges from companies taking their first steps in CR to those with an advanced agenda. Their questions tend to fall into the following four categories which will form the sections of our report.

1. Understanding the subject

What is the United Nations Guiding Principles really about?
At its core, what is it asking my company to do?

2. What does “good” look like for my specific business or industry?

My sector is different from mining; what would “good” look like for us?
How does this new human rights language differ from our work in diversity?
Apart from suppliers’ labour standards, what other issues should we consider?

3. Implementing human rights

How do we pragmatically deliver this agenda, from an operational accountability and governance perspective?
If we need a huge change process to implement this, it won't happen. How can we concretely deliver the UNGP within our organisation's existing CR set-up?

4. Communication

We are doing a lot but we don't call it human rights. How can we speak fluently and confidently about our agenda?

A few companies ask specifically how to conduct human rights due diligence but are unclear what to prioritise, or how to address its findings. Actually, the starting questions should be around understanding the guiding principles and finding the most pragmatic mechanism to embed them throughout the company.

We find that having a company imagine how it might wish to communicate its human rights agenda to a critical audience helps clarify what a robust strategy should cover. Therefore, this report will help companies think about their human rights responsibilities from the perspective of a critical audience.

If a CR or corporate affairs director answers ‘no’ or ‘don't know’ to any of the questions below, the company needs to review its approach to human rights:

- 1. Can you coherently and comprehensively articulate your company's human rights agenda to a campaigner, investor or other stakeholder?**
- 2. Are you confident that your narrative reflects the reality in your business?**
- 3. Are you confident that this agenda meets the expectations of the UN Guiding Principles?**

If challenged by a human rights campaigner, can you coherently and comprehensively articulate your company's approach to human rights?

BUSINESS AND HUMAN RIGHTS: A BRIEF OVERVIEW

Following the horrors of the Second World War, the UN articulated a globally agreed set of human rights. The Universal Declaration of Human Rights (UDHR) was adopted in 1948. Although not legally binding, the UDHR has become the seminal document on human rights and continues to inspire national and international laws and standards. Together with two subsequent UN international treaties, the UDHR forms the so-called “International Bill of Human Rights”.

The UDHR was developed at a time when nation states held unrivalled power and wealth and was therefore addressed to states. In subsequent decades however, there has been an increase in the wealth and influence of businesses. This in turn, has meant an increase in their actual or potential human rights impacts. Society’s expectations of the role that business should play in addressing its adverse impacts have also grown over the years. These expectations have hitherto been based on loosely defined ethical considerations, thereby leaving much room for debate and ‘spin’.

In 2005, in an effort to provide greater clarity, then-UN Secretary-General Kofi Annan appointed a special representative to look into the subject of business and human rights. The special representative, John Ruggie, was given the mandate to clarify what exactly are the human rights responsibilities of business and to propose concrete guidance on meeting those responsibilities. Ruggie’s report became the United Nations Guiding Principles on Business and Human Rights – nicknamed the Ruggie Principles – and has been welcomed by states, business, civil society and human rights groups. It has become the cornerstone of all debate on business and human rights. Its language and spirit now inform society’s understanding of the role of business in human rights. In fact, without meeting the UN Guiding Principles, it is no longer possible to meet the human rights requirements of several international standards, including the OECD Guidelines, ISO 26000 and the UN Global Compact.

UNDERSTANDING THE SUBJECT

“PROTECT, RESPECT AND REMEDY” FRAMEWORK

The guiding principles rest on the three pillars of the “Protect, Respect and Remedy” Framework which clarifies the role of business in human rights, and how this role links with the duty of the state.

Pillar 1: Protect

This refers to the duty of states to protect against human rights abuses by third parties – including businesses. This requires that states enact and enforce regulation, and set up legal processes to protect human rights and redress or punish any abuses. This first pillar shows that a role for business in human rights does not mean that the state may abdicate or outsource its duty.

Pillar 2: Respect

This refers to the corporate responsibility to respect all internationally recognised human rights – at a minimum, those referenced in the International Bill of Human Rights. This means that business should understand its actual and potential human rights impacts, mitigate any adverse impact and be able to redress any infringement. The key expectation here is that business should aim to anticipate, identify and address adverse human rights impacts, even before they materialise.

Pillar 3: Remedy

This refers to the role of both states and businesses to cooperate with, or provide access to, legitimate and effective remedy for victims of adverse human rights impacts. The key expectation here is that victims are provided with both adequate remedy and effective access to this remedy. This refers to both judicial and non-judicial remedy.

A-B-C OF THE UNGP: MAKING SENSE OF THE ROLE OF BUSINESS IN HUMAN RIGHTS

The UNGP report provides more detail around the “Protect, Respect and Remedy” Framework. First, it lays out the “foundational principles” (the spirit) of each pillar. One of these is that the corporate responsibility to respect and remedy human rights applies to all companies irrespective of their size, location, sector etc. Second, it offers “operational principles” (the recommended actions) to help companies meet these responsibilities.

To aid recall, we have summarised these recommended actions as A-B-C.

A

Articulate commitment to human rights in a policy statement

Companies should have a human rights policy statement signed off at the most senior level. The statement must have governance consequences. So a mere statement on the company website or CR report would not suffice.

An appropriate policy should:

- State the company's commitment to respecting human rights
- Highlight the company's significant human rights areas
- Draw upon relevant expertise
- Be approved by senior leadership and have governance consequences (i.e. senior leadership has a clear process for ongoing tracking to ensure the policy is followed)
- Be clear about what is expected of employees, business partners and all relevant stakeholders
- Be communicated internally and externally
- Be embedded in business units and functions through operational policies and procedures

For a large business, we recommend that this over-arching statement covers:

1. the company's governing principles and approach to human rights and
2. a compendium of all the operational policies embedding the statement (e.g. country or function-specific policies and procedures)

B

Be proactive in anticipating and mitigating adverse impacts

Companies should not wait for campaigners or the media to inform them of adverse human rights impacts. They should conduct human rights due diligence to identify and mitigate actual or potential infringement.

Many companies address human rights issues only when they are brought to management's attention by campaigners or the media. The UNGP places the responsibility on companies to be proactive and conduct human rights due diligence to anticipate, identify and address human rights issues. Effective human rights due diligence should:

- Cover adverse human rights impacts by the company's activities (operations, products, services or relationships)
- Identify both individual and community impacts
- Lead to systematic action to prevent and mitigate adverse impacts (i.e. *ad hoc* actions/projects would not suffice)
- Monitor impacts and improvements over time
- Include a readiness to communicate impact, actions and improvement to stakeholders
- Be ongoing, since human rights risks change over time

C

Correct and compensate unforeseen adverse human rights impacts

After doing all in its power to prevent or mitigate human rights infringement, companies should remedy any unforeseen or unavoidable adverse impacts.

Sometimes, adverse human rights impacts occur despite the best efforts of a company. In such cases, a company should remedy these impacts. This could be by providing for, or cooperating in, legitimate processes of redress. As a minimum, companies should:

- Aim to redress any adverse human rights impacts as soon as possible, starting with the most severe
- Cooperate with judicial mechanisms where required (e.g. where crimes are alleged)
- Cooperate with legitimate and effective non-judicial grievance mechanisms (including those offered by the state or other legitimate non-state bodies e.g. industry associations, multi-stakeholder or community groups etc)
- Set up effective grievance mechanisms that enable affected individuals or communities to access redress in a credible, prompt and effective manner (e.g. through a process run by a trusted third party)

Adapted from the UN Guiding Principles on Business and Human Rights, June 2011

WHAT DOES “GOOD” LOOK LIKE?

The board should be satisfied that it has a complete picture of all the company's human rights impacts, and that management has a strategy for addressing them.

Our judgment is that the UNGP report will continue to drive society's expectations of the role of business in human rights in the same way the Universal Declaration of Human Rights drives expectations of the role of states. In some countries, this may well translate into law or other forms of regulation. Therefore, companies should ensure their processes are aligned with the UNGP.

Even prior to the UNGP, many businesses were already addressing some of their human rights impacts. These were not always communicated under a human rights banner. For instance, the earliest recognised role of business in human rights was around employee rights – codified in the core conventions of the International Labour Organisation (ILO). So, companies whose human resources standards and practices are in line with the ILO core conventions are already addressing one important human rights “sphere”.

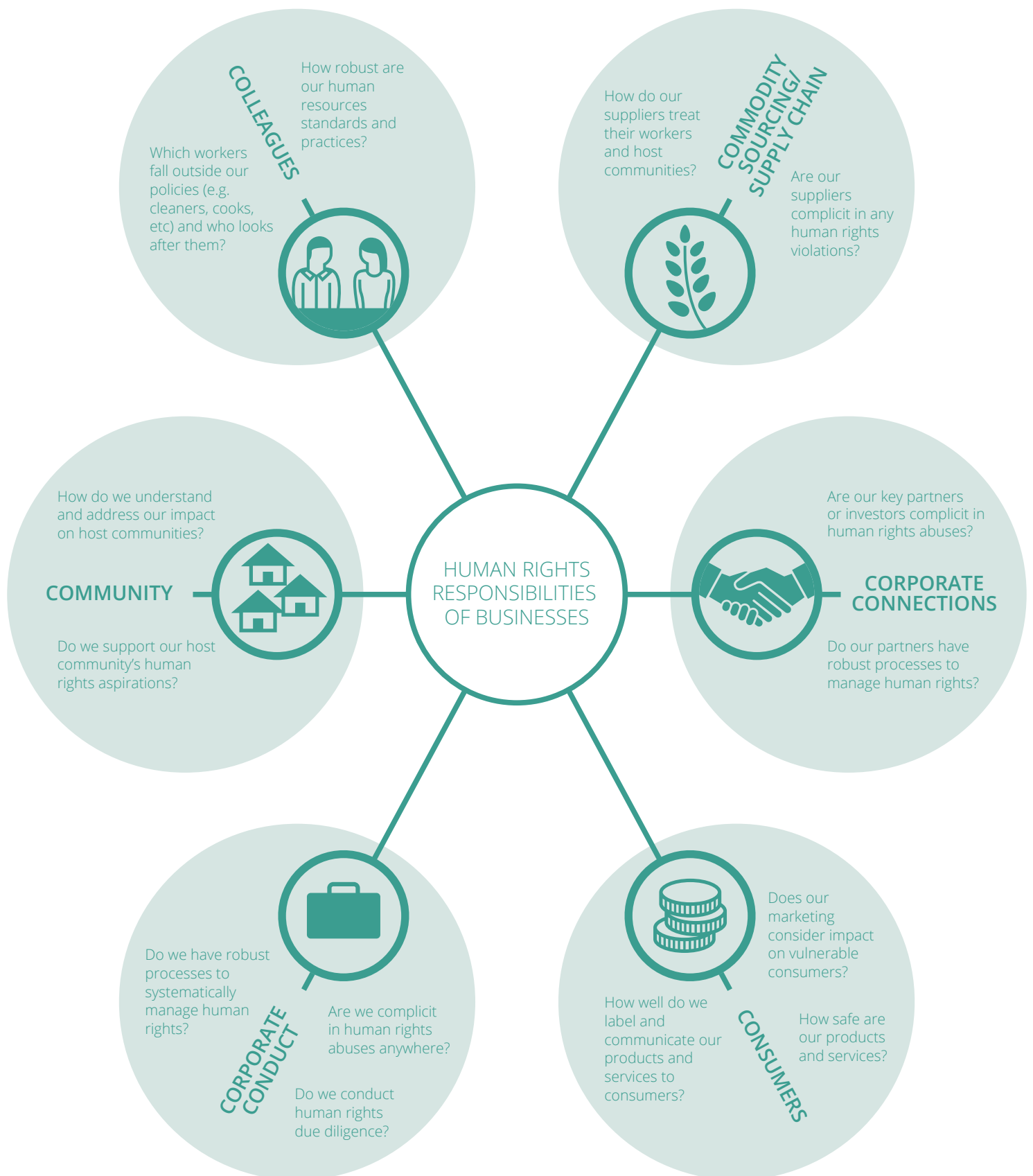
But employees are not the only people who can be impacted by a company's activities. Since the 1980s, a societal consensus has been emerging, that the role of business in human rights goes beyond employees' labour rights to – at least – the rights of host communities or workers in their supply chain. Some companies already accept their supply chain responsibility and communicate this as ethical trade or responsible procurement, not necessarily human rights.

Even these companies have questions such as, “Are we doing everything we should about human rights? Have we missed out a crucial risk area? Where do our responsibilities start and end?” To answer these questions, every board should be satisfied that it has a complete picture of all the company's actual and potential human rights impacts, and that management has a strategy for addressing them. One way to start is to think about this across key business functions and locations. This would help management identify any blind spots, and enable them to speak coherently about human rights – even if delivery occurs under different banners.

HUMAN RIGHTS SPHERES AND IMPACT AREAS

The greatest legacy of the UNGP has been to crystallise the emerging societal consensus on the role of business in human rights into a set of global standards. It clarifies that a company's responsibility stretches to all business areas which could have a human rights impact or give rise to allegations of infringement.

At Carnstone, we advise companies to think about addressing these impacts in terms of the stakeholder groups affected and the business functions that could cause these impacts. We describe these as human rights spheres which correspond with typical business areas: colleagues, supply chain, community, corporate relationships, corporate conduct and consumers.



HUMAN RIGHTS SPHERES



Colleagues covers employment rights and privileges. It ensures that human resources standards and practices are in line with internationally recognised human rights. It also includes effective and accessible grievance procedures for employees and workers. This sphere would sit under a company's human resources (HR) department.



Commodity Sourcing/Supply Chain covers supply chain labour standards as well as suppliers' corporate conduct and community impact. Supply chain labour standards are usually managed under ethical trading/sourcing. Suppliers' corporate conduct and community impact should be part of supply chain (technical) but can be overlooked if the technical team focuses only on product quality and specifications.



Community looks at the impact of a company's operations on host communities. It covers impact on natural resources, social assets, local economy etc. It also includes a company's contribution to realising the host community's human rights aspirations. This should be managed as part of the community agenda (note: in this case, community goes beyond corporate philanthropy).



Corporate Connections assesses the corporate conduct of key partners for human rights impacts (including risk of complicity in abuse). Partners include joint venture partners, investors etc. This should be covered through human rights due diligence and managed by the company secretariat.



Corporate Conduct deals with the company's conduct both at corporate centre and in business units – especially in countries with a poor human rights record. Corporate conduct also covers human rights governance and management processes. The aim in this sphere is to meet UNGP requirements by having processes in place (chiefly human rights due diligence) to anticipate and mitigate human rights abuses across all spheres. This sphere should be managed by the company secretariat.



Consumers covers human rights impacts on consumers of the company's products and services – especially in countries with weak consumer protection laws. It includes product development and testing, safety and labelling, ethical marketing etc. It should be covered by commercial and Research & Development teams.

WHAT DOES “GOOD” LOOK LIKE FOR MY INDUSTRY?

In theory, all businesses can have human rights impacts across all the spheres outlined. In practice however, only very few companies have material or significant impacts across every single sphere. Indeed, for some companies while they might touch on other human rights spheres, their only significant impact might be in the “Colleagues” sphere. It is important that a company understands how everything it does could affect human rights and is able to prioritise the most significant of these impacts. Less significant areas may be addressed under the wider CR strategy or within business functions.

This section offers a rough guide to understanding the human rights impacts of various business sectors. It includes fictional case studies which exemplify how human rights issues can occur or be portrayed. The tables following the case studies provide a broader overview of each sector’s significant human rights spheres. The tables and case studies are illustrative and do not exhaustively or definitively cover all the possible impacts of each sector.

As the tables show, companies in every sector can have human rights impacts on their employees and through their corporate conduct. This impact increases with the size and influence of the company. Impact in other spheres varies by sector. Sectors covered are:

- Agriculture sector (e.g. commercial farms)
- Extractive industry (e.g. mining, oil and gas)
- Fast-moving consumer goods sector (e.g. makers and marketers of beverages, confectioneries, grocery, tobacco products etc)
- Financial services sector
- Media, publishing and advertising sector (including broadcasters, production companies etc)
- Pharmaceutical and chemicals industry
- Retail sector

This section provides fictional case studies which exemplify how human rights issues can occur or be portrayed.

AGRICULTURE SECTOR

e.g. COMMERCIAL FARMS



Agribusiness company, Coya Company is the leading sugar cane producer in Bizeron. Coya owns five large plantations in southern Bizeron, employing over 600 workers.

CASE STUDY 1 – PLANTATION

Agribusiness company, Coya Company is the leading sugar cane producer in Bizeron. Coya owns five large plantations in southern Bizeron, employing over 600 workers.

In a recent documentary filmed by an undercover reporter, it is alleged that a number of human rights violations had been committed by Coya. 10% of Coya's female plantation workers have developed thyroid cancer over the last three years, which they attribute to the daily aerial spraying of pesticides. They are not provided with protective gear when chemicals are used.

The documentary also uncovered that as part of the process of securing land for crop production, over 100 pastoralists from western Bizeron lost access to their ancestral pasture land. This meant they had to be moved to northern Bizeron to enable them to continue their pastoral way of life. The community members claimed that they were forced to move. Coya refutes this claim stating that the pastoralists were deliberately obstinate and refused to engage throughout the stakeholder consultation. They claim that the pastoralists refused to accept their fair compensation offer, and that northern Bizeron contained better quality soil than western Bizeron. The pastoralists complained that the scientific evidence Coya submitted was very technical, not in their local language, and they were too poor to hire a lawyer to help them defend their position. Additionally, nearby local communities have raised concerns about the loss of their local water supply, believing that Coya's excessive use is to blame. The lowering of the water table has reduced the water available to local communities who now find it difficult to irrigate their own crops and have to trek long distances to fetch water for domestic use. Community leaders say they find the government's remediation process too complicated, costly and protracted and they do not have the resources to access it. Not knowing how else to seek remedy from Coya led them to invite the documentary maker to their community.

Local residents living near Coya's plantations have complained that the company's heavy trucks transporting farm produce drive by every thirty minutes from as early as 3am. They believe that the vibration from the trucks causes damage to their homes. An investigation revealed that the trucks were not authorised to travel through their villages and drove at excessive speeds, in violation of local limits.

A local doctor wrote to Coya's management informing them that the noise, dust and fumes from Coya's heavy trucks are directly and adversely affecting the health of the local community. Following the doctor's intervention, Coya launched a campaign attacking her credibility and petitioned the Bizeron Medical Association to remove her from the 'Bizeron Approved Medical Practitioner list'. Meanwhile, Coya issued a strong public statement saying that they have never been found in breach of any local environment regulation. However, the Bizeron Environment Office explained that they do not have the necessary equipment to measure Coya's environmental impact.

Last year, 70 illegal migrant workers from neighbouring country, Cizeron were found on Coya farms. Some female migrant workers allege that they face sexual harassment from both farm management and co-workers 'on a regular basis'. Plantation managers retain the passports of all migrant workers. When four migrant workers complained about this, and about their lower salaries compared to national workers, they were threatened with dismissal.

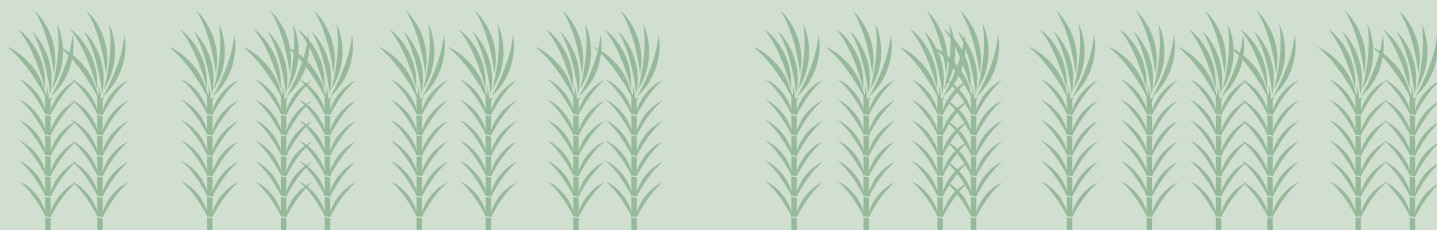
At a student demonstration following the documentary, six Bizeron students from the national university complained that private security forces, contracted by Coya, beat them up. One student nearly died. The demonstration was held just in front of the company's premises.

The reported human rights issues in this case study occur in the following spheres:



Adapted from hypothetical scenarios in the Guide to Human Rights Impact Assessment and Management (2010). Pp 66 – 79.

MOST SIGNIFICANT HUMAN RIGHTS SPHERES	KEY HUMAN RIGHTS ISSUES	WHAT “GOOD” LOOKS LIKE IN THE AGRICULTURE SECTOR	TO BE MANAGED BY (OR INVOLVE):
Colleagues <i>(including contract staff, casual workers etc)</i> 	Health and safety Employment standards Workplace culture	<ul style="list-style-type: none"> • Employment standards and practices are in line with international standards (e.g. ETI Base Code or ILO core conventions). • All workers are made aware of their rights and responsibilities in line with international standards. All communication is in a language that workers understand. • Workers' health and safety are protected, including protection from accidents at work and from adverse effects of agricultural chemicals. • Workers are free from discrimination, bullying, harassment and victimisation. • Grievance procedures are effective and easy to access by all workers. • Relevant workers and employees are trained and encouraged to confidentially raise actual or potential human rights violations with management following company procedures. 	Human Resources, Labour providers, Gangmasters, Farm management.
Community 	Community impact Impact on the community's natural resources (i.e. environmental impact) Compensation	<ul style="list-style-type: none"> • Community strategy includes human rights impacts of every business stage. • The community is made aware of its rights in line with international standards. All communication is in a language that the community understands. • Due diligence covers actual and potential impacts on local community's socio-cultural and economic life. • Due diligence also covers actual and potential impacts on local community's natural resources (e.g. water supply, biodiversity etc). • Company's community engagement strategy includes ongoing community dialogue, whistle-blowing and effective grievance procedures. • Company ensures its whistle-blowing and remediation procedures are accessible to the community. • Periodic community impact assessments are conducted to evaluate ongoing impact and gauge community mood over time. • Company works with the community to mitigate human rights impacts and remedy any violations. • In line with the UN's Millennium Development Goals, the farm is willing to actively contribute to meeting the community's human rights aspirations. 	Community Relations, Environment team.
Corporate conduct 	Land concession Working with out-growers Human rights governance Due diligence	<ul style="list-style-type: none"> • Company respects local process and terms of land concession. • Company ensures corporate conduct does not lead to actual human rights abuses or allegations of abuse – especially in countries with weak human rights protections in the terms and process of land concessions. • Company's commitment to human rights is underpinned by policy and communicated to all stakeholders. • Any relationship with out-growers is in line with internationally recognised human rights. Out-growers are made aware of their rights and all communication is in a language that they understand. • Human rights statement has governance consequences. Governance oversight includes managing human rights across all significant spheres. • Company understands human rights risks in all locations of operation and tailors strategy accordingly. • Company includes human rights in due diligence process. • Management provides effective mechanisms for stakeholders to confidentially raise actual or potential human rights violations. 	Company Secretariat , Board-level CR committee, Corporate Affairs, Farm management.



EXTRACTIVE INDUSTRY

e.g. MINING, OIL AND GAS

CASE STUDY 2 – MINING COMPANY



Mine Ltd is a medium-sized company that mines gold in Gidion. It is in the process of merging with Minerals, a company that extracts copper ore in southern Gidion.

The reported human rights issues in this case study occur in the following spheres:



Mine Ltd is a medium-sized company that mines gold in Gidion. It is in the process of merging with Minerals, a company that extracts copper ore in southern Gidion. Together, Mine Ltd and Minerals account for a significant ratio of the state government's revenue in taxes and enjoy access to the highest levels of government. The country ranks high in the global corruption index. Both companies claim to have 'world-class human resources standards' and employ workers from the local community – mostly in unskilled jobs. Annual employee surveys show high levels of employee satisfaction overall. However, the few women employed in both companies report relatively lower levels of satisfaction.

Minerals recently expanded its operations in southern Gidion, which required the acquisition of land from the indigenous community – who had to be relocated. Prior to the relocation, Minerals' community engagement team convened several stakeholder meetings, which were attended by only two community elders (men). Since the relocation, 50 indigenous people have told NGOs and the media that the company promised they would be relocated to a 'place near the Gidion rainforest so they could continue to practise their traditional way of life'. Instead, they have been resettled 75km away from the rainforest. Many of the workers at the Minerals site would have to leave their community to live close to the mine, or leave their jobs. Community members also assert that their community received 'significantly below a fair price for the land' and was not informed that the company had found large copper ore deposits.

The copper ore is transported in a slurry pipeline to a port, 200km south of the mine. Minerals built a new water treatment system to ensure that the water used in the pipeline would be treated according to international standards before being re-used for local agriculture. However, sweet potato farmers in southern Gidion have complained that the treated water has had a negative impact on the quality and quantity of their production. Doctors have also noted a depletion in vitamin A among the indigenous community, especially children. For centuries, the indigenous community has consumed a diet consisting predominantly of sweet potatoes, which are high in vitamin A.

Timed to coincide with the merger announcement, a local doctor recently published a report on how mercury in mine effluents adversely affects the health of the surrounding community. In response, Mine Ltd's communications department has launched a campaign attacking the doctor's credibility and petitioned the Gidion Medical Association to remove him from the 'Approved Medical Practitioners' list.

The state government has met several times with Mine Ltd but has failed to investigate the community's concerns because no formal complaint has been filed by the community. Community leaders say that the state's remediation process is too complicated, costly and protracted and they do not have the resources to access it.

Adapted from hypothetical scenarios in the Guide to Human Rights Impact Assessment and Management (2010). Pp. 92 - 95.

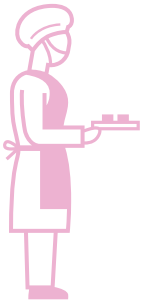
MOST SIGNIFICANT HUMAN RIGHTS SPHERES	KEY HUMAN RIGHTS ISSUES	WHAT "GOOD" LOOKS LIKE IN THE EXTRACTIVE INDUSTRY	TO BE MANAGED BY (OR INVOLVE):
Colleagues <i>(including contract staff, casual workers etc)</i> 	Health and safety Employment standards Workplace culture	<ul style="list-style-type: none"> • The workplace is safe for all employees and workers. • Employment standards and practices are in line with ILO core conventions. • All workers are made aware of their rights and responsibilities in line with international standards. All communication is in a language that workers understand. • A diverse workforce in an inclusive workplace. • Workers are free from discrimination, bullying, harassment and victimisation. • Grievance procedures are effective and easy to access by all workers. • Relevant workers and employees are trained and encouraged to confidentially raise actual or potential human rights violations with management following company procedures. 	Human Resources, Health and Safety, Site Management, Labour providers
Community 	Community impact Community engagement Impact on community's natural resources <i>(i.e. environmental impact)</i> Compensation	<ul style="list-style-type: none"> • Community strategy includes human rights impacts of every business stage including exploration, development, operations, decommissioning etc. • The community is made aware of its rights in line with international standards. All communication is in a language the community understands. • Due diligence covers actual and potential impacts on local community's socio-cultural and economic life. • Due diligence also covers actual and potential impacts on local community's natural resources (e.g. water supply, biodiversity etc). • Company's community engagement strategy includes ongoing community dialogue, whistle-blowing and effective grievance procedures. • Company ensures its whistle-blowing and remediation procedures are accessible to the community. • Periodic community impact assessments are conducted to evaluate ongoing impact and gauge community mood over time. • Company works with the community to mitigate human rights impacts and remedy any violations. • In line with the UN's Millennium Development Goals, the site is willing to actively contribute to meeting the community's human rights aspirations 	Community Relations, Environment team
Corporate connections 	Complicity through relationships	<ul style="list-style-type: none"> • Company includes human rights in overall due diligence (e.g. for joint venture partners, investors and other key partnerships). • Company refrains from abusing relationship with governments or regulators to weaken human rights protections. • Company has communicated its commitment to human rights to all business partners. • Company raises human rights concerns with partners, if necessary. • Company reviews business relationship with partners with critical or major human rights issues, if they fail to improve over time. 	Corporate Affairs, Company Secretariat, Investor Relations
Corporate conduct 	Licensing and regulation Human rights governance Due diligence	<ul style="list-style-type: none"> • Company respects local process and terms of licensing and regulation. • Company ensures corporate conduct does not lead to actual human rights abuses or allegations of abuse – especially in countries with weak human rights protections in the licensing process. • Company's commitment to human rights is underpinned by policy and communicated to all stakeholders. • Human rights commitment has governance consequences (i.e. not just a PR statement). Governance oversight includes managing human rights across all significant spheres. • Company understands human rights risks in all countries of operation and tailors strategy accordingly. • Company includes human rights in overall due diligence process. • Management provides effective mechanisms for stakeholders to confidentially raise actual or potential human rights violations. 	Company Secretariat, Compliance, Board-level CR committee, Site management



FMCG SECTOR

e.g. MAKERS AND MARKETERS OF BEVERAGES, CONFECTIONERIES, GROCERY, TOBACCO PRODUCTS ETC

CASE STUDY 3 – CONFECTIONERY COMPANY



Sweet Tooth International is a global confectionery company that makes and markets chocolate and other sweet treats around the world.

The reported human rights issues in this case study occur in the following spheres:



Sweet Tooth International is a global confectionery company that makes and markets chocolate and other sweet treats around the world. It sources its key raw materials through contracting companies which buy from thousands of out-growers (smallholder farmers). Many of these farmers are illiterate.

Sweet Tooth has a strong workforce diversity programme focusing on fostering a pipeline of female and ethnic minority talent. According to the latest employee survey, many male colleagues report that taking the statutory paternity or adoption leave 'was likely to jeopardise their career prospects'. Sweet Tooth human resources department says it wants to help employees improve their work-life balance.

A global human rights NGO recently exposed 'numerous cases' of child labour and poor working conditions in Sweet Tooth International's cocoa, sugar and vanilla supply chains. Smallholder farmers report that they receive too little income from their crops to send their children to secondary school, so children tend to withdraw from school at age eleven to help out on the farm. Some children are reported to suffer injury from the use of dangerous farm tools like machetes and sickles. Others suffer back problems from carrying heavy sacks of harvested crops over long distances to buying stations. Some farmers allege that they are pressured into buying fertilizers and fungicides on credit at a price set by the contracting companies. This cost is deducted from their sales income at a rate also determined by the contracting companies. The companies say the terms of the loan and repayment are spelt out in their contracts but farmers say they do not understand the legal language and financial implications of the contracts signed. The NGO claims that farmers do not receive proper training on the safe and effective application of purchased chemicals as the government-run agricultural extension service had become defunct. For example, they report several cases of children being present without protective equipment during fungicide spraying.

Among consumers, health experts report that the increase in childhood obesity was in part due to the confectionery industry's strategy of targeting children in its advertisements. Sweet Tooth International has been criticised for donating money and sports equipment to schools in deprived communities on the condition that they are allowed to install vending machines on their premises. A former marketing executive turned whistleblower alleges that in countries with poor consumer protections, the company has a deliberate strategy of growing market share by aggressively targeting children through their advertisements and promotions. She alleges that Sweet Tooth are also piloting a portfolio of products 'fortified' with addiction-forming alkaloids to 'increase consumer affinity and loyalty'. The whistleblower said that she did not know of any internal processes to raise her concerns within Sweet Tooth without putting her career at risk.

Sweet Tooth International has also been accused of aggressively and successfully lobbying the governments of poor countries to clamp down on critics calling for stricter consumer protection laws similar to those in the EU. For example, the company was recently accused of 'routinely pressuring' governments to allow it to divert and sell product batches that had been banned or recalled in countries with effective consumer protection laws.

Fictional case study developed by Carnstone Partners LLP.

MOST SIGNIFICANT HUMAN RIGHTS SPHERES	KEY HUMAN RIGHTS ISSUES	WHAT "GOOD" LOOKS LIKE IN THE FMCG SECTOR	TO BE MANAGED BY (OR INVOLVE):
Colleagues 	Employment standards Workplace culture	<ul style="list-style-type: none"> • Employment standards and practices are in line with ILO core conventions. • All workers are made aware of their rights and responsibilities in line with international standards. All communication is in a language that workers understand. • A diverse workforce in a safe and inclusive workplace. • Employees are free from discrimination, bullying, harassment and victimisation. • Grievance procedures are effective and easy to access by all workers. • Relevant workers and employees are trained and encouraged to confidentially raise actual or potential human rights violations with management following company procedures. 	Human Resources
Commodity sourcing/ supply chain 	Suppliers' labour standards Suppliers' corporate conduct Suppliers' community impact (including environmental impact)	<ul style="list-style-type: none"> • Company has a robust supplier code of practice covering both labour standards and non-labour human rights (e.g. corporate conduct of suppliers in relation to human rights). • Labour standards section of suppliers' code of practice is in line with international standards (e.g. ETI Base Code, GSCP). • Supplier code of practice includes a requirement that suppliers provide effective and accessible grievance procedures for both their workers and host community. • Supplier code of practice includes a requirement that suppliers communicate rights and responsibilities to their workers in a language they understand. • Supplier code of practice is communicated to all suppliers and in the supply chain. Communication is in a language that suppliers understand. • Human rights is included in due diligence prior to signing on a supplier. • Impact of supplier's activities on community's natural resources is assessed as part of human rights due diligence (e.g. impact of waste management, impact on water supply and other natural resources etc). • Key suppliers (especially in high-risk locations) are periodically assessed for compliance to supplier code – including in their corporate conduct. • Company understands the root causes of non-compliances for key suppliers. • Company works with key suppliers to address any human rights issues. • Company reviews relationship with suppliers with critical or major human rights issues if they fail to improve over time. 	Responsible Procurement, Ethical Sourcing team <i>working together with:</i> Human Resources at supplier site, Environment team at supplier site, Senior leadership or governance team at supplier site.
Consumers 	Product quality and safety Impact on vulnerable groups Product labelling and marketing	<ul style="list-style-type: none"> • Product safety and quality teams address impacts on consumers – especially in countries with weak consumer protection laws. • Potential impact of products and services on vulnerable groups is addressed as part of commercial strategy. Risks from use or abuse are clearly communicated to consumers. • Labelling and marketing of products are in line with internationally recognised human rights – especially in countries with weak consumer rights laws. 	Research & Development, Commercial (sales and marketing), Product quality and safety
Corporate conduct 	Human rights governance Due diligence	<ul style="list-style-type: none"> • Company ensures corporate conduct does not lead to actual human rights abuses or allegations of abuse. • Company's commitment to human rights is underpinned by policy and communicated to all stakeholders. • Human rights commitment has governance consequences (i.e. not just a PR statement). Governance oversight includes managing human rights across all significant spheres. • Company understands human rights risks in all countries of operation and tailors strategy accordingly. • Company includes human rights in due diligence process. • Management provides effective mechanisms for stakeholders to confidentially raise actual or potential human rights violations. 	Company Secretariat, Corporate Affairs, Board-level CR committee



FINANCIAL SERVICES SECTOR

CASE STUDY 4 – COMMERCIAL & INVESTMENT BANK

Dav Bank is a multinational bank based in Copia, providing a range of different financial services. Its operations cover Copia and Gidion amongst other countries. Dav Bank is the second largest bank in both Copia and Gidion.

The reported human rights issues in this case study occur in the following spheres:



Dav Bank is a multinational bank based in Copia, providing a range of different financial services. Its operations cover Copia and Gidion amongst other countries. Dav Bank is the second largest bank in both Copia and Gidion.

Two female executives have accused Dav Bank of discrimination. One claims that she was 'let go' from her Vice President position within a week of announcing she was pregnant. However, the Head of Human Resources insists that she was asked to leave because of persistent 'under-performance'. On return from maternity leave, the second female employee was made redundant and informed her position would be discontinued. However, within a month she saw her job advertised. On inspection, she noticed that it had a different title but included all of her responsibilities. She sought redress through Dav Bank's grievance procedure but had to abandon her complaint because, as she claims, the company's procedure was 'designed to frustrate rather than remedy' infringement.





Copians claimed that Dav Bank's mortgage and loans department encouraged them to take out loans that they could not afford or made them take repayment protection covers they could not understand and did not need.

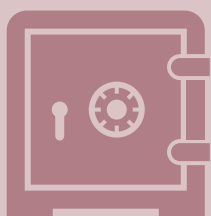
Last year, someone hacked into 200 of Dav Bank's customers' accounts before being caught. Following investigations, the Copian police reported that Dav Bank had not invested adequately in online security software.

Five years ago, Dav Bank participated in the financing of a dam expansion project in Gidion. Since then, the dam has caused the flooding of over 60 houses and an important archaeological site in southern Gidion. Since the floods, nutrients have leached from the soil and destroyed most of the sweet potato crops. Consequently the local market refuses to purchase the farmers' yield, claiming the crops are not edible and therefore, not sellable. Since the establishment of the dam, the number of local residents contracting malaria has increased by 30%. Local doctors attribute this to the artificial lakes caused by the dam that are a breeding ground for mosquitoes. Experts say these impacts were entirely predictable and could have been avoided or mitigated through human rights due diligence.

Dav Bank is one of three banks being sued for reparations by over 6,000 Gidions who claim that the bank aided and abetted the repressive Gidion government during their civil war. They claim that Dav Bank financed a state-owned printing company in charge of printing and disseminating posters, flyers and other material containing hateful language against one of the tribes that fought the Government.

Adapted from hypothetical scenarios in the Guide to Human Rights Impact Assessment and Management (2010). Pp 80 – 85.

MOST SIGNIFICANT HUMAN RIGHTS SPHERES	KEY HUMAN RIGHTS ISSUES	WHAT “GOOD” LOOKS LIKE IN FINANCIAL SERVICES	TO BE MANAGED BY (OR INVOLVE):
Colleagues 	Employment standards Workplace culture	<ul style="list-style-type: none"> • Employment standards and practices are in line with ILO core conventions. • All workers are made aware of their rights and responsibilities in line with international standards. All communication is in a language that workers understand. • A diverse workforce in a safe and inclusive workplace. • Employees are free from discrimination, bullying, harassment and victimisation. • Grievance procedures are effective and easy to access by all workers. • Relevant workers and employees are trained and encouraged to confidentially raise actual or potential human rights violations with management following company procedures. 	Human Resources
Corporate connections 	Complicity through investment decisions	<ul style="list-style-type: none"> • Company includes human rights in due diligence related to corporate partnerships (e.g. for joint venture partners, borrowers, invested companies and other key partnerships). • Company has communicated its commitment to human rights to all business partners, borrowers etc. • Company raises human rights concerns with partners, if necessary. • Company reviews business relationship with partners with critical or major human rights issues, if they fail to improve over time. 	Corporate Affairs, Company Secretariat, Fund managers
Consumers 	Product marketing Privacy and data management	<ul style="list-style-type: none"> • Customer privacy is respected and effective data management processes are in place at all levels. • Product marketing (including promotions) is in line with internationally recognised human rights – especially in countries with weak consumer rights laws. 	Data management, Loans or mortgage advisors, Customer/account managers
Corporate conduct 	Human rights governance Due diligence	<ul style="list-style-type: none"> • Company ensures corporate conduct does not lead to actual human rights abuses or allegations of abuse. • Company's commitment to human rights is underpinned by policy and communicated to all stakeholders. • Human rights commitment has governance consequences (i.e. not just a PR statement). Governance oversight includes managing human rights across all significant spheres. • Company understands human rights risks in all countries of operation or investment and tailors strategy accordingly. • Company includes human rights in due diligence process. • Management provides effective mechanisms for stakeholders to confidentially raise actual or potential human rights violations. 	Company Secretariat, Compliance, Board-level CR committee



MEDIA, PUBLISHING & ADVERTISING

INCLUDING BROADCASTERS, PRODUCTION COMPANIES ETC

CASE STUDY 5 – MEDIA COMPANY



Media House Ltd is a privately owned company with operations in Dovia. It owns a number of television stations, production companies, newspaper groups and publishing houses in Dovia and neighbouring Plintea.

The reported human rights issues in this case study occur in the following spheres:



Media House Ltd is a privately owned company with operations in Dovia. It owns a number of television stations, production companies, newspaper groups and publishing houses in Dovia and neighbouring Plintea.

Human rights groups recently protested at the headquarters of Media House Ltd against what it called the 'sustained promotion of violent homophobia' in its newspapers. They alleged that the recent rapes and murders of two high-profile lesbian activists in Dovia were a direct result of the newspapers' anti-gay campaigning – including publishing their names, photographs and addresses. Teachers report a marked increase in play-ground bullying and fighting based on homophobic abuse since the start of the newspapers' anti-gay campaigning. Last year, religious tolerance campaigners protested outside Media House's advertising agency, condemning it for an advertisement that portrayed all Muslims as terrorists.

Media House Ltd has also been accused by the national journalists' trade union of not doing enough to protect the identity of their sources in media reports from war-torn countries.

Famous Dovians have written an open letter to the Minister for Information complaining about a 'systematic erosion' of their privacy. Some are harassed by paparazzi working for the newspapers – even when they are in private surroundings. Some radio stations belonging to Media House Ltd have broadcast personal medical details obtained from the local hospital by fraud. A leaked government report found that Media House journalists routinely intercept private telephone and email messages of ordinary members of the public.

Former employees of Media House claim that there is a constant atmosphere of bullying and intimidation in the workplace. Employees are routinely called back to work from holiday without any compensation or time off in lieu. Female colleagues say that senior managers talk openly about their unwillingness to promote women of child-bearing age. One claims that her line manager said that she needed to prove that she could give every minute of her life to the job.

Former government workers claim that Media House Ltd uses blackmail and intimidation to stop government officials from acting to redress their human rights violations.

Fictional case study developed by Carnstone Partners LLP.

MOST SIGNIFICANT HUMAN RIGHTS SPHERES	KEY HUMAN RIGHTS ISSUES	WHAT “GOOD” LOOKS LIKE IN MEDIA, PUBLISHING & ADVERTISING	TO BE MANAGED BY (OR INVOLVE):
Colleagues (including contract staff, freelancers etc) 	Employment standards Workplace culture Security in high-risk environments	<ul style="list-style-type: none"> • Employment standards and practices are in line with ILO core conventions. • Contract staff and freelancers are treated according to the same standards as full time employees. • All workers are made aware of their rights and responsibilities in line with international standards. All communication is in a language that workers understand. • A diverse workforce in a safe and inclusive workplace. • Staff are free from discrimination, bullying, harassment and victimisation. • Grievance procedures are effective and easy to access by all workers. • Relevant workers and employees are trained and encouraged to confidentially raise actual or potential human rights violations with management using company procedures. 	Human Resources
Corporate conduct 	Data security and privacy Protecting sources Human rights governance Due diligence	<ul style="list-style-type: none"> • Content is sourced or developed in line with internationally recognised human rights – especially in high-risk environments or countries with weak human rights protections. • Privacy is respected and effective data management processes are in place at all levels. • Company ensures corporate conduct does not lead to actual human rights abuses or allegations of abuse. • Company's commitment to human rights is underpinned by policy and communicated to all stakeholders. • Human rights commitment has governance consequences (i.e. not just a PR statement). Governance oversight includes managing human rights across all material spheres. • Company understands human rights risks in all countries of operation and tailors strategy accordingly. • Company includes human rights in due diligence process. • Management provides effective mechanisms for stakeholders to confidentially raise actual or potential human rights violations. 	Company Secretariat, Board-level CR committee, Corporate Affairs
Consumers 	Impact of content Access to information and knowledge	<ul style="list-style-type: none"> • Social impact or influence of media or published content is considered as part of business strategy. • Moderation of content and conduct of users of online platforms is in line with internationally recognised human rights. • Access to published content should balance copyright and commercial considerations with human rights. 	Editorial, Commercial



PHARMACEUTICAL & CHEMICALS INDUSTRY

CASE STUDY 6 – PHARMACEUTICAL COMPANY



Feel Good Pharma is a global pharmaceutical company which sells medicines and cosmetic products extensively in Izele.

The reported human rights issues in this case study occur in the following spheres:



Feel Good Pharma is a global pharmaceutical company which sells medicines and cosmetic products extensively in Izele. Feel Good has a diverse market portfolio including a hair-straightening range. All products sold in Izele are manufactured in Southeast Asia. Izele does not have any public body responsible for enforcing consumer rights or advertising standards. 50% of the population live below the poverty line.

A recent report implicated Feel Good for continuing human trials in Izele for a drug whose clinical trials were stopped early in Europe for posing ‘unacceptably high health risks’ to volunteers. Participants in the Izele trials claimed they were not informed that they were part of a study nor of the potential adverse effects of the drugs. The report also claimed that Feel Good commercially targets current and former participants using personal information obtained from its clinical trials which had been stored without prior consent.

Over 200 families in Izele have written an open letter to the government complaining about Feel Good’s recent campaign promoting its hair-straightening products. The letter cited expert opinion that claimed Feel Good’s campaign disproportionately targets young girls, is racist and creates a negative self image regarding Izele people’s naturally curly hair. Additionally, the products on sale in Izele are labelled only in Malay – a language not used in Izele. So consumers are neither aware of the proper use of the products nor the risks of improper use. There have been cases of children treated in hospital for scalp burns from using the hair products. The label instructions in Malay state that the product cannot be used on children under 15. The company issued a statement in response to criticisms saying that it had not broken any local laws.

Feel Good Pharma recently started legal proceedings against the government of the southern Izele state of Inita for the unlawful use of its patent for an antiviral drug. The state government had reported that human-to-human transmission of a new strain of swine flu had reached ‘almost epidemic levels’. The state government claims that they had to act to forestall a public health crisis when negotiations with Feel Good stalled due to their unwillingness to negotiate in good faith.

In 2012, a health and safety report found that a key supplier’s factory in Southeast Asia had dangerously high levels of dust and particulates of paracetamol and other medicines. Over half of the factory workers did not use personal protective equipment and were found to inhale a harmful overdose of the dust on a regular basis.

Feel Good Pharma has also been accused of aggressively lobbying the Izele federal government to water down a bill introduced by parliament to introduce stricter labelling and consumer protection regulations.

Fictional case study developed by Carnstone Partners LLP.

MOST SIGNIFICANT HUMAN RIGHTS SPHERES	KEY HUMAN RIGHTS ISSUES	WHAT "GOOD" LOOKS LIKE IN THE PHARMACEUTICAL & CHEMICALS INDUSTRY	TO BE MANAGED BY (OR INVOLVE):
Colleagues 	Health and safety Employment standards Workplace culture	<ul style="list-style-type: none"> • Employment standards and practices are in line with ILO core conventions. • All workers are made aware of their rights and responsibilities in line with international standards. All communication is in a language that workers understand. • A diverse workforce in a safe and inclusive workplace. • Employees are free from discrimination, bullying, harassment and victimisation. • Grievance procedures are effective and easy to access by all workers. • Relevant workers and employees are trained and encouraged to confidentially raise actual or potential human rights violations with management using company procedures. 	Human Resources
Consumers 	Patient safety Access to medicines Substance abuse	<ul style="list-style-type: none"> • Product safety and quality teams address impacts on consumers – especially in countries with weak consumer protection laws. • Potential impact of products and services on vulnerable groups is addressed as part of commercial strategy. Risks from misuse or abuse are communicated to consumers. • Marketing and access to products balances commercial with human rights considerations – especially in poor countries or in cases of epidemics. 	Commercial (sales and marketing), Product quality and safety/Compliance
Commodity sourcing/ supply chain 	Suppliers' labour standards Suppliers' corporate conduct Suppliers' community impact (including environmental impact)	<ul style="list-style-type: none"> • Company has a robust supplier code of practice covering both labour standards and non-labour human rights (e.g. corporate conduct of suppliers in relation to human rights). • Labour standards section of suppliers' code of practice is in line with international standards (e.g. ETI Base Code, GSCP). • Supplier code of practice includes a requirement that suppliers provide effective and accessible grievance procedures for both their workers and host community. • Supplier code of practice includes a requirement that suppliers communicate rights and responsibilities to their workers in a language they understand. • Supplier code of practice is communicated to all suppliers and in the supply chain. Communication is in a language that suppliers understand. • Human rights is included in due diligence prior to signing on a supplier. • Impact of supplier's activities on community's natural resources is assessed as part of human rights due diligence (e.g. impact of waste management, impact on water supply and other natural resources etc). • Key suppliers (especially in high-risk locations) are periodically assessed for compliance to supplier code – including in their corporate conduct. • Company understands the root causes of non-compliances for key suppliers. • Company works with key suppliers to address any human rights issues. • Company reviews relationship with suppliers with critical or major human rights issues if they fail to improve over time. 	Responsible Procurement, Ethical Sourcing team <i>working together with:</i> Human Resources at supplier site, Environment team at supplier site, Senior leadership or governance team at supplier site.
Corporate conduct 	Licensing and regulation Clinical trials and product testing Patient privacy Counterfeiting Human rights governance Due diligence	<ul style="list-style-type: none"> • Company respects local process and terms of licensing and regulation. • Product development/testing and clinical trials are conducted in line with local laws and internationally recognised human rights – especially in countries with weak human rights protection. • Company ensures corporate conduct does not lead to actual human rights abuses or allegations of abuse – especially in countries with weak human rights protections in licensing process. • Company's commitment to human rights is underpinned by policy and communicated to all stakeholders. • Human rights commitment has governance consequences (i.e. not just a PR statement). Governance oversight includes managing human rights across all significant spheres. • Company understands human rights risks in all countries of operation and tailors strategy accordingly. • Company includes human rights in due diligence process. • Management provides effective mechanisms for stakeholders to confidentially raise actual or potential human rights violations. 	Research & Development, Company Secretariat, Corporate Affairs, Board-level CR committee, Compliance

RETAIL SECTOR

CASE STUDY 7 – RETAILER



SportE is a large fashion, sports and outdoor company that sells sportswear and accessories aimed at a young, fashion-conscious market.

The reported human rights issues in this case study occur in the following spheres:



SportE is a large fashion, sports and outdoor company that sells sportswear and accessories aimed at a young, fashion-conscious market. Its biggest department store employs 1,000 people in its shop and warehouse. SportE's new tracksuit top and bottom set are made from cotton and dyed denim. The tracksuit is made by SportE's supplier, Fashion Supplia.

An international advocacy NGO has released a report alleging a number of human rights violations by SportE. These include that SportE's warehouse staff, mainly women, are forced to work overtime for no extra pay. When a few of them complained that the excessive working hours prevent them from spending sufficient time with their children and families, they were immediately sacked. The sacked workers said that they did not understand or trust the company's grievance procedure so did not complain about their dismissal. Three women who previously worked for SportE as saleswomen filed a complaint directly with the National Equal Employment Opportunity Commission after they were fired because they refused to remove their religious headscarves. National law allows the wearing of headscarves.

Parents complain that some of SportE's lines sexualise young girls and glamourise violence through its style, logos and advertisements. They also complain that SportE sells dangerous weapons as part of their camping line. For example, their knives which are sold without any checks have become the weapon of choice among teenage gangs.

Fashion Supplia is SportE's tracksuit supplier and is located in Dizeron. The international NGO report claims that Fashion Supplia is owned by three senior politicians who use their influence to suppress worker and community voices. It challenges SportE to commit to introducing supply chain practices that go beyond the requirements of local law. 80% of women working at the Fashion Supplia factory are migrants from neighbouring Lizeron. On appointment, they have to submit their passports to the human resources department and are required to take a pregnancy test. Several Lizeron inhabitants reported to a local newspaper that they had not been hired because they refused to submit their passport or take the test.

A leaked company survey completed three months ago highlighted that 93% of factory workers reported they have experienced vomiting, diarrhoea and rashes since the dyed denim tracksuit set was introduced into the production line. In spite of this, workers have not been issued with protective equipment. Local consumer groups claim that the dye contains toxic chemicals; however, management continues to rebut their claims. This is in addition to a 2010 report showing that a disproportionately high ratio of former workers suffers from silicosis linked to the sandblasting of denim, which still goes on in the factory without protective equipment.

Local communities complain that poorly treated waste water from the factory contaminates their community water supply and makes their children sick. The most vocal community leaders have been visited by the local police and threatened with prosecution for 'undermining the Dizeron economy'.

Fashion Supplia says that due to tightening price margins from SportE, they cannot introduce safer dyes, provide workers with protective equipment or properly treat their waste water. In any case, they consider these costs to be discretionary as they are not required to do so by local law.

Adapted from hypothetical scenarios in the Guide to Human Rights Impact Assessment and Management (2010). Pp. 116 - 117.

MOST SIGNIFICANT HUMAN RIGHTS SPHERES	KEY HUMAN RIGHTS ISSUES	WHAT "GOOD" LOOKS LIKE IN THE RETAIL SECTOR	TO BE MANAGED BY (OR INVOLVE):
Colleagues 	Employment standards Workplace culture	<ul style="list-style-type: none"> • Employment standards and practices are in line with ILO core conventions. • A diverse workforce in a safe and inclusive workplace. • All workers are made aware of their rights and responsibilities in line with international standards. All communication is in a language that workers understand. • Employees are free from discrimination, bullying, harassment and victimisation. • Grievance procedures are effective and easy to access by all workers. • Relevant workers and employees are trained and encouraged to confidentially raise actual or potential human rights violations with management using company procedures. 	Human Resources
Commodity sourcing/ supply chain 	Suppliers' labour standards Suppliers' corporate conduct Suppliers' community impact (including environmental impact)	<ul style="list-style-type: none"> • Company has a robust supplier code of practice covering both labour standards and non-labour human rights (e.g. corporate conduct of suppliers in relation to human rights). • Labour standards section of suppliers' code of practice is in line with international standards (e.g. ETI Base Code, GSCP). • Supplier code of practice includes a requirement that suppliers provide effective and accessible grievance procedures for both their workers and host community. • Supplier code of practice includes a requirement that suppliers communicate rights and responsibilities to their workers in a language they understand. • Supplier code of practice is communicated to all suppliers and in the supply chain. Communication is in a language that suppliers understand. • Human rights is included in due diligence prior to signing on a supplier. • Impact of supplier's activities on community's natural resources is assessed as part of human rights due diligence (e.g. impact of waste management, impact on water supply and other natural resources etc). • Key suppliers (especially in high-risk locations) are periodically assessed for compliance to supplier code – including in their corporate conduct. • Company understands the root causes of non-compliances for key suppliers. • Company works with key suppliers to address any human rights issues. • Company reviews relationship with suppliers with critical or major human rights issues if they fail to improve over time. 	Responsible Procurement, Ethical Trading team <i>working together with:</i> Human Resources at supplier site, Environment team at supplier site, Senior leadership or governance team at supplier site.
Consumers 	Product marketing In-store access	<ul style="list-style-type: none"> • Product marketing (including advertising and store layout) is in line with internationally recognised human rights – especially in countries with weak consumer rights laws 	Commercial and technical, Store management
Corporate conduct 	Human rights governance Due diligence	<ul style="list-style-type: none"> • Company ensures corporate conduct does not lead to actual human rights abuses or allegations of abuse. • Company's commitment to human rights is underpinned by policy and communicated to all stakeholders. • Human rights commitment has governance consequences (i.e. not just a PR statement). Governance oversight includes managing human rights across all significant spheres. • Company understands human rights risks in all countries of operation and tailors strategy accordingly. • Company includes human rights in due diligence process. • Management provides effective mechanisms for stakeholders to confidentially raise actual or potential human rights violations. 	Company Secretariat, Board-level CR committee, Corporate Affairs



IMPLEMENTING HUMAN RIGHTS

WHAT WOULD A HUMAN RIGHTS STRATEGY ACHIEVE?

A. Compliance with UNGP

A strategy should include a pathway to meeting the UNGP over time.

B. Addressing significant spheres

Once a company's significant human rights spheres are prioritised, the strategy should lead to a plan for addressing each of them.

C. Targeted action in high-risk geographies

An effective strategy would include plans for prioritising high-risk locations of operation and lead to action in those geographies.

D. Human rights lens on business activities

A robust strategy would provide a means to review the company's procedures and practices for any obvious human rights gaps. It can also help spot when a business impact becomes significant.

E. Resources for the agenda

A human rights strategy would enable a company determine what resources are needed to deliver the agenda at the corporate centre and operational units.

F. Effective governance

A strategy makes it easier for company leadership to track the human rights agenda. Without a coherent strategy, human rights reporting may focus on covering only *ad hoc* projects. These projects may convey a sense of activity but not a clear picture of the company's actual performance.

G. Readiness for external communication

A human rights strategy helps a company become "*communication-ready*" – able to confidently explain their human rights approach and results. Working towards communication-readiness helps to ensure the agenda is viewed in a joined-up manner.

Understanding what the guiding principles mean for a company's activities and relationships is only a starting point to being aligned with the standards. This initial goal of understanding is best undertaken by a centralised corporate function. However, implementing an effective human rights strategy requires a holistic approach that involves various business units and functions. This also needs to be coordinated centrally. Therefore, the ability to work with various functions and locations to guide the company through this multi-strand agenda is as important to this role as understanding the subject matter. As is effective governance oversight from the company's leadership.

BUILDING A HUMAN RIGHTS STRATEGY

The role of business in human rights goes beyond corporate philanthropy or ad hoc community projects. Meeting the corporate responsibility to "Respect" and "Remedy" requires a systematic and ongoing strategy of improving human rights performance across functions and locations over time. A human rights strategy also recognises and builds upon any existing good practices within the company.

The human rights strategy should include a realistic action plan (covering accountabilities, timelines and key measures) to meet human rights objectives under each material sphere. For less significant spheres, the strategy should be clear on who leads action (e.g. business function or wider sustainability agenda) and how results are collated and reported. The strategy should also include a communication plan to ensure the agenda remains joined-up.

The strategy should cover:

- Embedding company-wide human rights policy into operational-level standards and procedures
- Addressing human rights issues in high-risk countries
- Staff awareness communication and training
- Stakeholder engagement – e.g. working with human rights campaigners, experts, local communities etc
- Ongoing human rights due diligence – including impact assessment, mitigation, monitoring and communicating
- Remediating adverse human rights impacts
- External reporting

The complexity of the strategy would vary depending on the size of the company, the scale and severity of impacts and the maturity of its corporate responsibility agenda. As a general rule, it is best to start off with something simple and pragmatic that can evolve over time to meet changing circumstances.

In developing the strategy, consideration should be given to achievable milestones and timelines. For instance, based on available resources, a company might choose to focus the first year of its human rights strategy on embedding high-level commitment into operational procedures and engaging with stakeholders in high-risk countries. In the subsequent years, focus might move to integrating human rights into its wider due diligence and so on. Finally, a pragmatic strategy should aim, wherever possible, to adapt existing business processes and procedures to include human rights actions. Setting up a new process or initiative should only be considered when no other effective means can be found to deliver human rights through existing processes.

MANAGING HUMAN RIGHTS

Most companies fail to meet the UNGP standards primarily because they do not allocate sufficient resources to human rights. For example, the lack of clear human rights accountability is the main reason why the volumes of publications on implementing the UNGP have not led to a similar amount of action: no one has been tasked with reading and making sense of the documents for the company! Appointing the right employee and allocating an adequate budget facilitates the processes needed to meet the UNGP standards. This could be a full time resource or combined with another role.

It is worth acknowledging that it is still quite rare to find employees who possess both adequate human rights expertise and the capability to easily navigate a company's organisational culture and structures to achieve results. If forced to choose, our recommendation would be to select a colleague who can navigate internal organisational processes, and then support them with external expertise until they develop their own.

OPERATIONAL ACCOUNTABILITY

Implementing a human rights strategy can appear difficult because it stretches into every business function and draws on the contribution of various colleagues. For this reason, deciding on the one person with overall accountability for the whole strategy can be challenging. However, its multi-strand nature makes the need for a central coordinating mechanism essential in ensuring the company has a complete picture of the agenda at all times and that no significant area is overlooked. All colleagues with operational responsibility for any aspect of human rights should be appropriately incentivised, through the performance management process, to deliver their part of the overall strategy.

Companies need a clear structure to manage human rights across functions and locations. Company size and structure, the complexity of significant spheres, size of budget and so on are all factors that determine the most effective from a number of options for ensuring operational accountability. Details of four options are shown in the boxes overleaf. In each, the human rights role should be prominent in the employees' annual objectives and appraisal process.

RESPONSIBILITIES OF A HUMAN RIGHTS MANAGER

1. Bringing together the various human rights spheres into one coherent agenda.
2. Providing the company with human rights expertise (directly or through external experts).
3. Ensuring the company's human rights policy statement is robust and comprehensive.
4. Leading the review of all operational-level policies, standards and procedures to ensure they effectively embed the company's commitment to human rights.
5. Developing and driving the company's human rights strategy – coordinating agenda across material functions and high-risk geographies.
6. Fostering an effective working relationship with the heads of functions and business units with a material human rights impact.
7. Engaging with human rights groups and ensuring the company's strategy continues to be aligned with societal expectations.
8. Reporting on agenda to the relevant head (e.g. CR, legal etc) and ultimately to the company board, covering: policy roll-out, strategy implementation, projects, results etc.
9. Ensuring that the company is communication-ready and can articulate a joined-up narrative of its human rights agenda.

OPTION 1 FULL TIME HUMAN RIGHTS ROLE

This option would work best for large companies, especially those with severe human rights impacts or in the spotlight of campaigners. Such companies tend to require a detailed human rights strategy.

In this option, the company would have a full time employee with responsibility for the human rights agenda. The role would consist of a direct implementation responsibility across all human rights spheres. For example, this role would be responsible for delivering human rights goals within each significant sphere and could conduct deep dives into high-risk countries to support businesses to address human rights issues. This role would also serve as the centre of human rights expertise for the company. It would work closely with business units and functions but would also carry out an appreciable proportion of actual implementation.

Advantages

This role would provide clear accountability for the agenda – including a long-term strategic road map. It would also be a focused centre for managing budgets. A full time senior human rights role also demonstrates a company's commitment to human rights.

Risks/challenges

This role would add additional headcount. If not a senior role, it might struggle to get traction within the business. Also if the manager is not well-connected to the core business, there is a risk that it could lead to human rights being siloed off at the corporate centre. A well-networked colleague, on the other hand, may have inadequate human rights expertise at the start.

To manage these risks

The role should be fairly senior and have the opportunity to take part in senior leadership meetings of the relevant functions to ensure proper embedding. The role should use every opportunity to build trust with the leadership and the core business. The budget available for the role should be adequate for its purpose (e.g. to allow the role to bring in external expertise or fund deep dives into business units etc).

OPTION 2 HUMAN RIGHTS ROLE MANAGED DIRECTLY BY HEAD OF CR OR CORPORATE AFFAIRS

This option would work best for mid to large companies with a fairly mature CR and sustainability strategy effectively run within established pillars or strands.

In this option, the central CR or corporate affairs head would take on the additional role of coordinating human rights in addition to their wider CR or corporate affairs role. The responsibilities of CR or Corporate Affairs heads tend to include liaising with various teams (e.g. ethical sourcing, community and environment etc) to implement or report on the corporate responsibility agenda.

Advantages

This role would fit within the existing organisational structure and add no additional head count. Also, the colleague is likely to be familiar with communicating and engaging with internal and external stakeholders.

Risks/challenges

Adding a specific accountability for human rights to a wider coordinating CR role could dilute the manager's focus on human rights. The colleague may lack sufficient human rights expertise to meet all aspects of the UNGP. There is also a risk of an unrealistic workload.

To manage these risks

The relevant colleague should undergo human rights training focusing on the UNGP and work with external experts to scope out a realistic strategy. The company should also allocate a substantial proportion of the colleague's annual objectives to human rights – this could serve to ensure workload is realistic. To demonstrate the company's commitment, it would make sense to revise the job title to reflect the additional human rights role (e.g. Head of Corporate Responsibility and Human Rights).

OPTION 3

HUMAN RIGHTS ROLE MANAGED BY HEAD OF COMPANY'S MOST SIGNIFICANT SPHERE

This option would work best for companies with one significant human rights sphere prominent above all others. For example, a mining company may identify community engagement as its most significant human rights sphere, or a retailer may identify supply chain labour standards as its most significant. These prominent spheres tend to be the ones with the clearest strategy.

In this option, overall human rights responsibility would sit with the head of this significant sphere or relevant business function. Job roles may vary, from Head of Community Engagement or Head of Ethical Trade as in the examples above, to Company Secretary responsible for due diligence etc. These roles would coordinate action across the wider human rights agenda and communicate strategy, in addition to leading their specific area.

Advantages

This role would fit with established company structures. There would be no need for additional head count and the colleague is already familiar with the company's biggest human rights sphere.

Risks/challenges

Human rights issues outside the most significant sphere might be overlooked due to a pre-existing focus on the one established sphere. This could lead to poor connection with business areas leading other spheres. There is also a risk of an over-stretched workload.

To manage these risks

The relevant colleague should undergo human rights training to better understand all other human rights spheres and the expectations of the UNGP. Responsibility for other spheres should be added to annual objectives against which the colleague is measured. The company should develop – with the support of external experts – a concrete plan for areas to cover under other spheres.

OPTION 4

DECENTRALISED MANAGEMENT SUPPORTED BY JUNIOR-LEVEL COORDINATION

This option would work best for companies with more than two human rights spheres of equal significance or for companies with a mature CR/sustainability agenda effectively managed as distinct strands (e.g. environment, labour standards, community, data management etc).

In this option, human rights is effectively managed within their respective CR/sustainability strand. To ensure coherence and completeness, a colleague should play a coordinating role as a "clipboard holder", ensuring that key aspects have been covered across all spheres. This coordinating role could be performed by a relatively junior colleague or in combination with another role.

Advantages

This role would fit with established company structures. There would be no need for additional head count. This option allows CR strand/pillar leaders to drive their part of the agenda.

Risks/challenges

There is no clear accountability for delivering human rights. Leaders of the various CR strands may not have enough human rights expertise to deliver strategy. The agenda could remain disjointed if leaders of CR strands do not cooperate with the coordinating colleague. There is also a risk of an over-stretched workload.

To manage these risks

Build a robust human rights strategy which all CR strands leaders buy into at the start which would be used to track implementation during the year. Form a human rights working group to meet at least every quarter to review results against strategy – the coordinator could serve as secretariat. Provide human rights training, covering UNGP, to all strand leaders.

The board of directors or executive committee should have final oversight of the human rights agenda.

OVERALL GOVERNANCE

Irrespective of which option a company chooses for managing its human rights strategy, the company's board of directors or executive committee should have final oversight of the agenda. The company should have in place an effective process for the colleague/s with operational accountability to report on the company's performance to senior management, as well as a process for management to directly check for any human rights risks the company might face. The most efficient way is to build both of these oversight roles into existing board committee structures. The most obvious is through the CR, sustainability or corporate affairs committees where these exist. In other companies, the human rights agenda is also monitored through their audit or compliance committee.

1. Corporate Responsibility, Sustainability or Corporate Affairs committee

This committee tends to have overall responsibility for all corporate responsibility strands across the company (including human rights). The committee is responsible for reviewing the company's human rights policy, strategy and performance across all material spheres to ensure they are comprehensive and achieve desired results. The human rights manager role ultimately reports into this committee.

2. Audit or Compliance committee

In some companies, the board audit or compliance committee could also monitor the company's human rights risks. This committee tends to focus on ensuring that the company understands any external human rights risks it may face – including risks that may lie on the horizon.

We have come across a few cases of companies where human rights oversight is split between two committees (e.g. one monitoring the company's impacts on human rights and another reviewing how local human rights conditions impact on the company's operations). In such cases, it is important that the remit of each committee is clear and there is a mechanism for ensuring that human rights information and recommendations from one committee are shared with the other in a timely manner. This is especially important if there is no overlap in committee membership.

COMMUNICATION

As societal expectations and the consensus around the responsibilities of business in human rights continue to crystallise, so will the need for clearer communication from businesses on how they meet these responsibilities. The UNGP report provides a shared language and clear principles that will make it easier for shareholders, campaigners and the general public to notice not only what is stated in human rights reporting, but also what is missing. This will increase human rights accountability with key opinion formers and the general public. Companies will increasingly be expected to explain their own approach as well as take part in a wider societal conversation on human rights.

In communicating their human rights performance, companies have tended to focus on exciting and inspirational projects which typically touch on one or two human rights spheres. What is often missing is a clear over-arching narrative of a comprehensive strategy that demonstrates a robust understanding of responsibilities and covers all significant spheres and high-risk locations.

In the light of the guiding principles, companies should aim to meet the following five objectives in human rights communication:

1. Proactive general communication

At a minimum, companies should proactively communicate to all stakeholders, their human rights policy and performance as well as their governance and operational accountability mechanisms. This could be through CR reports, company website or other appropriate means.

2. Direct ongoing communication

Companies should also have effective mechanisms for ongoing two-way communication with stakeholders directly affected by human rights risks or infringements. This includes providing effective mechanisms for stakeholders to raise concerns as well as for the company to communicate human rights policy and strategy, due diligence process, improvements and results. Companies should make every effort to communicate in a language and style accessible to its stakeholders.

3. Communication-readiness

Companies should always be ready to communicate a coherent and over-arching narrative of their approach to human rights, bringing together all impact areas (including the less significant). In addition to making it easy to engage with a critical audience if challenged, this also provides management with a joined-up picture of the multi-strand agenda.

4. Accurate and comprehensive communication

Companies should ensure that all human rights communication is comprehensive, accurate and reflective of business performance. Mismatching communication with actual performance can expose a company to accusations of (the human rights equivalent of) green wash.

5. Participation in wider societal conversations

Companies should be open to taking part in ongoing societal conversations on business and human rights. For some industries, business functions and geographies, taking part in these conversations would form a core part of their human rights agenda. A company's contribution to these conversations obviously requires a healthy familiarity with the subject, confidence in the company's approach and participation in cross-industry or other external fora.

The UN Guiding Principles will make it easier for stakeholders to notice what might be missing in human rights reporting.

CONCLUSION

When offered pragmatic implementation steps, companies agree there is no reason to postpone action on human rights.

Companies are increasingly aware of the importance attached by society to their human rights responsibilities as outlined by the UN Guiding Principles on Business and Human Rights (UNGP). Yet, in our experience, many businesses remain uncertain as to whether they are doing enough to meet these responsibilities, and about what more they should be doing. In part, this arises from a lack of a working understanding of the UNGP. It also reflects an uncertainty about how to drive implementation within existing business processes.

Companies that fail to act to meet their human rights responsibilities risk falling behind their peers. Societal consensus on the role of business in human rights, together with increasing scrutiny by campaigners and the general public, means that failing to respect or remedy human rights can, at a minimum, cause brand damage and in some cases call into question a company's licence to operate. In some instances, it can even have a direct impact on the bottom line – especially if the guiding principles translate into national law as expected by some observers.

The UNGP provides clarity to the hitherto nebulous field of business and human rights, providing all stakeholders with a shared understanding of the responsibilities of business enterprises. Companies are expected to:

- A. Articulate their commitment to human rights in a policy statement**
- B. Become proactive in anticipating and mitigating adverse impacts through human rights due diligence; and**
- C. Correct and compensate any adverse human rights impacts.**

When offered efficient and pragmatic implementation steps to meet these expectations, many companies agree that there is no reason to postpone taking meaningful action to fulfil their human rights responsibilities. This action starts with companies being satisfied that they have a coherent human rights strategy which aligns with the UNGP – or which supports them to work towards meeting the standards. Companies should, based on their sector's human rights impacts, undertake an objective assessment of current approach and performance. They should also review accountability mechanisms and allocate sufficient human and financial resources to the agenda.

Businesses are keen to demonstrate their alignment with the norms and values of society. Many are already addressing some of their human rights responsibilities under such business functions as human resources management, ethical supply chain management, community engagement and other areas. For these companies, the guiding principles represent a helpful set of standards to enable them to evaluate current performance, close any gaps and continually improve results.

APPENDIX

LIST OF INTERNATIONALLY RECOGNISED HUMAN RIGHTS

Right to life

Right to liberty and security

Right not to be subjected to slavery, servitude or forced labour

Right not to be subjected to torture, cruel, inhuman and/or degrading treatment or punishment

Right to recognition as a person before the law

Right to equality before the law, equal protection of the law, non-discrimination

Right to freedom from war propaganda, and freedom from incitement to racial, religious or national hatred

Right to access to effective remedies

Right to a fair trial

Right to be free from retroactive criminal law

Right to privacy

Right to freedom of movement

Right to seek asylum from persecution in other countries

Right to have a nationality

Right of protection for the child

Right to marry and form a family

Right to own property

Right to freedom of thought, conscience and religion

Right to freedom of opinion, information and expression

Right to freedom of assembly

Right to freedom of association

Right to participate in public life

Right to social security, including social insurance

Right to work

Right to enjoy just and favourable conditions of work

Right to form and join trade unions and the right to strike

Right to an adequate standard of living

Right to health

Right to education

Right to take part in cultural life, benefit from scientific progress, material and moral rights of authors and inventors

Right of self-determination

Right of detained persons to humane treatment

Right not to be subjected to imprisonment for inability to fulfil a contract

Right of aliens to due process when facing expulsion

Rights of minorities

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