

# GLOBAL CSR

sustainable business consulting

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NEWSLETTER ISSUE NO. 11 – DECEMBER 2008

### FROM OUR DESK

#### **Stakeholder Consultation day for the Danish Export Credit Agency**

On September 22<sup>nd</sup> GLOBAL CSR facilitated a stakeholder consultation day for the Danish Export Credit Agency (Eksport Kredit Fonden, EKF). Among the participating stakeholders were customers, governmental representatives, other Export Credit Agencies and NGOs.

Focus for the day was CSR and its relevance for ECAs and in particular the newly developed CSR policy in EKF. Sune Skadegaard Thorsen, partner in GLOBAL CSR, moderated the debate and GLOBAL CSR staff was involved in facilitating the day and the roundtable discussions.

The international keynote speakers were head of sustainability from General Electrics, Bob Corcoran and sustainability manager from Fortis, Maria Anne van Dijk. The Danish keynote speaker was CEO, Joergen Moeller-Rasmussen, from the Danish timber company DLH Group.

#### **Ghana Business Code**

From the 19<sup>th</sup> until the 27<sup>th</sup> of October GLOBAL CSR was in Ghana on a mission for the Danish Ministry of Foreign Affairs. The assignment was a part of the Danish Development Agency, DANIDA's, involvement in the development of the Ghana Business Code Clearing House.

The Ghana Business Code is a series of prescriptions based on the 10 principles from the UN Global Compact (UNGC) relating to human rights, including labour standards, the environment and anti-corruption. The Code is the first code ever formulated to apply to all segments of a national business community.

For this assignment GLOBAL CSR developed a comprehensive certification manual covering the 10 principles of the UNGC and their concretisation through the Ghana Business Code. The manuals enable members of the Ghana Business Code to be audited through on-site inspections, document reviews, management interviews, employee interviews, NGO interviews, labour organisation interviews and consumer organisation interviews. This is relevant for the members aspiring to become "Certified Gold members" of the Ghana Business Code and thereby attractive suppliers in the

global supply chain.

In Ghana the assignment was to carry out training-of-trainers of the future auditors of the Ghana Business Code. Ghanaian Participants from Ernst & Young, PricewaterhouseCoopers, Deloitte, KPMG and Bureau Veritas as well as representatives from the business associations owning the code took part in the training, which among other things included participatory pilot interview sessions.

### **Macedonian National Agenda on CSR**

On October 21<sup>st</sup> the Macedonian Government adopted "The National Agenda on Corporate Social Responsibility for the republic of Macedonia". GLOBAL CSR contributed to the work of the National Coordination Body on CSR with advice and guidance on how to achieve a progressive and sustainable Agenda.

The Macedonian Agenda on CSR constitutes a comprehensive governmental plan on how to address CSR in Macedonia; a similar plan on CSR was adopted by the Danish Government in May 2008. In the Macedonian National Agenda it is stated that CSR includes compliance with legal obligations, minimising or eliminating the negative effects of business on society and increasing the positive effects of business. Hereby the Macedonian Agenda separates itself from the Danish action plan, which limits the definition of CSR to voluntary initiatives only; or in other words condones that corporations can be viewed as socially responsible notwithstanding breaches of national and international law.

### **Presentation at Network for Sport and Development**

On October 28<sup>th</sup> GLOBAL CSR was invited as speakers at a meeting concerning the possible development of a Code of Conduct for sport and development organisations. The meeting was held by the NGO "Network for Sport and Development".

At the event GLOBAL CSR argued that the international principles based approach constitutes best practice as the foundation for developing a Code of Conduct also in an NGO context. By translating the issues identified by Network for Sport and Development to the principles based approach, using primarily Human Rights including the UN convention on the Rights of the Child, the future Code of Conduct will have a solid foundation. GLOBAL CSR stressed that the work and competences should determine what parts of sustainable development the network would contribute to while ensuring that their impact does not pose barriers to sustainable development.

### **Presentation at Nordic Look Conference**

On the 3<sup>rd</sup>-5<sup>th</sup> of November, in connection with Riga Fashion Week, the Nordic Council of Ministers arranged the Nordic Look Conference in Riga, Latvia. The conference focussed on sustainable fashion as a key competitive parameter for Nordic fashion.

Sune Skadegaard Thorsen, partner in GLOBAL CSR, was invited as keynote speaker giving advice on how the industry can ensure that it does not become an obstacle, but rather a partner, in the promotion of sustainable social development.

### **Training at Grontmij | Carl Bro A/S**

On November 4<sup>th</sup> GLOBAL CSR participated as trainers on a course on CSR at the Grontmij | Carl Bro training facilities. The course was financed by Danida Fellowship Centre and participants were mainly CEOs and Environment, Health and Safety managers from Danida-funded development programmes including B2B and Mixed Credit.

The training held by GLOBAL CSR gave a broad introduction to the field of CSR as well as a deeper insight into the challenges to mainstream CSR supply chain management. The course was organised by Grontmij | Carl Bro A/S in cooperation with GLOBAL CSR, Sociability, and the Danish Federation of Small and Medium-Sized Enterprises.

## Project proposal: HRCRA Institution

In the beginning of December GLOBAL CSR will launch a project proposal for the establishment of an international Human Rights Country Risk Analysis (HRCRA) Institution. The objective of this project is to establish an international HRCRA Institution, which can provide HRCRAs free of charge. This institution should have the mandate, through a transparent and methodologically valid approach, to conduct HRCRAs combined with legal analyses; in relation to all countries in the world. It is important that the HRCRA institution is international and co-financed by more countries. This will increase the legitimacy of the mandate of the institution and guarantee independence and integrity in the comments and findings of the institution. Since the analyses will include assessments that may be perceived by governments as criticism, it is crucial that the institution is considered international and can operate at arm's length from any specific government

The country risk reports will serve as an important tool for Due Diligence Processes in relation to business and human rights and can be used by a multitude of actors, including Governments, Corporations, Investors, Civil Society and the UN.

The project that has been under development for some months is still in its early phase and the challenge in the months to come will be to obtain the funding needed to initiate the development phase of the project. The initial step will be to receive feed back from potential partners on the project proposal. For further information please contact Sune Skadegaard Thorsen at [sst@global-csr.com](mailto:sst@global-csr.com).

## NEWS

### Danske Bank signs deal on labour rights

9<sup>th</sup> of September 2008

The Danish-based finance multinational Danske Bank, covering 24.000 workers, signed a global agreement on corporate social responsibility (CSR) with UNI Global Union. The global agreement commits to conventions of the International Labour Organisation covering labour rights, including health and safety and equal remuneration.

In addition, on the 25<sup>th</sup> of September, Danske Bank decided to implement new ethical measures comprising of a blacklist of 13 'negative' companies and promised stronger commitment to Socially Responsible Investments (SRI) and active ownership-engagement. Shares in the 13 'negative' companies, including top military suppliers Lockheed Martin, General Dynamics Corporation and car manufacturer Nissan, have already been sold off and another 17 companies are currently on a 'dialogue list'.

[http://www.uniglobalunion.org/unifinance.nsf/\\$webDocuments/A6EF6A66FD2A816FC12574BF004F3731?OpenDocument](http://www.uniglobalunion.org/unifinance.nsf/$webDocuments/A6EF6A66FD2A816FC12574BF004F3731?OpenDocument)

[http://www.danwatch.dk/index.php?option=com\\_content&task=view&id=68&Itemid=1](http://www.danwatch.dk/index.php?option=com_content&task=view&id=68&Itemid=1)  
<http://www.dr.dk/Nyheder/Penge/2008/09/24/175849.htm>

#### Comment:

Statoil was amongst the first corporations to sign global union agreements on basic human rights. Partly due to the limited focus of the international unions, agreements of this kind appear only to cover core ILO labour rights and a few additional labour rights representing basic human rights. Taking into consideration the Ruggie framework<sup>1</sup> such coverage would, from a corporate perspective, appear inadequate to manage human rights risks and, from a union perspective, be seen as missed opportunities<sup>2</sup>.

<sup>1</sup> Confer Newsletter No. 9 – May 2008 for the Ruggie framework

<sup>2</sup> Confer Sune Skadegaard Thorsen and Mariana Linnick in 'Governance, International Law & Corporate Social Responsibility', International Institute for Labour Studies, 2008.

In relation to investments, Danske Bank should be applauded for addressing CSR in relation to their core business. However, the very traditional SRI approach does not warrant innovative developments in the area from the Danish bank. Danske Bank was instrumental in establishing the Danish rescue plan for the credit market and it interesting to see whether the newly established interest in sustainable development will urge Danske Bank to lobby not only for increased international regulation in relation to economic responsibilities, but also in relation to social and environmental issues.

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### New report on Corporate Complicity in International Crimes

16<sup>th</sup> of September 2008

The International Commission of Jurists' (ICJ) Expert Legal Panel on Corporate Complicity in International Crimes has concluded its work and released its final report to the public. The ICJ's Expert Legal Panel was established in 2006 to develop

the legal and public policy of corporate complicity in international crimes. The final report consists of three volumes, each of which addresses corporate complicity in gross human rights violations from different angles.

The UN Special Representative for the Secretary General on Business and Human Rights (SRSG), John Ruggie, welcomed the report and underlined its considerable contribution to the ongoing discourse on legal accountability for corporate involvement in human rights abuses. However, the SRSG did also highlight different areas of the report with which he did not agree completely. He especially questions whether or not the non-legal concept of "zones of legal risk" is fruitful in the effort of simplifying and creating clarity in the area of corporate complicity.

<http://www.business-humanrights.org/Updates/Archive/ICJPaneloncomplicity>

<http://www.reports-and-materials.org/Ruggie-comments-ICJ-complicity-report-12-Sep-2008.pdf>

#### **Comment:**

Sune Skadegaard Thorsen from Global CSR was a member of the steering group for the project. The report outlines the present and somewhat poor protection for corporate complicity in the most egregious violations of human rights; international crimes. The expert group points to the fact that these crimes represent only a small fraction of the rights that may be violated by corporations and that corporate impact on human rights, whether as complicit or direct violators, should be a focus for international attention and possible regulation. Even in the area of international crimes international and national law is still weak and experts point to the need for better definitions and regulation. This newsletter's editorial provides for some general thoughts and experiences in relation to legal accountability for human rights violations.

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#### **Global Leadership Group on Business and Human Rights**

2<sup>nd</sup> of September 2008

The UN SRSG on business and human rights, John Ruggie, is convening a leadership group to advise him on how best to ensure that businesses worldwide respect internationally recognized human rights standards. Among the panel members are former UN Secretary-General Kofi Annan, former President of Ireland Mary Robinson, who also served as UN High Commissioner for Human Rights and currently chairs the Business Leaders Initiative on Human Rights (BLIHR), along with 13 other global leaders with wide experience in government, business and human rights advocacy.

<http://www.csrwire.com/News/13201.html>

<http://www.reports-and-materials.org/Leadership-group-22-Sep-2008.pdf>

<http://www.reports-and-materials.org/Bios-leadership-group-22-Sep-2008.pdf>

#### **Comments:**

The strategic and tactical moves of the SRSG on business and human rights demonstrate the innovative approaches that this mandate can bring to other special procedures in the UN. The formation of a global leadership group consisting of recognised leaders in this area and global geographical representativeness demonstrates the political professionalism that has characterized this, in a UN perspective, odd mandate.

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#### **Cause-Related Marketing can increase sales substantially**

1<sup>st</sup> of October 2008

An empirical consumer behaviour study carried out by Cone/Duke University confirms that cause-related marketing can exponentially increase sales. The study is the first of its kind to validate that cause-related marketing can significantly drive actual consumer choice. The study revealed a substantial cause-related sales lift for two of the four consumer packaged goods categories tested. On shampoo, for instance, the study revealed a 74 % actual purchase increase on a shampoo brand which was associated with a cause. The study furthermore revealed that consumers spend

nearly twice as long reviewing cause-related ads versus general corporate advertisements.

<http://www.csrwire.com/News/13326.html>

#### **Comments:**

The survey adds a new dimension to the business case in relation to pro-active or strategic CSR and the branding opportunities connected with such activities. Even a small percentage increase in demand can entail million dollar increases in revenue and it is likely that 'Buying with conscience' will continue to increase and that mainstream products will be produced responsibly.

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#### **John Ruggie issues a work plan for the mandate**

10<sup>th</sup> of October 2008

In the interest of transparency, the UN SRSG on business and human rights is posting a preliminary work plan for the new, operational phase of the mandate. The United Nations Human Rights Council extended the SRSG's mandate for another three years, asking him to 'operationalise' the proposed framework in order to provide concrete guidance to States and businesses. The policy framework comprises three core principles: the State duty to protect, the corporate responsibility to respect and the need for greater access by victims to effective remedies. These three principles will also be the three focus areas in the renewed mandate, where the SRSG among other things will make use of alternative learning fora (e.g. webbased communication fora) in order to create room for all constructive contributions to the discussion.

<http://www.reports-and-materials.org/Ruggie-preliminary-work-plan-2008-2011.pdf>

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#### **The financial crisis will not affect CSR activities**

10<sup>th</sup> of October 2008

Corporations continue to act socially responsible in spite of the financial crisis! This is the current statement from "The confederation of Danish Industry"

(Dansk Industri) and "The Danish Federation of Small and Medium-Sized Enterprises" (Håndværksrådet) building on empirical surveys. The conclusion following the surveys is that once CSR is properly integrated in a company, a recession like the current one will not affect CSR activities. Furthermore, they claim that practising CSR can help tone down the consequences of the financial crises and in some cases even be the decisive factor determining which company has the largest advantage in the increased competition that characterises times of crisis.

<http://www.erhvervsbladet.dk/article/20081010/news01/81010036/>

<http://www.ulandsnyt.dk/indhold.asp?ID=16255&mode=Nyhed>

<http://www.csrwire.com/News/13478.html>

<http://www.csrwire.com/News/13642.html>

#### **Comments:**

Both industry and corporate representatives including the UN Global Compact claim that the financial crisis will not hinder company CSR activities. It may be correct that corporations will not act more irresponsibly because of the crisis. However, considering that CSR is still in its infancy it must be expected that new, increased or developing

CSR initiatives will be affected. As an example, scaling up on corporate responsibilities in relation to their human rights impact will require investments. In the case of lack of liquidity, such CSR development initiatives will most likely be postponed. It would appear that ethical banks seem to have avoided the negative consequences of the financial crisis. In a conference on the crisis with 424 Conference participants more than two-thirds of the business leaders said that more responsible business practices could have lessened, or even prevented, the current economic downturn. Even more interesting are the possibilities for addressing sustainability more holistically in the upcoming negotiations to strengthen the international economic order. Including the needs for global environmental and social sustainability could bring about changes of scale as requested by the UN SRSG on business and human rights.

#### **Integrating human rights into social and environmental impact assessments**

5<sup>th</sup> of November 2008

International Business Leaders Forum, International Finance Corporation and the UN Global Compact launches an integration process designed for companies that wish to integrate their

Human Rights Impact Assessments (HRIA) into existing environmental and social impact assessments. The need for the integration process became obvious following a dialogue with corporations who already carry out environmental and social impact assessments in their business operations. The initiative is furthermore in line with the framework proposed by the UN SRSG John Ruggie, where it is stated that companies have a responsibility to respect human rights and conduct due diligence processes.

[http://www.ifc.org/ifcext/sustainability.nsf/AttachmentsByTitle/ref\\_SocialResponsibility\\_HRIA\\_IntegrationProcess/\\$FILE/IBLF-IFC-UNGCC+announcement+-+final+version.pdf](http://www.ifc.org/ifcext/sustainability.nsf/AttachmentsByTitle/ref_SocialResponsibility_HRIA_IntegrationProcess/$FILE/IBLF-IFC-UNGCC+announcement+-+final+version.pdf)

#### **Comments:**

As highlighted also in a forthcoming Global CSR article in Greenleaf's 'Consulting for Sustainable Business' the decision to follow the recommendation from corporations to have human rights impact assessment aligned or even incorporated into existing social impact assessment processes is welcomed by Global CSR. Global CSR has already carried through such processes with clients and looks forward to being able to improve our approaches by using the coming guidelines.

## **EDITORIAL**

### **Working for Business with Human Rights – Working with Business for Human Rights:**

#### **The role of legal accountability<sup>3</sup>**

Twelve years ago most corporate representatives' eyes would glaze over with disinterest when we advised that taking in human rights as a focal point for addressing their social responsibilities could add tremendous value to their endeavours. Many corporate leaders dismissed any arguments other than short-term financial ones, and few had the enlightenment to fully grasp the business potential resting in Corporate Social Responsibility (CSR) initiatives.

Addressing CSR in corporations always competes with other interests. As a 'new' area the span of attention and resources awarded often reflects the lack of genuine appreciation of the value to be gained. A survey comparing resources, also in terms of head-counts, spent by large corporations on tax issues compared to those spent on CSR would most likely illustrate well the challenge of firmly establishing CSR as part of corporate activities. The area of

<sup>3</sup> This editorial is an excerpt from a commentary written in relation to the launch of the Legal Accountability Portal by the Business and Human Rights Resource Center. The full commentary is accessible at: <http://www.reports-and-materials.org/Sune-Thorsen-commentary.pdf>

taxation enjoys the advantages of having immediate impact on the financial bottom line and of being underpinned by *effective legal accountability measures*.

In order for CSR to expand in the years to come the area needs both the voluntary engagement on human rights driven by enlightened self-interest as proposed by the first six principles of the UN Global Compact and a solid base of legal accountability prohibiting violations.

### **What does Legal Accountability do for Corporate Focus on Human Rights?**

When working in-house for Novo Nordisk as Senior Adviser on Corporate Social Responsibility and Human Rights from 2000 the experience was that the prospect of legal accountability on CSR issues had an urging effect on the actions being initiated. When leveraging the human rights focus in relation to the right to health and non-discrimination at Novo Nordisk, the prospect of legal accountability in both areas worked as a strong catalyst for recognizing the urgency and increasing the speed with which the programmes were implemented. That being said one should not overlook the fact that the enlightened leadership of the CEO at that time, Mads Øvlisen, was the main reason enabling the adoption of a strong commitment to human rights in the area of CSR.

The framework and policy in relation to the right to health were prepared and under consideration for adoption in Novo Nordisk, when a well-coordinated international effort in February 2002 by the powerful NGOs, Oxfam International and Médecins Sans Frontières, was staged against the pharmaceutical industry, including Novo Nordisk<sup>4</sup>. Based on court proceedings in South Africa, where the pharmaceutical industry requested clarification on patent laws, the NGOs supported the government raising not only legal claims on the right to health of HIV/AIDS victims in the courtroom, but also a global campaign against the industry. With legal accountability for human rights as the foundation, pharmaceutical corporations saw the need to carefully manage and optimize their impact on the right to health.

In relation to non-discrimination, the appearance of EU directives mandating all EU countries to effectively ban discrimination in the labour market within a certain period enabled the final approval by top management of the 'non-discrimination, equal opportunities and diversity' project. In relation to discrimination based on ethnic origin, the area was largely unregulated in Denmark before the directives appeared; but Novo Nordisk already knew that Danish managers would need education in the area before they would be posted in the USA, where lack of sensitivity and cultural prejudices could lead to very costly lawsuits. In 2005 Novo Nordisk was awarded the 'Diversity at the Workplace'<sup>5</sup> prize in Denmark.

Legal human rights-based challenges have in recent years led to increased focus on human rights impact for a range of corporations; Shell and the engagement in Ogoni-land in Nigeria, Total in Burma (Myanmar), and, more recently, when information technology giants Google and Yahoo! were entangled in issues on freedom of information and expression and the right to privacy due to their operations in China. Google soon hired a renowned business and human rights lawyer, Elliot Schrage, and Yahoo! has hired someone in a similar capacity.

### **What Legal Accountability *could* do for a Corporate Focus on Human Rights?**

More enlightened corporations did not want to wait for a crisis to hit first; with Mary Robinson as chair, the Business Leaders Initiative on Human Rights<sup>6</sup> (BLIHR) was established<sup>7</sup> in 2003 to lead the way in making human rights work for business and not against it. The initiative had met twice in 2003, when the UN Norms were proposed in August 2003 by the UN Sub-Commission on the Promotion and Protection of Human Rights. The initiative made a quick decision to 'test' the ability of the Norms to make human rights operational in their business.

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<sup>4</sup> See Thorsen, Sune Skadegaard: "The Pharmaceutical Company and the Right to Health: The South Africa Case". Article in New Academy Review. Vol. 2, no. 1, 2003

<sup>5</sup> See <http://www.miapris.dk>

<sup>6</sup> See [www.blihr.org](http://www.blihr.org)

<sup>7</sup> Managed by John Morrison; Sune Skadegaard Thorsen from Global CSR has been expert advisor to BLIHR since inception.

Following the testing and the rejection of the UN Norms, also by the UN Special Representative of the Secretary General on Business and Human Rights (SRSG) John Ruggie, the BLIHR companies concluded in their third report in 2006 that: "We feel that a framework would offer all businesses greater clarity and certainty about their responsibilities and point towards opportunities relating to human rights. As we set out in this report, this framework would need to be clear about establishing the legal minimum for business behaviour (the 'level playing field')."<sup>8</sup>

In essence the human-rights-informed group of corporations was not necessarily opposed to one of the most controversial parts of the UN Norms; namely article 18 stating that: "Transnational corporations and other business enterprises shall provide prompt, effective and adequate reparation to those persons, entities and communities that have been adversely affected by failures to comply with these Norms through, inter alia, reparations, restitution, compensation and rehabilitation for any damage done or property taken." However, as stated by the third BLIHR report, the group also agreed that the UN Norms did not provide the needed clarity or certainty for corporations to assess their responsibilities.

Although the UN Human Rights Commission<sup>9</sup> did not approve of the UN Norms, this first international proposal to establish international legal accountability for business on human rights was a fact. And the reactions were overwhelming. Lawyers, businesses, business associations and not least governments suddenly saw the need to engage actively in the development of the field; at the outset by strongly opposing the notion of anything but voluntary principles. Thus, when the first mandate<sup>10</sup> asked the SRSG to "identify and clarify standards of corporate responsibility and accountability for transnational corporations and other business enterprises with regard to human rights"<sup>11</sup>, it was received with very mixed feelings. However, the SRSG has managed to continue and increase the focus on the issue and not least to make clear to both businesses and governments that there is an urgent need to address business and human rights for all actors; and a need to increase accountability in terms of access to remedies for victims of corporate human rights violations.

### **The way forward**

The risk of legal accountability is an important driver and catalyst for corporations' willingness to address and manage their human rights impacts. In order to scale up corporate focus on human rights, the area needs both voluntary engagement on human rights and a solid base of legal accountability prohibiting violations.

States already have a duty to hold corporations responsible or to protect against violations from corporations; however, as concluded by the SRSG the duty to protect is not adequately fulfilled<sup>12</sup>. The SRSG also underlines that corporations in *all* sectors in *all* regions should address *all* human rights. Thus, a coming challenge that the UN Norms did not fully meet is the 'translation' of all human rights obligations as they govern states into manageable and reasonable human rights responsibilities for corporations; a level playing field as pointed to by BLIHR. Without a firm description of business responsibilities to all human rights it is hard to imagine legal accountability for business towards human rights violations when they operate in geographical areas where the protection of human rights are not effectively implemented; be it by lack of willingness or lack of ability. In December 2008 BLIHR expect to present a set of proposed 'essential steps' on human rights; a first attempt in moving towards a global level playing field.

Today corporate legal accountability is on the increase, however, primarily in relation to the egregious human rights violations described as international crimes or violations of Jus Cogens norms. What about violations of other human rights – violations that are not addressed properly under national laws? Interestingly all stakeholders agree that corporations may impact all human rights. It should also be obvious to business that they are subject to more or less

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<sup>8</sup> See p. 4; <http://www.blihr.org/Reports/BLIHR3Report.pdf>

<sup>9</sup> Now the UN Human Rights Council

<sup>10</sup> The SRSG received his second mandate from the UN Human Rights Council in June 2008

<sup>11</sup> UN Commission on Human Rights, Human rights and transnational corporations and other business enterprises (E/CN.4/Res./2005/69), 20 April 2005

<sup>12</sup> See the SRSG report to the UN Human Rights Council, April 2008 at <http://www.reports-and-materials.org/Ruggie-report-7-Apr-2008.pdf>

arbitrary accusations of human rights violations until their responsibilities are more clearly described. This is why corporations spend millions to create and not least to enforce, under threats of economic sanctions<sup>13</sup>, codes of conduct describing minimum human rights obligations to be fulfilled by their business partners.

On October 29<sup>th</sup> 2008 the Business and Human Rights Resource Centre launched the world's first portal profiling human rights lawsuits against companies worldwide. The cases are sorted by company name, country where lawsuit is filed, country where alleged abuse took place, industry and issue. Hence it provides a unique insight in the form and extent of corporate human rights violations and thus is a much welcome contribution to providing transparency in the area of corporate legal accountability.

Having worked for business with human rights for more than a decade our conclusion is clear. Legal accountability will increase corporate focus on human rights. In addition effective legal accountability will potentially save business considerable resources and worries. With clarity and a level playing field private corporations would not feel obliged to invent and enforce minimum standards on human rights towards partners and they would be able to manage risks efficiently. Such a sound basis would release resources to address human rights; not only from a tiresome compliance angle, but from a vitalizing proactive perspective, contributing to *sustainable social development* – and to the reputation of corporations.

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<sup>13</sup> Violations of Corporate Codes of Conduct are as a rule considered as a breach of contract and entail severe economic consequences for the supplier or business partner in violation.

## UP-COMING EVENTS

International Seminar on Business and Human Rights, chaired by Mary Robinson, 4<sup>th</sup> – 5<sup>th</sup> of December 2008, Paris, France, <http://www.anniversaryseminar.org/home.html>

Conference: Global Value Chains, Business and Development, arranged by Danish Development Research Network, 9<sup>th</sup> of December 2008, Copenhagen Denmark, [http://www.ddrn.dk/index.php?side\\_id=209](http://www.ddrn.dk/index.php?side_id=209)

The UK Anti-Corruption Summit: *How to mitigate corruption risk with effective compliance and ethics*, 3<sup>rd</sup> – 4<sup>th</sup> of February, London, England. [http://www.ethicalcorp.com/conferences/newschedule08-09\\_logix.asp](http://www.ethicalcorp.com/conferences/newschedule08-09_logix.asp)

The 3rd Annual Climate Change Summit UK: *Moving beyond carbon: Practical guide to environmental footprint management and stakeholder communication*, 9<sup>th</sup> – 10<sup>th</sup> of February, London, England, [http://www.ethicalcorp.com/conferences/newschedule08-09\\_logix.asp](http://www.ethicalcorp.com/conferences/newschedule08-09_logix.asp)

Ethical Corporation's 3rd Annual Climate Change Summit, 17<sup>th</sup> -18<sup>th</sup> of February 2009, London, England, <http://www.ethicalcorp.com/climate/index.asp>

The 8th Annual Responsible Business Summit: *Our flagship conference, bringing together world leaders in CSR to discuss every aspect of the responsible business agenda*, 11<sup>th</sup> – 12<sup>th</sup> of May 2009, London, England, [http://www.ethicalcorp.com/conferences/newschedule08-09\\_logix.asp](http://www.ethicalcorp.com/conferences/newschedule08-09_logix.asp)

2nd Annual Global Reporting Summit Europe, June 2009, Europe, [http://www.ethicalcorp.com/conferences/newschedule08-09\\_logix.asp](http://www.ethicalcorp.com/conferences/newschedule08-09_logix.asp)

## LITERATURE/LINKS

Regulating the Human Rights Impact of State-owned Enterprises: Tendencies of Corporate Accountability and State Responsibility, by Camilla Wee, 5<sup>th</sup> of November 2008, <http://www.reports-and-materials.org/State-owned-enterprises-Oct-08.pdf>

Earth matters: indigenous peoples, the extractive industry and corporate social responsibility, edited by Ciaran O'Faircheallaigh and Saleem Ali, November 2008, <http://www.greenleaf-publishing.com/productdetail.kmod?productid=2764>

Just Good Business: The Strategic Guide to Aligning Corporate Responsibility and Brand, by Kellie McElhaney, 30<sup>th</sup> of October 2008, <http://www.csrwire.com/News/13561.html>

Special Theme Issue on "Consulting for Business Sustainability", by Greener Management International, Issue 54, 30<sup>th</sup> of October 2008, <http://www.greenleaf-publishing.com/greenleaf/journaldetail.kmod?productid=2814&keycontentid=8>

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