



# LARRGE

Labour - Rights - Responsibilities - Guide



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# LARRGE Part 1

## I. Introduction



ILO Photo 1

In recent decades, there has been a strong **growth in Corporate Social Responsibility (CSR) initiatives**, leading to a complex assortment of tools, guidelines, strategies and standards. Moreover, the term CSR is now used to denote a large array of activities, ranging from those pursuing mere marketing and sponsoring objectives to those addressing substantial (legal) issues. From a human rights perspective, CSR implies **legal compliance with international human rights and labour standards**, as well as national laws. It stands for a rights based approach, which results in long-term benefits for a company's internal and external stakeholders. Without pertinent experience in human and labour rights issues, it can be complex and time consuming to filter out CSR tools that ensure comprehensive guidance according to international standards, and that are applicable to any specific company situation, size or business sector.

Accordingly, the actual CSR landscape offers a **variety of solutions for companies** but, at the same time, companies have the challenge of identifying the appropriate CSR tools for their situation. **The LARRGE Guide addresses this challenge.**

The Guide is the result of a sixteen month research project, funded by the European Commission's PROGRESS Programme and conducted by an international research team composed of the Ludwig Boltzmann Institute of Human Rights (BIM), Vienna, the Danish Institute for Human Rights, Copenhagen, and the Centre for the Study of Global Ethics (Birmingham, UK?). The project team conducted an **impact analysis of a selection of internationally renowned CSR tools** in order to assess their factual contribution to anchoring human rights and core labour standards in business practice. The findings have been compiled in the **comprehensive online guidebook**, the purpose of which is to **direct companies and CSR practitioners through the "jungle" of existing tools** and initiatives, so as to help them identify those high-quality tools most supportive of their particular situation. The LARRGE Guide reflects the state of CSR tool development as of June 2010. It shall be updated regularly and will support companies and the CSR tool developer networks.

The LARRGE Guide is exceptional in the way that it is conceived as a **living instrument with practical orientation**. It **compiles key information** on CSR tools and evaluations with regard to their contribution to labour and work related human rights, in particular Decent Work standards. The overall research was based on close collaboration with relevant stakeholders, including CSR tool developers and experts, social partners, NGOs and, above all, companies that have contributed to its development.

The LARRGE website **features direct user feedback** on each tool. Moreover it constitutes a **platform for ongoing exchange and dialogue**, and visitors are invited to make use of the commentary section in order to contribute to the continuous improvement of the LARRGE Guide by sharing their valuable experiences.

## II. How to Use the Guide



ILO Photo 2

The LARRGE Guide is conceived as an **interactive guidebook** that enables companies and CSR practitioners to identify the CSR tool most adequate for their specific business situation. The entire Guide, as well as particular sections, are available both in full text or PDF versions. Users can also **leaf through** the LARRGE Guide by clicking on the right or left link next to the table of content link on top and at the end of the page. Moreover, the **left column** displays the LARRGE tools in alphabetical order.

**The first part** of the Guide explains the **aim and methodical framework of the research** and includes the main LARRGE findings. It is structured according to the following **chapters**:

- Introduction
- Background and Framework for Analysis
- Methodology
- How to use the Guide
- Conclusions and Recommendations
- Glossary
- Further Resources

The **LARRGE Conclusions** contain targeted **recommendations** for companies, CSR tool developers and policy makers in various areas including CSR policy, implementation and monitoring (see LARRGE Recommendations).

**The second part** contains the **LARRGE fact and evaluation sheets** for more than 50 CSR tools developed by internationally-renowned expert organisations. They have been evaluated according to the **LARRGE Framework for Analysis**. All tools selected for the LARRGE Guide have been found highly effective in supporting companies in their compliance with international human and labour rights standards in business practice. The variety of tools ranges from general guidance documents to self-assessment and training materials (see LARRGE Methodology).

The **purpose of the LARRGE Guide** is to **facilitate** the complex and time-consuming **search for an adequate and qualitative CSR tool** for elaborating a CSR strategy, or for assessing concrete risks within a given business operation.

To this aim, the Guide offers a detailed **search function (LARRGE Search)**. It enables its users to browse the tools according to various categories:

- Origin of the initiative: the organisation that has developed the tool;
- Title of the tool: name of a tool;
- Language: language(s) in which the tool is provided;
- Availability: whether the tool may be used for free or has to be purchased;
- Type of tool: the sort of "action" the tool may be used for (e.g. benchmarking, general guidance, self-assessment etc. The various types are described in the section on research methodology);
- Focus: the thematic emphasis of some specific tools (e.g. conflict zones, child labour, diversity etc.);
- Monitoring: whether the tool provides for any kind of validation of its implementation, or at least helps companies in reporting;
- Target group: potential users of the tool, both those explicitly addressed by the tools (companies) and those additionally identified in the course of the LARRGE evaluation (e.g. consultants);
- Specific sector: kind of business sector(s) the tool has primarily been designed for (e.g. extractive sector);
- Company size: large, medium and/or small enterprises;
- Case studies: whether a tool contains examples of companies' good practices;

- Human rights knowledge required: indicates whether a tool may be used as a basic start-up tool or requires a certain level of expertise on human rights;
- Keywords: these allow users to browse the tools with regard to specific human and labour rights issues (e.g. child labour, housing conditions, compensation etc.);
- Specific guidance on individual company responsibility: allows users to filter those tools that offer concrete support to determine the individual duties and obligations of a company in a given business context (e.g. self-assessments).

To ensure continuous exchange and stakeholder feedback, the LARRGE Guide provides a **commenting function for each tool**. Users are invited to add their comments and practical experiences of the CSR tools featured in the Guide. Thus, the LARRGE website provides a platform for ongoing exchange that will contribute to mutual learning and provide valuable feedback for tool developers.

### III. Background and Framework for Analysis



ILO Photo 4



ILO Photo 3

The following section will outline the linkages between Decent Work, human rights and corporate social responsibility (CSR) and their relevance for the LARRGE project. It will give an overview of their background and provide the theoretical basis for the LARRGE framework.

To arrive at a framework for assessing CSR tools dealing with work-related issues by reference to human rights standards and the EU Decent Work Agenda, the following four questions will be considered:

1. What is the Decent Work Agenda?
2. What is the relation between the Decent Work Agenda and human rights standards?
3. Which existing business-related international instruments and CSR initiatives are most closely related to Decent Work?
4. How can CSR tools be evaluated by Decent Work and human rights standards?

## 1. What is the EU Decent Work Agenda?

In simple terms, the EU Decent Work Agenda combines a European approach to industrial relations and the welfare state with international labour standards and the Millennium Development Goals. That is, it **promotes**:

- productive and freely chosen employment ,
- rights at work including the core labour standards,
- social dialogue, and
- social protection.

These four pillars are affiliated with an approach to trade that takes into account international development and poverty alleviation.

The **International Labour Organization (ILO)** founded the concept of Decent Work for international policy purposes. Through its World Employment Programme, which ran from 1969 to the 1980s, the ILO campaigned for employment as the main vehicle for international development, pioneering not only new thinking about the measurement of poverty<sup>1</sup> but new methods of co-operation between international organizations, including the UN and the Bretton Woods Institutions (World Bank Group and International Monetary Fund). Crucial for the purposes of this project is the ILO idea that **Decent Work is a contribution to a decent life**, and that factors other than work, including the provision of health services and social security, contribute to a decent life.

An important step in the global mainstreaming of the Decent Work Agenda was also taken after the **UN-sponsored World Summit of 2005**. The Summit Outcome document, incorporated into General Assembly Resolution 60/61, contained a commitment to treating the **Decent Work agenda as a means of achieving the MDGs**. It was followed by a **Ministerial Declaration**, adopted at a meeting of the UN Economic and Social Council in July, 2006, which also expressed a commitment to Decent Work as part of national and international employment policy.<sup>2</sup>

The ILO was subsequently commissioned by the UN system Chief Executive Board for Coordination (CEB) to **devise a tool for mainstreaming** Decent Work. The resulting document, the **Toolkit for Mainstreaming Employment and Decent Work**<sup>3</sup>, adopted

1 A Saith, 'Social Protection, Decent Work and Development in C. Kuptsch, ed. Merchants of Labour (ILO, IILS) 2006, p. 129f. See also [http://www.ilo.org/public/english/century/information\\_resources/download/wep.pdf](http://www.ilo.org/public/english/century/information_resources/download/wep.pdf)  
2 §47 .See <http://unpan1.un.org/intradoc/groups/public/documents/UN/UNPAN021752.pdf>  
3 <http://www.ilo.org/public/english/bureau/pardev/reliations/multilateral/toolkit.htm>

in 2007, helps public and private organizations to assess themselves in relation to Decent Work. The document was intended as a "master" or generic form of self-assessment that aims at promoting policy coherence in view of Decent Work issues. Currently, there exist two different versions, one targeting international agencies and the other one focusing on mainstreaming policy coherence at the country level.

The **EU Decent Work Agenda** started out in 2006 as a set of standards that were also brought into relation with trade policy in the context of globalization.<sup>4</sup> In particular, the Decent Work Agenda **attempts to reconcile trade liberalisation and Decent Work** between the EU and individual countries and regions, especially in the developing world.

However, the **agenda is directed** not just at countries from the South, but also at developing or "transition" countries regarded as European "neighbours" that might in the future accede to the European Union. There also exists an EU-internal dimension of Decent Work, which addresses the growth of "informal" or unregulated labour markets in even the longest-established member countries, and urges the consequent introduction of "Decent Work and decent living" standards.

Although the implementation of the Decent Work Agenda has, since 2006, involved **non-state actors**<sup>5</sup>, including businesses, these agents are **not leading the process**. The leading agents have been EU institutions themselves, as well as national governments - Germany, the Netherlands and Portugal are examples - that have associated themselves with the agenda by organizing Decent Work events in 2007 and 2008.

Based on these developments, the purpose of the **LARRGE project is therefore to provide tools which may facilitate business' and non-state actors' contribution** to the realisation of Decent Work Standards.

## 2. What is the relation between the Decent Work Agenda and human rights?

There are strong links between human rights standards and the four pillars of Decent Work: productive and freely chosen employment, rights at work, social protection and social dialogue.

**Rights at work** and voluntary work are the subject of some of the oldest human rights instruments, including the Universal Declaration of Human Rights (UDHR) (Art. 23 and 24), the International Covenant on Economic, Social and Cultural Rights (Art. 6 and 7) and various ILO conventions such as the Convention on Forced Labour (no.29), the Convention on Minimum Age (no. 138), the Convention on the Worst Forms of Child Labour (no. 182) or the ILO Declaration on Fundamental Principles and Rights at Work.

**Social protection** is already mentioned in the UDHR (Articles 22 and 25), and, since its inception of the Decent Work Agenda, it has explicitly been given an updated interpretation in terms of human rights. One of the partners in the interpretation of the Agenda, the European Working Group on Decent Work and Social Protection, a network of NGOs working on social issues in a wider sense, which seeks to share expertise on social protection and Decent Work, and to work together to promote it within EU development co-

4 Global Europe: Competing in the world, European Commission communication 4.10.2006 <http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=COM:2006:0567:FIN:EN:PDF>

5 See the Commission report, EU contribution to the Promotion of Decent Work in the World (July, 2008) SEC (2008), pp. 6ff.

operation, defines social protection as “a range of public actions carried out by the state or privately that address risk, vulnerability, discrimination and chronic poverty.”<sup>6</sup>

In the past, social protection policies have often been regressively and narrowly conceived as social safety nets, but over the past decade a broader view has evolved whereby social protection is understood as a social policy commitment to empowerment, human rights and social justice, as well as an investment in broad-based economic growth. The Working Group promotes the latter, more progressive social protection agenda.<sup>7</sup>

“**Social dialogue**” can be found in Art 8 of the International Covenant on Economic, Social and Cultural Rights (ICESCR) which enshrines the right to form and join trade unions and ensures their free functioning. Social dialogue is defined by the ILO to include all types of negotiation, consultation or simply exchange of information between, or among, representatives of governments, employers and workers, on issues of common interest relating to economic and social policy.<sup>8</sup> Its detailed content is set out by a number of ILO instruments such as the Convention on the Right of Association (no. 11, 84, 87), the Convention on the Right to Organise (no. 98) or the Convention on Collective Bargaining (no.154).

In addition, social dialogue has a European dimension. In this context, the term is used to describe the consultation procedures involving European social partners, namely the Union of Industrial and Employers' Confederations of Europe (BUSINESSEUROPE), the European Centre of Enterprises with Public Participation (CEEP) and the European Trade Union Confederation (ETUC). It encompasses discussions, joint action and sometimes negotiations between the European social partners and the institutions of the European Union.

The dialogue was started by the European Commission in 1985, and Article 138 of the EC Treaty (as amended by the Single European Act) formally requires the Commission to develop it. To date, fifteen joint opinions have been delivered on economic growth, the introduction of new technology, education, vocational training and other subjects. The social dialogue may also lead to contractual forms of relations, including agreements which are implemented by the Council or by the social partners themselves, following a proposal from the Commission. There have so far been five European cross-industry framework agreements of this type, concerning parental leave, part-time work, temporary work, telework and stress.

The term **European Framework Agreement (EFA)** is also used for a quite distinct type of instrument. These are agreements between European TNCs and European trade unions and/or European Works Councils on a range of labour-related and social issues of transnational nature. They are an important pillar of social dialogue on the European level. By 2009, around 60 EFAs had been concluded. Most agreements focus on the following issues:

- Restructuring
- Organisation of social dialogue
- Equality in employment
- Health and safety
- Data protection
- Subcontracting

<sup>6</sup> [www.socialalert.org/k/index.php?option=com\\_docman&task=doc\\_download&gid=30](http://www.socialalert.org/k/index.php?option=com_docman&task=doc_download&gid=30)

<sup>7</sup> [www.socialalert.org/k/index.php?option=com\\_docman&task=doc\\_download&gid=30](http://www.socialalert.org/k/index.php?option=com_docman&task=doc_download&gid=30)

<sup>8</sup> <http://www.ilo.org/public/english/dialogue/themes/sd.htm>

- Corporate social responsibility and human resources management

This distinguishes them from their “twins” on the global level, the International Framework Agreements (IFA), which in general are focused exclusively on the protection of core labour rights. The majority of EFAs contain provisions on restructuring issues. They are more pressing on the European level, where European Works Councils have been created to provide information and to be consulted in such matters.

With a view to giving new impetus to the European social dialogue, a **Tripartite Social Summit for Growth and Employment** was set up in March 2003. It consists of high-ranking officials from the Council Presidency, and the Commission Presidency, and representatives of the European social partners. It meets once a year, on the eve of the Spring European Council which debates the economic and social situation in the Union.<sup>9</sup> However, in an extended sense of the term, “social dialogue” Decent Work can involve partners such as NGOs, businesses and other civil society groups, both within the EU and in the jurisdictions of its trading partners.

Finally, the “four pillars” of Decent Work have further linkages with human rights standards when they are interpreted in the context of **international development and poverty alleviation**. The EU Decent Work Agenda seeks to align policies on industrial relations with policies on trade, economic growth and international development. This involves the inclusion in the relevant “social dialogue” strategies of a range of state actors, regional trade groupings, international NGOs, and international financial institutions. Some of these discussion partners are parties to the major human rights covenants—the International Covenant on Civil and Political Rights (ICCPR) and the International Covenant on Economic, Social and Cultural Rights (ICESCR)—and international development is itself heavily enmeshed in human rights theory and practice.

The **UN Millennium Development Goals (MDGs)**, which are supposed to guide the Decent Work Agenda, are connected in the following way with human rights. First, the belief in human rights is reaffirmed in its opening section on “Values and Principles” (§ 4, §6) and second, its entire fifth section is devoted to human rights, democracy and governance.<sup>10</sup> The MDGs, however, while they are consistent with human rights instruments, do not add up to a human rights instrument themselves. They constitute an agenda, with a date of completion (2015), addressing a set of current problems, including HIV, mass poverty, the indebtedness of the poorest states, and environmental dangers that most severely affect the countries of the South.

### 3. Decent Work: the principal defining instruments and reference documents

In its own review of EU progress on the Decent Work Agenda since 2006, the European Commission calls attention to the importance of **civil society partners, including businesses**.<sup>11</sup> It also notes the natural affinities between the Decent Work Agenda and Corporate Social Responsibility, which EU policy supports. The **progress review singles** out EU support for CSR through **three international instruments in particular**: the **ILO Tripartite Declaration** Concerning Multinational Enterprises and Social Policy (2001; revised 2006)<sup>12</sup>, the **OECD Guidelines for Multinational Enterprises** (revised 2001)<sup>13</sup> and the **UN Global Compact** (2000).<sup>14</sup>

<sup>9</sup> [http://europa.eu/scadplus/glossary/social\\_dialogue\\_en.htm](http://europa.eu/scadplus/glossary/social_dialogue_en.htm)

<sup>10</sup> <http://www.un.org/millennium/declaration/ares552e.htm>

<sup>11</sup> EU contribution to the Promotion of Decent Work in the World (July, 2008) SEC (2008) 2184, op.cit., p. 7.

<sup>12</sup> <http://www.ilo.org/public/english/employment/multi/download/english.pdf>

<sup>13</sup> [http://www.oilis.oecd.org/oilis/2000doc.nsf/LinkTo/daffe-ime-wpg\(2000\)15-final](http://www.oilis.oecd.org/oilis/2000doc.nsf/LinkTo/daffe-ime-wpg(2000)15-final)

Among the instruments favoured by the EU in connection with Decent Work, the **ILO Tripartite Declaration** is unsurprisingly prominent. First, it is associated with the ILO, which created the concept of Decent Work; second, it is an exercise in social partnership, representing labour, employers, and governments; third, and again through its association with the ILO, it has credibility as an approach to development in a period of globalization. The **OECD** instrument, while connected to a smaller international grouping than the ILO, also emerged from tripartite discussions. As for the **Global Compact**, it is similar to the ILO Declaration in having global reach, UN links, and a very large representation, at least on paper, of participating enterprises. On the other hand, it has less credibility as an effective force for the protection of the developing world and promoting human rights than the ILO.

As the following Table shows all three instruments approach rights at work in similar ways:

**Table 1** (OECD/ILO)<sup>15</sup>

	ILO MNE Declaration	OECD MNE Guidelines	UN Global Compact
Freedom of association & collective bargaining	Paras. 49-56 Primary reference point is ILO C.87 and C.98	Section IV.1.a) 4.7.4.8	Principle 3
Elimination of all forms of forced and compulsory labour	Paras. 8-9, 34	Section IV.1.c)	Principle 4
Abolition of child labour	Para. 36	Section IV.1.b)	Principle 5
Non-discrimination in respect of employment and occupation	Paras. 21-23	Section IV.1.d)	Principle 6
General development	Paras. 8-12, 19-20	Section II.1	
Employment promotion	Paras. 13-18, 24-28		
Training	Paras. 29-32	Section II.4;	
Wages and benefits	Paras. 33-35	Section IV.1.a	
Hours of Work	Para. 34	Section IV.4.a)	
Safety and health	Paras. 37-40	Section IV.4.b)	
Social protection	Paras. 25-28	Section IV.6	
Industrial relations	Paras. 41-59	Chapter IV	

Again, all three instruments are relevant to globalization as framed by the EC communication on Decent Work, and have some connection with human rights treaties. There is every reason to think that the three instruments, or the elements they have in common, are the best general reference points for companies seeking to abide by the values of the Decent Work agenda. But, as the following shows, they are not the only reference points.

From a human rights perspective, three other key instruments should be mentioned with regard to the Decent Work Agenda:

The first is the **UDHR** itself. This has a particular role in recent business and human rights practice. The UDHR constitutes common ground between the three instruments already reviewed; the fact that it has been in existence for 60 years, is known worldwide, and is one of the founding documents of the UN and modern international human rights practice, also gives it credibility with business.

The second and more specific point of reference is the **International Covenant on Economic Social and Cultural Rights (ICESCR)**, adopted in 1966, which equally con-

stitutes a core pillar of the international human rights framework. In Articles 6 and 7, it reiterates and further defines the right to work and the rights at work, especially just and favourable conditions of work.

The **UN Norms on the Responsibilities of Transnational Corporations** were adopted in August 2003 by the UN Sub-Commission on the Promotion and Protection of Human Rights.<sup>16</sup> The UN Norms lay out responsibilities for transnational corporations in employment, security, development, environmental and consumer policy, dealings with governments, and other activities, and they outline ways in which transnational corporations can be held to account in respect of their obligations. Table 3 summarizes the spread of rights covered by the principal Decent Work instruments, and also displays the overlap between Decent Work and Human Rights in all the areas between the 'Social Dialogue' column and the 'Environmental' column.

**Table 3**

<b>DECENT WORK &amp; HUMAN RIGHTS: COMMON GROUND</b>							
	Social Dialogue	Voluntary & Productive Work	Rights at work	Social Protection	Civil and Political Rights	Environ.	Consumer
OECD	X	X	X	X		X	
ILO	X	X	X	X			
Global Compact	X	X	X	X	X		
UDHR	X	X	X	X	X		
ICESCR	X	X	X	X			
UN Norms	X	X	X	X	X	X	X

Besides the UDHR, the ICESCR and UN Norms, there are the standards implied by the **goals and objectives of the European Working Group on Decent Work and Social Protection in Development Cooperation**. These do not amount to a CSR instrument, but they do take into account more explicitly the UN Norms and the Millennium Development Goals. They also show that human rights and other values connected to the Decent Work Agenda can be formulated for non-state actors, arguably including businesses. The Working Group strives for the realisation of fundamental human rights for all and poverty eradication in EU legislation, policies and practice, and to inform and influence EC development policy and practice on social protection. It works towards the realisation of a universal right for all to social security through national action and international cooperation. It promotes NGO, member state and EC understanding on Social Protection in a developing countries, and advocates for the monitoring of EU and EC practice on social protection.

#### 4. The evolution of the CSR concept: "old and new CSR"

In Europe and North America, corporate social responsibility has existed in various forms since the 19<sup>th</sup> century. What we can call "old" corporate social responsibility is **philanthropic activity voluntarily undertaken** by the owners or management of a big busi-

14 <http://www.unglobalcompact.org/AbouttheGC/TheTENPrinciples/index.html>  
15 Extracted from Background paper, OECD/ILO conference, June, 2008  
<http://www.oecd.org/dataoecd/18/56/40889288.pdf>, p. 11

16 For the text, see <http://www1.umn.edu/humanrts/links/norms-Aug2003.html>. This version leaves out the Commentary.

ness to project publicly a certain distinctive personal or company approach to social issues. Today it may be also referred to as “sponsoring”. There are countless examples of this, primarily in North America, but also in Western Europe. For example, the UK-based glass-making multinational, Pilkington, used to fund a whole range of social and sports facilities in its company town of St Helens, near Liverpool.<sup>17</sup> The UK chocolate maker Cadbury and the home-products firm Unilever built whole new towns for their workforces in Bournville<sup>18</sup>

The old corporate social responsibility model typically reflects the values of individual owners or managements, or a company tradition. If a company passes from one owner to another, “corporate social responsibility” can begin to be exercised in a different way, or not at all. It is the same if the owner becomes disenchanted with one cause and takes up another, or ceases to be interested in social projects at all. Corporate financial contributions can suddenly shrink or disappear, and different causes may come to be supported.

What can today be called “**new corporate social responsibility**” is quite different from the old. It is multinational rather than national or local, and its presiding values are not taken from the religious or other moral beliefs of a particular business man or family, but from **international law and human rights**. Companies subscribe to a common set of international principles, standards that in some form or other bind governments. To a far greater extent than the old corporate social responsibility, the new acknowledges the widely perceived emergence of multinationals as agents with power comparable to that of states in the current world order.

The **shared responsibility between state and non-state actors**, especially the role of businesses in view of human rights obligations, has been clarified by the work of the **UN Special Representative on Business and Human Rights**, John Ruggie. In his latest reports “Protect, Respect and Remedy: A Framework for Business and Human Rights” and “Business and Human Rights: Towards Operationalizing the Protect, Respect Remedy Framework” he anchors the corporate responsibility to respect human rights that exists independently of states’ duties.<sup>19</sup>

The “Ruggie framework” rests on differentiated but complementary responsibilities. It comprises **three core principles**:

- the State duty to protect against human rights abuses by third parties, including business;
- the corporate responsibility to respect human rights;
- and the need for more effective access to remedies.

Each principle is an essential component of the framework: the State duty to protect lies at the very core of the international human rights regime; the corporate responsibility to respect is the basic expectation society has of business; and access to remedies is also central because even the most concerted efforts cannot prevent all abuse, while access

<sup>17</sup> For some of the background from an earlier phase of Pilkington’s activities, see ‘Strategy and Ethics: Pilkington PLC’ in D Asch and C. Bowman, eds. Readings in Strategic Management (London: Macmillan, 1989) pp. 280-90. For the current position, see

<http://www.pilkington.com/about+pilkington/social+responsibility/default.htm>

<sup>18</sup> [http://www.cadbury.co.uk/EN/CTB2003/about\\_chocolate/history\\_cadbury/social\\_pioneers/bournville\\_village.htm](http://www.cadbury.co.uk/EN/CTB2003/about_chocolate/history_cadbury/social_pioneers/bournville_village.htm)

<sup>19</sup> Promotion and Protection of all Human Rights, Civil, Political, Economic, Social and Cultural Rights, Including the Right to Development, Protect, Respect and Remedy: a Framework for Business and Human Rights Report of the Special Representative of the Secretary-General on the issue of human rights and transnational corporations and other business enterprises, John Ruggie; A/HRC/8/5, 7 April 2008, p.17, <http://www.reports-and-materials.org/Ruggie-report-7-Apr-2008.pdf>.

to judicial redress is often problematic and non-judicial means are limited in number, scope and effectiveness. These three principles complement each other, and constitute a business and human rights framework which can act as the baseline for human rights and labour rights responsible business conduct.

The **Global Compact** has emerged as a key initiative for the global promotion of “new CSR.” It is as an association of thousands of companies worldwide that support human and labour rights, and it creates links between various UN agencies and networks that encourage, rather than force, companies to incorporate human rights, environmental and anti-corruption principles into accepted business practice.<sup>20</sup> The first principle of the Global Compact is to respect and protect human rights.<sup>21</sup> This does not only mean not to violate human rights. As part of its commitment to the Global Compact, the business community has a responsibility to uphold human rights both in the workplace and more broadly within its sphere of influence.<sup>22</sup> The clear implication of this principle is that the influence of a company can extend outside its work places to sources of political power in its general operating environment. Multinationals have good access to governments, and influence with officials, especially in the developing world.

## 5. CSR and Decent Work: two simple criteria for the evaluation of CSR tools

### Criterion no. 1: Do CSR tools refer to Decent Work standards?

### Criterion no. 2: Do CSR tools give guidance on how to implement these standards in a human rights-consistent way?

The first key step in assessing CSR tools for their compliance with Decent Work and Human Rights standards is to ask **to what extent they support the ends** promoted by the principal international human and labour rights reference instruments, in particular the ILO Tripartite Declaration, the OECD/ MNE Guidelines, the Global Compact, the UDHR, the ICESCR and the UN Draft Norms as well as other specific human and labour rights conventions focusing on Decent Work.

The concrete assessment of a tool’s compliance with Decent Work standards will then be based on **specific questions**, such as:

- Does a given tool or code of conduct refer to the promotion of freedom of association and collective bargaining, and the abolition of forced labour and discrimination?
- Does it recognize the importance of job security and the ill effects of unemployment?
- Does it contain targeted provisions to safeguard decent working conditions?

If a tool satisfies the first criterion, the analysis will look at the **concrete guidance that is provided to implement** these standards. While most initiatives’ will refer to the key reference documents, a variety of uses of these is possible. These may range from short recommendations to respect certain principles, to in-depth guidance on how to ensure specific rights in the given circumstances. The questions raised by the second criterion will therefore yield key information on the impact of the tool and its contribution to the realisation of human and labour rights in business practice.

<sup>20</sup> <http://www.unglobalcompact.org/AboutTheGC/index.html>

<sup>21</sup> <http://www.unglobalcompact.org/AboutTheGC/TheTenPrinciples/principle1.html>

<sup>22</sup> <http://www.unglobalcompact.org/AboutTheGC/TheTenPrinciples/principle1.html>

Some **key issues** include:

- Does the CSR tool give guidance on how to contribute to the promotion of freedom of association and collective bargaining?
- If trade unions are forbidden by law in a given country, does the tool give guidance on how to establish alternative forms of social dialogue?
- Does the tool provide information on mechanisms for addressing discriminatory acts, and how to prevent them in the future?
- Does the tool provide for the stakeholder engagement of trade unions, works councils, etc.?
- Is the tool implementation process and the company performance accompanied by monitoring and training?

The results may differ according to the specific focus or the function of the tools. In any case, tools that have addressed all, or at least *some*, of these standards and implementation mechanisms are considered supportive of the Decent Work Agenda and to have factual impact on its realisation.

## IV. Methodology



ILO Photo 5

The **methodology** applied in the LARRGE project comprises desk and applied research as well as qualitative analyses (expert interviews, survey). It reflects a high quality multi-stakeholder approach composed of working conferences, roundtables, online surveys and consultations. Overall, the research process has been characterised by large stakeholder involvement including tool developers and CSR expert organisations, CSR networks, trade unions, employers' organisations, companies, NGOs and academics.

## 1. Definition of a LARRGE “tool”

CSR tools have to be clearly distinguished from CSR standards and CSR instruments. Taking into consideration that these classifications may vary according to different sources and approaches, and may also be used interchangeably, the LARRGE project uses the following definitions:

**CSR instruments** in the context of human rights and decent work are internationally recognized published statements of norms of behaviour for companies in these areas (legal standards). They comprise internationally agreed soft-law instruments such as the Global Compact, the OECD Guidelines on Multinational Enterprises, the UN Draft Norms.

**CSR standards** are often based on these instruments and set guidelines their implementation, e.g. ISO 26 000, SA 8000.

**CSR tools** are means that guide companies and other stakeholders in the practical implementation of a given standard or instrument. Tools usually work by indicating questionnaires or checklists that businesspeople can use to judge their compliance with instruments.

The purpose of the LARRGE project is to assess the practicability of CSR tools and their impact on the respect for **human and labour rights** in business practice. It therefore adopts a broad and inclusive definition. For the purposes of this project, systems such as SA 8000 or BSCI that actually support the implementation of a standard or code with auditing and training activities, shall be considered “tools”. Simple codes of conduct, on the other hand, which do not contain any guidance on implementation, including mechanisms such as monitoring activities, have not been subject to the LARRGE evaluation process. The justification for this is that they do not provide sufficiently concrete information on the implementation process of CSR standards or instruments. In addition, human rights impact and risk assessments are indispensable for developing successful CSR and human rights strategies in a country of operation and are consequently also reflected in the LARRGE Guide.

**A LARRGE tool** is therefore any practical instrument that supports companies and other stakeholders in the practical implementation of human and labour rights. As such the project includes:

- Operational guidelines,
- Benchmark indices,
- Matrices,
- Training manuals,
- E-learning tools,
- Self assessments,
- CSR management systems,
- Impact assessments, and
- Specific codes of conduct that include strong monitoring, auditing and training aspects.

In order to enhance coherence, the selected tools have been classified predominantly according to the guidance material categories used by the Office of the UN Global Compact.<sup>23</sup> The categories under which each tool is classified are indicated under the heading “type” in the evaluation sheets:

- **Benchmarking:** These tools provide indicators that serve to measure continuous progress and allow the comparison of performance results with other companies. See e.g. the BITC CR Index (Business in the Community).
- **General Guidance:** The tools provide information about human and labour rights and may highlight specific issues. They may include policy advice or case studies or serve as resource documents. See e.g. the Labour Principles of the UN Global Compact (International Labour Organisation, Office of the UN Global Compact).
- **Human Rights Compliance Assessment:** Compliance Assessments measure the performance of companies against the legal framework of human and labour rights. They can be conceived as self-assessments or conducted by external consultancies. See e.g. Human Rights Compliance Assessment (Danish Institute for Human Rights).
- **Human Rights Impact Assessment:** These tools are specifically designed to help users in assessing and measuring the concrete risks of their business operation or project for corporate stakeholders. They usually contain specific questions for identifying possible interferences with human rights and may give advice on how to mitigate adverse effects. See e.g. IBLF Guide to Human Rights Impact Assessment and Management (International Business Leaders' Forum, International Finance Cooperation, UN Global Compact).
- **Human Rights Risk Assessment:** Risk Assessments measure the potential operational and reputational risks of becoming involved in human rights violations. They help to detect general human rights risks e.g. in a country or region or a certain sector. Compared to human rights impact assessments, they do not guide the company in assessing the specific human rights impact of particular projects or company conduct. See e.g. Country Risk Assessments (Danish Institute for Human Rights), Maplecroft tools (Maplecroft).
- **Human Rights Training:** These tools give, for example, advice on how to conduct successful workshops. See e.g. IPIECA Human Rights Training Toolkit (International Petroleum Industry Environmental Conservation Association). Moreover, trainings can also be part of human and labour rights monitoring systems. See e.g. BSCI process.
- **Human Rights Reporting and Monitoring:** The tools support, for instance, the preparation of a company report. Moreover, specific monitoring and auditing systems such as SA 8000 are equally classified as human rights reporting because they entail regular reporting or auditing obligations. See e.g. SA 8000 process (Social Accountability International).

## 2. Selection of LARRGE tools

The selection of the LARRGE tools is based on extensive research on CSR initiatives in academic reports, research projects, policy documents and CSR networks. It also relies on references and linkages within CSR tools themselves.

<sup>23</sup> ([http://www.unglobalcompact.org/Issues/human\\_rights/Tools\\_and\\_Guidance\\_Materials.html](http://www.unglobalcompact.org/Issues/human_rights/Tools_and_Guidance_Materials.html))

The major sources include:

**CSR policy documents, standards and research reports:**

- European Commission, ABC of the Main Instruments of Corporate Social Responsibility, 2004, ([http://www.bmsk.gv.at/cms/site/attachments/4/3/5/CH0113/CMS1218196434160/csr\\_abc%5B1%5D.pdf](http://www.bmsk.gv.at/cms/site/attachments/4/3/5/CH0113/CMS1218196434160/csr_abc%5B1%5D.pdf))
- European Commission, Corporate Social Responsibility- National Public Policies in the European Union, 2007, ([ec.europa.eu/social/BlobServlet?docId=1577&langId=en](http://ec.europa.eu/social/BlobServlet?docId=1577&langId=en))
- European Commission, ECONSENSE, Deutscher Industrie- und Handelskammertag (DIHK), Verantwortliche Unternehmensführung im Mittelstand: Ausgewählte nationale und internationale Leitfäden und Instrumente (<http://www.verantwortliche-unternehmensfuehrung.de/index/110560>)
- European Commission, Mapping Instruments for Corporate Social Responsibility, 2003, ([http://www.bmsk.gv.at/cms/site/attachments/4/3/5/CH0113/CMS1218196434160/mapping\\_final%5B1%5D.pdf](http://www.bmsk.gv.at/cms/site/attachments/4/3/5/CH0113/CMS1218196434160/mapping_final%5B1%5D.pdf))
- ISO, Committee Draft ISO/CD 26000, Guidance on Social Responsibility, 2008, ([http://isotc.iso.org/livelink/livelink/fetch/2000/2122/830949/3934883/3935837/ISO\\_CD\\_26000\\_\\_Guidance\\_on\\_Social\\_Responsibility.pdf?nodeid=7795973&vernum=0](http://isotc.iso.org/livelink/livelink/fetch/2000/2122/830949/3934883/3935837/ISO_CD_26000__Guidance_on_Social_Responsibility.pdf?nodeid=7795973&vernum=0))
- OECD-ILO Conference on Corporate Social Responsibility, Employment and Industrial Relations: Promoting Responsible Business Conduct in a Globalising Economy, Overview of Selected Initiatives and Instruments Relevant to Corporate Social Responsibility, 2008, ([http://www.oecd.org/document/29/0,3343,en\\_2649\\_34889\\_40011869\\_1\\_1\\_1\\_1\\_0.html](http://www.oecd.org/document/29/0,3343,en_2649_34889_40011869_1_1_1_1_0.html)).

**CSR networks:**

- CSR Europe, (<http://www.csreurope.org/initiatives.php>)
- UN Global Compact, ([http://www.unglobalcompact.org/Issues/human\\_rights/Tools\\_and\\_Guidance\\_Materials.html](http://www.unglobalcompact.org/Issues/human_rights/Tools_and_Guidance_Materials.html))
- Portal for responsible supply chain management, (<http://www.csr-supplychain.org/tag/health-safety/page/5>)
- ISEAL Alliance, (<http://www.isealalliance.org/>)

**CSR tools:** (e.g.)

- IBLF Guide for Human Rights Impact Assessment and Management
- IBLF Human Rights Translated
- UNGC/ ILO- The Labour Principles of the Global Compact
- UNICEF Child Labour Resource Guide

Following a **pre-selection process** based on the definitions outlined above, a broad variety of tools and initiatives have been identified and subjected to a **screening process**, assessing:

- the relevance of content for human and labour rights
- the practical applicability for companies, and the functionality of the tool, and
- the level of international recognition and number of cross references to the tools.

In the next step, the respective **tool-developing organisations were informed** about the LARRGE project and asked for further information. This phase comprised another filtering process that resulted in the current selection of CSR tools. All of them have been elaborated by organisations with long-standing experience in the field of CSR, human and labour rights, and with global reach, who have demonstrated strong commitment to these issues. Most of the organisations were present at the LARRGE working conference and actively contributed to this project.

**3. Evaluation and framework for analysis**

The selected tools have been evaluated from a theoretical and legal perspective as well as a practical stakeholder perspective (see LARRGE survey).

The theoretical evaluation is based on the LARRGE **framework for analysis**. This working document has been elaborated against the background of the Decent Work Agenda and the relevant human and labour rights instruments that promote its realisation (see background document).

The **normative framework** for the evaluation covers human rights instruments (e.g. UN conventions and declarations, World Bank Standards, IFC Standards or the MDGs) and labour rights instruments (ILO conventions and declarations). Since the project aims to assess the impact of the selected tools in view of the promotion of the Decent Work Agenda, the section **"scope of the tool"** in the evaluation sheet addresses the inclusion of the relevant human and labour rights. It follows the four pillars of the Decent Agenda and therefore does not reflect all human and labour rights. In addition the, framework addresses practicability and flexibility issues, and analyses the tools' approach to the determination of company responsibility.

To ensure objectivity, the evaluation is composed of two parts:

- the LARRGE evaluation, conducted by the research team, and
- the user evaluation, which encompasses companies, trade unions or consultants, and NGOs. Both include the results of the stakeholder survey. The results do not claim to be representative for all tools. Additional views and experiences should be added by user comments after the launch of the LARRGE Guide.

**4. Stakeholder involvement**

The LARRGE project is characterised by broad stakeholder involvement, which has contributed to the creation of an international LARRGE network of tool developers and other stakeholders. The main activities where stakeholder contributions have been central include:

**The LARRGE working conference**

The two day-conference welcomed more than 120 participants including tool developers, policy makers, government representatives, NGOs, companies and academics. A broad range of issues including tool development, implementation and monitoring processes, and the impact of the economic crisis on CSR, were discussed in **working groups**. **Panel discussions** dealt with the question of companies' accountability, and possible means of strengthening labour rights. In addition, the conference acted as a venue for conducting in-depth **expert interviews** with tool developers.

The results of the conference were summarised in the conference report (see LARRGE events/ conference report). The recommendations and lessons learned have been incorporated into the final LARRGE recommendations.

#### **LARRGE survey**

**The LARRGE online survey** targeted companies, trade unions and civil society. It included two specific online questionnaires to be completed online. The survey was conducted between October 2009 and March 2010. The invitations to participate were sent to CSR networks and tool developers that had attended the working conference. In addition, more than 450 companies were contacted by the LARRGE team. 24 companies completed and returned the survey questionnaire. 11 companies participated at the LARRGE working conference. About 60 civil society representatives including NGOs, works councils, trade unions and individual experts have been consulted. 12 representatives participated at the LARRGE working conference. 9 NGOs returned the LARRGE survey questionnaire.

The **results of the stakeholder feedback** are included in the evaluations of the LARRGE tools as well as in the concluding LARRGE recommendations.

#### **LARRGE roundtables**

Finally, the LARRGE team organised **two roundtables** in Vienna, one with **business representatives and one with civil society representatives**, the Austrian Chamber of Labour and trade unions. The events aimed to inform stakeholder representatives about the project, and to generate feedback about the intended structure of the LARRGE Guide. Specific needs, practical requirements and requests have been addressed and incorporated into the final structure of the LARRGE Guide as much as possible.

9 companies contributed to the LARRGE Business Roundtable, 6 NGOs and two representatives of trade unions and works councils participated at the LARRGE Civil Society Roundtable.

#### **LARRGE impact assessment**

To assess the impact of CSR tools on the realisation of human and labour rights in business practice, three key criteria have been developed:

First of all, the tool's **reference to human and labour rights** is one of the key indicators for its impact in this field. The second criteria relates to **applicability and the ability of the company to implement** these rights into business practice. Trainings, for instance, can fill an important knowledge and capacity gap. The third indicator consists of the **capacity to monitor on-going progress** and to address remaining challenges and shortcomings.

As set out in the **background document**, compliance with these criteria has been assessed by a range of guiding key questions concerning not only material, but also practical, issues such as the focus on specific sectors or company sizes, flexibility or interactivity of the tool, and the monitoring and training process it entails.

The findings of this assessment are included in the **research results and concluding recommendations**.

#### **LARRGE outlook**

The LARRGE Guide is conceived as a **living instrument** that will be continuously updated. Some tools are currently under revision; the updated version will be added as soon as it is published. The aim of the LARRGE project is to maintain an active platform that brings together CSR tool developers and users, that promotes dialogue and experience exchange among CSR practitioners, and that contributes to continuous improvement and the harmonisation of CSR tools.

The LARRGE website will function as a **resource and network platform** supporting business actors in identifying the tools most suitable for their specific needs.

## V. Research Results and Concluding Recommendations



ILO Photo 6

The objective of the LARRGE project is to **ensure and improve the quality of existing CSR strategies**, and to lay the foundations for a future European approach to CSR in order to achieve the highest level of excellence in this field.

By elaborating the LARRGE Guide and creating the LARRGE network, the project **has developed an innovative methodology for bringing information on CSR initiatives and tools to businesses and its stakeholders** in the European Union. For this purpose, a selection of over 50 CSR tools applied in EU Member States and on the global level has been **mapped and evaluated** to determine their factual contribution towards anchoring labour rights and work related human rights into business practice. This theoretical evaluation was supplemented by the practical expertise of a broad range of **stakeholders** including representatives of tool developing institutions, companies, trade unions, civil society organisations and academia.

The outcomes of the LARRGE research are summarized in a **key results section**, which details **practical challenges and lessons learned**, and articulates **concrete recommendations** for companies, tool developers and policy makers. The recommendations suggest how Decent Work and human rights standards can be better embedded in CSR practices, instruments and future policies.

### 1. Awareness and cognition of CSR, Decent Work and human rights

Generally, the **consciousness of, and the approach to, CSR in Europe vary regionally**. While in some countries (e.g. Nordic states) the engagement is open and systematic, in others it seems more fragmented (e.g. France, where many framework agreements exist), or is seen predominantly as a mere add-on (e.g. Italy). **Developing countries** pose specific CSR challenges, in particular those that demonstrate complete indifference to environmental, labour and social standards.

The reason for the resistance to a human rights based approach to CSR is that **human rights terminology** has often **negative connotations for business**. Companies tend to associate human rights with problems "elsewhere" that seem irrelevant to them (e.g. torture, the death penalty, child labour). They may even feel offended when confronted with such issues, or may become concerned that the responsibilities ascribed to them might go too far. Practical experience has shown that **labour rights terminology** does not carry such connotations, and may therefore provide a more adequate framework for addressing certain problems.

In respect of knowledge about human rights obligations, the LARRGE research has revealed that companies are often well aware of specific human rights aspects related to problems they have been facing, but **may not have a full picture of other potential human rights challenges**. Problematic issues that have been frequently raised by companies include, for instance, community impact (resettlement, environmental degradation), health and safety, remuneration, hours of work, equality and gender rights, discrimination and harassment, child labour, forced labour and union rights, collective bargaining, freedom of association, freedom of information and speech, corruption, work in conflict or post-conflict situations, human trafficking, seafarers' rights or supply chain issues.

In its interviews and surveys with tool developers and companies, the LARRGE team in particular assessed awareness of the **Decent Work concept**, which combines labour rights and human rights under one umbrella. Overall, it turned out to be **not very well known**. Both tool developers and companies were largely unaware or only basically familiar with the European Union's Decent Work Agenda and the efforts relating to it.

This low level of awareness is also **reflected in the work related CSR tools** that have been identified in this project. Few tools actively address and promote Decent Work issues (explicit promotion e.g. by SA 8000, BSCI, FLA and ILO tools). One of the key findings of this project is therefore that the general **impact of CSR tools** on mainstreaming and implementing the Decent Work Agenda remains **still rather limited**.

Nevertheless, content-wise, all of the selected CSR tools refer in some way or another to labour rights. They may unwittingly overlap with the Decent Work concept but do not promote it explicitly. The reference to ILO core labour standards and other pertinent ILO conventions may not always cover the complexities of the Decent Work concept. Issues such as **social protection and social dialogue** are still largely unknown to the majority of CSR tools.

The overall LARRGE finding on the awareness of Decent Work is therefore that **labour rights in general are key for the business context**, and are also consistently included in the analysed CSR tools. The **Decent Work Agenda**, on the other hand, **cannot yet be regarded as a leading concept** in CSR practice.

### LARRGE recommendations for companies

Companies may gather basic information and **learn more about** why Decent Work based on human and labour rights is relevant to their activities, and **how** they can **benefit** from complying with these standards. Positive impacts include, for instance, the attraction of better qualified workers, the retention of workers, increased reliability, and improved risk management. **Sector initiatives** may be a good starting point for learning about particular challenges in the respective business fields.

Many **tools** contained in the LARRGE Guide offer **general guidance and start-up information** that explain human and labour rights obligations for business actors.

Companies may also get in touch with relevant expert organisations or business consultants, such as the tool developers named in the LARRGE Guide.

### LARRGE recommendations for tool developers

**Language matters!** Since many companies may be less receptive to human rights terminology it is essential to **“translate” human rights** into the business context. Tool developers are therefore advised to take account of this challenge and may use case studies and business language to explain the human rights and Decent Work concept. It is crucial to **clarify** a company’s **concrete human rights obligations** within its sphere of influence.

### LARRGE recommendations for policy makers

Although the human rights and labour rights frameworks are increasingly considered to be fundamental pillars of CSR, and a range of companies are already investing a lot in this regard, the LARRGE research has still identified a **considerable knowledge gap** with regard to human rights, but especially with regard to the Decent Work Agenda. EU policy should therefore continue to put an emphasis on **awareness raising** and strive towards **mainstreaming a human and labour rights based approach to CSR**. Specific fields of action may also include consumer awareness on industry practice and local labour practices.

## 2. Determination of CSR business policies

The development of a sound CSR policy from the very start results in a **complex and lengthy process**, and requires considerable **time and financial resources**. It has to

include consideration of relevant sub-policies and management strategies, as well as the choice of a suitable tool and strategy for its implementation. This might initially discourage companies. Moreover, the **volume** of international instruments and legal reference documents, as well as the variety of competing CSR tools available, pose additional challenges. Most companies would prefer a **short and quick checklist**.

### LARRGE recommendations for companies

CSR has to be linked to the **core activities of a company**, and not be considered a mere business add-on. Companies should therefore calculate enough cost and time resources for the development of a sound CSR policy in compliance with international human and labour rights. To achieve this aim they need to consider three main structuring questions:

- What must we do?
- What should we do?
- What should we avoid?

First of all, companies will have to analyse their situation, consider what their policy should cover, and **define goals and principles**. They will have to look at their operations and identify potential risks as well as (sector) specific challenges. This analysis encompasses both core business and the supply chain. Sector initiatives or the CSR policies of companies that face similar challenges provide a valuable source of information in this phase. At this point, companies may also consider involving external expertise to gain an overview of existing CSR tools and processes, and to filter out relevant initiatives for their case.

### LARRGE recommendations for tool developers

CSR expert knowledge will be crucial in the elaboration of a company’s CSR policy and related management strategies. The huge quantity of CSR approaches, initiatives and tools may be confusing and poses a considerable challenge for companies. Tool developers may therefore support companies by **offering guidance on the available resources** and by assisting companies in the development of their strategy. They may take stock of **lessons learned** during the process and use these experiences to further **optimise** the user-friendliness and practical applicability of the tools.

### LARRGE recommendations for policy makers

In the absence of legally binding standards, the huge number of voluntary CSR initiatives has increased insecurity and confusion at company level. However, opinions among the main stakeholders still vary. Some business actors would prefer a unified reference standard and legally binding provisions. Others emphasise the positive aspects of a non-legal, non-state framework.

From a human rights perspective it would be highly desirable to **elaborate binding human and labour rights based CSR standards** which equally allow for monitoring and enforcement. To achieve this aim, the EU must enhance its focus on internal policy coherence, that is to say on implementing and strengthening existing legislation, rather than adding to it. For business activities outside the EU, more demanding regulations and a common framework for introducing and monitoring CSR standards in developing and transition states should be elaborated. Specific human and labour rights clauses in bilateral trade agreements constitute an important instrument in respect of this aim. Development cooperation and export credit agencies could also take leading intermediary roles by requiring human rights compliance as a precondition for public project funding, and by monitoring the implementation of these standards.

Another key requirement addressed by various experts is the need to **harmonise** existing standards. This means harmonisation of both policies and CSR approaches. **Sector initiatives** have proven to be extremely successful in ensuring CSR compliance. They allow consideration of particular human rights challenges, and they largely reduce competition among companies that may otherwise not be willing to adhere to CSR principles for reasons of safeguarding their competitive advantage.

### 3. CSR policy implementation

**Good CSR performance** tends to correlate with **good economic performance**. The implementation of a CSR business policy requires the formulation of targets (e.g. employee satisfaction), as well as the elaboration of concrete processes for turning these policies into business practice. Its effectiveness largely depends on whether the CSR strategy is embedded in the overall company management strategy. This process may pose several challenges:

**Internal alignment and management** needs to involve all sections and levels of company management, as well as workers. The support of senior management is a crucial precondition for a successful CSR process.

In practice, there is often a **lack of clarity regarding the categorisation** of aspects of CSR policies, including human and labour rights issues, human resources, legal matters and production. It is often attributed to a department that does not have the competence to deal with all these issues. **Co-operation** and **communication** are therefore crucial to avoid confusion and surmount impediments to the implementation of the CSR approach. A good example for this practical challenge is the relation between Decent Work and diversity in business practice: diversity management is a management strategy which acknowledges diversity, respects differences and aims to achieve equality of opportunities. If diversity management is taken seriously, this **underlying commitment is reflected at all levels** of hierarchy, towards customers and clients, within public relation strategies, and also within the supply chain (taking into account the global dimension). At the same time, diversity management is also part of a CSR strategy, since it includes issues such as work-life balance and labour conditions, which have to be considered from both the CSR and the Decent Work perspective. However, in practice there is still a **lack of communication** regarding diversity, which is often limited to gender, age and nationality issues, and CSR persons in companies. In many cases, diversity and CSR managers exist within a given company, but they do not talk to each other, nor follow a common agenda. This non-communication is also reflected at the European level, demonstrated by the fact that EU projects dealing with Decent Work, CSR and diversity are often not linked with each other.

Implementation problems may also arise as a result of the **disconnection of communication** between a company's **headquarters** and its **country offices**. There often exists a huge gap between the knowledge and motivations of the general manager, requesting the adoption of a human rights based CSR approach, and the respective knowledge of country office managers. In many cases, regional managers lack interest, particularly when they are not involved right from the beginning. One of the main lessons learned is therefore that a CSR policy has to be adopted from within a country and not imposed externally by senior management.

Finally the LARRGE research has identified a range of **human rights issues** (material issues) **that pose particular problems** for implementation. **Discrimination** and **labour rights** questions have been mentioned as major issues of concern by most CSR experts and tool developers. These include safe and healthy working conditions, fair

wages, reasonable limitation of working hours, the right to form and join trade unions, the right to strike and freedom of association. Forced and child labour also constitute huge challenges. Grievance procedures and remediation are often not in place or difficult to administer. Social security, insurance or pension issues as well as the mitigation of adverse employment effects caused by redundancies have also been raised. Finally, security and private property protection figure as key issues in relations with external stakeholders.

#### LARRGE recommendations for companies

Companies should endeavour to ensure **consensual management**. In order to be effectively incorporated, the CSR policy has to be **aligned** with other company approaches (e.g. in the environmental sector) and supported throughout the organizational hierarchy. Companies should make sure that they have all departments at headquarters and in country offices on board. Internal and external **communications** need to give a clear picture of the aims and steps of the process. Cross-cutting **trainings**, involving all levels of management, are therefore an imperative at this stage. In this regard, joint trainings for managers and workers as well as regular stakeholder fora have proven to be highly efficient.

**Include workers!** A sound CSR business policy has to reach the "shop-floor", in other words, with regard to human and labour rights, it is essential to put workers at the centre of the discussion. The responsibility for CSR issues should not be isolated within the human resources department but connected to the departments of production, distribution and sales in order to ensure long term sustainability.

**The supply chain** constitutes an integral part of the CSR management strategy. Trainings and awareness raising should also target suppliers and contractors. Human and labour rights problems in the supply chain will always be linked to the company and may prove detrimental to its reputation and credibility. Companies may thus develop procedures and **work in close cooperation** with their suppliers in order to ensure "clean" supply chains.

CSR policy implementation in company projects and operations at the country level requires the conduct of thorough **human rights impact assessments**. This involves detailed research on the factual **operating conditions** in a host country as well as in depth-assessments of the **potential interferences with the human rights** of company staff and external corporate **stakeholders** (e.g. in the context of local communities, indigenous peoples, land rights, discrimination). **NGOs** play a crucial role in developing local links for companies interested in the labour and human rights situation. The assessment of **national standards and their implementation** in the country of operation, regarding their compliance with international human and labour rights standards, provides the groundwork for the determination of specific company actions in a given country. Lower standards at the country level may present unexpected difficulties for business operations. In this case, corporate actors need to ensure compliance with international standards on a company basis (e.g. national law contains no legal provision on work councils; nevertheless the company must set up a workers' representation, e.g. an ombudsman at company level).

Companies may fear new liability challenges when conducting human rights impact assessments. In reality, thorough impact assessments **broaden the basis for decision making** and enable companies to identify and deal with potential risks before they escalate. In some cases, they may even prevent companies from undertaking high risk operations with long term negative consequences.

The LARRGE research cannot give overall recommendations for resolving difficulties that arise in ensuring the respect and the protection **of specific human and labour rights** issues (material issues). In the case of child labour and forced labour, very valuable tools and background papers exist to support companies in combating these practices (see LARRGE Guide). A range of self-assessments and guidance documents are available to identify critical working conditions and workers rights. The tools listed in the LARRGE Guide provide valuable support and guidance for companies on all work-related human and labour rights issues. However, implementation on the country level always depends on the particular situation and circumstances, and has to be addressed on an individual company basis.

#### LARRGE recommendations for tool developers

Tool developers should **assist companies in the implementation** of a CSR business policy since CSR tools commonly need to be customized to a company's specific needs. In some cases, a CSR approach may not necessarily align with other organisations' approaches offering e.g. technical support. This may contribute to a certain level of "chaos" on the ground that makes it difficult to promote a human rights oriented approach at work. Thus, tool developers should seek to **connect** the CSR implementation process to existing business cases, for instance in respect of environmental or social issues. Managers of different departments and hierarchy levels, as well as company subsidiaries, must be involved in the implementation process. In practice, the involvement of legal departments has proven to be quite challenging due to the fact that they are well aware of the legal requirements and are hard to convince in respect of adherence to additional human rights standards.

**Joint trainings** with workers and managers are a very good opportunity for fostering mutual understanding and commitment. Tool developers may also encourage the development of a company's internal "free speech" mechanisms, to highlight difficulties arising from the application of tools.

#### LARRGE recommendations for policy makers

The EU might better promote Decent Work in CSR practice by supporting the use of comprehensive, human and labour rights oriented CSR tools, and by **mainstreaming a human and labour rights based approach**. The LARRGE working conference has revealed that there exists very limited exchange among tool developing organisations, international organisations, such as the ILO or the UNGC and trade unions. With regard to companies, a range of tool developers maintain vital exchanges with their clients but some do not. Based on these findings, the EU should strengthen its efforts on **experience exchange and enhance the opportunities for exchange among CSR practitioners**. The common expertise and lessons learned highlight existing challenges that should be addressed on the policy level. Moreover, increased cooperation and exchange will contribute to a harmonised approach, and to joining forces to combat human and labour rights problems.

## 4. Monitoring and follow-up

There are **different monitoring approaches** concerning CSR management strategies, ranging from mere data accuracy to quality control of systems, organisational processes, risk management and performance evaluation.

It is necessary to clearly **distinguish between internal monitoring processes and external stakeholder accountability**.

Most of the monitoring processes are **internal**. Based on the fact that CSR has to become part of the overall management strategy, this should include an internal verification mechanism. **Internal audits and employee surveys**, constitute important tools for maintaining a constant flow of information, which in turn allows for evaluation of the CSR policy's effectiveness and paves the way for its improvement. The credibility of an internal monitoring system is greatly enhanced by the existence of an effective **complaints mechanism**. Grievance procedures play a crucial role in conflict prevention and help to resolve problems within the company. Furthermore, they function as a means for continued awareness-raising and education within a company. The LARRGE research found that there have been very good experiences with internal **workers' hotlines** if they are staffed with local people. In some cases, CSR monitoring mechanisms have been used as a substitute for non-existing complaints procedures (e.g. in the absence of a works council, complaints mechanisms provided by a company's CSR policy might function as means for addressing concerns of the workforce).

**External assessments** are as important as internal ones, but they have their limits. The prevalent method for verifying compliance with CSR standards consists of **"audits"** or **"consulting visits"**, as contemporary consultancies often call them. The quality of external verification depends very much on the individual auditor. Conflicts of interest might arise in cases where the auditor has primarily acted in an advisory function. Therefore, auditing and consulting should be clearly separated. In any case, external monitoring needs to **involve all relevant stakeholders**, and should be seen as a basis for sustained **dialogue**.

**Limits** on external monitoring means that a range of issues must be considered: It is, for example, almost impossible to get accurate information on corruption, or on freedom of association. The same is true for child labour. Monitoring the supply chain requires specific policies and skilled teams "Policing" or check lists have not proven to be sustainable instruments. A key finding of the LARRGE project is furthermore that external **monitoring does not necessarily improve the situation of the workers**. It is often outward-directed and regarded as an instrument for satisfying external stakeholders. A good sustainability or CSR report may therefore not always change the situation of the employees on the ground.

In terms of sustainability, the identification of workplace issues through monitoring and auditing is a critical solution, since it requires considerable financial resources. **Companies cannot afford to pay for audits forever**. A fair balance between monitoring expenses and company resources may be found by analysing the inputs, outputs and the actual impact of the monitoring process.

The LARRGE research found that the main challenge lies not in identifying the problems, but in finding new solutions to replace old approaches that did not work. Generally, monitoring should not be overly controlling ("big brother is watching you"); there is rather a need to improve information flows between companies' headquarters and their partners and suppliers, as well as a need to improve the capacity-building of suppliers. It is questionable whether the classic model for CSR reporting on compliance is right for the internalisation of human and labour rights issues. The overarching goal should be to **trigger an internal learning process** for constant improvement on these issues. Internal monitoring mechanisms have, in some cases, proven to be a successful strategy in this regard,

#### LARRGE recommendations for companies

It is highly recommended that companies **establish internal monitoring mechanisms** (such as complaints mechanisms, workers hotlines) to ensure a thorough implementation of CSR policies and respect for labour and work-related human rights. The aim of these

mechanisms is to settle and resolve grievances and to initiate and promote a constant internal learning curve. It furthermore provides information on ongoing processes and projects within a company, builds a valuable basis for internal communications and increases credibility for stakeholders. **External auditing** fulfils an important complementary function but should not constitute the only monitoring approach. In any case, it should be accompanied by ongoing training activities.

#### LARRGE recommendations for tool developers

The role of tool developers in the CSR monitoring process **depends** very much on the **sorts of tools** they have developed. A self-assessment tool will not include monitoring aspects whereas a code of conduct or a benchmarking tool may comprise detailed monitoring provisions.

Most consultants or tool developers that support a company in the elaboration and implementation of a CSR strategy may have an interest in thoroughly implementing human and labour rights standards, and complying with their own quality standards. However, at the same time they are paid by the company and may therefore face difficulties in addressing certain issues, or be concerned about pushing the company too far because they have to safeguard the client relationship. In practice, therefore, there often exists a gap between CSR consulting and the actual implementation process. **Consultants are not paid for, and do not possess the authority to, follow-up or monitor** the processes that continue after they leave a company. For many CSR consultants or tool developers, the question is thus **how to move from consultancy to implementation and how to measure progress**.

If tool developers remain part of the company process long-term, and also have the authority to monitor compliance, they are advised to take a **cooperative approach**. This may include trainings, workshops, coaching etc. that **trigger a learning process** and contribute to the internalisation of the standards. Clear purposes have to be assessed against specific targets, and then followed-up. "Policing" the company has not proven to be a successful strategy. Tool developers may also encourage the elaboration of internal company complaints mechanisms.

Finally, **trainings** are necessary on the company level but also for **NGOs** and **consultants** that work with the tool.

#### LARRGE recommendations for policy makers

Although institutions like the UN Global Compact are devoted to CSR, the current state of human rights reporting is still unsatisfactory. On a voluntary basis, companies remain reluctant to share information. EU policy makers may therefore address companies' audit-weariness and increase the effectiveness of CSR monitoring by **introducing compulsory requirements for companies to report on human and labour rights**. Such regulation should provide for unannounced visits and third-party review.

Mandatory auditing should be conducted by certified and well trained experts. Trade unions, tool developers and international organisations could function as key multipliers to ensure sustained human and labour rights knowledge in the monitoring process.

## 5. CSR tool development

The first key challenge for tool developers is the perception that there is still **no business case** for human and labour rights. Demonstrating the benefits of human rights compliance (e.g. attraction of highly skilled workers, increased retention, better risk

management or the internal learning process) requires considerable effort. It makes no sense to require adherence to standards that are far out of line with business practice.

Designing a CSR tool that links corporate activities in different business sectors to human rights responsibilities as recognized in international treaties is a complex task. First of all, the most obvious challenge is that the majority of **human and labour rights standards** and procedures have been designed for states, not for business actors. Therefore, they **need to be interpreted for companies**. The translation of human rights into the business context needs to satisfy both the practical requirements of companies, but also the legal requirements of human rights.

It is also essential to base the CSR tool development process on broad **stakeholder involvement**, including businesses, social partners (trade unions, employers' and employees' representations), human rights research institutions, and relevant civil society actors (non-governmental and non-profit organisations from various fields).

**Companies** should be closely involved in the tool development process. Their practical knowledge provides the groundwork for conceiving and tailoring the tool in a way that best responds to day-to-day challenges. **NGOs** may sometimes be considered too keen on campaigning or the naming and shaming of companies, so that they may often not be regarded as reliable and serious partners for businesses. However, in many cases their activities have proven to be very stimulating for companies' human rights compliance. Moreover, they provide valuable expertise since they usually play a fact-finding and complaint-raising role. NGOs may also be involved in the monitoring process at a later stage. Moreover, **co-operation with reputable institutions**, like the International Labour Organisation or the UN Global Compact, might increase the acceptance of, and interest in, CSR tools.

It is essential that a CSR tool is **applicable** not only at business headquarters but also in operating country units abroad. Companies must infer from a tool what local engagement they should carry out (impact on local communities). Consequently, the more indicators a CSR tool features, the more flexible it is with regard to its **adaptability to different business contexts**. At the same time, a large number of criteria are likely to create the impression that such tools are complex and therefore difficult to apply, particularly for smaller companies that are constrained by limited financial and human resources.

Finally, the **large quantity and variety of CSR tools** that are already in place, and the difficulty in getting a general overview of their features and functions, constitute substantive obstacles for companies.

#### LARRGE recommendations for companies

Depending on the situation, companies may seize the opportunity to participate in a tool development process and contribute to tailoring the tool according to specific business requirements. They may have the opportunity to exchange experiences with other businesses, **learn from their peers** and make contact with different stakeholders they do not usually deal with.

#### LARRGE recommendations for tool developers

The process of developing a CSR tool should **involve companies** from the very beginning. These relationships can be built on during the length of the process in order to generate practical feedback and to ensure a sustained business perspective.

In general, a **multi-stakeholder approach**, including collaboration with prospective users and relevant stakeholder groups and cooperation with reputable institutions such

as the ILO or the UN Global Compact, will help with the elaboration of common approaches and increase awareness of CSR tools.

Since companies are already overwhelmed by a huge quantity of CSR tools and initiatives, tool developers should actively address this problem. **Harmonisation** and **whole-sector approaches**, as opposed to a proliferation of CSR tools, have proven to be very fruitful strategies. The alignment of existing initiatives, and collaboration between and within sectors, are fundamental for ensuring greater tool coherence. It is not only more economical to follow whole-sector approaches; this also solves the problem of accepting other brands' audits that may be based on different standards. Finally, every sector is dealing with specific issues, that is to say, a textile company may learn little from a steel company, so complete harmonisation would not allow for such particularities.

#### LARRGE recommendations for policy makers

The call for the **harmonisation of CSR tools** is powerful, though not easy to accomplish. Information on the work of, and relations between, different tool developers- be it international organisations, governmental or non-governmental actors - is scarce. The EU should therefore support this endeavour by enhancing communication among tool developers, facilitating regular meetings for tool developers, businesses, civil society and academia and by giving preference to the funding of projects and initiatives that are conducive to the harmonisation of CSR tools. There should be a special focus on sector initiatives.

## 6. Challenges for SMEs

The majority of businesses are smaller and medium-sized enterprises (SMEs). It is important to specifically address them, since, due to their size, they face **particular challenges** and have accordingly different needs. The LARRGE research has identified three **different SME attitudes towards CSR**:

First of all, **motivated companies** that see a good opportunity in working voluntarily on CSR, for instance as members of certain organisations- so-called "necessity-based" companies. Secondly, **suppliers** that do business in close relations with large companies which may impose certain requirements on them by means of a code of conduct. Thirdly, **very small companies** that may often be struggling to survive, and for which CSR is not an issue.

The implementation of CSR strategies in **SMEs** has to take into consideration their particular situation:

- SMEs typically need **more external support in all aspects** of CSR. This results from limited capacities in terms of personell and financial resources.
- An important **entry point** for talking about CSR may lie in addressing "experience-near" issues that are directly linked to daily business, like health and safety issues or local legislation.
- Many SMEs tend to **think more short-term**. It is therefore important to constantly link CSR to daily business and to point out the short-term benefits and added value of such an approach.
- Many elements of generic **tools** do not apply to SMEs. The tools intended for usage by SMEs should be **simplified**, or better, **tailor-made versions** of generic tools that pertain to the specific needs of SMEs should be developed. Despite simplification the standards should be no less stringent. Success in getting SMEs to take up CSR and use relevant tools very much depends on developing easier and quicker solutions.

- The **"drivers"** for SMEs are not identical to the drivers for big companies. For SMEs, much depends on the support and commitment of a few "charismatic leaders" at senior level within the company. Government incentives are very helpful in getting SMEs interested in CSR initiatives.
- However, there are also several **features** SMEs have **in common** with larger companies. Both SMEs and big companies are rather reluctant to open their doors to CSR. As far as human rights are concerned, the **language of human rights** either scares considerable numbers of small businesses, or owners and managers consider them not relevant for their business. There is thus a need to raise awareness of the meaning of human rights among SMEs, and to stress the significance of human rights for their performance.
- A convincing argument for SMEs on the factual benefit of working on CSR is to point out that **larger companies are willing to buy** their products if they meet a certain CSR standard.
- A possible solution to **reduce CSR related costs** for SMEs could be to use existing sector cooperative structures or sector initiatives. For example, a tool developer reported that some agricultural companies had very good experiences in implementing CSR guidelines and performing audits while working within the structure of existing cooperatives.

#### LARRGE recommendations for small and medium-sized companies

SMEs should not be reluctant to approach CSR because of limited budget resources, staff or time constraints. A range of **suitable guidance materials** exist which do not overwhelm busy SME owners with complex facts and requirements. They should gather basic information and become aware of the positive contribution of CSR in securing the long-term competitiveness and continuity of their business. SMEs are recommended to contact relevant organisations experienced in working with companies on CSR, human and labour rights issues, in order to assist them with the determination of further steps and implementation measures.

#### LARRGE recommendations for tool developers

It is not easy to raise awareness of CSR among small and medium-sized enterprises since their resources are significantly limited compared to bigger companies. Moreover, they may often lack awareness of the positive effects of CSR for their business. Most of the time, only a small minority will be interested in using CSR tools, particularly if these tools appear very sophisticated. Tool developers are recommended to approach SMEs through **local organizations** like business networks, Rotary or Lions clubs, or NGOs. They may also develop special versions of their tools tailored to the needs of the SME community, and offer support in the process of implementation.

#### LARRGE recommendations for policy makers

The EU has already taken into account the specific situation of SMEs and has supported CSR programmes and initiatives. EU Policy makers should **promote simple CSR management models for SMEs**, including tailored tools and training standards. Moreover, they should consider funding for consulting activities carried out by institutions with expertise in working with smaller companies. Moreover, small scale grants in support of the implementation of Decent Work and human rights principles into European SMEs should be taken into consideration.

## 7. The implications of the economic crisis for CSR

CSR, Decent Work and human rights have acquired a **new significance** against the background of the **current economic crisis** and its aftermath. The economic crisis is

bringing with it significant unemployment, redundancies, an increased risk of poverty and is also likely to enhance xenophobia. This is because the mobility of labour provided for by the European Union is likely to be met by perceptions among workers in many places that increasingly scarce local jobs are being taken by outsiders.

Countries that are particularly badly affected by the crisis include relatively recent members of the EU from Eastern Europe and, in a broader context, developing countries. Policies supporting banks and other commercial organizations have been using up public funds, which might have supported social protection, social dialogue, and international development programmes. Reduced revenues and public spending will also affect development aid, and with it money that might otherwise have been directed towards the Millennium Development Goals. At the same time, declining economic growth can affect trade flows and the Free Trade Agreements that, in better times, might have been used by the EU to “join up” its preferred employment policies with its favoured development policies.

The crisis has triggered a **process of rethinking on CSR** but, more generally, of **thinking how to do business differently**. It is a collective process that requires concerted action by governmental and business actors alike.

As a result of the crisis, companies have started to be aware of the meaning of CSR and their contribution to society. The LARRGE research revealed that **those that integrated CSR** into their core business philosophy before the crisis are **not inclined to step back** from their commitments now, because costs are not the main issue. In companies where CSR forms part of a successful management strategy, cuts to CSR budgets are insignificant. Nevertheless, in general terms, companies are short of money, and are currently investing less in training on CSR and human rights.

#### **LARRGE recommendations for companies**

Companies are recommended not to use the economic crisis as justification for disproportionate cuts to CSR expenses. They should rather **seize the opportunity to conduct business in an even more responsible way**. Company experience before the crisis shown that CSR is not only a risk management tool, but also a decisive factor in both attracting and retaining highly qualified and skilled workers. This should be taken into consideration by companies, particularly in times of reduced business activity.

#### **LARRGE recommendations for tool developers**

The “CSR industry” that has evolved over the last ten years will now have to step back and assess current needs. That is to say, **CSR has to show its worth**. For instance, there is no need for such a huge quantity of CSR tools. CSR is more than risk management or a means of reporting; it needs to be integrated into company philosophy. Therefore, the best way to proceed is through harmonisation and sector initiatives, to which tool developing organisations can contribute considerably. Moreover, tool developers should encourage companies to provide ongoing training on CSR and human rights

#### **LARRGE recommendations for policy makers**

Public-private-partnerships have proved to be a good vehicle for promoting CSR because ethical standards can be introduced via the public sector. In the financial sector, CSR developed differently; although the Equator Principles lay down clear corporate social responsibility obligations, it seems that there was less pressure from consumers and shareholders than in other sectors. Therefore, from a policy perspective, there needs to be **increased incentives for, and regulation, of CSR**, applied across all business sectors. Policy makers should also be aware of a new trend: there is growing confidence in CSR in the Eastern world. Following the collapse of the Western model, Eastern partners

have begun thinking about new means of approaching sustainability. Therefore, CSR and related company management approaches should be promoted with regard to maintaining the European Union’s competitiveness and attractiveness as a business location.

In any case, CSR policy will have to give **new prominence to the question of redundancy** and alternatives to redundancy, as well as social dialogue mechanisms for consulting about employment and **retirement** policies in a period of reduced economic activity and sharply reduced yields from state and company pensions. It will also have to emphasise **non-discrimination and diversity**. There needs to be a business case for diversity, involving clear guidelines and standards, and a readiness to adapt them to specific business contexts.

# LARRGE Part 2

# Tool Evaluations

**Criterion 1: Do CSR Tools Refer To Decent Work Standards?**

**Criterion 2: Do CSR Tools Give Guidance On How To Implement These Standards In A Human Rights-Consistent Way?**



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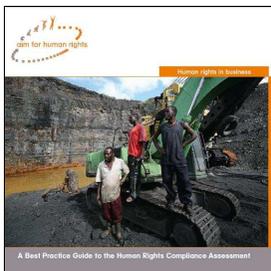
## 1. Aim for Human Rights



Aim for human rights is a Dutch human rights organisation which helps people all over the world to stand up for their rights.

Aim for human rights distinguishes itself by focusing on making human rights measurable, as well as by cooperating with local human rights organisations and businesses. In addition, it engages politicians and policymakers in discussions on the concrete implementation of human rights policy.

### 1.1. A Best Practice Guide to the Human Rights Compliance Assessment



#### 1. Key Data

<b>Origin of the Initiative</b>	Aim for Human Rights, NL
<b>Year of Development</b>	2007
<b>Accessibility</b>	Free
<b>Availability</b>	Free
<b>Language</b>	English
<b>Contact</b>	<a href="mailto:info@aimforhumanrights.nl">info@aimforhumanrights.nl</a>
<b>Website</b>	<a href="http://www.aimforhumanrights.org/fileadmin/user_upload/pdf/HRB_Best_Practice_Guide_def.pdf">http://www.aimforhumanrights.org/fileadmin/user_upload/pdf/HRB_Best_Practice_Guide_def.pdf</a> (06.04.2010)

#### 2. Aim and Function of the Tool

<b>Type</b>	General Guidance (on Human Rights Compliance Assessments)
<b>Focus</b>	General
<b>Aim</b>	The Best Practice Guide to the Human Rights Compliance Assessment (HRCA), a self-assessment tool that assists companies in determining the impact of their operations on the human rights of its employees, local residents and all other stakeholders, provides an insight into best practice examples of those companies which have used this tool. It illustrates how the HRCA has been applied within the management system of these companies and points out the challenges and benefits of human rights compliant business conduct.
<b>Function</b>	<p>The Best Practice Guide describes the implementation process for the widely used Human Rights Compliance Assessment (HRCA) tool, an interactive, web-based instrument developed in a multi-stakeholder initiative under the leadership of the Danish Institute for Human Rights and in assistance with Aim for Human Rights (see also evaluation of the HRCA).</p> <p>The HRCA is a self-assessment tool applicable for all kinds of companies, regardless of their size, in a wide range of economic sectors as well as for governments, academics and NGOs. It consists of a set of instruments that help detect potential human rights risks and opportunities, and the gaps between corporate policy and practice, namely:</p>

- Human Rights Compliance Assessment: full self-assessment check (available for purchase);
- Quick Check: a condensed introductory version of the HRCA (free upon registration);
- Country Risk Assessments (CRAs): reports on the political, cultural, social and legal context of a given country of operation, including an overall company risk rating;
- CSR Compass: web-based tool for SMEs that want to address human rights and environmental risks in their supply chain.

The Best Practice Guide to the HRCA summarizes the issues and questions for companies on human rights and business. Besides a description of the HRCA tools and guidance on how to put them into practice, the guide contains an overview of the international human rights principles and standards, an outline of the business case for human rights (explaining the concept of sphere of influence, management strategies etc), as well as chapters on monitoring and reporting, stakeholder engagement and training and education. These are enriched with examples of the practical experiences of companies that have worked with HRCA tools, and thus analysed and improved their human rights compliance.

#### Monitoring

No. But the guide contains a chapter that explains the key points in relation to monitoring and reporting. It refers to the HRCA assessment process which does not lead to certification as such, but may be used prior to (internal and external) audits or as a tool for corrective actions after audits.

#### Target Group

Companies, governmental and public organisations, non-governmental organisations/civil society

Additional (according to LARRGE evaluation): consultants, CSR experts, intermediaries, business support organisations

#### 3. Practicability and Flexibility

<b>Specific sector</b>	All sectors: primary, secondary, tertiary and public
<b>Specific region</b>	All regions
<b>Company size</b>	All sizes (small, medium and large)
<b>Case Studies/Best Practice</b>	Yes. As its name implies, the Best Practice Guide discusses HRCA tools in relation to different phases in a company's management system and links it to the practical experiences of several multinational enterprises like Shell, Novartis, Heineken etc. that have used it.
<b>Interactivity</b>	No.
<b>Human rights knowledge required</b>	No.
<b>Flexibility</b>	No.

#### 4. Normative Framework

<b>Human Rights</b>	<ul style="list-style-type: none"> <li>• Universal Declaration of Human Rights</li> <li>• UN Global Compact</li> <li>• OECD Guidelines for Multinational Enterprises</li> <li>• Variety of UN Conventions and other human rights documents (see evaluation of the HRCA)</li> </ul>
<b>Labour Rights</b>	<ul style="list-style-type: none"> <li>• ILO Tripartite Declaration of Principles Concerning Multinational Enterprises</li> </ul>

	<ul style="list-style-type: none"> <li>Variety of ILO Conventions and documents (see evaluation of the HRCA)</li> </ul>
<b>National Law</b>	Compliance with national laws and regulations in the country of operation. The guide explains that the HRCA is based on the idea that a company should comply with whichever applicable standard is the most stringent. This could be the international standard mentioned in the tool, but it could also be national laws and regulations.
<b>5. Scope of the Tool</b>	
<b>Human Rights</b>	<p><b>Productive and freely chosen work</b></p> <ul style="list-style-type: none"> <li>✓ Right to work</li> <li>✓ Prohibition of forced or compulsory labour</li> <li>✓ Prohibition of child labour</li> </ul> <p><b>Rights at work including the core labour standards</b></p> <ul style="list-style-type: none"> <li>✓ Right to equal treatment and non-discrimination between women and men, gender issues</li> <li>✓ Right to equal treatment and non-discrimination concerning all other groups</li> <li>✓ Diversity management</li> <li>✓ Right to education</li> <li>✓ Right to safe and healthy working conditions</li> <li>✓ Right to fair wages</li> <li>✓ Right to equal pay for equal work</li> <li>✓ Right to decent living</li> <li>✓ Right to rest, leisure and annual leave</li> <li>✓ Right to reasonable limitation of working hours</li> <li>✓ Right to permanent employment relationship</li> <li>✓ Right to privacy</li> <li>✓ Right to strike</li> <li>✓ Right to form and join trade unions</li> <li>✓ Grievance procedures and remediation</li> </ul> <p><b>Social protection</b></p> <ul style="list-style-type: none"> <li>✓ Right to social security including social insurance, pensions</li> <li>✓ Mitigation of adverse employment effects</li> </ul> <p><b>Social dialogue</b></p> <ul style="list-style-type: none"> <li>✓ Freedom of association and right to collective bargaining</li> <li>✓ Tripartite consultation</li> </ul> <p><b>External impact</b></p> <ul style="list-style-type: none"> <li>✓ Right to an adequate standard of living</li> <li>✓ Security issues, private property protection</li> <li>✓ Right to the highest attainable standard of physical and mental health</li> </ul>
	<b>Keywords</b>

	<ul style="list-style-type: none"> <li>Migrant workers</li> <li>Minorities</li> <li>Monitoring / auditing</li> <li>Recruitment and employment practices</li> <li>Resettlement / land management</li> <li>Safety</li> <li>Security forces and arrangements</li> <li>Stakeholder engagement</li> <li>Supply chain management</li> <li>Torture</li> <li>Training, skills and talent</li> <li>Transparency / disclosure</li> <li>Women's rights</li> <li>Working conditions</li> <li>Workers' representation</li> </ul>
<b>6. Company Responsibility</b>	
<b>Concepts of Sphere of Influence, Complicity</b>	Yes. The guide describes the concept of the sphere of influence and explains that the HRCA focuses on human rights responsibilities within the corporate sphere of influence. This means that it not only covers employment rights, but also community rights and human rights within the supply chain. Using the HRCA can assist companies in mapping out their corporate sphere of influence.
<b>Supply Chain</b>	Yes. The guide's recommendations are based on the special feature on supply chain management in the HRCA. The CSR Compass for supply chain management in SMEs is also included.
<b>Human Rights Impact Assessment</b>	No.
<b>Specific Guidance on Individual Company Responsibility</b>	No.
<b>7. User experience</b>	
<b>LARRGE Evaluation</b>	<p>The Best Practice Guide to the HRCA gives a sound overview of what businesses need in order to successfully implement human rights standards within daily company practice. It makes companies aware of their responsibilities in relation to their employees, customers, business partners and the wider communities within which they operate. The guide disproves the popular misconception that the linking of human rights to business will involve a complex set of unrealistic demands by offering an achievable set of objectives that make good business sense.</p> <p>Use the guide to learn about the basics on human rights issues, or the potential impact of business operations. Use it also as a starting point for integrating these issues into your business practice by making use of the full or parts of the HRCA tool.</p>
<b>User Evaluation</b>	

## 1.2. Guide To Corporate Human Rights Impact Assessment Tools



### 1. Key Data

<b>Origin of the Initiative</b>	Aim for Human Rights, NL
<b>Year of Development</b>	2009
<b>Accessibility</b>	Free
<b>Availability</b>	Free for download, print copy available for purchase (€ 3,00 forwarding charges)
<b>Language</b>	English
<b>Contact</b>	<a href="mailto:info@aimforhumanrights.nl">info@aimforhumanrights.nl</a>
<b>Website</b>	<a href="http://www.aimforhumanrights.org/fileadmin/user_upload/pdf/HRB_Guide_to_corporate_HRIA_2009-def.pdf">http://www.aimforhumanrights.org/fileadmin/user_upload/pdf/HRB_Guide_to_corporate_HRIA_2009-def.pdf</a> (07.04.2010)

### 2. Aim and Function of the Tool

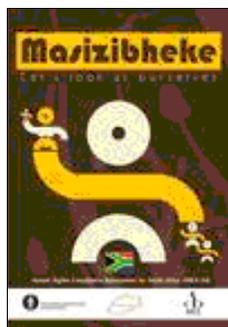
<b>Type</b>	General Guidance (on Human Rights Impact Assessments)
<b>Focus</b>	General
<b>Aim</b>	The Guide to Corporate Human Rights Impact Assessment Tools (HRIA tools) presents an overview of existing instruments for business, and aims to assist managers of (multinational) corporations and their stakeholders with finding their way in the world of human rights impact assessments, and with selecting the best tools for a HRIA process.
<b>Function</b>	<p>The guide contains a theory and history of the HRIAs and gives a summary of all existing tools that help to assess the impact business can have on human rights. Five such tools have been developed over the past ten years:</p> <ul style="list-style-type: none"> <li>• Community HRIA Guide for Foreign Investment projects (by Rights &amp; Democracy)</li> <li>• Guide for Conflict Sensitive Business Practice: Guidance for Extractive Industries (by International Alert)</li> <li>• Guide to Human Rights Impact Assessment and management (by IBLF, IFC, UN Global Compact)</li> <li>• Human Rights Compliance Assessment (by DIHR)</li> <li>• Human Rights Risk Tools (by Maplecroft)</li> </ul> <p>The guide maps these tools and provides an overview of when and how they can be used in order to best facilitate the selection of the proper tool for your business. The tools are compared according to specific criteria (purpose and social focus, scope, normative framework and thematic issues, sector or country focus, kind of assessment, target user, approach, indicators, engagement, results,</p>

	practicality, costs, timeline etc.), and advice on the next steps following a HRIA process is given.
<b>Monitoring</b>	No. But the guide highlights the importance of a monitoring and reporting process within the company.
<b>Target Group</b>	Companies  Additional according to LARRGE evaluation: Non-governmental organisations/civil society, consultants, CSR experts, employees, employers' organisations, trade unions, governmental and public organisations, business support organisations
<b>3. Practicability and Flexibility</b>	
<b>Specific sector</b>	All sectors: primary (agriculture, fisheries), secondary (industry, extractive), tertiary (services) and public
<b>Specific region</b>	All regions
<b>Company size</b>	All sizes (small, medium and large), primarily MNEs
<b>Case Studies/Best Practice</b>	Yes, brief examples of corporate practices concerning the use of HRIA tools are included in the guide.
<b>Interactivity</b>	No.
<b>Human rights knowledge required</b>	No.
<b>Flexibility</b>	No.
<b>4. Normative Framework</b>	
<b>Human Rights</b>	<ul style="list-style-type: none"> <li>• Universal Declaration of Human Rights,</li> <li>• International Covenant on Civil and Political Rights</li> <li>• International Covenant on Economic, Social and Cultural Rights</li> <li>• UN Global Compact</li> <li>• OECD Guidelines for Multinational Enterprises</li> </ul> <p>Further human rights- related treaties, resolutions and texts relevant to the normative frameworks for the HRIA tools outlined in the guide (e.g. the Geneva Conventions, the relevant OECD conventions, the Rio Declaration on Environment and Development etc.)</p>
<b>Labour Rights</b>	Overall reference to ILO conventions and declarations relevant to the normative frameworks for the HRIA tools outlined in the guide
<b>National Law</b>	Compliance with national laws and regulations in the country of operation (including both home and host country).
<b>5. Scope of the Tool</b>	
<b>Human Rights</b>	<p><b>Productive and freely chosen work</b></p> <ul style="list-style-type: none"> <li>✓ Right to work</li> <li>✓ Prohibition of forced or compulsory labour</li> <li>✓ Prohibition of child labour</li> </ul> <p><b>Rights at work including the core labour standards</b></p> <ul style="list-style-type: none"> <li>✓ Right to equal treatment and non-discrimination between women and men, gender issues</li> <li>✓ Right to equal treatment and non-discrimination concerning all other groups</li> <li>✓ Diversity management</li> <li>✓ Right to education</li> <li>✓ Right to safe and healthy working conditions</li> </ul>

	<ul style="list-style-type: none"> <li>✓ Right to fair wages</li> <li>✓ Right to equal pay for equal work</li> <li>✓ Right to decent living</li> <li>✓ Right to rest, leisure and annual leave</li> <li>✓ Right to reasonable limitation of working hours</li> <li>✓ Right to permanent employment relationship</li> <li>✓ Right to privacy</li> <li>✓ Right to strike</li> <li>✓ Right to form and join trade unions</li> <li>✓ Grievance procedures and remediation</li> </ul> <p><b>Social protection</b></p> <ul style="list-style-type: none"> <li>✓ Right to social security including social insurance, pensions</li> <li>✓ Mitigation of adverse employment effects</li> </ul> <p><b>Social dialogue</b></p> <ul style="list-style-type: none"> <li>✓ Freedom of association and right to collective bargaining</li> <li>✓ Tripartite consultation</li> </ul> <p><b>External impact</b></p> <ul style="list-style-type: none"> <li>✓ Right to an adequate standard of living</li> <li>✓ Security issues, private property protection</li> <li>✓ Right to the highest attainable standard of physical and mental health</li> </ul> <p>For clarification: The guide defines a human rights-based approach as a guiding principle for HRIAs, which enables the identification of rights-holders and dutybearers, and the definition of objectives in terms of human rights. Therefore, the entire range of interdependent and interrelated human rights, including civil, political, economic, social, cultural and people's rights has to be taken into consideration.</p>
<p><b>Keywords</b></p>	<ul style="list-style-type: none"> <li>• Armed groups</li> <li>• Capacity / capability building</li> <li>• Child labour</li> <li>• Compensation</li> <li>• Conflict</li> <li>• Corruption and bribery</li> <li>• Customers / consumers</li> <li>• Democracy / relations to government</li> <li>• Discrimination</li> <li>• Diversity / equal opportunities</li> <li>• Due diligence</li> <li>• Environment</li> <li>• Forced and bonded labour</li> <li>• Health and wellbeing</li> <li>• Indigenous peoples</li> <li>• Internal displacement / refugees</li> <li>• Judicial effectiveness / -independence</li> <li>• Local communities</li> <li>• Monitoring / auditing</li> <li>• Property</li> <li>• Resettlement / land management</li> <li>• Safety</li> <li>• Security forces and arrangements</li> <li>• Stakeholder engagement</li> <li>• Supply chain management</li> </ul>

	<ul style="list-style-type: none"> <li>• Training, skills and talent</li> <li>• Transparency / disclosure</li> <li>• Working conditions</li> <li>• Workers' representation</li> </ul>
<p align="center"><b>6. Company Responsibility</b></p>	
<p><b>Concepts of Sphere of Influence, Complicity</b></p>	<p>Both concepts are addressed in the guide and briefly explained in the glossary section.</p>
<p><b>Supply Chain</b></p>	<p>The guide mentions the supply chain in relation to the HRCA tool.</p>
<p><b>Human Rights Impact Assessment</b></p>	<p>The guide as such is not a tool for carrying out human rights impact assessments, but represents an overview of all existing HRIA tools for business in order to help companies with their activities.</p>
<p><b>Specific Guidance on Individual Company Responsibility</b></p>	<p>No.</p>
<p align="center"><b>7. User experience</b></p>	
<p><b>LARRGE Evaluation</b></p>	<p>The Guide to Corporate HRIA Tools gives a clear and coherent overview of all business instruments existing in the field of Human Rights Impact Assessments. It outlines the motives a company may have for using HRIAs (i.e. the business case for HRIA), explains their different characteristics, approaches and targets, and illustrates the way in which the five HRIA tools work. The guide highlights the added value for companies considering HRIA, and the how to determine the corporate human rights footprint. Based on this information, a company can improve its performance and stimulate engagement with stakeholders, which constitutes an important contribution to sustainable development, CSR and human rights.</p>
<p><b>User Evaluation</b></p>	<p>Use the guide to understand why and how to conduct a HRIA in your company or NGO. Raster graphics and comparative tables help pick the tool most suitable for your particular business sector, type of operation, company size, country of operation etc.</p>

### 1.3. Human Rights Compliance Assessment For South Africa: Masizibheke - Let's Look At Ourselves



#### 1. Key Data

<b>Origin of the Initiative</b>	South Africa Human Rights and Business Project: Initiative by Aim for Human Rights, NL, in cooperation with the African Institute for Corporate Citizenship (AICC) and several other South African civil society organisations and the Danish Institute for Human Rights (DIHR)
<b>Year of Development</b>	2006 – 2008 (launch)
<b>Accessibility</b>	Upon registration
<b>Availability</b>	For purchase in booklet version or as an online programme. The user fee is differentiated for large, medium, smaller companies, as well as civil society organisations, and is adjusted to South African standards.
<b>Language</b>	English
<b>Contact</b>	Hansje Plagman, <a href="mailto:h.plagman@aimforhumanrights.nl">h.plagman@aimforhumanrights.nl</a> ; AICC: <a href="mailto:tagbo@aiccafrica.org">tagbo@aiccafrica.org</a> , <a href="mailto:yoliswa@aiccafrica.org">yoliswa@aiccafrica.org</a>
<b>Website</b>	<a href="http://www.aimforhumanrights.org/themes/human-rights-and-business/south-africa-project/">http://www.aimforhumanrights.org/themes/human-rights-and-business/south-africa-project/</a> (06.04.2010)

#### 2. Aim and Function of the Tool

<b>Type</b>	Self-Assessment, Human Rights Compliance Assessment, Human Rights Impact Assessment, Human Rights Risk Assessment
<b>Focus</b>	General
<b>Aim</b>	The Human Rights Compliance Assessment for South Africa (HRCA SA) is a voluntary self-assessment tool, specifically tailored to the South African legislative, social, economic and political context. It assists companies with translating human rights into business practice in South Africa by determining the impact of company operations on the human rights of its employees, local residents and all other stakeholders.
<b>Function</b>	The HRCA SA is part of the larger HRCA database of the Danish Institute for Human Rights, and is also based on the South African Country Risk Assessment (CRA) and the HRCA Quick Check. It is a

specialised tool for monitoring the essential human rights issues a company should consider in relation to its activities in South Africa, such as HIV/AIDS or affirmative action.

The tool covers violations pertaining to the following areas:

1. Employment practices (rights of employees or of persons seeking employment)
2. Community impact (rights of local residents who are affected by company activities or products)
3. Company facilities and services (rights of individuals using goods and services provided by the company, like education, housing or medical facilities)
4. Supply chain management (rights of individuals affected by the operations of a company's business partners)

Within each section it is possible to conduct a narrow compliance check on one of the topics included (e.g. discrimination, black economic empowerment, health and safety etc. in the case of employment practices).

The HRCA SA consists of 35 questions, along with a narrative description for each, references to the relevant provisions of international and national law, and a list of corresponding indicators (276 in total) with pre-determined answer boxes. The results are displayed in the form of a traffic light system with red, yellow and green light scores indicating the company's performance. A verification element included in the tool asks for consultation with relevant actors in, and outside, the company (trade unions, NGOs, workers and local communities) upon which the necessary follow-up strategies may be based.

#### Monitoring

No, but the tool complements certification and monitoring processes including SA 8000, the Ethical Trading Initiative (ETI) or the Business Social Compliance Initiative (BSCI) and may be used for self-assessment prior to audits, as well as for corrective actions after audits. Since the HRCA SA is a learning tool, assessments should be repeated on a regular basis so as to keep track of a company's progression over the years.

#### Target Group

Companies, governmental and public organisations, non-governmental organisations/civil society.

Additional according to LARRGE evaluation: consultants, CSR experts, intermediaries, business support organisations.

#### 3. Practicability and Flexibility

<b>Specific sector</b>	All sectors: primary (agriculture, fisheries), secondary (industry, extractive), tertiary (services) and public.
<b>Specific region</b>	South Africa. The HRCA SA tool has been subject to a localisation process, in the course of which the pertinent corporate human rights issues in South Africa have been identified and the questions and indicators of the HRCA tool have been adjusted respectively. It is therefore applicable only to companies based or operating in South Africa. For activities in other (African) countries, the generic HRCA and a specific Country Risk Assessment (if available) should be applied.
<b>Company size</b>	All sizes (small, medium and large)
<b>Case</b>	No.

<b>Studies/Best Practice</b>	
<b>Interactivity</b>	Yes, the web-based version of the HRCA SA is an interactive computer programme.
<b>Human rights knowledge required</b>	No. All human rights issues contained in the tool include comprehensive descriptions along with references to the relevant national and international legal standards (see "Normative Framework" below).
<b>Flexibility</b>	Yes, the computerised version, in particular, offers several user options: A company or organisation can decide to run the full check or make a selection of the most relevant questions according to its size, sector, risks and type of operation. It should decide the exact scope of the compliance check, which will depend on the available resources and priorities set by the company. To allow for this flexibility, there is no predefined hierarchy in the sets of indicators in the tool (i.e. indicators have not been weighed). Moreover, the HRCA SA can feed into different steps in a management system (setting priorities, measuring compliance, monitoring and reporting). Finally, there is also the possibility of only undertaking a compliance check at the policy and/or procedure level, and not going for the comprehensive performance assessment. Checking company policies and procedures are prerequisites for the assessment of performance though.
<b>4. Normative Framework</b>	
<b>Human Rights</b>	<ul style="list-style-type: none"> <li>• International Covenant on Civil and Political Rights</li> <li>• International Covenant on Economic, Social and Cultural Rights,</li> <li>• OECD Guidelines for Multinational Enterprises</li> <li>• UN Basic Principles on the Use of Force and Firearms by Law Enforcement Officials</li> <li>• UN Convention against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment,</li> <li>• UN Convention on the Elimination of All Forms of Discrimination against Women</li> <li>• UN Convention on the Elimination of All Forms of Racial Discrimination</li> <li>• UN Convention on the Rights of the Child</li> <li>• International Convention on the Protection of the Rights of All Migrant Workers and Members of their Families</li> <li>• Universal Declaration on Human Rights</li> </ul> <p><b>Additional reference documents – human rights-related treaties, resolutions and other texts that may be useful for companies:</b></p> <ul style="list-style-type: none"> <li>• African Charter on Human and Peoples’ Rights</li> <li>• Protocol to the African Charter on Human and Peoples’ Rights on the Rights of Women in Africa</li> <li>• African Charter on the Rights and Welfare of the Child</li> <li>• African Convention on the Conservation of Nature and Natural Resources</li> <li>• African Union Convention on Combating Corruption</li> <li>• Berne Convention for the Protection of Literary and Artistic Works (amended)</li> <li>• Charter on Industrial Hazards and Human Rights (Permanent Peoples’ Tribunal on Industrial Hazards and Human Rights)</li> <li>• Convention on Biological Diversity</li> <li>• OECD Convention on the Combating of Bribery of Foreign Public</li> </ul>

	<ul style="list-style-type: none"> <li>• Officials in International Business Transactions</li> <li>• OECD Recommendation Concerning Guidelines Governing the Protection of Privacy and Transborder Flows of Personal Data</li> <li>• Protocol to Prevent, Suppress and Punish Trafficking in Persons, Especially Women and Children</li> <li>• Rome Statute of the International Criminal Court</li> <li>• UN Convention against Corruption</li> <li>• UNESCO Convention against Discrimination in Education</li> <li>• United Nations General Assembly, 'Guidelines for the Regulation of Computerized Personal Data Files', (Resolution 45/95)</li> <li>• WIPO Copyright Treaty Convention</li> <li>• WTO Agreement on Trade-Related Aspects of Intellectual Property Rights (TRIPS)</li> </ul>
<b>Labour Rights</b>	<ul style="list-style-type: none"> <li>• ILO Code of Practice: Protection of Workers Personal Data</li> <li>• ILO Code of Practice on HIV/AIDS and the World of Work</li> <li>• ILO Convention concerning Termination of Employment at the Initiative of the Employer (no. 158)</li> <li>• ILO Convention on Collective Bargaining (no. 154)</li> <li>• ILO Convention on Discrimination (no. 111)</li> <li>• ILO Convention on Equal Remuneration (no. 100)</li> <li>• ILO Convention on Equality of Treatment (Accident Compensation) (no. 19)</li> <li>• ILO Convention on Forced Labour (no. 29)</li> <li>• ILO Convention on Freedom of Association and Protection of the Right to Organise (no. 87)</li> <li>• ILO Convention on Holidays with Pay (no. 132)</li> <li>• ILO Convention on Hours of Work (Commerce and Offices) (no. 30)</li> <li>• ILO Convention on Hours of Work (Industry) (no. 1)</li> <li>• ILO Convention on Hygiene in Commerce and Offices (no. 120)</li> <li>• ILO Convention on Indigenous and Tribal Peoples (no. 169)</li> <li>• ILO Convention on Labour Inspection (no. 81)</li> <li>• ILO Convention on Maternity Protection (no. 183)</li> <li>• ILO Convention on Migrant Workers (Supplementary Provisions) (no. 143)</li> <li>• ILO Convention on Migration for Employment (no. 97)</li> <li>• ILO Convention on Minimum Age (no. 138)</li> <li>• ILO Convention on Minimum Wage-Fixing Machinery (no. 26)</li> <li>• ILO Convention on Night Work (Women) (no. 89)</li> <li>• ILO Convention on Occupational Health Services (no. 161)</li> <li>• ILO Convention on Occupational Safety and Health and the Working Environment (no. 155)</li> <li>• ILO Convention on Plantations (no. 110)</li> <li>• ILO Convention on Prevention of Major Industrial Accidents (no. 174)</li> <li>• ILO Convention on Safety and Health in Mines (no. 176)</li> <li>• ILO Convention on Social Policy (Basic Aims and Standards) (no. 117)</li> <li>• ILO Convention on Social Security (Minimum Standards) (no. 102)</li> <li>• ILO Convention on the Abolition of Forced Labour (no. 105)</li> <li>• ILO Convention on the Forty-Hour Week (no. 47)</li> <li>• ILO Convention on the Right to Organise and Collective Bargaining (no. 98)</li> </ul>

	<ul style="list-style-type: none"> <li>• ILO Convention on the Worst Forms of Child Labour (no. 182)</li> <li>• ILO Convention on Underground Work (Women) (no. 45)</li> <li>• ILO Convention on Vocational Rehabilitation and Employment (Disabled Persons) (no. 159)</li> <li>• ILO Convention on Weekly Rest (Commerce and Offices) (no. 106)</li> <li>• ILO Convention on Weekly Rest (Industry) (no. 14)</li> <li>• ILO Convention on Workers' Representatives (no. 135)</li> <li>• ILO Convention on Workmen's Compensation (Occupational Diseases) (no. 42)</li> <li>• ILO Declaration on Fundamental Principles and Rights at Work</li> <li>• ILO Examination of Grievances Recommendation (no. 130)</li> <li>• ILO Minimum Wage Fixing Convention (no. 131)</li> <li>• ILO Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy</li> <li>• ILO Workers' Housing Recommendation (no. 115)</li> </ul>
<b>National Law</b>	<p>The HRCA SA has been localised to the South African context, so each question references the relevant principles in South African law, from the constitution to employment and health regulation etc. Labour contracts for migrant workers are established under bilateral agreements between South Africa and countries that supply labour including Mozambique, Lesotho, Botswana, Swaziland, and Malawi. The tool follows the premise that a company should comply with whichever applicable standard is most stringent – national or international law.</p> <p>The questions in the HRCA SA are based on the following South African legislation:</p> <ul style="list-style-type: none"> <li>• Act No. 11 of 1999 (National Heritage Council)</li> <li>• Amended Basic Conditions of Employment Act</li> <li>• Amended Labour Relations Act</li> <li>• Asbestos Regulations</li> <li>• Basic Conditions of Employment Act</li> <li>• Broad-Based Black Economic Empowerment Act</li> <li>• Code of Corporate Practices and Conduct (The King Report on Corporate Governance in South Africa)</li> <li>• Code of Good Practice on Key Aspects of HIV/AIDS and Employment</li> <li>• Code of Good Practices for the employment of children in the performance of advertising, artistic or cultural activities</li> <li>• Commission for the Promotion and Protection of the Rights of Cultural, Religious and Linguistic Communities Act</li> <li>• Communal Property Associations Act</li> <li>• Companies Amendment Act</li> <li>• Compensation Act</li> <li>• Compensation for Occupational Injuries and Diseases Act</li> <li>• Consumer Affairs Act</li> <li>• Consumer Protection Bill</li> <li>• Council of Traditional Leaders Act</li> <li>• Division of Revenue Acts</li> <li>• Employment Equity Act</li> <li>• Environment Conservation Act</li> <li>• Environment Conservation Act</li> <li>• Environmental Regulations for Workplaces</li> <li>• Executive Members' Ethic Act</li> </ul>

	<ul style="list-style-type: none"> <li>• Expropriation Act</li> <li>• Extension of Security of Tenure Act</li> <li>• Firearms Control Act</li> <li>• HIV/Aids Technical Assistance Guidelines</li> <li>• Intellectual Property Laws Amendment Act</li> <li>• Intelligence Services Act</li> <li>• Interim Protection of Informal Land Rights Act</li> <li>• Johannesburg Securities Exchange Socially Responsible Investment Index</li> <li>• Labour Relations Act</li> <li>• Local Government: Municipal finance Management Act</li> <li>• Local Government: Municipal Systems Act</li> <li>• Medical Schemes Act</li> <li>• Mental Health Care Act</li> <li>• Mine Health and Safety Act</li> <li>• Mineral and Petroleum Resources development Act</li> <li>• Mines and Works Amendment Act</li> <li>• National Empowerment Fund Act</li> <li>• National Environmental Management Act</li> <li>• National Environmental Management: Biodiversity Act</li> <li>• National Environmental Management: Protected Areas Act</li> <li>• National Nuclear Regulator Act Regulations</li> <li>• Occupational Health and Safety Act</li> <li>• Occupational Safety and Health Facilities Regulations</li> <li>• Preferential Procurement Policy Framework Act</li> <li>• Preferential Procurement Regulations</li> <li>• Prevention and Combating of Corrupt Activities Act</li> <li>• Prevention of Illegal Eviction form and Unlawful Occupation of Land Act</li> <li>• Prevention of Organized Crime Act</li> <li>• Private Security Industry Relation Act</li> <li>• Promotion of Equality and Prevention of Unfair Discrimination Act</li> <li>• Protected Disclosures Act</li> <li>• Public Protector Act</li> <li>• Regulation of Interception of Communications and Provision of Communication related Information Act</li> <li>• Regulations for Hazardous Biological Agents</li> <li>• Remuneration of Public Office Bearers Act</li> <li>• Security Services Trade Order</li> <li>• Skills Development Act</li> <li>• South African Constitution</li> <li>• Statistics Act</li> <li>• Traditional Health Practitioners Bill</li> <li>• Traditional Leadership and Governance Framework Act</li> <li>• Unemployment Insurance Act</li> <li>• Upgrading of Land Tenure Rights Act</li> <li>• Wage determination: Security Services Trade</li> </ul>
	<p align="center"><b>5. Scope of the Tool</b></p>
<b>Human Rights</b>	<p><b>Productive and freely chosen work</b></p> <ul style="list-style-type: none"> <li>✓ Right to work</li> <li>✓ Prohibition of forced or compulsory labour</li> <li>✓ Prohibition of child labour</li> </ul> <p><b>Rights at work including the core labour standards</b></p> <ul style="list-style-type: none"> <li>✓ Right to equal treatment and non-discrimination between</li> </ul>

	<p>women and men, gender issues</p> <ul style="list-style-type: none"> <li>✓ Right to equal treatment and non-discrimination concerning all other groups</li> <li>✓ Diversity management</li> <li>✓ Right to education</li> <li>✓ Right to safe and healthy working conditions</li> <li>✓ Right to fair wages</li> <li>✓ Right to equal pay for equal work</li> <li>✓ Right to decent living</li> <li>✓ Right to rest, leisure and annual leave</li> <li>✓ Right to reasonable limitation of working hours</li> <li>✓ Right to permanent employment relationship</li> <li>✓ Right to privacy</li> <li>✓ Right to strike</li> <li>✓ Right to form and join trade unions</li> <li>✓ Grievance procedures and remediation</li> </ul> <p><b>Social protection</b></p> <ul style="list-style-type: none"> <li>✓ Right to social security including social insurance, pensions</li> <li>✓ Mitigation of adverse employment effects</li> </ul> <p><b>Social dialogue</b></p> <ul style="list-style-type: none"> <li>✓ Freedom of association and right to collective bargaining</li> <li>✓ Tripartite consultation</li> </ul> <p><b>External impact</b></p> <ul style="list-style-type: none"> <li>✓ Right to an adequate standard of living</li> <li>✓ Security issues, private property protection</li> <li>✓ Right to the highest attainable standard of physical and mental health</li> </ul>
<p><b>Keywords</b></p>	<ul style="list-style-type: none"> <li>• Apartheid</li> <li>• Black economic empowerment</li> <li>• Child labour</li> <li>• Collective bargaining</li> <li>• Compensation</li> <li>• Conflict</li> <li>• Copyright and patenting</li> <li>• Corruption and bribery</li> <li>• Data protection and privacy</li> <li>• Democracy / relations to government</li> <li>• Discrimination</li> <li>• Dispute resolution / grievance mechanism</li> <li>• Diversity / equal opportunities</li> <li>• Environment</li> <li>• Forced and bonded labour</li> <li>• Forced relocations</li> <li>• Free trade agreements</li> <li>• Freedom of assembly and association</li> <li>• Freedom of conscience and religion</li> <li>• Freedom of expression / - of the press / access to information</li> <li>• Harassment</li> <li>• Health and wellbeing</li> <li>• Housing conditions</li> <li>• Indigenous peoples</li> <li>• Local communities</li> </ul>

	<ul style="list-style-type: none"> <li>• Migrant workers</li> <li>• Minorities</li> <li>• Monitoring / auditing</li> <li>• Natural resources</li> <li>• Physical abuse / threats</li> <li>• Property</li> <li>• Recruitment and employment practices</li> <li>• Remuneration</li> <li>• Resettlement / land management</li> <li>• Safety</li> <li>• Security forces and arrangements</li> <li>• Stakeholder engagement</li> <li>• Supply chain management</li> <li>• Torture</li> <li>• Trafficking in human beings</li> <li>• Training, skills and talent</li> <li>• Women's rights</li> <li>• Working conditions</li> <li>• Workers' representation</li> <li>• Young workers</li> </ul>
<p align="center"><b>6. Company Responsibility</b></p>	
<p><b>Concepts of Sphere of Influence, Complicity</b></p>	<p>The HRCA South Africa does not explicitly refer to the sphere of influence and complicity concepts, but the theoretical framework is well integrated. The database helps to determine a company's specific range of influence.</p>
<p><b>Supply Chain</b></p>	<p>Yes, the HRCA SA includes a specific section on supply chain management and all questions in the tool are relevant for suppliers, which is the case, for instance, when monitoring or auditing a supplier's social performance.</p>
<p><b>Human Rights Impact Assessment</b></p>	<p>Yes, the tool assists companies in assessing and managing the human rights impacts of business operations on people within the company and within its wider sphere of influence (community impact).</p>
<p><b>Specific Guidance on Individual Company Responsibility</b></p>	<p>Yes. The HRCA SA proposes specific indicators for monitoring a company's human rights performance in the South African context. The (web-based) tool generates an assessment report based on the answers given by the company, which indicates high, medium, and low risk areas. Using this report, risk areas and gaps can be identified, and a prioritized compliance programme can be developed accordingly. Companies are recommended to use advising services when applying the tool for the first time, as well as to involve local stakeholders in order to improve results, and an independent third party for their verification.</p>
<p align="center"><b>7. User experience</b></p>	
<p><b>LARRGE Evaluation</b></p>	<p>The HRCA SA is the outcome of the South Africa Human Rights &amp; Business Project, a capacity building project which included working with the Danish Institute for Human Rights' CSR tools. In the course of this project, the South African participating organisations expressed the need for a tool that was localised to the South African context. As a result, the HRCA SA was elaborated as a valuable self-assessment tool for addressing pertinent corporate human rights issues in South Africa which helps companies measure their performance and practices with regard to human rights concerns that typically arise in this country. Regular updates result in a database that reflects real-life business matters and actual national legislation. Although many essential human rights issues are covered, it can not replace the full</p>

	HRCA tool or an external audit.
	Use the HRCA SA to learn what businesses' obligations are in relation to human rights in general, and put your company to the test to determine if your practices are in line, not only with international human rights norms and standards, but also with pertinent South African legislation.
<b>User Evaluation</b>	

### 1.4. Vantagepoint – The Human Rights And Business Board Game (Aim for Human Rights)



1. Key Data	
<b>Origin of the Initiative</b>	Aim for Human Rights, NL (in cooperation with Strategic Productivity Ltd and with support from ASN Bank Foundation)
<b>Year of Development</b>	2006
<b>Accessibility</b>	Upon registration (basic information for free)
<b>Availability</b>	For purchase
<b>Language</b>	English
<b>Contact</b>	<a href="mailto:HRBboardgame@aimforhumanrights.nl">HRBboardgame@aimforhumanrights.nl</a> , <a href="mailto:info@vbqlimited.com">info@vbqlimited.com</a>
<b>Website</b>	<a href="http://www.aimforhumanrights.org/nc/themes/human-rights-and-business/hrbboardgame/">http://www.aimforhumanrights.org/nc/themes/human-rights-and-business/hrbboardgame/</a> (06.04.2010)
2. Aim and Function of the Tool	
<b>Type</b>	General Guidance (awareness-raising), Human Rights Training
<b>Focus</b>	General
<b>Aim</b>	The Human rights and business (HRB) board game "Vantagepoint" is a business trading game that helps players gain an introduction to the subject of human rights and business while enjoying a competitive game with friends or colleagues. It has been developed to emphasise the role of corporations in promoting and securing human rights in the corporate context.
<b>Function</b>	<p>Players of the board game Vantagepoint play the CEO of a fictitious company, where they need insight in human rights and business administration to solve human rights dilemmas. It is to be played by 2 to 5 individuals (aged 16 upwards) or teams, who will have to deal with the kind of challenges faced by business managers on a daily basis. One needs, for instance to process sales orders, pay invoices, attract staff, deal with governments, interact with the population and decide how the company will behave towards employees, partnerships and the bank. The objective of the game is to scale up on the so-called Human Rights Index. However, it is also possible to set several other targets, which are explained in the Players' Guide (see below).</p> <p>The business challenges a player has to address during the course of the game are derived from the corporate CSR tools that are being</p>

	<p>used and promoted by Aim for Human Rights, namely the Human Rights Compliance Assessment (HRCA), the Quick Check of the HRCA, the summaries of the Country Risk Assessments and the CSR Compass, all of which were elaborated by the Danish Institute for Human Rights (see also evaluations of the HRCA and the Quick Check).</p> <p>The game comes with two booklets – a Players’ Guide and a Facilitator Guide. The former outlines the rules of the game; the latter sketches those business challenges players must face as they run their companies. Every time a player passes a respective corner square, he/she has to make a decision on a specific challenge and his/her choice can have both direct (financial) and indirect (reputational) effects that are not always predictable. The challenges are divided into four categories: employment practices, community impact, supply chain management and overall compliance. The facilitator has the relevant information for clarifications on policy, procedure and practice, as well as consequences, which s/he can use to help a player make a choice. Further information on the human rights norms and standards related to the game’s challenges can be downloaded at the Aim for Human Rights website.</p>
<b>Monitoring</b>	No.
<b>Target Group</b>	<p>Companies, non-governmental organisations/civil society, employers’ organisations, governmental and public organisations</p> <p>Additional (according to LARRGE evaluation): anybody wanting to “free their entrepreneurial spirit”, like members/representatives of business support organisations, trade unions, trainers, employees, intermediaries, etc.</p>
<b>3. Practicability and Flexibility</b>	
<b>Specific sector</b>	All sectors: primary (agriculture, fisheries), secondary (industry, extractive), tertiary (services) and public
<b>Specific region</b>	<p>All regions.</p> <p>There is also a South African version which is adapted to the specific country context.</p>
<b>Company size</b>	All sizes (small, medium and large)
<b>Case Studies/Best Practice</b>	Yes. Some of the challenges include a business case, illustrating real dilemmas faced by companies.
<b>Interactivity</b>	Yes, between the players and the facilitator. Discussions amongst players and the facilitator during the game raise awareness about the risks, challenges and opportunities of human rights issues in the corporate context. Moreover, inter-company-discussions may bring about interesting results since players can advise each other, or conversely try to persuade opponents to take poor decisions.
<b>Human rights knowledge required</b>	No. Some human rights understanding will be conducive to scoring high in the game, however.
<b>Flexibility</b>	Yes, during the course of the game, the players can decide in which way they want the facilitator to guide them through a business challenge.
<b>4. Normative Framework</b>	
<b>Human Rights</b>	<ul style="list-style-type: none"> <li>• International Covenant on Civil and Political Rights</li> <li>• International Covenant on Economic, Social and Cultural Rights</li> <li>• OECD Guidelines for Multinational Enterprises</li> </ul>

	<ul style="list-style-type: none"> <li>• UN Basic Principles on the Use of Force and Firearms by Law Enforcement Officials</li> <li>• UN Convention against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment,</li> <li>• UN Convention on the Elimination of All Forms of Discrimination against Women</li> <li>• UN Convention on the Elimination of All Forms of Racial Discrimination</li> <li>• UN Convention on the Rights of the Child</li> <li>• UN Draft Norms on the Responsibility of TNCs and Other Business Enterprises with Regard to Human Rights</li> <li>• UN Global Compact</li> <li>• International Convention on the Protection of the Rights of All Migrant Workers</li> <li>• Universal Declaration on Human Rights</li> </ul> <p><b>Additional reference documents – human rights related treaties, resolutions and other texts that may prove useful for companies:</b></p> <ul style="list-style-type: none"> <li>• Charter on Industrial Hazards and Human Rights (Permanent Peoples’ Tribunal on Industrial Hazards and Human Rights)</li> <li>• OECD Convention on the Combating of Bribery of Foreign Public Officials in International Business Transactions</li> <li>• Rio Declaration on Environment and Development</li> <li>• UN Convention against Corruption</li> </ul>
<b>Labour Rights</b>	<ul style="list-style-type: none"> <li>• ILO Code of Practice: Protection of Workers Personal Data</li> <li>• ILO Convention on Collective Bargaining (no. 154)</li> <li>• ILO Convention on Discrimination (no. 111)</li> <li>• ILO Convention on Freedom of Association and Protection of the Right to Organise (no. 87)</li> <li>• ILO Convention on Hours of Work (Industry) (no. 1)</li> <li>• ILO Convention on Hygiene in Commerce and Offices (no. 120)</li> <li>• ILO Convention on Indigenous and Tribal Peoples (no. 169)</li> <li>• ILO Convention on Migrant Workers (Supplementary Provisions) (no. 143)</li> <li>• ILO Convention on Migration for Employment (no. 97)</li> <li>• ILO Convention on Minimum Age (no. 138)</li> <li>• ILO Convention on Occupational Health Services (no. 161)</li> <li>• ILO Convention on Occupational Safety and Health and the Working Environment (no. 155)</li> <li>• ILO Convention on Prevention of Major Industrial Accidents (no. 174)</li> <li>• ILO Convention on Social Policy (Basic Aims and Standards) (no. 117)</li> <li>• ILO Convention on the Abolition of Forced Labour (no. 105)</li> <li>• ILO Convention on the Right to Organise and Collective Bargaining (no. 98)</li> <li>• ILO Convention on the Worst Forms of Child Labour (no. 182)</li> <li>• ILO Convention on Workers’ Representatives (no. 135)</li> <li>• ILO Declaration on Fundamental Principles and Rights at Work</li> <li>• ILO Examination of Grievances Recommendation (no. 130)</li> <li>• ILO Minimum Age Recommendation (no. 146)</li> <li>• ILO Minimum Wage Fixing Convention (no. 131)</li> <li>• ILO Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy</li> </ul>

	<ul style="list-style-type: none"> <li>• ILO Worst Forms of Child Labour Recommendation (no. 190)</li> </ul>
<b>National Law</b>	Compliance with national laws and regulations in the country of operation.
<b>5. Scope of the Tool</b>	
<b>Human Rights</b>	<p><b>Productive and freely chosen work</b></p> <ul style="list-style-type: none"> <li>✓ Right to work</li> <li>✓ Prohibition of forced or compulsory labour</li> <li>✓ Prohibition of child labour</li> </ul> <p><b>Rights at work including the core labour standards</b></p> <ul style="list-style-type: none"> <li>✓ Right to equal treatment and non-discrimination between women and men, gender issues</li> <li>✓ Right to equal treatment and non-discrimination concerning all other groups</li> <li>✓ Diversity management</li> <li>✓ Right to education</li> <li>✓ Right to safe and healthy working conditions</li> <li>✓ Right to fair wages</li> <li>✓ Right to equal pay for equal work</li> <li>✓ Right to decent living</li> <li>✓ Right to rest, leisure and annual leave</li> <li>✓ Right to reasonable limitation of working hours</li> <li>✓ Right to permanent employment relationship</li> <li>✓ Right to privacy</li> <li>✓ Right to strike</li> <li>✓ Right to form and join trade unions</li> <li>✓ Grievance procedures and remediation</li> </ul> <p><b>Social protection</b></p> <ul style="list-style-type: none"> <li>✓ Right to social security including social insurance, pensions</li> <li>✓ Mitigation of adverse employment effects</li> </ul> <p><b>Social dialogue</b></p> <ul style="list-style-type: none"> <li>✓ Freedom of association and right to collective bargaining</li> <li>✓ Tripartite consultation</li> </ul> <p><b>External impact</b></p> <ul style="list-style-type: none"> <li>✓ Right to an adequate standard of living</li> <li>✓ Security issues, private property protection</li> <li>✓ Right to the highest attainable standard of physical and mental health</li> </ul>
	<b>Keywords</b>

	<ul style="list-style-type: none"> <li>• Freedom of assembly and association</li> <li>• Health and wellbeing</li> <li>• Housing conditions</li> <li>• Human rights defenders</li> <li>• Indigenous peoples</li> <li>• Local communities</li> <li>• Migrant workers</li> <li>• Monitoring / auditing</li> <li>• Property</li> <li>• Recruitment and employment practices</li> <li>• Remuneration</li> <li>• Resettlement / land management</li> <li>• Safety</li> <li>• Security forces and arrangements</li> <li>• Social investment</li> <li>• Stakeholder engagement</li> <li>• Supply chain management</li> <li>• Training, skills and talent</li> <li>• Working conditions</li> </ul>
<b>6. Company Responsibility</b>	
<b>Concepts of Sphere of Influence, Complicity</b>	Yes. The game includes specific business challenges concerning the community impact of business activities, and complicity in the distribution chain, and provides background information on these topics.
<b>Supply Chain</b>	Yes. The game includes a specific business challenge concerning complicity in the distribution chain, and offers background information on supply chain management.
<b>Human Rights Impact Assessment</b>	No. But the game provides for awareness-raising on the issue in general.
<b>Specific Guidance on Individual Company Responsibility</b>	No. But the game provides for awareness-raising on the issue in general.
<b>7. User experience</b>	
<b>LARRGE Evaluation</b>	<p>The HRB board game serves to highlight the responsibility of entrepreneurs in upholding human rights, both in the workplace and more broadly within their sphere of influence. Since the subject is relatively new, human rights are not often mentioned in business policies and principles and the necessary tools for putting them into management practice are not very well-known. The game Vantagepoint was built on several innovative CSR tools by the Danish Institute for Human Rights to help companies address certain human rights issues, and comply with international and local law and to maintain their reputation, as well as for improving business performance.</p>
	<p>Use the tool to playfully gain greater insight into the issue of human rights in the business context and to learn the basics on both or either of these subjects. Players already familiar with human rights can learn more about the corporate viewpoint on dilemmas companies face, whereas players more familiar with business may improve their human rights knowledge.</p>
<b>User Evaluation</b>	

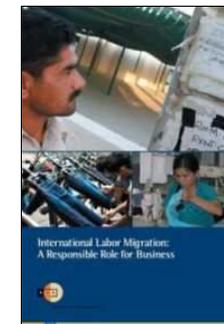
## 2. Business for Social Responsibility



Established in 1992, Business for Social Responsibility (BSR) works with a global network of more than 250 member companies to develop sustainable business strategies and solutions through consulting, research, and cross-sector collaboration.

With six offices in Asia, Europe and North America, BSR uses its expertise in environment, human rights, economic development, and governance and accountability to guide global companies toward creating a just and sustainable world.

### 2.1. BSR Labour Migration Report



1. Key Data	
<b>Origin of the Initiative</b>	Business for Social Responsibility (BSR)
<b>Year of Development</b>	2008
<b>Accessibility</b>	Free
<b>Availability</b>	Free
<b>Language</b>	English
<b>Contact</b>	connect@bsr.org
<b>Website</b>	<a href="http://www.bsr.org/reports/BSR_LaborMigrationRoleforBusiness.pdf">http://www.bsr.org/reports/BSR_LaborMigrationRoleforBusiness.pdf</a>
2. Aim and Function of the Tool	
<b>Type</b>	General Guidance, Stakeholder Engagement
<b>Aim</b>	The report seeks to increase private sector awareness of the dimensions and impacts of South-South labour migration, and provides practical guidance on the protection of migrant workers.
<b>Function</b>	<p>It gives actionable advice on how to integrate greater protections for migrant workers into supply chains, and encourages the development of collaborative solutions to protect international labour migrants through engagement with key stakeholders and participation in international labour migration dialogues. Various case studies, including an in-depth analysis of the Philippines, serve as good practice examples.</p> <p>The proposed three-step-process for companies consists of:</p> <ol style="list-style-type: none"> <li>1. Gaining a complete understanding of labour migration issues in the supply chain ("educate yourself")</li> <li>2. Developing policies to ensure the protection of migrant workers in the supply chain, and engaging directly with contractors on training and verification ("engage with your suppliers")</li> <li>3. Engaging with relevant key stakeholders (governments, trade unions, etc.) to influence systematic issues leading to the vulnerability of migrant workers ("expand your influence").</li> </ol>
<b>Monitoring</b>	Yes. Migrant workers' issues should be included in auditing activities

	(workers interviews, record and contract reviews, management interviews). The report recommends a 'beyond-monitoring approach' whereby companies and suppliers jointly address concerns.
<b>Target Group</b>	Companies, consultants, trade unions, workers
<b>3. Practicability and Flexibility</b>	
<b>Specific Sector</b>	Manufacturing sectors
<b>Specific Region</b>	Egypt, Jordan, Saudi Arabia, Kuwait, Qatar, United Arab Emirates, Oman, Pakistan, India, Sri Lanka, Bangladesh, Vietnam, Malaysia, Philippines, Indonesia
<b>Size of the Company</b>	Large and medium companies with suppliers
<b>Case Studies/Best Practice</b>	Yes
<b>Interactivity of the Tool</b>	The report itself is not interactive; counselling may be requested at BSR.
<b>Flexibility of the Tool</b>	It describes a model process that can be adapted to a company's own operations and lobbying activities. The case study of the Philippines explains the process in detail (see also Appendix 1).
<b>Human rights Knowledge Required</b>	Advanced
<b>4. Normative Framework</b>	
<b>Human Rights</b>	<ul style="list-style-type: none"> <li>UN Convention on the Protection of the Rights of All Migrant Workers and Members of Their Families</li> </ul>
<b>Labour Rights</b>	<ul style="list-style-type: none"> <li>ILO Convention on Forced Labour (no.29)</li> <li>ILO Convention on Migration for Employment (no.97)</li> <li>ILO Convention on the Abolition of Forced Labour (no.105)</li> <li>ILO Convention on Migrant Workers (Supplementary Provisions) Convention (no.143)</li> </ul>
<b>National Laws</b>	Compliance with national laws and regulations in the country of operation
<b>5. Scope of the Tool</b>	
<b>Human Rights</b>	<b>Productive and freely chosen work</b> <ul style="list-style-type: none"> <li>✓ Right to work</li> <li>✓ Prohibition of forced or compulsory labour</li> <li>✓ Prohibition of child labour</li> </ul>
	<b>Rights at work including the core labour standards</b> <ul style="list-style-type: none"> <li>✓ Equality and non-discrimination between women and men, gender issues</li> <li>✓ Equality and non-discrimination concerning all other groups</li> <li>✓ Diversity Management</li> <li>✓ Right to education</li> <li>✓ Safe and healthy working conditions</li> <li>✓ Further rights at work</li> <li>✓ Fair wages</li> <li>✓ Equal pay for equal work</li> <li>✓ Decent living</li> <li>✓ Rest &amp; leisure, annual leave</li> <li>✓ Reasonable limitation of working hours</li> <li>✓ Permanent employment relationship</li> <li>✓ Right to privacy</li> <li>✓ Right to strike</li> <li>✓ Right to form and join trade unions</li> </ul>

	<ul style="list-style-type: none"> <li>✓ Grievance procedures and remediation</li> </ul> <p><b>Social protection</b></p> <ul style="list-style-type: none"> <li>✓ Right to social security including social insurance, pensions</li> <li>✓ Mitigation of adverse employment effects</li> </ul> <p><b>Social dialogue</b></p> <ul style="list-style-type: none"> <li>✓ Freedom of association and right to collective bargaining</li> <li>✓ Tripartite consultation</li> </ul> <p><b>External impact</b></p> <ul style="list-style-type: none"> <li>✓ Right to an adequate standard of living <ul style="list-style-type: none"> <li>o Security issues, private property protection</li> </ul> </li> <li>✓ Right to the highest attainable standard of physical and mental health</li> </ul>
<b>Specific Issues</b>	<ul style="list-style-type: none"> <li>• Detention</li> <li>• Dispute resolution</li> <li>• Export processing zones</li> <li>• Forced and bonded labour</li> <li>• Forcible deportation</li> <li>• Free trade agreements</li> <li>• Free trade zones</li> <li>• Freedom of movement (passport withholding)</li> <li>• Housing conditions</li> <li>• Indirect recruitment and employment</li> <li>• Legal protection gaps</li> <li>• Migrant workers</li> <li>• Physical abuse</li> <li>• Pre-departure training</li> <li>• Stakeholder engagement</li> <li>• Supply chain management</li> <li>• Threats</li> </ul>
<b>6. Company Responsibility</b>	
<b>Concepts of Sphere of Influence, Complicity</b>	The report refers to the concept within the context of policy measures. It does not explain the concept or provide guidance on how to determine the sphere of influence.
<b>Supply Chain</b>	Working conditions in the supply chain are key a focus of the report.
<b>Human Rights Impact Assessment</b>	Yes, the report gives guidance on how to carry out impact assessments of the supply chain (see also Appendix 1).
<b>Specific Guidance on Individual Company Responsibility</b>	No.
<b>7. User Experience</b>	
<b>LARRGE Evaluation</b>	<p>The report is a valuable tool for capturing the extent of the problem, and for identifying key entry points for constructive change. It calls for broad, multi-stakeholder involvement including suppliers, governments, trade unions, NGOs and international institutions. The three-step process gives comprehensive practical advice on how to eliminate or mitigate abusive practices. As an additional asset, the report includes various case studies and best practice examples which serve as good models for the user.</p> <p>Use the tool as a source of information on migration patterns in the</p>

	region. Learn about successful stakeholder involvement, and consequent challenges, and benefit from numerous best practice examples.
<b>User Evaluation</b>	

## 2.2. Voluntary Principles On Security And Human Rights



1. Key Data	
<b>Origin of the Initiative</b>	Tripartite, multi-stakeholder initiative: BSR, IBLF, Governments of the United States, the United Kingdom, Norway, the Netherlands, Canada, Colombia, and Switzerland, NGOs and companies operating in the extractive and energy sector
<b>Year of Development</b>	2000; 2009 amendments on participation criteria and implementation of the Principles. <b>Updated and revised version</b> to be published within the next 6- 12 months.
<b>Accessibility</b>	Free
<b>Availability</b>	Free
<b>Language</b>	English, French, Spanish
<b>Contact</b>	<a href="mailto:volprinciples@bsr.org">volprinciples@bsr.org</a> ; <a href="mailto:volprinciples@iblf.org">volprinciples@iblf.org</a>
<b>Website</b>	<a href="http://www.voluntaryprinciples.org/files/voluntary_principles.pdf">http://www.voluntaryprinciples.org/files/voluntary_principles.pdf</a>
2. Aim and Function of the Tool	
<b>Type</b>	Human Rights Risk Assessment
<b>Focus</b>	Security, conflict zones
<b>Aim</b>	The aim of the Voluntary Principles is to guide companies in maintaining the safety and security of their operations within an operating framework that ensures respect for human rights and fundamental freedoms.
<b>Function</b>	Guiding principles for human rights-consistent company conduct concerning: <ul style="list-style-type: none"> <li>• Risk assessments in the operating environment</li> <li>• Interactions between companies and public security</li> <li>• Interactions between companies and private security</li> </ul>
<b>Monitoring</b>	No
<b>Target Group</b>	Companies According to LARRGE evaluation: consultants
3. Practicability and Flexibility	
<b>Specific Sector</b>	Extractive and energy sectors
<b>Specific Region</b>	All regions
<b>Size of the Company</b>	Large and medium-sized companies operating with security forces
<b>Case Studies/Best Practice</b>	No
<b>Interactivity of the Tool</b>	The Principles are not conceived as an interactive tool. However, the Information Working Group has issued a report <i>Overview of the Company Efforts to Implement the Voluntary Principles</i> , which includes practical experiences of eleven member companies that have worked with the Principles over the last five years (see

	<a href="http://voluntaryprinciples.org/files/vp_company_efforts.pdf">http://voluntaryprinciples.org/files/vp_company_efforts.pdf</a> ). It covers: <ul style="list-style-type: none"> <li>o General implementation (strengths and weaknesses of the Principles)</li> <li>o Risk assessment, and</li> <li>o Engaging public and private security.</li> </ul>
<b>Flexibility of the Tool</b>	No. The Principles comprise a set of Guidelines that should be respected as a whole.
<b>Human rights Knowledge Required</b>	Advanced
<b>4. Normative Framework</b>	
<b>Human Rights</b>	<ul style="list-style-type: none"> <li>• Universal Declaration on Human Rights</li> <li>• International Humanitarian Law (Geneva Conventions)</li> <li>• UN Code of Conduct for Law Enforcement Officials</li> <li>• UN Basic Principles on the Use of Force and Firearms by Law Enforcement Officials</li> </ul>
<b>Labour Rights</b>	<ul style="list-style-type: none"> <li>• ILO Declaration on Fundamental Principles and Rights at Work</li> </ul>
<b>National Laws</b>	Compliance with national laws and regulations in the country of Operation.
<b>5. Scope of the Tool</b>	
<b>Human Rights</b>	<b>Productive and freely chosen work</b> <ul style="list-style-type: none"> <li>✓ Right to work</li> <li>✓ Prohibition of forced or compulsory labour</li> <li>✓ Prohibition of child labour</li> </ul>
	<b>Rights at work including the core labour standards</b> <ul style="list-style-type: none"> <li>✓ Equality and non-discrimination between women and men, gender issues</li> <li>✓ Equality and non-discrimination concerning all other groups</li> <li>✓ Diversity management</li> <li>✓ Right to education</li> <li>✓ Safe and healthy working conditions <ul style="list-style-type: none"> <li>o Further rights at work</li> <li>o Fair wages</li> <li>o Equal pay for equal work</li> <li>o Decent living</li> <li>o Rest &amp; leisure, annual leave</li> <li>o Reasonable limitation of working hours</li> <li>o Permanent employment relationship</li> <li>o Right to privacy</li> <li>o Right to strike</li> <li>o Right to form and join trade unions</li> </ul> </li> <li>✓ Grievance procedures and remediation</li> </ul>
	<b>Social protection</b> <ul style="list-style-type: none"> <li>o Right to social security including social insurance, pensions</li> <li>o Mitigation of adverse employment effects</li> </ul>
	<b>Social dialogue</b> <ul style="list-style-type: none"> <li>✓ Freedom of association and right to collective bargaining</li> <li>✓ Tripartite consultation</li> </ul>
	<b>External impact</b>

	<ul style="list-style-type: none"> <li>o Right to an adequate standard of living</li> <li>✓ Security issues, private property protection</li> <li>✓ Right to the highest attainable standard of physical and mental health</li> </ul>
<b>Specific Issues</b>	<ul style="list-style-type: none"> <li>• Conflict</li> <li>• Physical abuse</li> <li>• Property</li> <li>• Safety</li> <li>• Security forces and arrangements</li> <li>• Stakeholder engagement</li> </ul>
<b>6. Company Responsibility</b>	
<b>Concepts of Sphere of Influence, Complicity</b>	No
<b>Supply Chain</b>	No
<b>Human Rights Impact Assessment</b>	Yes, the Principles include general advice on the conduct of risk assessments.
<b>Specific Guidance on Individual Company Responsibility</b>	No
<b>7. User Experience</b>	
<b>LARRGE Evaluation</b>	<p>The Voluntary Principles address specific human rights challenges in the context of security forces. The consistent multi-stakeholder approach means they are a key tool in the field of business, security and human rights. Yet there are still few implementation guidelines to support companies during the process.</p> <p>Use the tool to set up policies and programs, and for interacting with stakeholders. See the overview of company efforts (<a href="http://voluntaryprinciples.org/files/vp_company_efforts.pdf">http://voluntaryprinciples.org/files/vp_company_efforts.pdf</a>), which provides practical company feed back, and lessons learned, and may support you in the implementation process.</p>
<b>User Evaluation</b>	<p>From a practical perspective, the Voluntary Principles (VPSHR) certainly constitute the starting point of any effort to systematically address security and human rights issues in a business context. VPSHR's strength is the mix of a practical business perspective and a more principled human rights approach to security. By covering the different stages of elaborating a security policy – from risk assessment to engaging with different stakeholders – it leads users to consider the the relevant issues involved. The devil of implementing the VPSHR, however, lies in the detail; and it is hard to imagine that all of the demandingly high standards found therein are applicable everywhere; in particular those on engaging with public security. <i>(This user evaluation was written from a perspective of legally trained human rights consultant)</i></p>

### 3. Business in the Community (BITC)



Business in the Community mobilises business for good.

The **BITC** approach to responsible business provides a clear framework to support and challenge business to improve its performance & benefit society through four areas of expertise - community, environment, workplace and marketplace.

Members commit to take action on people and planet and they recognise the relationship between responsible business practice, addressing social and environmental need, and the role this plays in building confidence and creating wealth.

3.1. CR Index	
	
1. Key Data	
<b>Origin of the Initiative</b>	Business in the Community (BITC), UK
<b>Year of Development</b>	2002 (first results published 2003), final version in 2005 following further modifications.
<b>Accessibility</b>	Free (basic information only)
<b>Availability</b>	Free for BITC members, available for purchase by non-members
<b>Language</b>	English
<b>Contact</b>	information@bitc.org.uk
<b>Website</b>	<a href="http://www.bitc.org.uk/integration_and_advice/cr_index/index.html">http://www.bitc.org.uk/integration_and_advice/cr_index/index.html</a>
2. Aim and Function of the Tool	
<b>Type</b>	Benchmarking, self-assessment
<b>Focus</b>	None in particular.
<b>Aim</b>	<p>The Index is a benchmarking tool that assesses and compares responsible business behaviour by evaluating:</p> <ul style="list-style-type: none"> <li>responsible business strategy;</li> <li>the integration of this strategy into business practice;</li> <li>the management of corporate responsibility within the organisation's performance in a range of social and environmental impact areas.</li> </ul>
<b>Function</b>	<p>The Index provides a structured measurement and reporting framework for open and transparent reporting on performance, which helps companies to plan activities more confidently and identify areas where improvement is needed. It encourages dialogue throughout the company, helps to foster stakeholder relations, and enables comparisons with other companies.</p> <p>The Index looks at the extent to which corporate strategy is integrated into responsible business practice with regard to four management areas:</p> <ol style="list-style-type: none"> <li>Community,</li> <li>Environment,</li> <li>Marketplace, and</li> <li>Workplace.</li> </ol> <p>Moreover, it measures performance in a range of environmental and social impact areas that are important for the business, such as Climate Change, Waste and Resource Management, Product Health</p>

	and Safety, Occupational Health and Safety, Labour Rights in the Supply Chain, Diversity in the Workplace, Community Investment etc.
	The Index is based on a voluntary self-assessment survey, comprising 88 sets of questions, which is launched annually and is completed online. The survey may take anything from a few days (for previous participants) to a month (for newcomers), depending on the availability of supporting information. The companies' submissions are thoroughly reviewed to ensure that they are complete, accurate and consistent. Responses are then scored and companies ranked. Each company receives a confidential feedback report, which benchmarks their performance against other companies in their sector, and against all other Index participants. Index results are published in the Sunday Times supplement "Companies that Count", which awards silver, gold or platinum status. An executive summary by BITC provides details of key findings.
<b>Monitoring</b>	Yes. There are annual follow-ups, and companies that have reached platinum status are investigated and tested according to whether they are living up to their claims.
<b>Target Group</b>	Companies
<b>3. Practicability and Flexibility</b>	
<b>Specific sector</b>	All sectors
<b>Specific region</b>	All regions
<b>Company size</b>	Companies of all sizes (small, medium and large). (There are four different levels of membership according to the number of employees and turnover).
<b>Case Studies/Best Practice</b>	Yes. Best practice examples, case studies, opinion pieces, interviews and a list of Top 100 participants are published along with Index results.
<b>Interactivity</b>	There is a helpdesk in place and workshops are offered to help companies understand the CR Index, and to provide practical advice on the process. In the course of the review of submissions, companies may be asked to provide clarifications or supporting evidence. Queries are followed-up on a personal basis by e-mail, phone call and/or company visits. Together with a Guide to the confidential feedback form, a number of support services for analysing the feedback, identifying future actions, or understanding good practice in respect of internal activities, are offered on an advisory basis.
<b>Human rights knowledge required</b>	No.
<b>Flexibility</b>	The survey allows for some flexibility in the marketplace management section, and in the completion of the social and environmental impact assessments, to accommodate variations in material issues across companies and sectors. (Companies have to pick two environmental, and two social, impact areas from a given selection. They must also choose one extra from an area which they consider relevant to their business.)
<b>4. Normative Framework</b>	
<b>Human Rights</b>	None. The human rights framework is not used at the moment, but it will be addressed in the future as it is considered very important for the mobilization of businesses.
<b>Labour Rights</b>	None.

	As with the the human rights framework, international labour standards will be considered in the future.
<b>National Law</b>	Compliance with national laws and regulations in the country of operation.
<b>5. Scope of the Tool</b>	
<b>Human Rights</b>	<p><b>Productive and freely chosen work</b></p> <ul style="list-style-type: none"> <li>✓ Right to work</li> <li>✓ Prohibition of forced or compulsory labour</li> <li>✓ Prohibition of child labour</li> </ul> <p><b>Rights at work including the core labour standards</b></p> <ul style="list-style-type: none"> <li>✓ Right to equal treatment and non-discrimination between women and men, gender issues</li> <li>✓ Right to equal treatment and non-discrimination concerning all other groups</li> <li>✓ Diversity management</li> <li>✓ Right to education</li> <li>✓ Right to safe and healthy working conditions</li> <li>✓ Right to fair wages</li> <li>✓ Right to equal pay for equal work</li> <li>✓ Right to decent living</li> <li>✓ Right to rest, leisure and annual leave</li> <li>✓ Right to reasonable limitation of working hours</li> <li>✓ Right to permanent employment relationship</li> <li>✓ Right to privacy</li> <li>✓ Right to strike</li> <li>✓ Right to form and join trade unions</li> <li>✓ Grievance procedures and remediation</li> </ul> <p><b>Social protection</b></p> <ul style="list-style-type: none"> <li>○ Right to social security including social insurance, pensions</li> <li>✓ Mitigation of adverse employment effects</li> </ul> <p><b>Social dialogue</b></p> <ul style="list-style-type: none"> <li>✓ Freedom of association and right to collective bargaining</li> <li>○ Tripartite consultation</li> </ul> <p><b>External impact</b></p> <ul style="list-style-type: none"> <li>✓ Right to an adequate standard of living</li> <li>✓ Security issues, private property protection</li> <li>✓ Right to the highest attainable standard of physical and mental health</li> </ul>
	<b>Keywords</b>
<b>6. Company Responsibility</b>	

<b>Concepts of Sphere of Influence, Complicity</b>	No.
<b>Supply Chain</b>	Yes. There is a social impact area which companies may select in order to assess their performance on labour rights in the supply chain.
<b>Human Rights Impact Assessment</b>	No.
<b>Specific Guidance on Individual Company Responsibility</b>	Yes. The confidential feedback report shows companies' position in their sector and economic group, and indicates their overall position against each impact area. This gap analysis helps participating companies identify strengths and weaknesses in performance and to consider where improvements can be made. The feedback provides companies with a powerful management tool to help engage Board members and raise awareness of the full range of responsible business issues within their organisation. As the Index benchmarks performance within sectors and against peer companies, it provides a basis for an action plan and a framework for business improvement.
<b>7. User experience</b>	
<b>LARRGE Evaluation</b>	The CR Index is a comprehensive management tool for developing strategies to integrate corporate social responsibility into business practice. It provides a straightforward framework for a systemic approach to measuring, managing and reporting on a company's social and environmental performance. Added value lies in the ability to compare with other companies in the same sector, as well as in general, and in the way it creates a roadmap for good practice across the four impact areas. With respect to the concept of Decent Work, the Workplace area is worth highlighting. Use the tool for raising awareness of risks and opportunities, for engaging board members in CSR, and as a communications tool for liaising with external stakeholders.
<b>User Evaluation</b>	

## 4. Business Leaders Initiative (BLIHR)-Global Business Initiative on Human Rights (GBI)

GLOBAL BUSINESS INITIATIVE ON HUMAN RIGHTS  
*advancing human rights in business around the world*



In 2003, the Business Leaders Initiative set out to find practical ways of implementing the Universal Declaration of Human Rights in a business context. These practical ways are now clear to business. Their next challenge is to implement these practices in their own organizations, sectors and value chains around the world. As their work has come to a close, there are now foundations to build from and windows of opportunity for the global business community to go further. The **BLIHR** site is the 'Legacy Website' for the six years of work that took place between March 2003 and March 2009.



Its successor, The Global Business Initiative on Human Rights is a global business-led project committed to advancing human rights in business around the world. The initiative provides a platform for companies from different industrial sectors across the world to show leadership as well as providing a supportive environment in which to learn about how to respect and support human rights and integrate them into the management of their business. Major corporations and multi-nationals will work together to create regional business leadership platforms.

### 4.1. A Guide For Integrating Human Rights Into Business Management



#### 1. Key Data

<b>Origin of the Initiative</b>	Multi-stakeholder initiative: Business Leaders Initiative (BLIHR), ABB Ltd, Areva, Barclays PLC, Ericsson, Zain, GE Citizenship, National Grid, The Coca Cola Company, Novo Nordisk, Gap Inc., Hewlett-Packard Company, Statoil Hydro, Novartis, Newmont, Office of the Global Compact, Office of the High Commissioner for Human Rights (OHCHR)
<b>Year of Development</b>	2006, revised version - second edition 2010 (online tool)
<b>Accessibility</b>	Free, no registration
<b>Availability</b>	Free, no costs
<b>Language</b>	English
<b>Contact</b>	<a href="mailto:info@blihr.org">info@blihr.org</a>
<b>Website</b>	<a href="http://www.integrating-humanrights.org/">http://www.integrating-humanrights.org/</a>

#### 2. Aim and Function of the Tool

<b>Type</b>	General Guidance, Human Rights Risk Assessment, Human Rights Impact Assessment
<b>Focus</b>	General
<b>Aim</b>	The Guide offers practical guidance to companies that want to take a proactive approach to human rights within their business operations, and to develop their understanding of human rights in business practice.
<b>Function</b>	The Guide should be read in parallel with the Matrix. It includes the following key issues that are described in a step-by-step process: <ul style="list-style-type: none"> <li>Global business case (including supporting tools and case studies)</li> <li>Strategy (including case studies)</li> <li>Policies (including supporting tools and case studies)</li> <li>Processes and procedures (including supporting tools and case studies)</li> <li>Capacity and capability (including supporting tools and case studies)</li> <li>Tracking performance (including case studies)</li> </ul> The section on resources provides links and information on standards, voluntary initiatives and codes, tools and training, as well as further reading.
<b>Monitoring</b>	Yes, the Guide has a separate, dedicated section to tracking performance.
<b>Target Group</b>	Companies, consultants

#### 3. Practicability and Flexibility

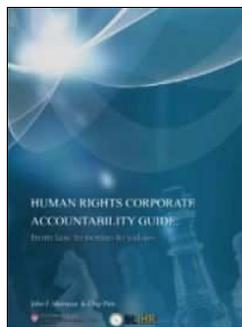
<b>Specific Sector</b>	All sectors
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<b>Specific Region</b>	All regions
<b>Size of the Company</b>	Large and medium size companies
<b>Case Studies/Best Practice</b>	Yes
<b>Interactivity of the Tool</b>	The revised version is a fully interactive tool. Users are invited to send their feedback and to contribute case studies (see feedback form)
<b>Flexibility of the Tool</b>	The tool is very flexible and provides guidance on a broad range of business and human rights challenges.
<b>Human rights Knowledge Required</b>	Advanced
<b>4. Normative Framework</b>	
<b>Human Rights</b>	<ul style="list-style-type: none"> <li>Declaration on the Rights of Indigenous Peoples</li> <li>International Covenant on Civil and Political Rights</li> <li>International Covenant on Economic, Social and Cultural Rights</li> <li>UN Convention on the Elimination of All Forms of Discrimination against Women</li> <li>UN Convention on the Elimination of All Forms of Racial Discrimination</li> <li>Universal Declaration on Human Rights</li> </ul>
<b>Labour Rights</b>	<ul style="list-style-type: none"> <li>ILO Convention concerning Termination of Employment at the Initiative of the Employer (no.158)</li> <li>ILO Convention on Night Work of Young Persons (no. 90)</li> <li>ILO Convention on Collective Bargaining (no. 154)</li> <li>ILO Convention on Discrimination (no. 111),</li> <li>ILO Convention on Equal Remuneration (no. 100)</li> <li>ILO Convention on Forced Labour (no.29)</li> <li>ILO Convention on Freedom of Association and Protection of the Right to Organise (no.87)</li> <li>ILO Convention on Indigenous and Tribal Peoples (no.169)</li> <li>ILO Convention on Minimum Age (no. 138),</li> <li>ILO Convention on Occupational Safety and Health and the Working Environment (no. 155)</li> <li>ILO Convention on the Right to Organise and Collective Bargaining (no.98)</li> <li>ILO Convention on the Worst Forms of Child Labour (no. 182)</li> <li>ILO Convention on Workers with Family Responsibilities (no. 151)</li> <li>ILO Convention on Workers with Family Responsibilities (no. 156)</li> <li>ILO Minimum Wage Fixing Convention (no. 131)</li> <li>ILO Unemployment Convention (no. 2)</li> </ul>
<b>National Laws</b>	Compliance with national laws and regulations in the country of operation
<b>5. Scope of the Tool</b>	
<b>Human Rights</b>	<p><b>Productive and freely chosen work</b></p> <ul style="list-style-type: none"> <li>✓ Right to work</li> <li>✓ Prohibition of forced or compulsory labour</li> <li>✓ Prohibition of child labour</li> </ul> <p><b>Rights at work including the core labour standards</b></p> <ul style="list-style-type: none"> <li>✓ Equality and non-discrimination between women and men, gender issues</li> </ul>

	<ul style="list-style-type: none"> <li>✓ Equality and non-discrimination concerning all other groups</li> <li>✓ Diversity management</li> <li>✓ Right to education</li> <li>✓ Safe and healthy working conditions</li> <li>✓ Further rights at work</li> <li>✓ Fair wages</li> <li>✓ Equal pay for equal work</li> <li>✓ Decent living</li> <li>✓ Rest &amp; leisure, annual leave</li> <li>✓ Reasonable limitation of working hours</li> <li>✓ Permanent employment relationship</li> <li>✓ Right to privacy</li> <li>✓ Right to strike</li> <li>✓ Right to form and join trade unions</li> <li>✓ Grievance procedures and remediation</li> </ul> <p><b>Social protection</b></p> <ul style="list-style-type: none"> <li>✓ Right to social security including social insurance, pensions</li> <li>✓ Mitigation of adverse employment effects</li> </ul> <p><b>Social dialogue</b></p> <ul style="list-style-type: none"> <li>✓ Freedom of association and right to collective bargaining</li> <li>✓ Tripartite consultation</li> </ul> <p><b>External impact</b></p> <ul style="list-style-type: none"> <li>✓ Right to an adequate standard of living</li> <li>✓ Security issues, private property protection</li> <li>✓ Right to the highest attainable standard of physical and mental health</li> </ul>
<b>Specific Issues</b>	<ul style="list-style-type: none"> <li>• Due diligence</li> <li>• Stakeholder engagement</li> <li>• Supply chain management</li> <li>• Capacity and capability building</li> <li>• Corporate culture</li> </ul>
<b>6. Company Responsibility</b>	
<b>Concepts of Sphere of Influence, Complicity</b>	Yes
<b>Supply Chain</b>	Yes
<b>Human Rights Impact Assessment</b>	Yes, the Guide includes specific advice on the conduct of risk assessments.
<b>Specific Guidance on Individual Company Responsibility</b>	Yes
<b>7. User Experience</b>	
<b>LARRGE Evaluation</b>	<p>The Guide gives a comprehensive overview of the process of integrating human rights into internal and external business management. It follows a very user-friendly and logical structure, and offers various case studies and resources.</p> <p>Use it as a guideline for the elaboration and integration of a comprehensive human rights risk management and monitoring process. The Guide is one of the key tools for setting up a human</p>

	rights-compliant management process, but it requires solid human rights knowledge or consultancy services. Note: The Guide should be read in parallel with the BLIHR Human Rights Matrix.
<b>User Evaluation</b>	<p><b>Why tool was used:</b> consistency with recommendations from the UNGC</p> <p><b>How tool was discovered:</b> by company employees</p> <p><b>How tool was implemented:</b> 6-12 months</p> <p><b>Most often used with:</b> A Guide to Human Rights Impact Assessment and Management (IBLF, UNGC), A Human Rights Framework (BLIHR, IBLF, OHCHR), AA1000 (Accountability), Human Rights Compliance Assessment Tool (Danish Institute for Human Rights), The Labour Principles of the UN Global Compact - A Guide for Business (ILO, UNGC)</p>

## 4.2. Human Rights Corporate Accountability Guide- From Law to Norms to Values



### 1. Key Data

<b>Origin of the Initiative</b>	Multi-stakeholder initiative: Chip Pitts, BLIHR, Stanford Law School, National Grid, Harvard Kennedy School of Government
<b>Year of Development</b>	2008
<b>Accessibility</b>	Free, no registration
<b>Availability</b>	Free, no costs
<b>Language</b>	English
<b>Contact</b>	info@blihr.org
<b>Website</b>	<a href="http://www.humanrights-matrix.net/assets/Accountability_Guide_2008.pdf">http://www.humanrights-matrix.net/assets/Accountability_Guide_2008.pdf</a>

### 2. Aim and Function of the Tool

<b>Type</b>	General Guidance
<b>Focus</b>	Corporate culture
<b>Aim</b>	The Guide supplements the Human Rights Matrix and the Guide for Integrating Human Rights into Business Management. It provides additional support for companies wishing to align their behaviour with human rights objectives resulting from internal and external commitments.
<b>Function</b>	The Guide should be read in parallel with the Matrix and the Guide on Integrating Human Rights into Business Management. It provides legal background information and focuses on the process of internalising human rights into corporate culture. It includes the following sections: <ul style="list-style-type: none"> <li>o Develop a human rights vision and strategy</li> <li>o Lead with the right incentives</li> <li>o Distribute ownership of human rights goals</li> <li>o Care about, and respect, the human rights of others</li> <li>o Ask questions</li> <li>o Listen to human rights problems and fix them</li> <li>o Use effective assurance mechanisms</li> <li>o Appreciate local cultures without derogating respect for human</li> </ul>

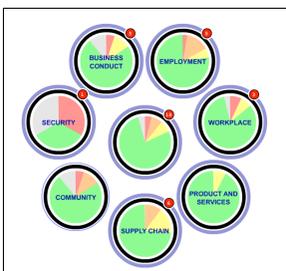
	rights In addition, it provides a questionnaire on "culture diagnosis" (see Appendix A).
<b>Monitoring</b>	No
<b>Target Group</b>	Companies, consultants
<b>3. Practicability and Flexibility</b>	
<b>Specific Sector</b>	All sectors
<b>Specific Region</b>	All regions
<b>Size of the Company</b>	Large and medium size companies
<b>Case Studies/Best Practice</b>	Yes, some case examples are mentioned in the text.
<b>Interactivity of the Tool</b>	No
<b>Flexibility of the Tool</b>	The tool gives general guidance but cannot be adapted to the circumstances of individual companies.
<b>Human rights Knowledge Required</b>	No
<b>4. Normative Framework</b>	
<b>Human Rights</b>	<ul style="list-style-type: none"> <li>• Declaration on the Rights of Indigenous Peoples</li> <li>• International Covenant on Civil and Political Rights</li> <li>• International Covenant on Economic, Social and Cultural Rights</li> <li>• UN Convention on the Elimination of All Forms of Discrimination against Women</li> <li>• UN Convention on the Elimination of All Forms of Racial Discrimination</li> <li>• Universal Declaration on Human Rights</li> </ul>
<b>Labour Rights</b>	<ul style="list-style-type: none"> <li>• ILO Convention concerning Termination of Employment at the Initiative of the Employer (no.158)</li> <li>• ILO Convention on Night Work of Young Persons (no. 90)</li> <li>• ILO Convention on Collective Bargaining (no. 154)</li> <li>• ILO Convention on Discrimination (no. 111),</li> <li>• ILO Convention on Equal Remuneration (no. 100)</li> <li>• ILO Convention on Forced Labour (no.29)</li> <li>• ILO Convention on Freedom of Association and Protection of the Right to Organise (no.87)</li> <li>• ILO Convention on Indigenous and Tribal Peoples (no.169)</li> <li>• ILO Convention on Minimum Age (no. 138),</li> <li>• ILO Convention on Occupational Safety and Health and the Working Environment (no. 155)</li> <li>• ILO Convention on the Right to Organise and Collective Bargaining (no.98)</li> <li>• ILO Convention on the Worst Forms of Child Labour (no. 182)</li> <li>• ILO Convention on Workers with Family Responsibilities (no. 151)</li> <li>• ILO Convention on Workers with Family Responsibilities (no. 156)</li> <li>• ILO Minimum Wage Fixing Convention (no. 131)</li> <li>• ILO Unemployment Convention (no. 2)</li> </ul>
<b>National Laws</b>	Compliance with national laws and regulations in the country of operation
<b>5. Scope of the Tool</b>	

<b>Human Rights</b>	<p><b>Productive and freely chosen work</b></p> <ul style="list-style-type: none"> <li>✓ Right to work</li> <li>✓ Prohibition of forced or compulsory labour</li> <li>✓ Prohibition of child labour</li> </ul>
	<p><b>Rights at work including the core labour standards</b></p> <ul style="list-style-type: none"> <li>✓ Equality and non-discrimination between women and men, gender issues</li> <li>✓ Equality and non-discrimination concerning all other groups</li> <li>✓ Diversity management</li> <li>✓ Right to education</li> <li>✓ Safe and healthy working conditions</li> <li>✓ Further rights at work</li> <li>✓ Fair wages</li> <li>✓ Equal pay for equal work</li> <li>✓ Decent living</li> <li>✓ Rest &amp; leisure, annual leave</li> <li>✓ Reasonable limitation of working hours</li> <li>✓ Permanent employment relationship</li> <li>✓ Right to privacy</li> <li>✓ Right to strike</li> <li>✓ Right to form and join trade unions</li> <li>✓ Grievance procedures and remediation</li> </ul>
	<p><b>Social protection</b></p> <ul style="list-style-type: none"> <li>✓ Right to social security including social insurance, pensions</li> <li>✓ Mitigation of adverse employment effects</li> </ul>
	<p><b>Social dialogue</b></p> <ul style="list-style-type: none"> <li>✓ Freedom of association and right to collective bargaining</li> <li>✓ Tripartite consultation</li> </ul>
	<p><b>External impact</b></p> <ul style="list-style-type: none"> <li>✓ Right to an adequate standard of living</li> <li>✓ Security issues, private property protection</li> <li>✓ Right to the highest attainable standard of physical and mental health</li> </ul>

<b>Specific Issues</b>	<ul style="list-style-type: none"> <li>• Due diligence</li> <li>• Stakeholder engagement</li> <li>• Capacity and capability building</li> <li>• Corporate culture</li> <li>• Training, skills and talent</li> <li>• Dispute resolution / grievance mechanism</li> <li>• Monitoring / auditing</li> <li>• Diversity</li> </ul>
<b>6. Company Responsibility</b>	
<b>Concepts of Sphere of Influence, Complicity</b>	No
<b>Supply Chain</b>	No
<b>Human Rights Impact Assessment</b>	No
<b>Specific Guidance on</b>	No

<b>Individual Company Responsibility</b>	
<b>7. User Experience</b>	
<b>LARRGE Evaluation</b>	<p>The Guide gives a concise overview of the challenges and difficulties in integrating human rights into corporate culture and business conduct. It provides evidence of practical experiences and describes successful strategies in this area.</p> <p>Use the tool to learn more about the legal requirements that a company has to respect, and how to build and sustain a human rights-sensitive corporate culture.</p>
<b>User Evaluation</b>	

### 4.3. The Human Rights Matrix



#### 1. Key Data

<b>Origin of the Initiative</b>	Business-led initiative: Business Leaders Initiative (BLIHR) and Global Business Initiative on Human Rights (GBI).
<b>Year of Development</b>	2003, revised version - second edition 2010 (online tool)
<b>Accessibility</b>	Register to get a user log-in
<b>Availability</b>	Free, no costs
<b>Language</b>	English
<b>Contact</b>	Contact form at the website <a href="http://www.humanrights-matrix.net/page3/page3.php">http://www.humanrights-matrix.net/page3/page3.php</a>
<b>Website</b>	<a href="http://www.humanrights-matrix.net">http://www.humanrights-matrix.net</a>

#### 2. Aim and Function of the Tool

<b>Type</b>	Self-Assessment, Human Rights Risk Assessment, Human Rights Impact Assessment
<b>Aim</b>	The Human Rights Matrix is an initial self-assessment and learning tool that enables a company to begin to understand and address its human rights performance. This is achieved by identifying the company's policies on human rights and the approaches it has taken towards human rights.
<b>Function</b>	<p>The Matrix should be read in parallel with the BLIHR Guide on Integrating Human Rights into Business Management and the Corporate Accountability Guide. It is organised into seven "business areas" that BLIHR companies consider helpful for the majority of companies:</p> <ul style="list-style-type: none"> <li>• Employment</li> <li>• Workplace</li> <li>• Products and services</li> <li>• Supply chain</li> <li>• Security</li> <li>• Community</li> <li>• Business conduct</li> </ul> <p>Within each of these business areas, there are 'Sub-Areas' that provide additional specificity on the topics addressed. For example, within "employment", sub-areas include hiring and dismissal, remuneration and benefits, and collective bargaining.</p>

The human rights obligations for companies are divided into "essential" and "beyond essential". "Essentials" form the foundations of a sustainable and credible management of human rights in the business process. "Beyond compliance" indicates activities that go beyond the minimum requirements.

The tool translates human rights obligations into simple business language. Users are asked to tick boxes in a multiple choice system. The Matrix records responses, data and notes and provides for a visual representation using traffic lights systems, pie charts and issue flags. As a result, it generates simple reports on company performance. A filter function allows the user to, for example, see the list of issues that require attention, or extract key data.

<b>Monitoring</b>	No.
<b>Target Group</b>	Companies, consultants
<b>3. Practicability and Flexibility</b>	
<b>Specific Sector</b>	All sectors
<b>Specific Region</b>	All regions
<b>Size of the Company</b>	Large and medium size companies
<b>Case Studies/Best Practice</b>	Yes
<b>Interactivity of the Tool</b>	The revised version is a fully interactive tool. Users are invited to feed back and to contribute to the optimisation of the tool.
<b>Flexibility of the Tool</b>	The tool is very flexible and provides guidance on a broad range of business and human rights challenges. It can be tailored to the specific needs of a company or project.
<b>Human rights Knowledge Required</b>	None to Basic
<b>4. Normative Framework</b>	
<b>Human Rights</b>	<ul style="list-style-type: none"> <li>• Declaration on the Rights of Indigenous Peoples</li> <li>• International Covenant on Civil and Political Rights</li> <li>• International Covenant on Economic, Social and Cultural Rights</li> <li>• UN Convention on the Elimination of All Forms of Discrimination against Women</li> <li>• Un Convention on the Elimination of All Forms of Racial Discrimination</li> <li>• Universal Declaration on Human Rights</li> </ul>
<b>Labour Rights</b>	<ul style="list-style-type: none"> <li>• ILO Convention concerning Termination of Employment at the Initiative of the Employer (no.158)</li> <li>• ILO Convention on Night Work of Young Persons (no. 90)</li> <li>• ILO Convention on Collective Bargaining (no. 154)</li> <li>• ILO Convention on Discrimination (no. 111),</li> <li>• ILO Convention on Equal Remuneration (no. 100)</li> <li>• ILO Convention on Forced Labour (no.29)</li> <li>• ILO Convention on Freedom of Association and Protection of the Right to Organise (no.87)</li> <li>• ILO Convention on Indigenous and Tribal Peoples (no.169)</li> <li>• ILO Convention on Minimum Age (no. 138),</li> <li>• ILO Convention on Occupational Safety and Health and the Working Environment (no. 155)</li> <li>• ILO Convention on the Right to Organise and Collective</li> </ul>

	<ul style="list-style-type: none"> <li>Bargaining (no.98)</li> <li>ILO Convention on the Worst Forms of Child Labour (no. 182)</li> <li>ILO Convention on Workers with Family Responsibilities (no. 151)</li> <li>ILO Convention on Workers with Family Responsibilities (no. 156)</li> <li>ILO Minimum Wage Fixing Convention (no. 131)</li> <li>ILO Unemployment Convention (no. 2)</li> </ul>
<b>National Laws</b>	Compliance with national laws and regulations in the country of operation
<b>5. Scope of the Tool</b>	
<b>Human Rights</b>	<p><b>Productive and freely chosen work</b></p> <ul style="list-style-type: none"> <li>✓ Right to work</li> <li>✓ Prohibition of forced or compulsory labour</li> <li>✓ Prohibition of child labour</li> </ul> <p><b>Rights at work including the core labour standards</b></p> <ul style="list-style-type: none"> <li>✓ Equality and non-discrimination between women and men, gender issues</li> <li>✓ Equality and non-discrimination concerning all other groups</li> <li>✓ Diversity management</li> <li>✓ Right to education</li> <li>✓ Safe and healthy working conditions</li> <li>✓ Further rights at work</li> <li>✓ Fair wages</li> <li>✓ Equal pay for equal work</li> <li>✓ Decent living</li> <li>✓ Rest &amp; leisure, annual leave</li> <li>✓ Reasonable limitation of working hours</li> <li>✓ Permanent employment relationship</li> <li>✓ Right to privacy</li> <li>✓ Right to strike</li> <li>✓ Right to form and join trade unions</li> <li>✓ Grievance procedures and remediation</li> </ul> <p><b>Social protection</b></p> <ul style="list-style-type: none"> <li>✓ Right to social security including social insurance, pensions</li> <li>✓ Mitigation of adverse employment effects</li> </ul> <p><b>Social dialogue</b></p> <ul style="list-style-type: none"> <li>✓ Freedom of association and right to collective bargaining</li> <li>✓ Tripartite consultation</li> </ul> <p><b>External impact</b></p> <ul style="list-style-type: none"> <li>✓ Right to an adequate standard of living</li> <li>✓ Security issues, private property protection</li> <li>✓ Right to the highest attainable standard of physical and mental health</li> </ul>
	<b>Specific Issues</b>

	<ul style="list-style-type: none"> <li>Diversity</li> <li>Due diligence</li> <li>Environment</li> <li>Forced and bonded labour</li> <li>Forced relocations</li> <li>Freedom of assembly and association</li> <li>Freedom of conscience and religion</li> <li>Freedom of movement (e.g. passport withholding)</li> <li>Harassment</li> <li>Health</li> <li>Housing conditions</li> <li>Indigenous peoples</li> <li>Land management</li> <li>Local communities</li> <li>Migrant workers</li> <li>Minorities</li> <li>Natural resources</li> <li>Physical abuse / threats</li> <li>Property</li> <li>Safety</li> <li>Security forces and arrangements</li> <li>Supply chain management</li> <li>Torture</li> <li>Women's rights</li> <li>Working conditions</li> <li>Young workers</li> </ul>
<b>6. Company Responsibility</b>	
<b>Concepts of Sphere of Influence, Complicity</b>	Yes. The Seven Business Areas within the tool cover the workplace, the marketplace, the supply chain, the community and interactions with governments. See also Essential Steps for Business to Respect Human Rights
<b>Supply Chain</b>	Yes
<b>Human Rights Impact Assessment</b>	Yes. The Matrix does enable companies to understand their impact but it is not a full HRIA tool. Rather, it is about seeing how current policies, practices and initiatives relate to international human rights.
<b>Specific Guidance on Individual Company Responsibility</b>	Yes
<b>7. User Experience</b>	
<b>LARRGE Evaluation</b>	<p>The Matrix is a very comprehensive and flexible tool. It covers a broad range of relevant human rights issues in the business context and allows users to conduct detailed self assessments. It translates human rights requirements into business language and is therefore easily understandable. It is one of the key tools for human rights impact assessments. It requires some time to get familiar with the system but it is worth investing this time. At first sight, it is quite complex and does not function on an intuitive basis. Read the instructions before you start the tool</p> <p><a href="http://www.humanrightsmatrix.net/page1/assets/FLYER%20beta-1.pdf">http://www.humanrightsmatrix.net/page1/assets/FLYER%20beta-1.pdf</a> and read also the BLIHR Essential steps <a href="http://www.humanrights-matrix.net/assets/ES%20final.pdf">http://www.humanrights-matrix.net/assets/ES%20final.pdf</a>.</p> <p>The Matrix offers a valuable opportunity to assess your company's human rights performance, to identify gaps, and to learn about businesses' human rights' obligations in general.</p>

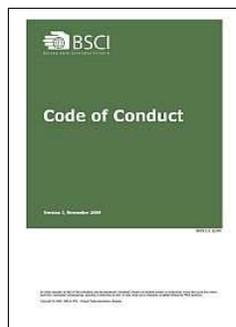
## 5. Business Social Compliance Initiative (BSCI)



The Business Social Compliance Initiative (BSCI) is a global business-driven platform for the improvement of social compliance in the global supply chain.

It offers companies a comprehensive monitoring and qualification system covering all products sourced from any country. Its system is regulated by the **BSCI Code of Conduct**, which is implemented by its members through a combination of external monitoring and collaborative capacity building activities that ensure sustainable improvement in labour practices.

### 5.1. BSCI Code Of Conduct And BSCI Process



#### 1. Key Data

<b>Origin of the Initiative</b>	Business Social Compliance Initiative (BSCI)
<b>Year of Development</b>	2004/ 2009 (3 <sup>rd</sup> revision)
<b>Accessibility</b>	Free
<b>Availability</b>	Free
<b>Language</b>	English, Arabic, Bengali, Bulgarian, Cambodian, Chinese, French, German, Hindi, Italian, Lithuanian, Polish, Romanian, Russian, Slovak, Spanish, Tamil, Thai, Turkish, Urdu, Vietnamese
<b>Contact</b>	<a href="mailto:info@bsci-eu.org">info@bsci-eu.org</a>
<b>Website</b>	<a href="http://www.bsci-eu.org/index.php?id=2012">http://www.bsci-eu.org/index.php?id=2012</a>

#### 2. Aim and Function of the Tool

<b>Type</b>	Human Rights Training, Human Rights Monitoring
<b>Focus</b>	Supply chain, Decent Work
<b>Aim</b>	The purpose of the BSCI Code of Conduct is to attain compliance with social and environmental standards and to improve working conditions in supplier countries. Supplier companies must ensure that the Code is also observed by subcontractors involved in the production process.
<b>Function</b>	<p>The BSCI provides an internationally applicable monitoring system. It requires its members to accept the BSCI Code of Conduct and implement it in their supply chain. To this aim, it advocates a development oriented approach through which it supports the suppliers with training and capacity building activities. In order to avoid redundant auditing, common social standards monitoring systems are put in place in suppliers' facilities.</p> <p>Auditors have to fulfil certain prerequisites and to conduct the audits according to the BSCI Management Manual and Audit Guidelines. The BSCI process is conceived as a long-term process, audits are repeated every three years.</p> <p>The BSCI maintains continuous dialogue with a broad range of stakeholders that are represented in the BSCI stakeholder board. To initiate sustainable improvements in supplier countries BSCI initiates</p>

	round tables and dialogue forums to bring together all stakeholders including business associations, trade unions, NGOs, and civic groups.
<b>Monitoring</b>	Yes. The whole BSCI process is conceived as a monitoring system.
<b>Target Group</b>	Companies
<b>3. Practicability and Flexibility</b>	
<b>Specific sector</b>	Primary: Agriculture Secondary: Consumer goods
<b>Specific region</b>	All regions (focus on producing countries)
<b>Company size</b>	Large, medium (minimum turnover of 500.000 €)
<b>Case Studies/Best Practice</b>	Yes, SA 8000 certification is BSCI's best practice.
<b>Interactivity</b>	The Code of Conduct is not interactive but BSCI conducts regular trainings and audits which contain a strong interactive aspect.
<b>Human rights knowledge required</b>	No. Trainings are provided.
<b>Flexibility</b>	The Code of Conduct should be implemented and respected in its entirety. However specific aspects and needs can be addressed in trainings and audits.
<b>4. Normative Framework</b>	
<b>Human Rights</b>	<ul style="list-style-type: none"> <li>• Universal Declaration of Human Rights</li> <li>• UN Convention on the Elimination of All Forms of Discrimination against Women</li> <li>• UN Convention on the Elimination of All Forms of Racial Discrimination</li> <li>• UN Convention on the Rights of the Child</li> <li>• UN Global Compact</li> <li>• OECD Guidelines for Multinational Enterprises</li> </ul>
<b>Labour Rights</b>	<ul style="list-style-type: none"> <li>• ILO Convention concerning Termination of Employment at the Initiative of the Employer (no.158)</li> <li>• ILO Convention on Collective Bargaining (no. 154)</li> <li>• ILO Convention on Discrimination (no. 111),</li> <li>• ILO Convention on Equal Remuneration (no. 100),</li> <li>• ILO Convention on Forced Labour (no.29)</li> <li>• ILO Convention on Freedom of Association and Protection of the Right to Organise (no.87),</li> <li>• ILO Convention on Holidays with Pay (Agriculture) (no.101)</li> <li>• ILO Convention on Hours of Work (Industry) (no.1)</li> <li>• ILO Convention on Human Resources Development (no. 142)</li> <li>• ILO Convention on Indigenous and Tribal Peoples (no.169)</li> <li>• ILO Convention on Maternity Protection (no. 183)</li> <li>• ILO Convention on Migrant Workers (Supplementary Provisions) Convention (no.143)</li> <li>• ILO Convention on Minimum Age (Agriculture) (no. 10)</li> <li>• ILO Convention on Minimum Age (no.138)</li> <li>• ILO Convention on Minimum Wage-Fixing Machinery (no.26)</li> <li>• ILO Convention on Night Work of Young Persons (Non-Industrial Occupations) (no. 79)</li> <li>• ILO Convention on Occupational Safety and Health (no. 155)</li> <li>• ILO Convention on Plantations (no.110)</li> <li>• ILO Convention on Safety and Health in Agriculture (no.184)</li> </ul>

	<ul style="list-style-type: none"> <li>• ILO Convention on Social Security (Minimum Standards) (no. 102)</li> <li>• ILO Convention on the Abolition of Forced Labour (no.105)</li> <li>• ILO Convention on the Right of Association (Agriculture) (no.11)</li> <li>• ILO Convention on the Right to Organise and Collective Bargaining (no.98)</li> <li>• ILO Convention on the Worst Forms of Child Labour (no. 182)</li> <li>• ILO Convention on Vocational Rehabilitation and Employment (Disabled Persons) (no.159)</li> <li>• ILO Convention on Weekly Rest (Industry) (no.14)</li> <li>• ILO Convention on Workers' Representatives (no.135),</li> <li>• ILO Convention on Workmen's Compensation (Agriculture) (no.12)</li> <li>• ILO Minimum Wage Fixing Convention (no. 131)</li> </ul>
<b>National Law</b>	Compliance with national laws and regulations in the country of operation.
<b>5. Scope of the Tool</b>	
<b>Human Rights</b>	<p><b>Productive and freely chosen work</b></p> <ul style="list-style-type: none"> <li>✓ Right to work</li> <li>✓ Prohibition of forced or compulsory labour</li> <li>✓ Prohibition of child labour</li> </ul> <p><b>Rights at work including the core labour standards</b></p> <ul style="list-style-type: none"> <li>✓ Right to equal treatment and non-discrimination between women and men, gender issues</li> <li>✓ Right to equal treatment and non-discrimination concerning all other groups</li> <li>✓ Diversity Management</li> <li>✓ Right to education</li> <li>✓ Right to safe and healthy working conditions</li> <li>✓ Right to fair wages</li> <li>✓ Right to equal pay for equal work</li> <li>✓ Right to decent living</li> <li>✓ Right to rest, leisure and annual leave</li> <li>✓ Right to reasonable limitation of working hours</li> <li>○ Right to permanent employment relationship</li> <li>○ Right to privacy</li> <li>✓ Right to strike</li> <li>✓ Right to form and join trade unions</li> <li>✓ Grievance procedures and remediation</li> </ul> <p><b>Social protection</b></p> <ul style="list-style-type: none"> <li>○ Right to social security including social insurance, pensions</li> <li>○ Mitigation of adverse employment effects</li> </ul> <p><b>Social dialogue</b></p> <ul style="list-style-type: none"> <li>✓ Freedom of association and right to collective bargaining</li> <li>✓ Tripartite consultation</li> </ul> <p><b>External impact</b></p> <ul style="list-style-type: none"> <li>✓ Right to an adequate standard of living</li> <li>○ Security issues, private property protection</li> <li>✓ Right to the highest attainable standard of physical and mental health</li> </ul>
<b>Keywords</b>	<ul style="list-style-type: none"> <li>• Capacity / capability building</li> <li>• Child labour</li> </ul>

	<ul style="list-style-type: none"> <li>• Collective bargaining</li> <li>• Compensation</li> <li>• Corruption and bribery</li> <li>• Discrimination</li> <li>• Dispute resolution / grievance mechanism</li> <li>• Disciplinary measures</li> <li>• Diversity / equal opportunities</li> <li>• Due diligence</li> <li>• Environment</li> <li>• Forced and bonded labour</li> <li>• Freedom of assembly and association</li> <li>• Freedom of conscience and religion</li> <li>• Freedom of movement (e.g. passport withholding)</li> <li>• Freedom of expression / - of the press / access to information</li> <li>• Harassment</li> <li>• Health and wellbeing</li> <li>• Housing conditions</li> <li>• Indigenous peoples</li> <li>• Migrant workers</li> <li>• Physical abuse / threats</li> <li>• Stakeholder engagement</li> <li>• Supply chain management</li> <li>• Trafficking in human beings</li> <li>• Training, skills and talent</li> <li>• Transparency / disclosure</li> <li>• Women's rights</li> <li>• Working conditions</li> <li>• Young workers</li> </ul>
<b>6. Company Responsibility</b>	
<b>Concepts of Sphere of Influence, Complicity</b>	Yes
<b>Supply Chain</b>	Yes. Supply chain management and monitoring are one of the key focuses of this tool.
<b>Human Rights Impact Assessment</b>	No. The "BSCI System: Rules and Functioning" only very shortly refers to the need to take into account the local, regional and national situation when implementing the Code of Conduct in a respective country.
<b>Specific Guidance on Individual Company Responsibility</b>	Yes. BSCI provides Implementation Guidelines, a Management Manual and Recommendations on Buying Practices.
<b>7. User experience</b>	
<b>LARRGE Evaluation</b>	<p>The BSCI takes a very comprehensive and sustainable approach to ensure social and environmental standards enshrined in the Code of Conduct. It promotes broad stakeholder involvement to achieve the maximum impact on the improvement of social standards and working conditions. Audits are combined with trainings, coaching and consulting services in order to minimise the policing effect and to realize substantive change.</p> <p>Becoming a member of BSCI entails a range of obligations and will initiate a long term process but it gives you the opportunity to</p>

	<p>substantially work and cooperate with your supplying partners, to sustainably improve working conditions and to ensure long-term socially responsible business conduct.</p>
<p><b>User Evaluation</b></p>	<p><b>Why tool was used:</b> Company retailers were already members; creating a more internationally acknowledged Code of Conduct for Textiles; tool also was consistent with codes and principles.</p> <p><b>How tool was discovered:</b> publication/advertising, industry associations, relations with NGOs/civil society organizations, websites</p> <p><b>Tool was relevant for:</b></p> <ul style="list-style-type: none"> <li>• Realizing transparency in our supply chains.</li> <li>• Controlling the risks on the producer level (factories in risk countries)</li> <li>• Raising awareness on human rights responsibilities</li> <li>• Promoting the culture of dialogue with stakeholders on the ground</li> <li>• Monitoring of the supply chain concerning forced or forbidden child labor</li> <li>• Competitive advantages creation</li> <li>• Encouraging increased innovation in reputation to minimize risk</li> <li>• Increasing creation of the corporate culture</li> <li>• Minimizing company impact</li> <li>• Securing Social License to operate</li> <li>• Managing risk and enhancing of comparative advantage</li> </ul> <p><b>How tool was implemented:</b> By company employees with assistance from the tool creators and NGOs or civil society organizations</p> <p><b>Time for tool implementation:</b> more than 1 year to implement</p> <p><b>Most often used with:</b> A Guide to Human Rights Impact Assessment and Management (IBLF, UNGC), A Human Rights Framework (BLIHR, IBLF, OHCHR), Human Rights Compliance Assessment Tool (Danish Institute for Human Rights), A 8000 Standard (Social Accountability International), The Labour Principles of the UN Global Compact - A Guide for Business (ILO, UNGC)</p>

## 6. CSR Europe



CSR Europe is the leading European business network for corporate social responsibility with around 75 multinational corporations and 27 national partner organisations as members. Its mission is to support member companies in integrating CSR into the way they do business, every day.

**CSR Europe** is a platform for:

Connecting companies to share best practice on CSR  
 Innovating new projects between business and stakeholders  
 Shaping the modern day business and political agenda on sustainability and competitiveness

The organisation was founded in 1995 by senior European business leaders in response to an appeal by the European Commission President Jacques Delors. It has since grown to become an inspiring network of business people working at the very forefront of CSR across Europe and globally.

### 6.1. CSR Europe's Toolbox – Sustainable Business At The Base Of The Pyramid



#### 1. Key Data

<b>Origin of the Initiative</b>	Multi-stakeholder initiative under the umbrella of the European Alliance for CSR: facilitated by CSR Europe, Business Europe and the European Association of Craft, Small and Medium-Sized Enterprises (UEAPME)  Sustainable Business at the Base of the Pyramid represents one of five tools contained in the Toolkit "(R)Evolutionary Business Models – Pioneering Growth". The Base of the Pyramid Working Paper has been elaborated in one of CSR Europe's "Laboratories" with participants from Groupe Danone, Microsoft, Vodafone, Unilever and contributors from other well-known companies as well as the European Commission.
<b>Year of Development</b>	2008
<b>Accessibility</b>	Free; CSR Europe members and Laboratory participants can access additional information in the members' area.
<b>Availability</b>	Free
<b>Language</b>	English
<b>Contact</b>	<a href="mailto:info@csreurope.org">info@csreurope.org</a>
<b>Website</b>	<a href="http://www.csreurope.org/pages/en/sustainable_business_at_the_base_of_the_pyramid.html">http://www.csreurope.org/pages/en/sustainable_business_at_the_base_of_the_pyramid.html</a>
<b>2. Aim and Function of the Tool</b>	
<b>Type</b>	General Guidance
<b>Focus</b>	Development solutions and poverty alleviation, stakeholder engagement
<b>Aim</b>	The Working Paper "Creating Wealth and Value at the Base of the Pyramid" intends to provide a common understanding of the theory and practice of Base of the Pyramid (BoP) programmes and to demonstrate the benefits of such action. BoPs attempt to create sustainable businesses that directly benefit communities in developing

	and emerging economies, focusing on the creation of jobs, environmental sustainability, community support and the alleviation of poverty.
<b>Function</b>	Starting from the assumption of a clear win-win-win situation (that is to say, that all actors involved - companies, communities and government partners - benefit from Base of the Pyramid initiatives), the objectives of the BoP Laboratory were threefold: <ol style="list-style-type: none"> <li>1. Enhancing mutual understanding between the public and the private sector on their innovative roles towards social and economic development in emerging economies.</li> <li>2. Exploring areas of mutual benefit and support between the public and the private sector and other stakeholders to combine funding for projects aimed at facilitating the creation of social and sustainable business.</li> <li>3. Exchanging practical experience and identifying concrete areas for action.</li> </ol> <p>The Laboratory's findings are presented in the BoP Working Paper, which focuses on different aspects of private-public collaboration in developmental work. This includes the definition of sustainable enterprises' initiatives at the base of the pyramid; providing an overview of BoP and development initiatives (both public and private); an analysis of the barriers and gaps across BoP initiatives; and providing a guide for solutions, by highlighting current best practices and the available public support. The Working Paper features six chapters on:</p> <ul style="list-style-type: none"> <li>• The concepts and latest theories on BoP;</li> <li>• Existing networks of private-public cooperation on BoP issues;</li> <li>• Congruencies of the principles and mechanisms of the EU's development policy and those of BoP initiatives;</li> <li>• Discussion of gaps and challenges faced by companies;</li> <li>• Potential synergies of collaboration in BoP initiatives; and</li> </ul> <p>Conclusions and steps forward.</p>
<b>Monitoring</b>	No
<b>Target Group</b>	Companies, governmental and public organisations, policy makers  According to LARRGE evaluation also business support organisations, consultants, CSR experts, intermediaries, non-governmental organisations/civil society
<b>3. Practicability and Flexibility</b>	
<b>Specific sector</b>	All sectors
<b>Specific region</b>	All regions, above all developing and emerging countries
<b>Company size</b>	Small, medium and large companies
<b>Case Studies/Best Practice</b>	Yes. A compendium of best practices is also included to support the Working Paper's recommendations. The Website features further databases containing company solutions on mainstreaming CSR and on innovative business partnerships.
<b>Interactivity</b>	No. But corporate members of CSR Europe may seek to engage in the BoP Laboratory's future activities (information provided on the Website).
<b>Human rights knowledge required</b>	No

<b>Flexibility</b>	No
<b>4. Normative Framework</b>	
<b>Human Rights</b>	General reference to human rights as a central component of the EU's development cooperation objectives, the foundations for which are laid down in the Treaty of Rome 1957 (Treaty Establishing the European Community, Title XVIII) and the Millennium Development Goals (MDGs)
<b>Labour Rights</b>	General reference only that "businesses shall act responsibly and within the law".
<b>National Law</b>	General reference only that "businesses shall act responsibly and within the law".
<b>5. Scope of the Tool</b>	
<b>Human Rights</b>	<p><b>Productive and freely chosen work</b></p> <ul style="list-style-type: none"> <li>✓ Right to work</li> <li>✓ Prohibition of forced or compulsory labour</li> <li>✓ Prohibition of child labour</li> </ul> <p><b>Rights at work including the core labour standards</b></p> <ul style="list-style-type: none"> <li>o Equality and non-discrimination between women and men, gender issues</li> <li>o Equality and non discrimination concerning all other groups</li> <li>o Diversity Management</li> <li>o Right to education</li> <li>o Safe and healthy working conditions</li> <li>o Further Rights at work</li> <li>o Fair wages</li> <li>o Equal pay for equal work</li> <li>o Decent living</li> <li>o Rest &amp; leisure, annual leave</li> <li>o Reasonable limitation of working hours</li> <li>o Permanent employment relationship</li> <li>o Right to privacy</li> <li>o Right to strike</li> <li>o Right to form and join trade unions</li> <li>o Grievance procedures and remediation</li> </ul> <p><b>Social protection</b></p> <ul style="list-style-type: none"> <li>o Right to social security including social insurance, pensions</li> <li>o Mitigation of adverse employment effects</li> </ul> <p><b>Social dialogue</b></p> <ul style="list-style-type: none"> <li>o Freedom of association and right to collective bargaining</li> <li>o Tripartite consultation</li> </ul> <p><b>External impact</b></p> <ul style="list-style-type: none"> <li>✓ Right to an adequate standard of living</li> <li>✓ Security issues, private property protection</li> <li>✓ Right to the highest attainable standard of physical and mental health</li> </ul>
	<b>Keywords</b>

	<ul style="list-style-type: none"> <li>• Environment</li> <li>• Health and wellbeing</li> <li>• Judicial effectiveness / -independence</li> <li>• Legal protection gaps</li> <li>• Local communities</li> <li>• Natural resources</li> <li>• Social investment</li> <li>• Stakeholder engagement</li> <li>• Training, skills and talent</li> </ul>
<b>6. Company Responsibility</b>	
<b>Concepts of Sphere of Influence, Complicity</b>	No
<b>Supply Chain</b>	No
<b>Human Rights Impact Assessment</b>	No
<b>Specific Guidance on Individual Company Responsibility</b>	No
<b>7. User experience</b>	
<b>LARRGE Evaluation</b>	<p>In general, CSR Europe's Toolbox is designed to help practitioners with innovative business tools and network models to address socio-economic and environmental challenges and integrate corporate social responsibility (CSR) into mainstream business practice. In twenty so-called CSR Laboratories, involving business and stakeholder representatives from across Europe, innovative new approaches and practical tools have been filtered out and organised in five key CSR themes, one of which was pioneering new business models and partnerships that foster innovation, inclusion and growth.</p> <p>The "Base of the Pyramid"-Laboratory's aim was to identify synergies and explore opportunities to deepen cross-collaboration between companies and other public and private actors in order to jointly develop new business models that create economic activity at the so-called "base of the pyramid"; that is to say, to provide people on the margins of the global economy access to products and services that address their basic needs. The Working Paper assists in paving the way for such public-private partnerships. Use it for figuring out possible entry points for your company's engagement in human development and poverty alleviation in the context of your business operations located in developing or emerging economies.</p>
<b>User Evaluation</b>	

## 6.2. CSR Europe's Toolbox – Responsible Supply Chain Management



### 1. Key Data

<b>Origin of the Initiative</b>	Multi-stakeholder initiative under the umbrella of the European Alliance for CSR: facilitated by CSR Europe, Business Europe and the European Association of Craft, Small and Medium-Sized Enterprises (UEAPME)  Responsible Supply Chain Management represents one of five tools contained in the Toolkit "(R)Evolutionary Business Models – Pioneering Growth". It has been elaborated in one of CSR Europe's "Laboratories" with participants from Hewlett-Packard, L'Oréal, Titan, Volkswagen and other companies and institutions, supported by CSR Europe, Business Social Compliance Initiative (BSCI) and the Hellenic Network for CSR.
<b>Year of Development</b>	2008
<b>Accessibility</b>	Free (for most parts); CSR Europe members and Laboratory participants can access additional information in the members' area.
<b>Availability</b>	Free online portal Laboratory participants in addition can access a special collection of Responsible Supply Chain Management Tools
<b>Language</b>	English (Web-portal); some tools presented on the portal are available in Bulgarian, Chinese, Czech, Danish, English, French, German, Greek, Hungarian, Japanese, Russian, Serbian and Spanish
<b>Contact</b>	<a href="mailto:supplychain@csreurope.org">supplychain@csreurope.org</a>
<b>Website</b>	<a href="http://www.csr-supplychain.org/">http://www.csr-supplychain.org/</a> (Toolbox Website: <a href="http://www.csreurope.org/pages/en/responsible_supply_chain_management.html">http://www.csreurope.org/pages/en/responsible_supply_chain_management.html</a> )
<b>2. Aim and Function of the Tool</b>	
<b>Type</b>	General Guidance
<b>Focus</b>	Supply chain, CSR management
<b>Aim</b>	The Laboratory on Supply Chain Management aims to promote a cascade of responsible business behaviour in the supply chain by reviewing current practice and helping companies and suppliers to mature supply chain management initiatives. To this aim, the online portal for Responsible Supply Chain Management (RSCM) provides a

	menu of useful tools and information to support practitioners in developing their own approach to CSR in the supply chain.
<b>Function</b>	<p>The RSCM Portal constitutes a basket of materials which practitioners can use to better meet their objectives. Its key content elements are:</p> <ol style="list-style-type: none"> <li><b>1. Key topics</b> Descriptive section of some of the key issues in the supply chain (including child labour, forced or bonded labour, compensation, corruption and bribery, discrimination, environment and climate, freedom of association and collective bargaining, health and safety) with links to further useful information. The key topics give an overview of the risks and opportunities to understand and seize related to RSCM.</li> <li><b>2. Supply chain programmes</b> Examples of integrated approaches to responsible supply chain management. Each of these cases illustrate the complete journey to explain how to tackle RSCM from the introductory phase up to the procedures, training, audit, dialogue and monitoring.</li> <li><b>3. Reference materials</b> Examples of material that can be used by buyers to promote responsible supply among their suppliers such as supplier questionnaires, audit templates, training material and codes of conduct.</li> <li><b>4. Standards</b> Non-exhaustive and non-exclusive selection of internationally recognised initiatives and standards in the area of responsible supply chain management related to human rights, labour, environment, health and safety and ethics (e.g. Business Social Compliance Initiative, Ethical Trading Initiative, FLA Workplace Code of Conduct, UN Global Compact etc.)</li> </ol> <p>For buyers, the portal offers 6 steps on the way to implement a responsible supply chain program:</p> <ul style="list-style-type: none"> <li>• Understanding &amp; Responsibilities</li> <li>• Analyzing Risks &amp; Opportunities</li> <li>• Strategy</li> <li>• Monitoring &amp; Compliance</li> <li>• Communication</li> <li>• Continuous Improvement</li> </ul> <p>A 4 step approach is provided for producers on how to cope with the customer's requirements:</p> <ul style="list-style-type: none"> <li>• Understanding Responsibilities &amp; Opportunities</li> <li>• Good practices, standards and guidelines</li> <li>• Implementation &amp; Improvement</li> <li>• Communication</li> </ul>
<b>Monitoring</b>	No. Advice on how to do monitoring is given, but no monitoring is offered by the portal itself.
<b>Target Group</b>	Companies, governmental and public organisations, non-governmental organisations/civil society, academics  According to LARRGE evaluation also business support organisations, consultants, intermediaries

**3. Practicability and Flexibility**

<b>Specific sector</b>	All sectors (primary, secondary, tertiary and public), in particular: <ul style="list-style-type: none"> <li>• Aerospace and Defence</li> <li>• Agriculture and Forestry</li> <li>• Automotive and Logistics</li> <li>• Biotechnology</li> <li>• Construction and Property</li> <li>• Consumer Goods</li> <li>• Education and Training</li> <li>• Energy and Utilities</li> <li>• Financial Services and Banking</li> <li>• Government and Regulators</li> <li>• IT</li> <li>• Manufacturing (Heavy, Chemicals etc)</li> <li>• Media (Publishing, Broadcasting, Mass media etc)</li> <li>• Mining</li> <li>• Pharmaceuticals and Healthcare</li> <li>• Research</li> <li>• Retail</li> <li>• Services (Consulting, Certification etc)</li> <li>• Telecommunications</li> <li>• Tourism and Leisure</li> </ul>
<b>Specific region</b>	All regions
<b>Company size</b>	Small, medium and large
<b>Case Studies/Best Practice</b>	Yes. The section on supply chain programmes contains examples of integrated approaches to RSCM - from the introductory phase to training, audit, dialogue and monitoring. Additionally, the Toolbox Website features databases containing company solutions on mainstreaming CSR and on innovative business partnerships.
<b>Interactivity</b>	Yes. Visitors of the Portal are also encouraged to enrich the current set of materials and offers by providing their input, additional information and tools.
<b>Human rights knowledge required</b>	No
<b>Flexibility</b>	No. But the portal offers a plenty of information on initiatives and tools of which users may select and subsequently adapt it for their use.
<b>4. Normative Framework</b>	
<b>Human Rights</b>	<ul style="list-style-type: none"> <li>• Universal Declaration on Human Rights (UNDHR)</li> <li>• International Covenant on Economic, Social and Cultural Rights (ICESCR)</li> <li>• International Covenant on Civil and Political Rights (ICCPR)</li> <li>• UN Global Compact</li> <li>• OECD Guidelines for Multinational Enterprises</li> <li>• OECD Convention on the Combating of Bribery of Foreign Public Officials in International Business Transactions</li> </ul>
<b>Labour Rights</b>	<ul style="list-style-type: none"> <li>• ILO Convention on Discrimination (no. 111)</li> <li>• ILO Convention on Equal Remuneration (no. 100)</li> <li>• ILO Convention on Forced Labour (no. 29)</li> <li>• ILO Convention on Labour Clauses (Public Contracts) (no. 94)</li> <li>• ILO Convention on Medical Examination of Young Persons (Industry) (no. 77)</li> </ul>

	<ul style="list-style-type: none"> <li>• ILO Convention on Medical Examination of Young Persons (Non-Industrial Occupations) (no. 78)</li> <li>• ILO Convention on Medical Examination of Young Persons (Underground Work) (no. 124)</li> <li>• ILO Convention on Minimum Age (Agriculture) (no. 10)</li> <li>• ILO Convention on Minimum Age (Industry) (no. 5)</li> <li>• ILO Convention on Minimum Age (Industry) revised (no. 59)</li> <li>• ILO Convention on Minimum Age (Non-Industrial) (no. 33)</li> <li>• ILO Convention on Minimum Age (Non-Industrial Employment) revised (no. 60)</li> <li>• ILO Convention on Minimum Age (no. 138)</li> <li>• ILO Convention on Minimum Age (Underground Work) (no. 123)</li> <li>• ILO Convention on Minimum Age (Trimmers and Stokers) (no. 15)</li> <li>• ILO Convention on Minimum Wage-Fixing Machinery (no. 26)</li> <li>• ILO Convention on Minimum Wage Fixing Machinery (Agriculture) (no. 99)</li> <li>• ILO Convention on Night Work of Young Persons (Non-Industrial Occupations) (no. 79)</li> <li>• ILO Convention on Night Work of Young Persons (no. 90)</li> <li>• ILO Convention on Night Work of Young Persons (Industry) (no. 6)</li> <li>• ILO Convention on Occupational Safety and Health and the Working Environment (no. 155)</li> <li>• ILO Convention on Prevention of Major Industrial Accidents (no. 174)</li> <li>• ILO Convention on Protection of Wages (no. 95)</li> <li>• ILO Convention on the Abolition of Forced Labour (no. 105)</li> <li>• ILO Convention on Protection of Workers' Claims (Employer's Insolvency) (no. 173)</li> <li>• ILO Convention on the Worst Forms of Child Labour (no. 182)</li> <li>• ILO Convention on Workers with Family Responsibilities (no. 156)</li> <li>• ILO Convention on Working Environment (Air Pollution, Noise and Vibration) (no. 148)</li> <li>• ILO Minimum Wage Fixing Convention (no. 131)</li> <li>• ILO Promotional Framework for Occupational Safety and Health Convention (no. 187)</li> </ul>
<b>National Law</b>	Compliance with national laws and regulations in the country of operation.
<b>5. Scope of the Tool</b>	
<b>Human Rights</b>	<p><b>Productive and freely chosen work</b></p> <ul style="list-style-type: none"> <li>○ Right to work</li> <li>✓ Prohibition of forced or compulsory labour</li> <li>✓ Prohibition of child labour</li> </ul> <p><b>Rights at work including the core labour standards</b></p> <ul style="list-style-type: none"> <li>✓ Right to equal treatment and non-discrimination between women and men, gender issues</li> <li>✓ Right to equal treatment and non-discrimination concerning all other groups</li> <li>○ Diversity Management</li> <li>○ Right to education</li> <li>✓ Right to safe and healthy working conditions</li> <li>✓ Right to fair wages</li> <li>✓ Right to equal pay for equal work</li> <li>✓ Right to decent living</li> <li>✓ Right to rest, leisure and annual leave</li> </ul>

	<ul style="list-style-type: none"> <li>✓ Right to reasonable limitation of working hours</li> <li>○ Right to permanent employment relationship</li> <li>○ Right to privacy</li> <li>○ Right to strike</li> <li>✓ Right to form and join trade unions</li> <li>○ Grievance procedures and remediation</li> </ul> <p><b>Social protection</b></p> <ul style="list-style-type: none"> <li>○ Right to social security including social insurance, pensions</li> <li>○ Mitigation of adverse employment effects</li> </ul> <p><b>Social dialogue</b></p> <ul style="list-style-type: none"> <li>✓ Freedom of association and right to collective bargaining</li> <li>○ Tripartite consultation</li> </ul> <p><b>External impact</b></p> <ul style="list-style-type: none"> <li>○ Right to an adequate standard of living</li> <li>○ Security issues, private property protection</li> <li>○ Right to the highest attainable standard of physical and mental health</li> </ul>
<b>Keywords</b>	<ul style="list-style-type: none"> <li>• Child labour</li> <li>• Collective bargaining</li> <li>• Compensation</li> <li>• Corruption and bribery</li> <li>• Customers / consumers</li> <li>• Discrimination</li> <li>• Diversity / equal opportunities</li> <li>• Environment</li> <li>• Forced and bonded labour</li> <li>• Freedom of assembly and association</li> <li>• Harassment</li> <li>• Health and wellbeing</li> <li>• Monitoring / auditing</li> <li>• Natural resources</li> <li>• Remuneration</li> <li>• Safety</li> <li>• Supply chain management</li> <li>• Working conditions</li> </ul>
<b>6. Company Responsibility</b>	
<b>Concepts of Sphere of Influence, Complicity</b>	No
<b>Supply Chain</b>	Yes (primary focus of the tool)
<b>Human Rights Impact Assessment</b>	No
<b>Specific Guidance on Individual Company Responsibility</b>	No
<b>7. User experience</b>	
<b>LARRGE Evaluation</b>	In general, CSR Europe's Toolbox is designed to help practitioners with innovative business tools and network models to address socio-economic and environmental challenges and integrate corporate social

	<p>responsibility (CSR) into mainstream business practice. In twenty so-called CSR Laboratories, involving business and stakeholder representatives from across Europe, innovative new approaches and practical tools have been filtered out and organised in five key CSR themes, one of which was pioneering new business models and partnerships that foster innovation, inclusion and growth.</p> <p>In this context the Responsible Supply Chain Management Portal has been designed. Companies are increasingly cooperating with their suppliers to support their internal CSR capacities. This is no easy task, as businesses have to cope with countless environmental, social and governance standards and other challenges. The Portal for RSCM provides user-friendly access to key international standards and principles, reference materials for responsible supply change management systems, and background information on related issues (i.e. overtime and child labour). It offers different types of content, cross linked and cross referenced, to enable easy and fast access to relevant information. Use the Portal as a simple yet content rich resource for practical information and materials to enhance ownership and capabilities in the area of Sustainable Development and CSR, independent whether you are buyer or producer.</p>
<b>User Evaluation</b>	

### 6.3. CSR Europe's Toolbox – Proactive Stakeholder Engagement



#### 1. Key Data

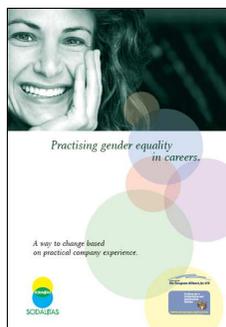
<b>Origin of the Initiative</b>	Multi-stakeholder initiative under the umbrella of the European Alliance for CSR: facilitated by CSR Europe, Business Europe and the European Association of Craft, Small and Medium-Sized Enterprises (UEAPME)  Proactive Stakeholder Engagement represents one of three tools contained in the Toolkit "Communication and Transparency – Competing for Trust". It has been elaborated in one of CSR Europe's "Laboratories" led by Total, GDF SUEZ and Observatoire sur la Responsabilité Sociétale des Entreprises (ORSE) with representatives from other companies and supported by CSR Europe.
<b>Year of Development</b>	2008
<b>Accessibility</b>	Free CSR Europe members and Laboratory participants can access additional information in the members' area.
<b>Availability</b>	Free
<b>Language</b>	English
<b>Contact</b>	info@csreurope.org Jan Noterdaeme: jn@csreurope.org Chabuca Barnes: cb@csreurope.org
<b>Website</b>	<a href="http://www.csreurope.org/pages/en/proactive_stakeholder_engagement.html">http://www.csreurope.org/pages/en/proactive_stakeholder_engagement.html</a> <a href="http://www.csreurope.org/data/files/toolbox/Stakeholder_engagement.pdf">http://www.csreurope.org/data/files/toolbox/Stakeholder_engagement.pdf</a>
<b>2. Aim and Function of the Tool</b>	
<b>Type</b>	General Guidance
<b>Focus</b>	Stakeholder engagement, CSR management
<b>Aim</b>	This Laboratory aims to increase the understanding of various innovative approaches towards stakeholder engagement with the ambition to map out and better understand proactive ways in which companies can engage with e.g. government(s) at various levels, NGOs, employees and trade unions and to explore opportunities for

	joint action. This was done by means of a practical guide addressing both companies and stakeholders.
<b>Function</b>	The didactic guide "Proactive Stakeholder Engagement" accompanies its users in: <ul style="list-style-type: none"> <li>• better identifying the issues raised through engagement with stakeholders and choice of good practices;</li> <li>• selecting their partners, by prioritizing the mapping of issues, actors and tools; and</li> <li>• asking the right questions to enable internal implementation of commitments.</li> </ul> The guide contains two sorts of chapters, i.e. firstly practical guidelines breaking down engagement with specific stakeholders and secondly practical information on tools. Engagement with the following stakeholders is being discussed: <ul style="list-style-type: none"> <li>• NGOs</li> <li>• Suppliers</li> <li>• Local Communities</li> <li>• Employees</li> <li>• Consumers</li> <li>• Shareholders</li> </ul> At the end of each chapter recommendations are summarized.
<b>Monitoring</b>	No
<b>Target Group</b>	Companies, consultants, employees, governmental and public organisations, non-governmental organisations/civil society, trade unions, trainers, as well as any other company stakeholders;
<b>3. Practicability and Flexibility</b>	
<b>Specific sector</b>	All sectors
<b>Specific region</b>	All regions
<b>Company size</b>	Small, medium and large
<b>Case Studies/Best Practice</b>	Yes. The guidebook includes best practices collected from various companies, structured according to prevention, identification and support as well as re-integration measures.
<b>Interactivity</b>	No
<b>Human rights knowledge required</b>	No
<b>Flexibility</b>	No. The Guide is not conceived for flexible adaptation to specific company situations. However, companies might find similar problems in the case studies and use these experiences as a source for good practice.
<b>4. Normative Framework</b>	
<b>Human Rights</b>	<ul style="list-style-type: none"> <li>• Universal Declaration of Human Rights (UDHR)</li> <li>• OECD Guidelines for Multinational Enterprises</li> <li>• UN Global Compact</li> </ul>
<b>Labour Rights</b>	<ul style="list-style-type: none"> <li>• General reference to ILO fundamental conventions, particularly mentioned:</li> <li>• ILO Convention on Freedom of Association and Protection of the Right to Organise (no. 87)</li> <li>• ILO Convention on the Right to Organise and Collective Bargaining (no. 98)</li> <li>• ILO Convention on Workers' Representatives (no. 135)</li> </ul>
<b>National Law</b>	Compliance with national laws and regulations in the country of

	operation.
	<b>5. Scope of the Tool</b>
<b>Human Rights</b>	<p><b>Productive and freely chosen work</b></p> <ul style="list-style-type: none"> <li>○ Right to work</li> <li>✓ Prohibition of forced or compulsory labour</li> <li>✓ Prohibition of child labour</li> </ul> <p><b>Rights at work including the core labour standards</b></p> <ul style="list-style-type: none"> <li>✓ Right to equal treatment and non-discrimination between women and men, gender issues</li> <li>✓ Right to equal treatment and non-discrimination concerning all other groups</li> <li>✓ Diversity Management</li> <li>✓ Right to education</li> <li>✓ Right to safe and healthy working conditions</li> <li>✓ Right to fair wages</li> <li>✓ Right to equal pay for equal work</li> <li>✓ Right to decent living</li> <li>✓ Right to rest, leisure and annual leave</li> <li>✓ Right to reasonable limitation of working hours</li> <li>✓ Right to permanent employment relationship</li> <li>✓ Right to privacy</li> <li>✓ Right to strike</li> <li>✓ Right to form and join trade unions</li> <li>✓ Grievance procedures and remediation</li> </ul> <p><b>Social protection</b></p> <ul style="list-style-type: none"> <li>✓ Right to social security including social insurance, pensions</li> <li>○ Mitigation of adverse employment effects</li> </ul> <p><b>Social dialogue</b></p> <ul style="list-style-type: none"> <li>✓ Freedom of association and right to collective bargaining</li> <li>✓ Tripartite consultation</li> </ul> <p><b>External impact</b></p> <ul style="list-style-type: none"> <li>✓ Right to an adequate standard of living</li> <li>✓ Security issues, private property protection</li> <li>✓ Right to the highest attainable standard of physical and mental health</li> </ul>
	<b>Keywords</b>

	<ul style="list-style-type: none"> <li>• Stakeholder engagement</li> <li>• Supply chain management</li> <li>• Training, skills and talent</li> <li>• Transparency / disclosure</li> <li>• Workers' representation</li> <li>• Working conditions</li> </ul>
	<b>6. Company Responsibility</b>
<b>Concepts of Sphere of Influence, Complicity</b>	Yes. Stakeholders are introduced according to the different spheres of action (influence) of a company.
<b>Supply Chain</b>	Yes
<b>Human Rights Impact Assessment</b>	No
<b>Specific Guidance on Individual Company Responsibility</b>	No
	<b>7. User experience</b>
<b>LARRGE Evaluation</b>	<p>In general, CSR Europe's Toolbox is designed to help practitioners with innovative business tools and network models to address socio-economic and environmental challenges and integrate corporate social responsibility (CSR) into mainstream business practice. In twenty so-called CSR Laboratories, involving business and stakeholder representatives from across Europe, innovative new approaches and practical tools have been filtered out and organised in five key CSR themes (Toolkits), one of which was on communication and transparency issues.</p> <p>When engaging in CSR, companies and institutions accept a range of responsibilities that go far beyond economic performance. Transparent communication with all stakeholders (i.e. with all actors, whether closely or distantly associated with the company) is essential in this context. Identifying and engaging relevant stakeholders are challenges faced by many companies, but which critical for the credibility and innovation of business activities. The CSR Europe's guide on Proactive Stakeholder Engagement supports companies in this endeavour. It constitutes a very useful toolbox containing pedagogical material for companies and their stakeholders. Use it to learn how to best figure out the issues for engagement, how to select the relevant partners therefore and how to reconcile the specific expectations and constraints of everyone involved in the process.</p>
<b>User Evaluation</b>	

## 6.4. CSR Europe's Toolbox – Equality Between Men And Women



### 1. Key Data

<b>Origin of the Initiative</b>	Multi-stakeholder initiative under the umbrella of the European Alliance for CSR: facilitated by CSR Europe, Business Europe and the European Association of Craft, Small and Medium-Sized Enterprises (UEAPME)  Equality Between Men and Women represents one of four tools contained in the Toolkit "Integrated Workplace – Whistling in Tune". It has been elaborated in one of CSR Europe's "Laboratories" led by Sodalitas and IBM Italia, with representatives from other companies and supported by CSR Europe.
<b>Year of Development</b>	2007
<b>Accessibility</b>	Free
<b>Availability</b>	Free
<b>Language</b>	English
<b>Contact</b>	<a href="mailto:info@csreurope.org">info@csreurope.org</a>
<b>Website</b>	<a href="http://www.csreurope.org/data/files/toolbox/Equality_practising_gender_equality_in_careers.pdf">http://www.csreurope.org/data/files/toolbox/Equality_practising_gender_equality_in_careers.pdf</a>  <a href="http://www.csreurope.org/pages/en/equality_between_men_and_women.html">http://www.csreurope.org/pages/en/equality_between_men_and_women.html</a>
<b>2. Aim and Function of the Tool</b>	
<b>Type</b>	General Guidance
<b>Focus</b>	Fair hiring process, gender equality
<b>Aim</b>	The Laboratory on Equality between Men and Women aimed to develop practical recommendations and tools to help companies in achieving a greater level of equality within the workplace. Building on CSR Europe's business-to-business working group on Women in Leadership Positions (initiated by Sony to explore innovative tools for further promoting gender diversity in the company) its declared objectives were <ul style="list-style-type: none"> <li>to attain in-depth understanding of the working woman's condition and expectations of work-life balance issues;</li> </ul>

	<ul style="list-style-type: none"> <li>to prepare a "toolkit" with guidelines/recommendations for implementation and management of equal opportunities programs; and</li> <li>to enhance mainstreaming activities on gender equalities.</li> </ul>
<b>Function</b>	The report "Practising gender equality in careers" provides practical suggestions for the implementation of an effective management system for equal gender opportunities, covering policies, organizational structures, measurement systems, communications and career development tools. It presents a complete process for the planning and creation of an organisational programme for equal opportunities that ranges from topics as the formulation of gender policies to internal communication mechanisms, via the processes of hiring, training, remuneration and career development. It contains general information based on the companies' experience shared in the Laboratory organized by CSR Europe and practical examples demonstrating solutions for specific problems encountered by individual companies.  The report is divided into the following sections: <ul style="list-style-type: none"> <li>Commitment of the company and formulation of policies</li> <li>Definition of organizational responsibilities</li> <li>Analyses, objectives and measurement systems</li> <li>Tools for facilitating careers progress</li> <li>Internal communication system</li> </ul>
<b>Monitoring</b>	No
<b>Target Group</b>	Companies, employees (particularly Diversity Managers, Equal Opportunity Managers, Human Resource Managers)
<b>3. Practicability and Flexibility</b>	
<b>Specific sector</b>	Secondary and tertiary, e.g. IT, Telecommunications, Manufacturing, Financial Services.
<b>Specific region</b>	All regions. The report and best practice examples given are focusing on Italy.
<b>Company size</b>	Medium and large enterprises
<b>Case Studies/Best Practice</b>	Yes
<b>Interactivity</b>	No
<b>Human rights knowledge required</b>	No
<b>Flexibility</b>	No
<b>4. Normative Framework</b>	
<b>Human Rights</b>	General reference to UN and OECD standards.
<b>Labour Rights</b>	No reference
<b>National Law</b>	General hint to the obligation to comply with the increasingly large number of laws on the subject of gender equality.
<b>5. Scope of the Tool</b>	
<b>Human Rights</b>	<b>Productive and freely chosen work</b>

	<ul style="list-style-type: none"> <li>o Right to work</li> <li>o Prohibition of forced or compulsory labour</li> <li>o Prohibition of child labour</li> </ul> <p><b>Rights at work including the core labour standards</b></p> <ul style="list-style-type: none"> <li>✓ Right to equal treatment and non-discrimination between women and men, gender issues</li> <li>o Right to equal treatment and non-discrimination concerning all other groups</li> <li>✓ Diversity Management</li> <li>o Right to education</li> <li>o Right to safe and healthy working conditions</li> <li>o Right to fair wages</li> <li>✓ Right to equal pay for equal work</li> <li>o Right to decent living</li> <li>o Right to rest, leisure and annual leave</li> <li>o Right to reasonable limitation of working hours</li> <li>o Right to permanent employment relationship</li> <li>o Right to privacy</li> <li>o Right to strike</li> <li>o Right to form and join trade unions</li> <li>o Grievance procedures and remediation</li> </ul> <p><b>Social protection</b></p> <ul style="list-style-type: none"> <li>o Right to social security including social insurance, pensions</li> <li>o Mitigation of adverse employment effects</li> </ul> <p><b>Social dialogue</b></p> <ul style="list-style-type: none"> <li>o Freedom of association and right to collective bargaining</li> <li>o Tripartite consultation</li> </ul> <p><b>External impact</b></p> <ul style="list-style-type: none"> <li>o Right to an adequate standard of living</li> <li>o Security issues, private property protection</li> <li>o Right to the highest attainable standard of physical and mental health</li> </ul>
<b>Keywords</b>	<ul style="list-style-type: none"> <li>• Compensation</li> <li>• Corporate- / organisational culture</li> <li>• Discrimination</li> <li>• Diversity / equal opportunities</li> <li>• Harassment</li> <li>• Health and wellbeing</li> <li>• Recruitment and employment practices</li> <li>• Remuneration</li> <li>• Training, skills and talent</li> <li>• Women's rights</li> </ul>
<b>6. Company Responsibility</b>	
<b>Concepts of Sphere of Influence, Complicity</b>	No
<b>Supply Chain</b>	No
<b>Human Rights Impact Assessment</b>	No

<b>Specific Guidance on Individual Company Responsibility</b>	No
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<b>7. User experience</b>	
<b>LARRGE Evaluation</b>	<p>In general, CSR Europe's Toolbox is designed to help practitioners with innovative business tools and network models to address socio-economic and environmental challenges and integrate corporate social responsibility (CSR) into mainstream business practice. In twenty so-called CSR Laboratories, involving business and stakeholder representatives from across Europe, innovative new approaches and practical tools have been filtered out and organised in five key CSR themes (Toolkits), one of which was on integrated workplace issues.</p> <p>Back in 2005 the overall pay gap between men and women was 15% in the EU-27 and 25% in private sector companies. Almost a third of women in the EU work part-time, compared to less than 1 in 10 for men. Although women represent 59% of EU university graduates, only 12% of directorships in the 100 biggest British companies were held by women (and this is actually double the figure from 2000). Therefore, increasing equality between men and women in the workplace is a priority both for governments and businesses. In this context the Equality Between Men and Women tool has been designed by means of surveys and exchange of experiences.</p> <p>Use the tool's practical guidelines and indications on implementation and management of equal opportunities programs aiming at granting career opportunities to women working in your company. Draw from the findings of the comprehensive study on the challenges faced by working women in Italy in order to introduce business policies and programmes with regard to both gender equality and work/life balance.</p>
<b>User Evaluation</b>	

### 6.5. CSR Europe’s Toolbox – Mainstreaming Diversity In The Company



#### 1. Key Data

<b>Origin of the Initiative</b>	Multi-stakeholder initiative under the umbrella of the European Alliance for CSR: facilitated by CSR Europe, Business Europe and the European Association of Craft, Small and Medium-Sized Enterprises (UEAPME)  Mainstreaming Diversity in the Company represents one of four tools contained in the Toolkit "Integrated Workplace – Whistling in Tune". It has been elaborated in one of CSR Europe’s "Laboratories" with participants from L'Oréal, IMS-Entreprendre pour la Cité and other companies and institutions, supported by CSR Europe.
<b>Year of Development</b>	2008
<b>Accessibility</b>	Free CSR Europe members and Laboratory participants can access additional information in the members' area.
<b>Availability</b>	Free
<b>Language</b>	English
<b>Contact</b>	<a href="mailto:info@csreurope.org">info@csreurope.org</a>
<b>Website</b>	<a href="http://www.csreurope.org/data/files/toolbox/diversity_making_it_happen_DELIVERABLE.pdf">http://www.csreurope.org/data/files/toolbox/diversity_making_it_happen_DELIVERABLE.pdf</a> Toolkit Website: <a href="http://www.csreurope.org/pages/en/mainstreamingdiversity.html">http://www.csreurope.org/pages/en/mainstreamingdiversity.html</a>

#### 2. Aim and Function of the Tool

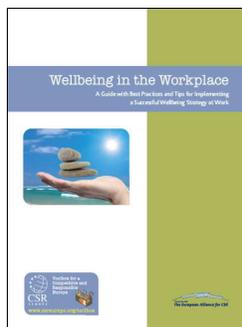
<b>Type</b>	General Guidance
<b>Focus</b>	Diversity Management
<b>Aim</b>	The Laboratory on Mainstreaming Diversity in the Company aims to incorporate diversity management within and across companies focusing on management processes related to issues such as recruitment, training, work/life balance, internal and external communication, evaluation, internal mobility and Key Performance Indicators. For these purposes the report "Make the

	Difference! What you need to know to fight discrimination and make diversity work in your company" has been designed to assist human resource managers in implementing diversity and inclusion goals in their organisation.
<b>Function</b>	The report includes a brief introduction to diversity management and its relevance for company strategy, business development and performance as well as an assortment of tools for practising diversity, such as: <ul style="list-style-type: none"> <li>• Best practice examples structured by topic (including integration, work-life balance, supplier diversity and other issues) as well as by company (including Adecco, Canon, Danone, IMS, L'Oréal, Toyota and others);</li> <li>• Do's and Don'ts for Human Resource Managers on: <ul style="list-style-type: none"> <li>o Diversity Training</li> <li>o Work/Life Balance</li> <li>o Recruitment &amp; Diversity</li> <li>o Communication (Internal &amp; External)</li> <li>o Evaluation and Internal Mobility</li> <li>o Measuring Diversity &amp; Key Performance Indicators</li> </ul> </li> <li>• A Mainstreaming Diversity Quiz: five questions are asked as to figure out relevant diversity topics</li> <li>• Diversity Career Fair Guidelines (PDF), i.e. brief recommendations on how to organise a "diversity career fair" including quick facts as well as a 9-steps-plan to create a diversity career fair.</li> <li>• How To Host a Local Event: in order to promote the organization of events to mainstream diversity a guide on how to launch such events on a local level is given as well as an example of one such a local event.</li> </ul>
<b>Monitoring</b>	No
<b>Target Group</b>	Companies, employees (particularly Diversity/ Human Resource Managers)
<b>3. Practicability and Flexibility</b>	
<b>Specific sector</b>	All sectors
<b>Specific region</b>	All regions
<b>Company size</b>	All sizes
<b>Case Studies/Best Practice</b>	Yes, the Toolkit features best practices by theme as well as by company.
<b>Interactivity</b>	Yes (e.g. Quiz section).
<b>Human rights knowledge required</b>	No
<b>Flexibility</b>	No. But the portal offers plenty of information on initiatives and measures of which users may select and subsequently adapt it to their requirements.
<b>4. Normative Framework</b>	
<b>Human Rights</b>	<ul style="list-style-type: none"> <li>• EU Racial Equality Directive 2000/43/EC</li> </ul>

<b>Labour Rights</b>	<ul style="list-style-type: none"> <li>EU Employment Equality Directive 2000/78/EC</li> </ul>
<b>National Law</b>	Compliance with national laws on discrimination.
<b>5. Scope of the Tool</b>	
<b>Human Rights</b>	<p><b>Productive and freely chosen work</b></p> <ul style="list-style-type: none"> <li>Right to work</li> <li>Prohibition of forced or compulsory labour</li> <li>Prohibition of child labour</li> </ul> <p><b>Rights at work including the core labour standards</b></p> <ul style="list-style-type: none"> <li>✓ Right to equal treatment and non-discrimination between women and men, gender issues</li> <li>✓ Right to equal treatment and non-discrimination concerning all other groups</li> <li>✓ Diversity Management</li> <li>Right to education</li> <li>Right to safe and healthy working conditions</li> <li>✓ Right to fair wages</li> <li>✓ Right to equal pay for equal work</li> <li>Right to decent living</li> <li>Right to rest, leisure and annual leave</li> <li>Right to reasonable limitation of working hours</li> <li>Right to permanent employment relationship</li> <li>Right to privacy</li> <li>Right to strike</li> <li>Right to form and join trade unions</li> <li>Grievance procedures and remediation</li> </ul> <p><b>Social protection</b></p> <ul style="list-style-type: none"> <li>Right to social security including social insurance, pensions</li> <li>Mitigation of adverse employment effects</li> </ul> <p><b>Social dialogue</b></p> <ul style="list-style-type: none"> <li>Freedom of association and right to collective bargaining</li> <li>Tripartite consultation</li> </ul> <p><b>External impact</b></p> <ul style="list-style-type: none"> <li>Right to an adequate standard of living</li> <li>Security issues, private property protection</li> <li>Right to the highest attainable standard of physical and mental health</li> </ul>
	<b>Keywords</b>
<b>6. Company Responsibility</b>	
<b>Concepts of Sphere of Influence, Complicity</b>	No
<b>Supply Chain</b>	Yes, there is a section on how to promote non-discrimination and

	promote diversity towards suppliers.
<b>Human Rights Impact Assessment</b>	No
<b>Specific Guidance on Individual Company Responsibility</b>	No
<b>7. User experience</b>	
<b>LARRGE Evaluation</b>	<p>In general, CSR Europe's Toolbox is designed to help practitioners with innovative business tools and network models to address socio-economic and environmental challenges and integrate corporate social responsibility (CSR) into mainstream business practice. In twenty so-called CSR Laboratories, involving business and stakeholder representatives from across Europe, innovative new approaches and practical tools have been filtered out and organised in five key CSR themes (Toolkits), one of which was on integrated workplace issues.</p> <p>In this context the Mainstreaming Diversity tool has been designed. Promoting and managing diversity on topics pertaining to social inclusion represents a great challenge that is faced by many businesses today. This tool provides comprehensive material to get a sense of the essentials of successful company diversity management. It offers different types of content, cross linked and cross referenced, to enable easy and fast access to relevant information. Use the tool as a means to learn from best practices applied at the European level and to develop joint concrete activities to leverage diversity at different levels within your company and in collaboration with your stakeholders.</p>
<b>User Evaluation</b>	

## 6.6. CSR Europe's Toolbox – Wellbeing In The Workplace



### 1. Key Data

<b>Origin of the Initiative</b>	Multi-stakeholder initiative under the umbrella of the European Alliance for CSR: facilitated by CSR Europe, Business Europe and the European Association of Craft, Small and Medium-Sized Enterprises (UEAPME)  Wellbeing in the Workplace represents one of four tools contained in the Toolkit "Integrated Workplace – Whistling in Tune". It has been elaborated in one of CSR Europe's "Laboratories" led by Johnson&Johnson with representatives from other companies and supported by CSR Europe.
<b>Year of Development</b>	2008
<b>Accessibility</b>	Free CSR Europe members and Laboratory participants can access additional information in the members' area.
<b>Availability</b>	Free
<b>Language</b>	English
<b>Contact</b>	info@csreurope.org Marion Birnstill: mb@csreurope.org Colleen Fletcher: cf@csreurope.org
<b>Website</b>	<a href="http://www.csreurope.org/pages/en/wellbeing_workplace.html">http://www.csreurope.org/pages/en/wellbeing_workplace.html</a> <a href="http://www.csreurope.org/data/files/toolbox/wellbeing_guide.pdf">http://www.csreurope.org/data/files/toolbox/wellbeing_guide.pdf</a>
<b>2. Aim and Function of the Tool</b>	
<b>Type</b>	General Guidance
<b>Focus</b>	Wellbeing at work
<b>Aim</b>	The Laboratory on Wellbeing in the Workplace aims to identify the key areas related to wellbeing issues in the workplace as well as mainstream and coordinate policy initiatives through discussions of best practices and development of associated tools. The guidebook "Wellbeing in the Workplace" aims to support companies in addressing the essential aspects of a wellbeing promotion strategy, such as prevention, identification and support,

	and reintegration in to the workplace, in accordance with the European Commission's 'European Pact for Mental Health and Well-being' (June 2008). This pact highlights the strong and direct links between mental and physical wellbeing and a competitive and responsible Europe.
<b>Function</b>	The Wellbeing guidebook contains eleven straight-forward, practical tips for implementation, a detailed analysis of the elements affecting mental health and wellbeing, and a collection of best practice examples to support the suggestions and recommendations of the Guidebook.  The guide is divided into three parts: <ol style="list-style-type: none"> <li>1. The Business Case for Wellbeing and Tips for Implementing a Successful Wellbeing Strategy</li> <li>2. Best Practice Examples</li> <li>3. Further Resources on Wellbeing</li> </ol>
<b>Monitoring</b>	No
<b>Target Group</b>	Companies
<b>3. Practicability and Flexibility</b>	
<b>Specific sector</b>	All sectors
<b>Specific region</b>	European Union
<b>Company size</b>	Small, medium and large
<b>Case Studies/Best Practice</b>	Yes. The guidebook includes best practices collected from various companies, structured according to prevention, identification and support as well as re-integration measures.
<b>Interactivity</b>	No
<b>Human rights knowledge required</b>	No
<b>Flexibility</b>	No. But the tips for implementing a successful wellbeing strategy are applicable for all organizations. The approach, however, might need to be adjusted depending on the organizations' size, resource availability and allocation.
<b>4. Normative Framework</b>	
<b>Human Rights</b>	No reference
<b>Labour Rights</b>	General reference to ILO standards in the Resources section.
<b>National Law</b>	General hint that legal requirements have to be taken into consideration.
<b>5. Scope of the Tool</b>	
<b>Human Rights</b>	<b>Productive and freely chosen work</b> <ul style="list-style-type: none"> <li>o Right to work</li> <li>o Prohibition of forced or compulsory labour</li> <li>o Prohibition of child labour</li> </ul>
	<b>Rights at work including the core labour standards</b> <ul style="list-style-type: none"> <li>o Right to equal treatment and non-discrimination between women and men, gender issues</li> <li>o Right to equal treatment and non-discrimination concerning all other groups</li> <li>o Diversity Management</li> <li>o Right to education</li> <li>o ✓ Right to safe and healthy working conditions</li> <li>o Right to fair wages</li> </ul>

	<ul style="list-style-type: none"> <li>o Right to equal pay for equal work</li> <li>o Right to decent living</li> <li>✓ Right to rest, leisure and annual leave</li> <li>✓ Right to reasonable limitation of working hours</li> <li>o Right to permanent employment relationship</li> <li>o Right to privacy</li> <li>o Right to strike</li> <li>o Right to form and join trade unions</li> <li>o Grievance procedures and remediation</li> </ul> <p><b>Social protection</b></p> <ul style="list-style-type: none"> <li>o Right to social security including social insurance, pensions</li> <li>o Mitigation of adverse employment effects</li> </ul> <p><b>Social dialogue</b></p> <ul style="list-style-type: none"> <li>o Freedom of association and right to collective bargaining</li> <li>o Tripartite consultation</li> </ul> <p><b>External impact</b></p> <ul style="list-style-type: none"> <li>o Right to an adequate standard of living</li> <li>o Security issues, private property protection</li> <li>o Right to the highest attainable standard of physical and mental health</li> </ul>
<b>Keywords</b>	<ul style="list-style-type: none"> <li>• Data protection and privacy</li> <li>• Health and wellbeing</li> <li>• Safety</li> <li>• Stakeholder engagement</li> <li>• Training, skills and talent</li> <li>• Workers' representation</li> <li>• Working conditions</li> </ul>
<b>6. Company Responsibility</b>	
<b>Concepts of Sphere of Influence, Complicity</b>	No
<b>Supply Chain</b>	No
<b>Human Rights Impact Assessment</b>	No
<b>Specific Guidance on Individual Company Responsibility</b>	No
<b>7. User experience</b>	
<b>LARRGE Evaluation</b>	<p>In general, CSR Europe's Toolbox is designed to help practitioners with innovative business tools and network models to address socio-economic and environmental challenges and integrate corporate social responsibility (CSR) into mainstream business practice. In twenty so-called CSR Laboratories, involving business and stakeholder representatives from across Europe, innovative new approaches and practical tools have been filtered out and organised in five key CSR themes (Toolkits), one of which was on integrated workplace issues.</p>

	<p>Businesses are increasingly concerned about both direct and indirect costs associated with wellbeing issues like absenteeism, staff turnover, productivity, and staff satisfaction. Based on an overall recognition of the importance of human capital, Human Resource, Health &amp; Safety and CSR managers have started to consider wellbeing of employees as a top management priority and have begun to explore strategic responses to promoting wellbeing. In doing so however, companies are facing certain challenges, which are addressed by this comprehensive Wellbeing Guidebook. Use the guidebook to mainstream and coordinate a wellbeing management policy, to identify the essential aspects of a wellbeing promotion strategy (e.g. prevention, identification and support, reintegration) and to make out the most effective tools to implement and monitor a wellbeing strategy in your company.</p>
<b>User Evaluation</b>	

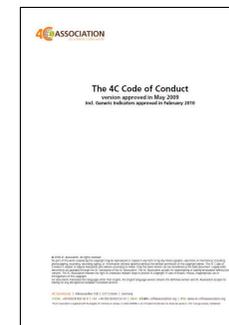
## 7. 4C Association



The 4C Association is an inclusive membership driven organization of coffee farmers, trade and industry and civil society. Members work jointly towards improving economic, social and environmental conditions through more sustainable and transparent practices for all who make a living in the coffee sector.

4C aims at improving producers' income and living conditions through cost reductions, quality improvements, optimization of the supply chain, improved marketing conditions and better access to markets and credits. It also promotes environmental sustainability, for example through reducing the use of hazardous agrochemicals, and protecting tropical rainforests. Independent third party verification will check the process on an aggregated level, emphasizing the responsibility of actors along the chain.

### 7.1. The 4C Code Of Conduct (previously: Common Code For The Coffee Community)



#### 1. Key Data

<b>Origin of the Initiative</b>	4C Association
<b>Year of Development</b>	2009 (latest version; incl. Generic Indicators approved in 2010) The new 4C Code of Conduct has been revised in May 2009 and from July 2010 on, all 4C members will be verified against the revised code. The previous "Common Code for the Coffee Community" will be valid only until June 2010.
<b>Accessibility</b>	Free
<b>Availability</b>	Free of costs, but membership in the 4C Association required
<b>Language</b>	English, French, Spanish, Portuguese, Indonesian
<b>Contact</b>	<a href="mailto:info@4c-coffeeassociation.org">info@4c-coffeeassociation.org</a>
<b>Website</b>	<a href="http://www.4c-coffeeassociation.org/en/code-of-conduct.php">http://www.4c-coffeeassociation.org/en/code-of-conduct.php</a>

#### 2. Aim and Function of the Tool

<b>Type</b>	General Guidance (Code of Conduct) Self-Assessment Human Rights Monitoring (Verification, Auditing) Benchmarking (producers certified under other standards can apply for the 4C license without having to go through the entire 4C verification process)
<b>Focus</b>	General
<b>Aim</b>	The 4C Code of Conduct (CoC) seeks to improve the social, environmental and economic conditions in the green coffee chain; that is to say, it aims at creating a more sustainable production, post-harvest processing and trading of coffee.
<b>Function</b>	The 4C CoC consists of 10 Unacceptable Practices and the 4C Code Matrix, covering 28 social, environmental and economic principles for all actors in the green coffee supply chain (including farmers, plantations, producer organizations, estates, mills, exporters, traders, etc.).  Actors of the coffee chain cannot participate in the 4C system if they

	<p>practise any of the unacceptable practices. Their exclusion needs to be documented in the self-assessment report. These are:</p> <ol style="list-style-type: none"> <li>1. Worst forms of child labour</li> <li>2. Bonded and forced labour</li> <li>3. Trafficking of persons</li> <li>4. Prohibiting membership of or representation by a trade union</li> <li>5. Forced eviction without adequate compensation</li> <li>6. Failure to provide adequate housing where required by workers</li> <li>7. Failure to provide potable water to all workers</li> <li>8. Cutting of primary forest or destruction of other forms of natural resources that are designated as protected areas</li> <li>9. Use of banned pesticides</li> <li>10. Immoral transactions in business relations</li> </ol> <p>Once the participants have eliminated 10 practices defined as unacceptable, they have to continuously improve their practices in order to comply with the CoC. This is done by a matrix designed as a traffic light system:</p> <ul style="list-style-type: none"> <li>• Red indicates that the current practice must be discontinued;</li> <li>• Yellow shows a practice that needs to be further improved within a transitional period; and</li> <li>• Green reflects a desirable practice.</li> </ul> <p>Reaching the status of "average yellow" (tantamount to the same number of green and red criteria) allows the 4C members to market their product as 4C compliant coffee.</p> <p>Membership in the 4C Association is voluntary, participatory and open to any actor in the coffee sector, including producers, trade &amp; industry and civil society. Other interested parties may be registered as associate members. Membership is open to smallholders, organisations and associations, plantations and estates which organise themselves in so-called 4C Units. Such a Unit enters the operational system of the CoC with a self-assessment test and receives a license to supply 4C compliant coffee after successful implementation verification.</p>
<b>Monitoring</b>	<p>Yes.</p> <p>A self-assessment is the "entry ticket" to marketing 4C coffee. Building on the self-assessment report, an independent third-party verification of the self-assessment checks the compliance with the requirements of the CoC, which must be conducted by independent third-party verifiers approved and registered by 4C. Independent third-party auditors, equally registered and approved by 4C, audit the whole system of verification.</p>
<b>Target Group</b>	<p>Companies, auditors, governmental and public organisations, intermediaries, non-governmental organisations/civil society, trade unions</p>
<b>3. Practicability and Flexibility</b>	
<b>Specific sector</b>	<p>All sectors, predominantly Coffee Industry and Trade</p>
<b>Specific region</b>	<p>All regions</p>
<b>Company size</b>	<p>Small, medium and large</p>
<b>Case Studies/Best Practice</b>	<p>No</p>

<b>Interactivity</b>	<p>Yes</p>
<b>Human rights knowledge required</b>	<p>No</p>
<b>Flexibility</b>	<p>Yes</p>
<b>4. Normative Framework</b>	
<b>Human Rights</b>	<ul style="list-style-type: none"> <li>• Universal Declaration of Human Rights (UDHR)</li> <li>• International Covenant on Economic, Social and Cultural Rights</li> <li>• OECD Guidelines for Multinational Enterprises</li> </ul> <p><b>Additional reference documents – human rights related treaties, resolutions and other texts that may be useful for companies:</b></p> <ul style="list-style-type: none"> <li>• General Comment no.7 (to the International Covenant on Economic, Social and Cultural Rights) on the rights to adequate housing</li> <li>• UN Convention against Transitional Organized Crime</li> <li>• UN Convention on Contracts for the International Sale of Goods</li> <li>• UN Commission on Human Rights Resolution 1993/77 on Forced Eviction</li> <li>• UN Sub-Commission on the Protection and Promotion of Human Rights Resolution 1998/9 on Forced Evictions</li> </ul>
<b>Labour Rights</b>	<ul style="list-style-type: none"> <li>• ILO Convention on the Worst Forms of Child Labour (no. 182)</li> <li>• ILO Convention on the Abolition of Forced Labour (no. 105)</li> <li>• ILO Convention on Forced Labour (no. 29)</li> <li>• ILO Convention on Freedom of Association and Protection of the Right to Organise (no. 87)</li> <li>• ILO Convention on the Right to Organise and Collective Bargaining (no. 98)</li> <li>• ILO Convention on Plantations (no. 110)</li> </ul>
<b>National Law</b>	<p>Compliance with national laws and regulations in the country of operation.</p>
<b>5. Scope of the Tool</b>	
<b>Human Rights</b>	<p><b>Productive and freely chosen work</b></p> <ul style="list-style-type: none"> <li>✓ Right to work</li> <li>✓ Prohibition of forced or compulsory labour</li> <li>✓ Prohibition of child labour</li> </ul> <p><b>Rights at work including the core labour standards</b></p> <ul style="list-style-type: none"> <li>✓ Right to equal treatment and non-discrimination between women and men, gender issues</li> <li>✓ Right to equal treatment and non-discrimination concerning all other groups</li> <li>✓ Diversity management</li> <li>✓ Right to education</li> <li>✓ Right to safe and healthy working conditions</li> <li>✓ Right to fair wages</li> <li>✓ Right to equal pay for equal work</li> <li>✓ Right to decent living</li> <li>✓ Right to rest, leisure and annual leave</li> <li>✓ Right to reasonable limitation of working hours</li> <li>✓ Right to permanent employment relationship</li> </ul>

	<ul style="list-style-type: none"> <li>o Right to privacy</li> <li>✓ Right to strike</li> <li>✓ Right to form and join trade unions</li> <li>✓ Grievance procedures and remediation</li> </ul> <p><b>Social protection</b></p> <ul style="list-style-type: none"> <li>✓ Right to social security including social insurance, pensions</li> <li>o Mitigation of adverse employment effects</li> </ul> <p><b>Social dialogue</b></p> <ul style="list-style-type: none"> <li>✓ Freedom of association and right to collective bargaining</li> <li>o Tripartite consultation</li> </ul> <p><b>External impact</b></p> <ul style="list-style-type: none"> <li>✓ Right to an adequate standard of living</li> <li>o Security issues, private property protection</li> <li>✓ Right to the highest attainable standard of physical and mental health</li> </ul>
<b>Keywords</b>	<ul style="list-style-type: none"> <li>• Child labour</li> <li>• Collective bargaining</li> <li>• Compensation</li> <li>• Discrimination</li> <li>• Dispute resolution / grievance mechanism</li> <li>• Diversity / equal opportunities</li> <li>• Environment</li> <li>• Forced and bonded labour</li> <li>• Forced relocations</li> <li>• Freedom of assembly and association</li> <li>• Freedom of conscience and religion</li> <li>• Freedom of expression / - of the press / access to information</li> <li>• Freedom of movement (e.g. passport withholding)</li> <li>• Harassment</li> <li>• Health and wellbeing</li> <li>• Housing conditions</li> <li>• Monitoring / auditing</li> <li>• Natural resources</li> <li>• Physical abuse / threats</li> <li>• Remuneration</li> <li>• Resettlement / land management</li> <li>• Safety</li> <li>• Trafficking in human beings</li> <li>• Training, skills and talent</li> <li>• Transparency / disclosure</li> <li>• Workers' representation</li> <li>• Working conditions</li> </ul>
<b>6. Company Responsibility</b>	
<b>Concepts of Sphere of Influence, Complicity</b>	No
<b>Supply Chain</b>	No
<b>Human Rights Impact Assessment</b>	No
<b>Specific Guidance on</b>	Yes. The implementation verification also provides a report on the current status of production as a basis for developing a management

<b>Individual Company Responsibility</b>	<p>plan to start the process of continuous improvement. On the basis of this implementation report, the 4C Secretariat facilitates access to the support and resources needed for improving practices in use (e.g. training modules). A time frame to comply with the specific requirements of the individual improvement plans is defined, taking into account the members' individual performance. A re-verification after three years checks the level of compliance with the CoC, monitors the continuous improvement process and allows a constant development of improvement plans. If verification fails, the member loses its license to supply 4C compliant coffee until it regains verification.</p>
<b>7. User experience</b>	
<b>LARRGE Evaluation</b>	<p>The 4C Code of Conduct may not be a solution to all the coffee sectors problems and challenges but offers a long-term development perspective to suppliers and establishes a new basis for competition with regard to the quality of both coffee products and sustainable production methods. The CoC serves as a base reference standard applicable to mainstream coffee. With a benchmarking process it aims at co-operating with existing standards and initiatives based on recognition of content, scope and goals with respect for each other's identities. The convenient set of practices and its flexible design allow for a moderate entry level that is easily accessible for all actors, who, however, have to commit themselves to continuous improvement.</p> <p>As a producers, use the 4C CoC for improving your management capacity, to increase efficiency and profitability, to enhance returns from production, to have better market access and market information and to improve the living and social conditions of your workers and their families. Pertaining to the trade and industrial sector, join the Code so as to ensure the coffee market for the future, attain higher consistency in quality and quantity of coffee supplied, show your commitment to CSR and sustainability and thus create a positive image, and to enhance market transparency and traceability.</p>
<b>User Evaluation</b>	

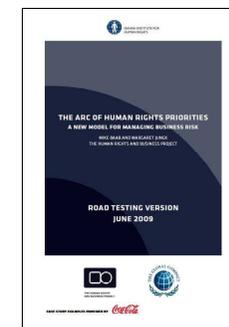
## 8. Danish Institute for Human Rights (DIHR)



The Danish Institute for Human Rights (DIHR) is an independent, national human rights institution modelled in accordance with the UN Paris Principles. The Institute, which was established by statute in 2002, carries on the mandate vested in the Danish Centre for Human Rights in 1987.

The chief objective of the **DIHR** is to promote and develop knowledge about human rights on a national, regional and international basis predicated on the belief that human rights are universal, mutually interdependent and interrelated.

### 8.1. Arc Of Human Rights Priorities



#### 1. Key Data

<b>Origin of the Initiative</b>	Danish Institute for Human Rights, UN Global Compact. Case study examples provided by Coca-Cola.
<b>Year of Development</b>	2008-2009
<b>Accessibility</b>	Free
<b>Availability</b>	Free
<b>Language</b>	English
<b>Contact</b>	Mike Baab: MBA@humanrights.dk
<b>Website</b>	<a href="http://humanrightsbusiness.org/?f=publications">http://humanrightsbusiness.org/?f=publications</a>

#### 2. Aim and Function of the Tool

<b>Type</b>	Self-Assessment, Human Rights Risk Assessment
<b>Focus</b>	General
<b>Aim</b>	The Arc of Human Rights Priorities is designed to allow companies to focus their resources on the most urgent human rights issues in their operations.
<b>Function</b>	<p>Through a step-by-step process, companies map their risks according to sector and countries of operation, and then place issues on the Arc according to their potential impact on human rights and their connection to the company. This allows companies to focus their resources on those issues where the need is most urgent and where the company has the greatest ability to affect change.</p> <p>The Arc of Human Rights Priorities maps human rights issues along two axes:</p> <ol style="list-style-type: none"> <li>1. Human Rights Impact and</li> <li>2. Company Connection.</li> </ol> <p>Each axis is subdivided as follows:</p> <p>The Human Rights Impact axis charts:</p> <ol style="list-style-type: none"> <li>a) the severity of the violation, and</li> <li>b) the number affected.</li> </ol>

	<p>The Company Connection axis charts: a) direct vs. indirect connection, and b) single vs. collective responsibility.</p> <p>These dimensions allow companies to monitor, prevent and mitigate the most urgent issues, as well as find opportunities for the greatest positive impact.</p>
<b>Monitoring</b>	No. But The Arc is designed to assist companies target issues to mitigate, monitor and report.
<b>Target Group</b>	Companies, consultants
<b>3. Practicability and Flexibility</b>	
<b>Specific sector</b>	All sectors
<b>Specific region</b>	All regions
<b>Company size</b>	All sizes
<b>Case Studies/Best Practice</b>	Yes. The publication was developed in cooperation with Coca-Cola, and the company provided case studies illustrating each component of the Arc.
<b>Interactivity</b>	No. The Arc of Human Rights is currently a freely available publication. However, DIHR seeks to engage company partners for testing.
<b>Human rights knowledge required</b>	Basic
<b>Flexibility</b>	Yes. The Arc is a broad-based tool that provides multiple entry points for its users in terms of human rights issues as well as company policies, processes, monitoring and reporting.
<b>4. Normative Framework</b>	
<b>Human Rights</b>	<ul style="list-style-type: none"> <li>• Universal Declaration on Human Rights</li> </ul> <p>Apart from the Declaration, the Arc includes a general reference to human rights, distinguishing fundamental rights (e.g. the freedoms from slavery and torture), civil and political rights (e.g. the freedom of expression) and economic, social and cultural rights (e.g. the right to adequate housing) without mentioning any international legal documents.</p>
<b>Labour Rights</b>	General reference to the core labour standards (freedom of association and the right to collective bargaining; the elimination of forced and compulsory labour; the abolition of child labour; and the elimination of discrimination) without mentioning the respective ILO document(s) (e.g. ILO Declaration on Fundamental Principles and Rights at Work).
<b>National Law</b>	Not referenced
<b>5. Scope of the Tool</b>	
<b>Human Rights</b>	<p><b>Productive and freely chosen work</b></p> <ul style="list-style-type: none"> <li>✓ Right to work</li> <li>✓ Prohibition of forced or compulsory labour</li> <li>✓ Prohibition of child labour</li> </ul> <p><b>Rights at work including the core labour standards</b></p> <ul style="list-style-type: none"> <li>✓ Right to equal treatment and non-discrimination between women and men, gender issues</li> <li>✓ Right to equal treatment and non-discrimination concerning all other groups</li> <li>✓ Diversity management</li> <li>✓ Right to education</li> </ul>

	<ul style="list-style-type: none"> <li>✓ Right to safe and healthy working conditions</li> <li>✓ Right to fair wages</li> <li>✓ Right to equal pay for equal work</li> <li>✓ Right to decent living</li> <li>✓ Right to rest, leisure and annual leave</li> <li>✓ Right to reasonable limitation of working hours</li> <li>✓ Right to permanent employment relationship</li> <li>✓ Right to privacy</li> <li>✓ Right to strike</li> <li>✓ Right to form and join trade unions</li> <li>✓ Grievance procedures and remediation</li> </ul> <p><b>Social protection</b></p> <ul style="list-style-type: none"> <li>✓ Right to social security including social insurance, pensions</li> <li>✓ Mitigation of adverse employment effects</li> </ul> <p><b>Social dialogue</b></p> <ul style="list-style-type: none"> <li>✓ Freedom of association and right to collective bargaining</li> <li>✓ Tripartite consultation</li> </ul> <p><b>External impact</b></p> <ul style="list-style-type: none"> <li>✓ Right to an adequate standard of living</li> <li>✓ Security issues, private property protection</li> <li>✓ Right to the highest attainable standard of physical and mental health</li> </ul>
<b>Keywords</b>	<ul style="list-style-type: none"> <li>• Capacity / capability building</li> <li>• Child labour</li> <li>• Collective bargaining</li> <li>• Customers / consumers</li> <li>• Discrimination</li> <li>• Due diligence</li> <li>• Environment</li> <li>• Forced and bonded labour</li> <li>• Freedom of assembly and association</li> <li>• Freedom of conscience and religion</li> <li>• Freedom of expression / - of the press / access to information</li> <li>• Health and wellbeing</li> <li>• Local communities</li> <li>• Migrant workers</li> <li>• Minorities</li> <li>• Monitoring / auditing</li> <li>• Natural resources</li> <li>• Physical abuse / threats</li> <li>• Recruitment and employment practices</li> <li>• Remuneration</li> <li>• Resettlement / land management</li> <li>• Safety</li> <li>• Security forces and arrangements</li> <li>• Stakeholder engagement</li> <li>• Supply chain management</li> <li>• Torture</li> <li>• Training, skills and talent</li> <li>• Working conditions</li> <li>• Remuneration</li> </ul>
<b>6. Company Responsibility</b>	
<b>Concepts of</b>	Yes. The Arc of Human Rights Priorities was devised as a continuation

<b>Sphere of Influence, Complicity</b>	of the Sphere of Influence Concept. It is recommended as a further step for companies that have completed the Sphere of Influence.
<b>Supply Chain</b>	Yes
<b>Human Rights Impact Assessment</b>	No
<b>Specific Guidance on Individual Company Responsibility</b>	Yes. The Arc provides a prioritized map of human rights issues, and offers guidance for company intervention once issues are identified.
<b>7. User experience</b>	
<b>LARRGE Evaluation</b>	The Arc of Human Rights Priorities offers practical guidance to help companies understand their human rights risks and obligations. Case-study examples of the concepts outlined in the Arc publication give a useful demonstration of the real-world impact of company human rights policies and procedures.
<b>User Evaluation</b>	

## 8.2. Human Rights Compliance Assessment (HRCA)



### 1. Key Data

<b>Origin of the Initiative</b>	Tripartite, multi-stakeholder initiative: Danish Institute for Human Rights (DIHR, Human Rights and Business Project), Confederation of Danish Industries, Danish Industrialization Fund for Developing Countries, Danish International Development Agency (DANIDA)
<b>Year of Development</b>	2005; database regularly updated based on legal developments and feedback from companies and civil society groups.
<b>Accessibility</b>	Subscription-based. HRCA Quick Check is free (condensed version)
<b>Availability</b>	Online for purchase. Subscribers are given a login and password. Price is dependent on the nature and size of the user (pricing structure distinguishes between large companies and SMEs; NGOs and researchers may get access on a case by case basis).
<b>Language</b>	English (Quick Check also in Chinese, Danish, Dutch and Spanish)
<b>Contact</b>	business@humanrights.dk
<b>Website</b>	https://hrca.humanrightsbusiness.org/ (07.04.2010)

### 2. Aim and Function of the Tool

<b>Type</b>	Self-Assessment, Human Rights Impact Assessment
<b>Aim</b>	The Human Rights Compliance Assessment is a diagnostic tool designed to help companies detect the potential human rights impact of their operations on employees, local communities, consumers and other stakeholders. It has been mapped against international guidelines for CSR or human rights reporting, and can assist companies in doing so.
<b>Function</b>	The HRCA is a self-assessment tool applicable to all kinds of companies, regardless of their size, in a wide range of economic sectors as well as for governments, academics and NGOs. It actually consists of a set of instruments that help to detect potential human rights risks and opportunities and the gaps between corporate policy and practice, namely: <ul style="list-style-type: none"> <li>Human Rights Compliance Assessment: full self-assessment check (available for purchase);</li> <li>Quick Check: a condensed introductory version of the HRCA (free upon registration);</li> </ul>

	<ul style="list-style-type: none"> <li>Country Risk Assessments (CRAs): reports on political, cultural, social and legal context of a given country of operation including an overall company risk rating;</li> <li>CSR Compass: web-based tool for SMEs that want to address human rights and environmental risks in their supply chain;</li> </ul> <p>Company managers complete checklists measuring policy, procedures and performance against more than 80 international human rights instruments (see "Normative Framework" below), that is the human rights compliance assessment more specifically. Using the whole portfolio of the HRCA, it may also serve as a risk assessment tool (CRAs: focus on policies, procedures and performance on sensitive issues and input for stakeholder dialogue) as well as an impact assessment tool covering a broad scale of human rights issues, including community impact.</p>
<b>Monitoring</b>	No. But the HRCA tools are easily applied during the process of obtaining certifications from other initiatives such as SA 8000, the Ethical Trading Initiative (ETI) or Business Social Compliance Initiative (BSCI) and also for helping to achieve the performance level that is needed for compliance with the UN Global Compact principles. After completing the HRCA checklist, the company receives a computerized report from the programme, which can be used to review and track performance year on year, and to assign tasks for follow-up.
<b>Target Group</b>	Companies, governmental and public organisations, non-governmental organisations/civil society
<b>3. Practicability and Flexibility</b>	
<b>Specific Sector</b>	All sectors: primary (agriculture, fisheries), secondary (industry, extractive), tertiary (services) and public
<b>Specific Region</b>	All regions
<b>Size of the Company</b>	All sizes (small, medium and large)
<b>Interactivity of the Tool</b>	Yes. To use the assessment checklists, companies must read the indicators and questions and determine if they are true or false in respect of the company's operations being assessed. It should be completed by managers who possess detailed knowledge of company procedures and performance. Based on the answers, the programme generates an assessment report which indicates high, medium, and low risk areas.
<b>Flexibility of the Tool</b>	Yes. The HRCA contains over 300 questions with related indicators, presented in an easy check-the-box format. Shorter and specialized versions of the full database are also available. Questions are organised according to twenty rights, or according to operational practice areas, so it can be adapted to individual company and country contexts. The relevance of the human rights indicators will vary according to the industry, risks and types of operation.
<b>Human rights Knowledge Required</b>	No human rights knowledge required. The HRCA covers all relevant human rights standards, and offers practical guidance for managers to improve performance.
<b>4. Normative Framework</b>	
<b>Human Rights</b>	<ul style="list-style-type: none"> <li>International Covenant on Civil and Political Rights</li> <li>International Covenant on Economic, Social and Cultural Rights</li> <li>OECD Guidelines for Multinational Enterprises</li> <li>UN Convention against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment,</li> </ul>

	<ul style="list-style-type: none"> <li>UN Convention on the Elimination of All Forms of Discrimination against Women</li> <li>UN Convention on the Elimination of All Forms of Racial Discrimination</li> <li>UN Convention on the Rights of the Child</li> <li>UN Declaration on the Rights of Indigenous Peoples</li> <li>UN Global Compact</li> <li>UN International Convention on the Protection of the Rights of All Migrant Workers</li> <li>Universal Declaration on Human Rights</li> </ul> <p><b>Additional reference documents – human rights related treaties, resolutions and other texts that may be useful for companies:</b></p> <ul style="list-style-type: none"> <li>African Charter on Human and Peoples' Rights</li> <li>American Convention on Human Rights incl. Additional Protocols</li> <li>Arab Charter on Human Rights</li> <li>Basel Convention on the Control of Transboundary Movements of Hazardous Wastes and Their Disposal</li> <li>Berne Convention for the Protection of Literary and Artistic Works (amended)</li> <li>Business Principles for Countering Bribery</li> <li>Charter of Paris for a New Europe (Conference for Security and Cooperation in Europe of the Organization for Security and Co-operation in Europe)</li> <li>Charter of the Organization of American States</li> <li>Charter on Industrial Hazards and Human Rights (Permanent Peoples' Tribunal on Industrial Hazards and Human Rights)</li> <li>Constitution of the World Health Organisation (United Nations Economic and Social Council)</li> <li>Declaration of the Principles of International Cultural Co-operation (UNESCO)</li> <li>Declaration on the Elimination of All Forms of Intolerance and of Discrimination Based on Religion or Belief</li> <li>Declaration on the Right to Development</li> <li>Draft Declaration of Principles on Human Rights and the Environment</li> <li>Earth Summit Agenda 21</li> <li>EU Data Protection Directive On the Protection of Individuals with Regard to the Processing of Personal Data and on the Free Movement of Such Data Directive 95/46/EC</li> <li>European Convention for the Protection of Human Rights and Fundamental Freedoms incl. Additional Protocols</li> <li>European Social Charter</li> <li>FAO World Declaration on Nutrition</li> <li>FAO/WHO Codex Alimentarius: Code of Ethics for International Trade in Food</li> <li>Hague Agreement Concerning the International Deposit of Industrial Designs</li> <li>Helsinki Convention on the Transboundary Effects of Industrial Accidents</li> <li>Model Provisions for National Laws on the Protection of Expressions of Folklore against Illicit Exploitation and other Prejudicial Actions (UNESCO and WIPO)</li> <li>OECD Guidelines for Multinational Enterprises</li> <li>OECD Recommendation Concerning Guidelines Governing the</li> </ul>
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	<ul style="list-style-type: none"> <li>Protection of Privacy and Transborder Flows of Personal Data</li> <li>Principles and Guidelines for the Protection of the Heritage of Indigenous People (United Nations)</li> <li>Rio Declaration on Environment and Development</li> <li>Rotterdam Convention on the Prior Informed Consent Procedure for Certain Hazardous Chemicals and Pesticides in International Trade</li> <li>The Patent Cooperation Treaty (The International Patent Cooperation Union)</li> <li>UN Basic Principles for the Treatment of Prisoners</li> <li>UN Basic Principles on the Independence of the Judiciary</li> <li>UN Basic Principles on the Role of Lawyers</li> <li>UN Body of Principles for the Protection of All Persons under Any Form of Detention or Imprisonment</li> <li>UN Convention Establishing the World Intellectual Property Organization (WIPO, amended)</li> <li>UN Convention for the Protection of Cultural Property in the Event of Armed Conflict (UNESCO)</li> <li>UN Convention for the Protection of Individuals with Regard to Automatic Processing of Personal Data</li> <li>UN Convention on Consent to Marriage, Minimum Age for Marriage and Registration of Marriages</li> <li>UN Convention on the Environmental Impact Assessment in a Transboundary Context</li> <li>UN Convention on the Means of Prohibiting and Preventing the Illicit Import, Export and Transfer of Ownership of Cultural Property (UNESCO)</li> <li>UN Convention on the Political Rights of Women</li> <li>UN Convention on the Protection of the World Cultural and Natural Heritage (UNESCO)</li> <li>UN Convention to Combat Desertification in Those Countries Experiencing Serious Draught and/or Desertification, Particularly in Africa</li> <li>UN Declaration on the Eradication of Hunger and Malnutrition</li> <li>UN Declaration on the Rights of Persons Belonging to National or Ethnic, Religious and Linguistic Minorities</li> <li>UN Declaration on the Use of Scientific and Technological Progress in the Interests of Peace and for the Benefit of Mankind</li> <li>UN Guidelines for the Prevention of Juvenile Delinquency, (the Riyadh Guidelines)</li> <li>UN Guidelines on the Role of Prosecutors</li> <li>UN Human Rights Principles and Responsibilities for Transnational Corporations and Other Business Enterprises</li> <li>UN Rules for the Protection of Juveniles Deprived of Their Liberty</li> <li>UN Safeguards Guaranteeing Protection of the Rights of Those Facing the Death Penalty</li> <li>UN Standard Minimum Rules for the Administration of Juvenile Justice, (the Beijing Rules)</li> <li>UN Standard Minimum Rules for the Treatment of Prisoners</li> <li>United Nations General Assembly, 'Guidelines for the Regulation of Computerized Personal Data Files', (Resolution 45/95)</li> <li>Universal Copyright Convention (UNESCO, Revised)</li> <li>World Food Summit Rome Declaration on World Food Security</li> <li>WTO Agreement on Trade-Related Aspects of Intellectual Property Rights (TRIPS)</li> </ul>
<b>Labour Rights</b>	<ul style="list-style-type: none"> <li>ILO Benefits in the case of Employment Injury Convention (no.</li> </ul>

	<ul style="list-style-type: none"> <li>121)</li> <li>ILO Code of Practice: Protection of Workers Personal Data</li> <li>ILO Collective Agreements Recommendation (no. 91)</li> <li>ILO Convention concerning Indigenous and Tribal Peoples (no. 169)</li> <li>ILO Convention on Collective Bargaining (no. 154)</li> <li>ILO Convention on Discrimination (no. 111)</li> <li>ILO Convention on Employment Policy (no. 122)</li> <li>ILO Convention on Equal Remuneration (no. 100)</li> <li>ILO Convention on Freedom of Association and Protection of the Right to Organise (no. 87)</li> <li>ILO Convention on Holidays with Pay (no. 132 revised)</li> <li>ILO Convention on Hours of Work (Commerce and Offices) (no. 30)</li> <li>ILO Convention on Hours of Work (Industry) (no. 1)</li> <li>ILO Convention on Hours of Work and Rest Periods (Road Transport) (no. 153)</li> <li>ILO Convention on Hygiene in Commerce and Offices (no. 120)</li> <li>ILO Convention on Indigenous and Tribal Peoples (no. 169)</li> <li>ILO Convention on Invalidity, Old-Age and Survivors' Benefits (no. 128)</li> <li>ILO Convention on Maternity Protection (no. 183)</li> <li>ILO Convention on Medical Examination of Young Persons (Industry) (no. 77)</li> <li>ILO Convention on Medical Examination of Young Persons (Non-Industrial Occupations) (no. 78)</li> <li>ILO Convention on Migrant Workers (Supplementary Provisions) Convention (no. 143)</li> <li>ILO Convention on Migration for Employment (no. 97)</li> <li>ILO Convention on Minimum Age (no. 138)</li> <li>ILO Convention on Minimum Wage-Fixing Machinery (no. 26)</li> <li>ILO Convention on Night Work (no. 171)</li> <li>ILO Convention on Night Work of Young Persons (Non-Industrial Occupations) (no. 79)</li> <li>ILO Convention on Nightwork of Young Persons (no. 90)</li> <li>ILO Convention on Occupational Safety and Health and the Working Environment (no. 155)</li> <li>ILO Convention on Part-time Work (no. 175)</li> <li>ILO Convention on Plantations (no. 110)</li> <li>ILO Convention on Prevention of Major Industrial Accidents (no. 174)</li> <li>ILO Convention on Protection of Wages (no. 95)</li> <li>ILO Convention on Sickness Insurance (Industry) (no. 24)</li> <li>ILO Convention on Social Policy (Basic Aims and Standards) (no. 117)</li> <li>ILO Convention on Social Policy (Non-Metropolitan Territories) (no. 82)</li> <li>ILO Convention on the Forty-Hour Week (no. 47)</li> <li>ILO Convention on the Right to Organise and Collective Bargaining (no. 98)</li> <li>ILO Convention on the Worst Forms of Child Labour (no. 182)</li> <li>ILO Convention on Unemployment Provision (no. 44)</li> <li>ILO Convention on Vocational Rehabilitation and Employment (Disabled Persons) (no. 159)</li> <li>ILO Convention on Weekly Rest (Commerce and Offices) (no. 106)</li> </ul>
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	<ul style="list-style-type: none"> <li>• ILO Convention on Weekly Rest (Industry) (no. 14)</li> <li>• ILO Convention on Workers with Family Responsibilities (no. 156)</li> <li>• ILO Convention on Workers' Representatives (no. 135)</li> <li>• ILO Convention on Working Conditions (Hotels and Restaurants) (no. 172)</li> <li>• ILO Convention on Working Environment (Air Pollution, Noise and Vibration) (no. 148)</li> <li>• ILO Income Security Recommendation (no. 67)</li> <li>• ILO Minimum Wage Fixing Recommendation (no. 135)</li> <li>• ILO Occupational Health and Safety Recommendation (no. 164)</li> <li>• ILO Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy</li> <li>• ILO Welfare Facilities Recommendation (no. 102)</li> <li>• ILO Workers' Housing Recommendation (no. 115)</li> <li>• ILO Workers' Representatives Recommendation (no. 143)</li> </ul>
<b>National Laws</b>	Compliance with national laws and regulations in the country of operation. The Danish Working Environment Act, for example, is referenced in a guidance note on human rights (i.e. a specific human rights description outlining international and subject-specific legal sources).
<b>5. Scope of the Tool</b>	
<b>Human Rights</b>	<p><b>Productive and freely chosen work</b></p> <ul style="list-style-type: none"> <li>✓ Right to work</li> <li>✓ Prohibition of forced or compulsory labour</li> <li>✓ Prohibition of child labour</li> </ul> <p><b>Rights at work including the core labour standards</b></p> <ul style="list-style-type: none"> <li>✓ Right to equal treatment and non-discrimination between women and men, gender issues</li> <li>✓ Right to equal treatment and non-discrimination concerning all other groups</li> <li>✓ Diversity management</li> <li>✓ Right to education</li> <li>✓ Right to safe and healthy working conditions</li> <li>✓ Right to fair wages</li> <li>✓ Right to equal pay for equal work</li> <li>✓ Right to decent living</li> <li>✓ Right to rest, leisure and annual leave</li> <li>✓ Right to reasonable limitation of working hours</li> <li>✓ Right to permanent employment relationship</li> <li>✓ Right to privacy</li> <li>✓ Right to strike</li> <li>✓ Right to form and join trade unions</li> <li>✓ Grievance procedures and remediation</li> </ul> <p><b>Social protection</b></p> <ul style="list-style-type: none"> <li>✓ Right to social security including social insurance, pensions</li> <li>✓ Mitigation of adverse employment effects</li> </ul> <p><b>Social dialogue</b></p> <ul style="list-style-type: none"> <li>✓ Freedom of association and right to collective bargaining</li> <li>✓ Tripartite consultation</li> </ul> <p><b>External impact</b></p> <ul style="list-style-type: none"> <li>✓ Right to an adequate standard of living</li> <li>✓ Security issues, private property protection</li> </ul>

	<ul style="list-style-type: none"> <li>✓ Right to the highest attainable standard of physical and mental health</li> </ul>
<b>Keywords</b>	<ul style="list-style-type: none"> <li>• Child labour</li> <li>• Collective bargaining</li> <li>• Copyright and patenting</li> <li>• Corruption and bribery</li> <li>• Data protection and privacy</li> <li>• Discrimination</li> <li>• Dispute resolution / grievance mechanism</li> <li>• Diversity / equal opportunities</li> <li>• Due diligence</li> <li>• Environment</li> <li>• Forced and bonded labour</li> <li>• Forced relocations</li> <li>• Freedom of assembly and association</li> <li>• Freedom of conscience and religion</li> <li>• Freedom of expression / - of the press / access to information</li> <li>• Freedom of movement (e.g. passport withholding)</li> <li>• Harassment</li> <li>• Health and wellbeing</li> <li>• Housing conditions</li> <li>• Indigenous peoples</li> <li>• Judicial effectiveness / -independence</li> <li>• Local communities</li> <li>• Migrant workers</li> <li>• Minorities</li> <li>• Natural resources</li> <li>• Physical abuse / threats</li> <li>• Property</li> <li>• Recruitment and employment practices</li> <li>• Resettlement / land management</li> <li>• Safety</li> <li>• Security forces and arrangements</li> <li>• Stakeholder engagement</li> <li>• Supply chain management</li> <li>• Torture</li> <li>• Transparency / disclosure</li> <li>• Women's rights</li> <li>• Workers representation</li> <li>• Working conditions</li> <li>• Young workers</li> </ul>
<b>6. Company Responsibility</b>	
<b>Concepts of Sphere of Influence, Complicity</b>	The HRCA does not explicitly refer to the sphere of influence concept, but the theoretical framework is well integrated. The database helps to determine a company's specific range of influence and the tool incorporates a large complicity component.
<b>Supply Chain</b>	Yes. The HRCA underlines relations with the suppliers, contractors and other associates. Access to the full HRCA also includes the use of a supply chain management tool.
<b>Human Rights Impact Assessment</b>	Yes. The HRCA assists companies in assessing and managing the human rights impacts of business operations on people within the company, and within its wider sphere of influence.
<b>Specific Guidance on Individual Company</b>	Yes. The HRCA proposes specific indicators to implement and monitor human rights compliance. The tool generates an assessment report based on the answers given by a company, which indicates high, medium, and low risk areas. Using this report, companies can identify

<b>Responsibility</b>	risk areas and gaps, and develop a prioritized compliance programme. Companies are recommended, however, to use advisers when using the tool for the first time to ensure that results are robust and actionable.
<b>7. User Experience</b>	
<b>LARRGE Evaluation</b>	<p>The HRCA is currently the only available tool that comprehensively compares company policy, procedure and performance against international human rights standards. It has been widely applied by a number of industry sectors, and enjoys wide acceptance and endorsement throughout the business field.</p> <p>Currently, the beta version of the HRCA 2.0 is being tested to ensure user-friendliness throughout the system. The 2.0 version will have new, user-friendly features including:</p> <ul style="list-style-type: none"> <li>• The opportunity for companies to create their own checklists</li> <li>• The opportunity to integrate country risk criteria and filter out questions that are low-risk for the country of operation</li> <li>• A HRCA 2.0 Programme that will analyse indicators to produce a compliance rating</li> <li>• The categorisation of indicators according to Global Compact reporting categories for easier reporting</li> <li>• Exportable company checklists - no more uploading of data through the internet (feature available in 2010)</li> </ul> <p>Use the HRCA to understand human rights issues in general, and to detect potential human rights violations resulting from your business. Put your company to the test to determine if policy and practice are in line with international human rights norms and standards, as well as to find out the extent to which they impact on the human rights of your employees and the wider community in which you operate.</p>
<b>User Evaluation</b>	<p><b>Why the tool was used:</b> ability to identify issue areas and convey best practice</p> <p><b>How the tool was discovered:</b> Industry association and relations with NGOs/civil society organizations</p> <p><b>The tool was relevant for:</b></p> <ul style="list-style-type: none"> <li>• Raising awareness on human rights responsibilities</li> <li>• Promoting the culture of dialogue with stakeholders on the ground</li> <li>• Monitoring of the supply chain concerning forced or forbidden child labor</li> <li>• Creating competitive advantages</li> <li>• Encouraging increased innovation in reputation to minimize risk</li> <li>• Increasing creation of the corporate culture</li> <li>• Minimizing company impact</li> <li>• Securing social license to operate</li> <li>• Highlighting current prioritization of Human Rights</li> </ul> <p><b>How the tool was implemented:</b> By company employees with assistance from tool creators and NGOs or civil society organisations</p> <p><b>Time for the tool implementation:</b> 6 months to more than 1 year</p> <p><b>Most often used with:</b> A Guide to Human Rights Impact Assessment and Management (IBLF, UNGC), A Human Rights Framework (BLIHR, IBLF, OHCHR), BSCI Code of Conduct (BITC), SA 8000 Standard (Social Accountability International), The Labour Principles of the UN Global Compact - A Guide for Business (ILO, UNGC)</p>

### 8.3. Human Rights Compliance Assessment Quick Check



<b>1. Key Data</b>	
<b>Origin of the Initiative</b>	Tripartite, multi-stakeholder initiative: Danish Institute for Human Rights (DIHR, Human Rights and Business Project), Confederation of Danish Industries, Danish Industrialization Fund for Developing Countries, Danish International Development Agency (DANIDA)
<b>Year of Development</b>	2006; annual updates are based on feedback from companies and human rights groups
<b>Accessibility</b>	Free, no registration
<b>Availability</b>	Free for download, hardcopy for purchase
<b>Language</b>	English, Ukrainian, Dutch, Chinese, Danish, Spanish
<b>Contact</b>	business@humanrights.dk
<b>Website</b>	<a href="http://hrca.humanrightsbusiness.org/020_project_publications.htm">http://hrca.humanrightsbusiness.org/020_project_publications.htm</a> , <a href="http://www.humanrightsbusiness.org/files/1744393703/file/quick_check_august_2006.pdf">http://www.humanrightsbusiness.org/files/1744393703/file/quick_check_august_2006.pdf</a>
<b>2. Aim and Function of the Tool</b>	
<b>Type</b>	Self-Assessment, Human Rights Impact Assessment
<b>Aim</b>	The Human Rights Compliance Assessment Quick Check is a diagnostic tool designed to help companies to detect human rights risks in their operations on employees, local residents and other stakeholders. It has been mapped against the guidelines of the Global Reporting Initiative (GRI) and can also assist companies with GRI and Global Compact reporting.
<b>Function</b>	As a condensed version of the full Human Rights Compliance Assessment (HRCA), the Quick Check includes approximately 10 percent of the questions contained in the full database. This gives companies a general overview of risks in their operations and identifies areas of priority. It covers violations in relation to employment practices, community impact and supply chain management.
<b>Monitoring</b>	No.
<b>Target Group</b>	Companies, consultants
<b>3. Practicability and Flexibility</b>	
<b>Specific Sector</b>	All sectors: primary (agriculture, fisheries), secondary (industry, extractive), tertiary (services) and public
<b>Specific</b>	All regions

<b>Region</b>	
<b>Size of the Company</b>	All sizes (small, medium and large)
<b>Interactivity of the Tool</b>	Yes, it is an interactive web-based tool.
<b>Flexibility of the Tool</b>	The Quick Check can be adapted to individual company and country contexts. The relevance of the human rights indicators will vary depending on the industry and location. In terms of stakeholder involvement, the Human Rights Compliance Assessment Quick Check was taken through a yearlong consultation process that included 80 companies in 10 countries and various human rights groups.
<b>Human rights Knowledge Required</b>	No human rights knowledge required. In its questions the Quick Check explains the meaning of human rights with practical examples.
<b>4. Normative Framework</b>	
<b>Human Rights</b>	<ul style="list-style-type: none"> <li>• International Covenant on Civil and Political Rights</li> <li>• International Covenant on Economic, Social and Cultural Rights</li> <li>• OECD Guidelines for Multinational Enterprises</li> <li>• UN Basic Principles on the Use of Force and Firearms by Law Enforcement Officials</li> <li>• UN Convention against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment,</li> <li>• UN Convention on the Elimination of All Forms of Discrimination against Women</li> <li>• UN Convention on the Elimination of All Forms of Racial Discrimination</li> <li>• UN Convention on the Rights of the Child</li> <li>• UN Draft Norms on the Responsibility of TNCs and Other Business Enterprises with Regard to Human Rights</li> <li>• UN Global Compact</li> <li>• International Convention on the Protection of the Rights of All Migrant Workers</li> <li>• Universal Declaration on Human Rights</li> </ul> <p><b>Additional reference documents – human rights related treaties, resolutions and other texts that may be useful for companies:</b></p> <ul style="list-style-type: none"> <li>• Charter on Industrial Hazards and Human Rights (Permanent Peoples’ Tribunal on Industrial Hazards and Human Rights)</li> <li>• OECD Convention on the Combating of Bribery of Foreign Public Officials in International Business Transactions</li> <li>• Rio Declaration on Environment and Development</li> <li>• UN Convention against Corruption</li> </ul>
<b>Labour Rights</b>	<ul style="list-style-type: none"> <li>• ILO Code of Practice: Protection of Workers Personal Data</li> <li>• ILO Convention on Collective Bargaining (no. 154)</li> <li>• ILO Convention on Discrimination (no. 111)</li> <li>• ILO Convention on Freedom of Association and Protection of the Right to Organise (no. 87)</li> <li>• ILO Convention on Hours of Work (Industry) (no. 1)</li> <li>• ILO Convention on Hygiene in Commerce and Offices (no. 120)</li> <li>• ILO Convention on Indigenous and Tribal Peoples (no. 169)</li> <li>• ILO Convention on Migrant Workers (Supplementary Provisions) (no. 143)</li> <li>• ILO Convention on Migration for Employment (no. 97)</li> <li>• ILO Convention on Minimum Age (no. 138)</li> </ul>

	<ul style="list-style-type: none"> <li>• ILO Convention on Occupational Health Services (no. 161)</li> <li>• ILO Convention on Occupational Safety and Health and the Working Environment (no. 155)</li> <li>• ILO Convention on Prevention of Major Industrial Accidents (no. 174)</li> <li>• ILO Convention on Social Policy (Basic Aims and Standards) (no. 117)</li> <li>• ILO Convention on the Abolition of Forced Labour (no. 105)</li> <li>• ILO Convention on the Right to Organise and Collective Bargaining (no. 98)</li> <li>• ILO Convention on the Worst Forms of Child Labour (no. 182)</li> <li>• ILO Convention on Workers’ Representatives (no. 135)</li> <li>• ILO Declaration on Fundamental Principles and Rights at Work</li> <li>• ILO Examination of Grievances Recommendation (no. 130)</li> <li>• ILO Minimum Age Recommendation (no. 146)</li> <li>• ILO Minimum Wage Fixing Convention (no. 131)</li> <li>• ILO Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy</li> <li>• ILO Worst Forms of Child Labour Recommendation (no. 190)</li> </ul>
<b>National Laws</b>	Compliance with national laws and regulations in the country of Operation.
<b>5. Scope of the Tool</b>	
<b>Human Rights</b>	<p><b>Productive and freely chosen work</b></p> <ul style="list-style-type: none"> <li>✓ Right to work</li> <li>✓ Prohibition of forced or compulsory labour</li> <li>✓ Prohibition of child labour</li> </ul> <p><b>Rights at work including the core labour standards</b></p> <ul style="list-style-type: none"> <li>✓ Right to equal treatment and non-discrimination between women and men, gender issues</li> <li>✓ Right to equal treatment and non-discrimination concerning all other groups</li> <li>✓ Diversity Management</li> <li>✓ Right to education</li> <li>✓ Right to safe and healthy working conditions</li> <li>✓ Right to fair wages</li> <li>✓ Right to equal pay for equal work</li> <li>✓ Right to decent living</li> <li>✓ Right to rest, leisure and annual leave</li> <li>✓ Right to reasonable limitation of working hours</li> <li>✓ Right to permanent employment relationship</li> <li>✓ Right to privacy</li> <li>✓ Right to strike</li> <li>✓ Right to form and join trade unions</li> <li>✓ Grievance procedures and remediation</li> </ul> <p><b>Social protection</b></p> <ul style="list-style-type: none"> <li>✓ Right to social security including social insurance, pensions</li> <li>✓ Mitigation of adverse employment effects</li> </ul> <p><b>Social dialogue</b></p> <ul style="list-style-type: none"> <li>✓ Freedom of association and right to collective bargaining</li> <li>✓ Tripartite consultation</li> </ul> <p><b>External impact</b></p>

	<ul style="list-style-type: none"> <li>✓ Right to an adequate standard of living</li> <li>✓ Security issues, private property protection</li> <li>✓ Right to the highest attainable standard of physical and mental health</li> </ul>
<b>Specific Focus</b>	<ul style="list-style-type: none"> <li>• Child labour</li> <li>• Collective bargaining</li> <li>• Conflict</li> <li>• Corruption and bribery</li> <li>• Customers / consumers</li> <li>• Data protection and privacy</li> <li>• Democracy / relations to government</li> <li>• Disciplinary measures</li> <li>• Discrimination</li> <li>• Dispute resolution / grievance mechanism</li> <li>• Diversity / equal opportunities</li> <li>• Due diligence</li> <li>• Environment</li> <li>• Forced and bonded labour</li> <li>• Forced relocations</li> <li>• Freedom of assembly and association</li> <li>• Health and wellbeing</li> <li>• Housing conditions</li> <li>• Human rights defenders</li> <li>• Indigenous peoples</li> <li>• Local communities</li> <li>• Migrant workers</li> <li>• Monitoring / auditing</li> <li>• Natural resources</li> <li>• Property</li> <li>• Recruitment and employment practices</li> <li>• Remuneration</li> <li>• Resettlement / land management</li> <li>• Safety</li> <li>• Security forces and arrangements</li> <li>• Social Investment</li> <li>• Stakeholder engagement</li> <li>• Supply chain management</li> <li>• Training, skills and talent</li> <li>• Working conditions</li> </ul>
<b>6. Company Responsibility</b>	
<b>Concepts of Sphere of Influence, Complicity</b>	The Quick Check does not explain the concepts of sphere of influence and complicity, but refers to the complete Human Rights Compliance Assessment and the DIHR document 'Defining the Scope of Business Responsibility for Human Rights Abroad'.
<b>Supply Chain</b>	Yes. It explicitly underlines the relations with the suppliers, contractors and other associates (see Quick Check section C.1. Supply Chain Management)
<b>Human Rights Impact Assessment</b>	Yes. The HRCA assists companies in assessing and managing the human rights impacts of business operations on people within the company and within its wider sphere of influence.
<b>Specific Guidance on Individual Company Responsibility</b>	Yes. The Quick Check helps companies understand human rights issues and detect potential human rights violations. It proposes specific indicators to check implement and monitor human rights compliance.

 **7. User Experience**

<b>LARRGE Evaluation</b>	The Quick Check is a useful and practical self-assessment tool designed to be used by company managers to get an overview of the potential human rights risks of their business operations. The proposed indicators give an idea on the measures to be taken to ensure a human rights compliant business conduct. Use it to get a preliminary orientation that can be deepened with the full version of the Human Rights Compliance Assessment tool.
<b>User Evaluation</b>	The Quick Check is an excellent low threshold entry point into the topic for any newcomer to the field. Using a question format and a "ticking off" methodology it is very user friendly, and helps spot "red areas" easily. The short explanations on the relevant human rights that are "hidden" in the questions are well written. Its limits, on the other hand, are equally obvious: Those who want to understand more of the conceptual frame of human rights in the business context and argue the human rights case will have to turn to other materials. <i>(This user evaluation is written from the perspective of a legally trained human rights consultant)</i>

## 8.4. Diversity In The Workplace



### 1. Key Data

<b>Origin of the Initiative</b>	Danish Institute for Human Rights, DK
<b>Year of Development</b>	2003
<b>Accessibility</b>	Free
<b>Availability</b>	Free
<b>Language</b>	Danish English
<b>Contact</b>	Signe Hinz Andersen, <a href="mailto:sha@humanrights.dk">sha@humanrights.dk</a>
<b>Website</b>	<a href="http://www.miapris.dk/">www.miapris.dk/</a> (Danish) <a href="http://www.miaaward.info">www.miaaward.info</a> (English)

### 2. Aim and Function of the Tool

<b>Type</b>	General guidance
<b>Focus</b>	Diversity management
<b>Aim</b>	The overall message of the Diversity in the Workplace project is: "Stop discrimination and use human differences as a resource for business and society". As such, the Diversity in the Workplace project is not only about legislation and problems of discrimination. It also projects a positive vision of a society made strong and innovative through plurality and inclusiveness. Companies are important institutions for social development and change. The idea of the project is to target companies in order to raise awareness about discrimination and promote diversity, both in business and in other areas of society.
<b>Function</b>	On the basis of the two EU directives on equal treatment and with support from the EU, The Danish Institute for Human Rights in 2003 launched a comprehensive project on diversity and equal opportunities in the workplace.  The project has published books and compliance tools, offered consultancy to companies, maintained a webpage and hosted the annual MIA Award throughout Denmark. (MIA is the Danish acronym for Diversity at the Workplace)
<b>Monitoring</b>	No, Diversity in the Workplace is an awareness-raising campaign.
<b>Target Group</b>	Companies, non-governmental organisation/civil society, trade unions, employees

### 3. Practicability and Flexibility

<b>Specific sector</b>	All sectors
<b>Specific region</b>	Denmark
<b>Company size</b>	All sizes
<b>Case Studies/Best</b>	Yes. One of the main objectives of the Diversity in the Workplace project is to share experiences and expertise among companies and

<b>Practice</b>	industry sectors. This is done through publications and the website.
<b>Interactivity</b>	Yes. This project has a number of modules that enable companies to interact with DIHR staff and other companies. Moreover, every year the project bestows the Diversity in the Workplace Award on three companies that have shown excellence in diversity management.
<b>Human rights knowledge required</b>	No
<b>Flexibility</b>	Yes, the project applies to all industry sectors and company sizes and is adaptable to a company's specific circumstances.

### 4. Normative Framework

<b>Human Rights</b>	<ul style="list-style-type: none"> <li>UN Convention on the Elimination of All Forms of Discrimination against Women</li> <li>UN Convention on the Elimination of All Forms of Racial Discrimination</li> <li>UN Convention on the Rights of Persons with Disabilities</li> <li>EU Racial Equality Directive 2000/43/EC</li> <li>International Covenant on Civil and Political Rights</li> <li>International Covenant on Economic, Social and Cultural Rights</li> <li>International Convention on the Protection of the Rights of All Workers</li> <li>UN Draft Norms on the Responsibility of TNCs and Other Business Enterprises with Regard to Human Rights</li> <li>UN Global Compact</li> <li>Universal Declaration on Human Rights</li> <li>UN Convention on the Rights of Persons with Disabilities</li> </ul>
<b>Labour Rights</b>	<ul style="list-style-type: none"> <li>EU Employment Equality Directive 2000/78/EC</li> <li>ILO Convention on Discrimination (no. 111)</li> <li>ILO Convention on Equal Remuneration (no. 100)</li> <li>ILO Convention on Freedom of Association and Protection of the Right to Organise (no. 87)</li> <li>ILO Convention on Migrant Workers (Supplementary Provisions) Convention (no. 143)</li> <li>ILO Convention on Migration for Employment (no.97)</li> <li>ILO Convention on the Elimination of All Forms of Discrimination Against Women</li> <li>ILO Convention on the Right to Organise and Collective Bargaining (no. 98)</li> <li>ILO Declaration on Fundamental Principles and Rights at Work</li> <li>ILO Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy</li> <li>ILO Minimum Wage Fixing Convention (no. 131)</li> <li>ILO Convention on Collective Bargaining (no. 154)</li> <li>ILO Convention on Employment Policy (no. 122)</li> <li>ILO Convention on Freedom of Association and the Protection of the Right to Organise (no. 87)</li> <li>ILO Convention on the Right to Organise and Collective Bargaining (no. 98)</li> <li>ILO Convention on Workers' Representatives (no. 135)</li> </ul>
<b>National Law</b>	Compliance with national laws and regulations in the country of operation.
<b>5. Scope of the Tool</b>	
<b>Human Rights</b>	<b>Productive and freely chosen work</b> <ul style="list-style-type: none"> <li>✓ Right to work</li> <li>○ Prohibition of forced or compulsory labour</li> </ul>

	<ul style="list-style-type: none"> <li>o Prohibition of child labour</li> </ul> <p><b>Rights at work including the core labour standards</b></p> <ul style="list-style-type: none"> <li>✓ Right to equal treatment and non-discrimination between women and men, gender issues</li> <li>✓ Right to equal treatment and non-discrimination concerning all other groups</li> <li>✓ Diversity management</li> <li>o Right to education</li> <li>o Right to safe and healthy working conditions</li> <li>o Right to fair wages</li> <li>o Right to equal pay for equal work</li> <li>o Right to decent living</li> <li>o Right to rest, leisure and annual leave</li> <li>o Right to reasonable limitation of working hours</li> <li>o Right to permanent employment relationship</li> <li>o Right to privacy</li> <li>o Right to strike</li> <li>o Right to form and join trade unions</li> <li>o Grievance procedures and remediation</li> </ul> <p><b>Social protection</b></p> <ul style="list-style-type: none"> <li>o Right to social security including social insurance, pensions</li> <li>o Mitigation of adverse employment effects</li> </ul> <p><b>Social dialogue</b></p> <ul style="list-style-type: none"> <li>o Freedom of association and right to collective bargaining</li> <li>o Tripartite consultation</li> </ul> <p><b>External impact</b></p> <ul style="list-style-type: none"> <li>o Right to an adequate standard of living</li> <li>o Security issues, private property protection</li> <li>o Right to the highest attainable standard of physical and mental health</li> </ul>
<b>Keywords</b>	<ul style="list-style-type: none"> <li>• Capacity / capability building</li> <li>• Corporate- / organisational culture</li> <li>• Discrimination</li> <li>• Diversity / equal opportunities</li> <li>• Freedom of conscience and religion</li> <li>• Harassment</li> <li>• Health and wellbeing</li> <li>• Migrant workers</li> <li>• Minorities</li> <li>• Physical abuse / threats</li> <li>• Training, skills and talent</li> <li>• Women's rights</li> </ul>
<b>6. Company Responsibility</b>	
<b>Concepts of Sphere of Influence, Complicity</b>	No
<b>Supply Chain</b>	No
<b>Human Rights Impact Assessment</b>	No

<b>Specific Guidance on Individual Company Responsibility</b>	Yes. Diversity in the Workplace provides a number of tools for companies wishing to measure their performance and implement best practices.
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<b>7. User experience</b>	
<b>LARRGE Evaluation</b>	The Diversity in the Workplace project helps companies manage diversity by sharing experiences and disseminating information. The tool is currently limited by its Danish-only application, but Danish Institute staff have begun to expand the project beyond Denmark.
<b>User Evaluation</b>	

## 9. Electronic Industry Citizenship Coalition (EICC)



EICC members believe that by working together, social, environmental, and economic outcomes can be improved for all stakeholders in global electronics supply chains. These improvements will produce: For companies and suppliers: Increased efficiency and productivity, reduced risks, and improved business continuity. For workers: Improved working conditions. For communities: A cleaner environment and economic development.

### 9.1. Electronic Industry Citizenship Coalition (EICC)



#### 1. Key Data

<b>Origin of the Initiative</b>	Electronic Industry Citizenship Coalition
<b>Year of Development</b>	Code of Conduct initial release in 2004, last revision 2009
<b>Accessibility</b>	Free
<b>Availability</b>	Free
<b>Language</b>	English, Chinese, Czech, French, Hungarian, Italian, Japanese, Korean, Malay, Polish, Portuguese, Russian, Spanish, Vietnamese
<b>Contact</b>	Wendy Dittmer, <a href="mailto:wdittmer@eicc.info">wdittmer@eicc.info</a>
<b>Website</b>	<a href="http://www.eicc.info/Home.html">http://www.eicc.info/Home.html</a>

#### 2. Aim and Function of the Tool

<b>Type</b>	General Guidance, Company Self-Assessment, Social and Environmental Risk Assessment and Reporting
<b>Focus</b>	General
<b>Aim</b>	<p>Through the application of a shared standard, the EICC Code of Conduct, and supporting tools, the EICC works to create better social, economic, and environmental outcomes for all involved in the electronics supply chain. These outcomes include: improved conditions for workers, increased efficiency and productivity for customers and suppliers, economic development, and a cleaner environment for communities.</p> <p>The EICC has developed a comprehensive assessment and monitoring system, as well as learning and capability building tools, to ensure the respect of human and labour rights as well as environmental requirements in the supply chain.</p> <p>To support implementation of the Code, the EICC has developed additional tools and mechanisms to support members and supply chain partners. These include initial company self-assessment tools, as well as the Validated Audit Process (VAP). The VAP provides a single process, supported by third-party certified auditors, to assess compliance to the Code. It also provides Corrective Action planning and guidance.</p>
<b>Function</b>	<p>The <b>EICC Code</b> provides guidance in five areas of CSR performance:</p> <ul style="list-style-type: none"> <li>• Labour</li> <li>• Health and safety</li> <li>• Environment</li> </ul>

	<ul style="list-style-type: none"> <li>• Management System</li> <li>• Ethics</li> </ul> <p>The Code requires EICC members to establish a management system based on specific criteria that facilitates continuous improvement and provides for constant documentation and records.</p> <p>The EICC provides three primary resources for assessing the potential for and actual social and environmental risk in the supply chain.</p> <p>The <b>Initial Risk Assessment Tool</b> assists a company in understanding risk of Code non-conformance (in their own and their supplier's facilities), and includes questions about facility location, manufacturing processes, and the relationship between customer and supplier.</p> <p>The <b>Self Assessment Questionnaire</b> serves as a means to better understand the practices of suppliers and to identify potential risks. Suppliers are expected to up-date the online questionnaire in order to demonstrate continuous improvement. The questions relate to the EICC Code and are structured to assess both corporate-level and facility-level social and environmental responsibility.</p> <p>The <b>Validated Audit Process</b> provides an evaluation of a facility's labor, ethics, occupational health and safety, and environmental practices relative to the EICC Code of Conduct. The process also identifies corporate responsibility practices that may require improvement in order to meet those requirements. The audit is performed at the facility by specially trained, independent and qualified third-party auditors.</p> <p>The assessment processes are supported by the <b>Electronic Tool for Accountable Supply Chains (E-TASC)</b>, a web-based information management system to help member companies to collect, manage, and analyse social and environmental responsibility data from their suppliers.</p> <p>The EICC also provides several <b>e-Learning</b> modules to assist member companies (and their suppliers) in building their understanding of corporate responsibility. Example content includes principles of corporate social responsibility (CSR), the business case for CSR, and EICC expectations around the Code of Conduct.</p>
<b>Monitoring</b>	Yes. The EICC System requires regular reports and provides for independent audits by certified auditors.
<b>Target Group</b>	Companies
<b>3. Practicability and Flexibility</b>	
<b>Specific sector</b>	Secondary (industry, extractive), Electronic sector
<b>Specific region</b>	All regions
<b>Company size</b>	Small, medium and Large
<b>Case Studies/Best Practice</b>	No

<b>Interactivity</b>	Some EICC tools are conceived as a fully interactive web-based tools (self assessment, electronic tool for accountable supply chains).
<b>Human rights knowledge required</b>	No
<b>Flexibility</b>	The Code is conceived as set of guidelines, the self assessment can be flexibly adapted to each company, supplier and facility.
<b>4. Normative Framework</b>	
<b>Human Rights</b>	<ul style="list-style-type: none"> <li>• OECD Guidelines for Multinational Enterprises</li> <li>• UN Global Compact</li> <li>• Universal Declaration on Human Rights</li> </ul>
<b>Labour Rights</b>	<ul style="list-style-type: none"> <li>• ILO Declaration on Fundamental Principles and Rights at Work</li> </ul>
<b>National Law</b>	Compliance with national laws and regulations in the country of operation.
<b>5. Scope of the Tool</b>	
<b>Human Rights</b>	<p><b>Productive and freely chosen work</b></p> <ul style="list-style-type: none"> <li>✓ Right to work</li> <li>✓ Prohibition of forced or compulsory labour</li> <li>✓ Prohibition of child labour</li> </ul> <p><b>Rights at work including the core labour standards</b></p> <ul style="list-style-type: none"> <li>✓ Right to equal treatment and non-discrimination between women and men, gender issues</li> <li>✓ Right to equal treatment and non-discrimination concerning all other groups <ul style="list-style-type: none"> <li>o Diversity Management</li> </ul> </li> <li>✓ Right to education</li> <li>✓ Right to safe and healthy working conditions</li> <li>✓ Right to fair wages</li> <li>✓ Right to equal pay for equal work</li> <li>✓ Right to decent living</li> <li>✓ Right to rest, leisure and annual leave</li> <li>✓ Right to reasonable limitation of working hours</li> <li>✓ Right to permanent employment relationship</li> <li>✓ Right to privacy</li> <li>✓ Right to strike <ul style="list-style-type: none"> <li>o Grievance procedures and remediation</li> </ul> </li> </ul> <p><b>Social protection</b></p> <ul style="list-style-type: none"> <li>o Right to social security including social insurance, pensions</li> <li>o Mitigation of adverse employment effects</li> </ul> <p><b>Social dialogue</b></p> <ul style="list-style-type: none"> <li>✓ Freedom of association and right to collective bargaining</li> <li>✓ Tripartite consultation</li> </ul> <p><b>External impact</b></p> <ul style="list-style-type: none"> <li>✓ Right to an adequate standard of living <ul style="list-style-type: none"> <li>o Security issues, private property protection</li> </ul> </li> </ul>

	<p>✓ Right to the highest attainable standard of physical and mental health</p> <ul style="list-style-type: none"> <li>• Child labour</li> <li>• Collective bargaining</li> <li>• Compensation</li> <li>• Copyright and patenting</li> <li>• Corporate- / organisational culture</li> <li>• Corruption and bribery</li> <li>• Data protection and privacy</li> <li>• Disciplinary measures</li> <li>• Discrimination</li> <li>• Due diligence</li> <li>• Environment</li> <li>• Forced and bonded labour</li> <li>• Freedom of assembly and association</li> <li>• Freedom of movement (e.g. passport withholding)</li> <li>• Harassment</li> <li>• Health and wellbeing</li> <li>• Home Workers</li> <li>• Housing conditions</li> <li>• Local communities</li> <li>• Migrant workers</li> <li>• Monitoring / auditing</li> <li>• Natural resources</li> <li>• Physical abuse / threats</li> <li>• Recruitment and employment practices</li> <li>• Remuneration</li> <li>• Safety</li> <li>• Stakeholder engagement</li> <li>• Supply chain management</li> <li>• Training, skills and talent</li> <li>• Transparency / disclosure</li> <li>• Women's rights</li> <li>• Working conditions</li> <li>• Workers' representation</li> <li>• Young workers</li> </ul>
<b>Keywords</b>	
<b>6. Company Responsibility</b>	
<b>Concepts of Sphere of Influence, Complicity</b>	No
<b>Supply Chain</b>	Yes
<b>Human Rights Impact Assessment</b>	No
<b>Specific Guidance on Individual Company Responsibility</b>	Yes, supported by the EICC self assessment.
<b>7. User experience</b>	
<b>LARRGE Evaluation</b>	The EICC provides a very comprehensive and detailed system for supply chain control. It sets out clear standards and requirements and verifies compliance with strict audit and reporting strategies. The self-assessment questionnaire contains a broad range of targeted

	<p>questions that support member companies and suppliers in understanding the meaning of the standards required in the Code and in assessing their concrete obligations. EICC has developed various additional tools to ensure consistent implementation of its Code. It offers thus a reliable whole-sector approach to ensure human and labour rights as well as environmental standards in the electronic industry sector.</p>
<b>User Evaluation</b>	

## 10. European Commission (EC)



The European Commission's Directorate-General for Employment, Social Affairs and Equal Opportunities works towards the creation of more and better jobs, an inclusive society and equal opportunities for all.

EU employment and social policies bring practical benefits to citizens, for example, in finding a job, moving to another Member State for work or other reasons, upgrading skills, etc. In partnership with national authorities, social partners, civil society organisations and other stakeholders, the Directorate-General addresses challenges linked to globalisation, the ageing of Europe's population and changing social realities.

The Directorate-General for Enterprise and Industry works to ensure that EU policies contribute to the sustainable competitiveness of EU enterprises and facilitate job creation and sustainable economic growth. It has the task of ensuring that the internal market for goods runs smoothly and is a major contributor to the implementation of the Lisbon strategy for growth and jobs.

DG Enterprise and Industry pays particular attention to the needs of the manufacturing industry and to those of small and medium-sized enterprises. It manages programmes to encourage entrepreneurship and innovation, and ensures that EU legislation takes proper notice of businesses' concerns. Promoting the European growth and jobs strategy; strengthening the sustainable competitiveness of industry; increasing innovation - these are just some of the DG Enterprise and Industry's main objectives.

### 10.1. Diversity At Work – A Guide For SMEs



#### 1. Key Data

<b>Origin of the Initiative</b>	European Commission, Directorate General for Employment, Social Affairs and Equal Opportunities (published as part of the European Commission's 'For Diversity Against Discrimination' campaign)
<b>Year of Development</b>	2009
<b>Accessibility</b>	Free
<b>Availability</b>	Free
<b>Language</b>	Belgian, Czech, Danish, Dutch, English, Estonian, Finnish, French, German, Greek, Hungarian, Irish (Gaelic), Italian, Latvian, Lithuanian, Maltese, Polish, Portuguese, Romanian, Slovak, Slovenian, Spanish, Swedish;
<b>Contact</b>	European Commission DG Employment, Social Affairs and Equal Opportunities B-1049 Brussels /BELGIUM Contact form on the website (see below)
<b>Website</b>	<a href="http://ec.europa.eu/social/main.jsp?catId=780">http://ec.europa.eu/social/main.jsp?catId=780</a> (PDF Document for Download)

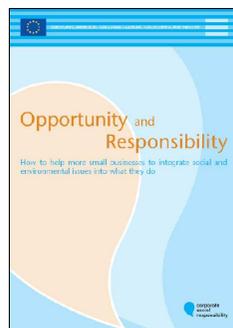
#### 2. Aim and Function of the Tool

<b>Type</b>	General guidance
<b>Focus</b>	Diversity management, support for SMEs
<b>Aim</b>	The Diversity at work guide offers practical advice for SME employers on how diversity could benefit their business. The brochure suggests some simple tips for adopting a Diversity approach and offers advice on recruitment, employee management and marketing.
<b>Function</b>	The guide begins with information from previous EU research on what Diversity means to SMEs. Based on this, it provides 8 'Top Tips' for getting started, including how to recruit from a more diverse pool of talent, gaining new customers and accessing new markets. Suggestions on how to recruit, retain and make the most of a diverse workforce are also part of a further advice section. This expands on the advice given, and provides a check list and pointers for key areas including job descriptions, advertising vacancies, and selecting the right person for the job. The check list constitutes a basic template which can be used to review one's business in relation to specific Diversity issues, usually referred to as a Diversity Needs Analysis. This helps users to understand what is already being done, and what gaps

	need to be filled. Finally, a resources section provides links to useful publications and organisations that can offer help and support.
<b>Monitoring</b>	No
<b>Target Group</b>	Companies Additional: employers' organisations
<b>3. Practicability and Flexibility</b>	
<b>Specific sector</b>	Primary (agriculture, fisheries) Secondary (industry, extractive) Tertiary (services)
<b>Specific region</b>	All regions
<b>Company size</b>	Small and medium-sized enterprises
<b>Case Studies/Best Practice</b>	No
<b>Interactivity</b>	No
<b>Human rights knowledge required</b>	No
<b>Flexibility</b>	No
<b>4. Normative Framework</b>	
<b>Human Rights</b>	No references included
<b>Labour Rights</b>	No references included
<b>National Law</b>	Only general hints to meet the legal requirements in respect of marketing (responsibility to customers) and recruitment (responsibility to employees)
<b>5. Scope of the Tool</b>	
<b>Human Rights</b>	<b>Productive and freely chosen work</b> <ul style="list-style-type: none"> <li>○ Right to work</li> <li>○ Prohibition of forced or compulsory labour</li> <li>○ Prohibition of child labour</li> </ul>
	<b>Rights at work including the core labour standards</b> <ul style="list-style-type: none"> <li>✓ Right to equal treatment and non-discrimination between women and men, gender issues</li> <li>✓ Right to equal treatment and non-discrimination concerning all other groups</li> <li>✓ Diversity management</li> <li>○ Right to education</li> <li>○ Right to safe and healthy working conditions</li> <li>○ Right to fair wages</li> <li>○ Right to equal pay for equal work</li> <li>○ Right to decent living</li> <li>○ Right to rest, leisure and annual leave</li> <li>○ Right to reasonable limitation of working hours</li> <li>○ Right to permanent employment relationship</li> <li>○ Right to privacy</li> <li>○ Right to strike</li> <li>○ Right to form and join trade unions</li> <li>○ Grievance procedures and remediation</li> </ul>
	<b>Social protection</b> <ul style="list-style-type: none"> <li>○ Right to social security including social insurance, pensions</li> <li>○ Mitigation of adverse employment effects</li> </ul>

	<p><b>Social dialogue</b></p> <ul style="list-style-type: none"> <li>○ Freedom of association and right to collective bargaining</li> <li>○ Tripartite consultation</li> </ul> <p><b>External impact</b></p> <ul style="list-style-type: none"> <li>○ Right to an adequate standard of living</li> <li>○ Security issues, private property protection</li> <li>○ Right to the highest attainable standard of physical and mental health</li> </ul>
<b>Keywords</b>	<ul style="list-style-type: none"> <li>• Customers / consumers</li> <li>• Discrimination</li> <li>• Diversity / equal opportunities</li> <li>• Recruitment and employment practices</li> <li>• Training, skills and talent</li> <li>• Working conditions</li> </ul>
<b>6. Company Responsibility</b>	
<b>Concepts of Sphere of Influence, Complicity</b>	No
<b>Supply Chain</b>	No
<b>Human Rights Impact Assessment</b>	No
<b>Specific Guidance on Individual Company Responsibility</b>	No
<b>7. User experience</b>	
<b>LARRGE Evaluation</b>	<p>Diversity at work - A guide for SMEs is a simple beginner's aid for employers of small and medium sized enterprises who wish to learn the basics on making diversity work in such businesses. The tips are well-elaborated and are based on comprehensive EU research work on diversity in European SMEs, and as such reflects the day-to-day reality of SMEs. The guide suggests relatively simple actions as first steps, encouraging an incremental approach. However, the guide only touches on the subject and does not go into detail, in contrast to the Training Manual for Diversity Management or the Turning Diversity into Talent and Competitiveness for SMEs Package which contain the same top 8 tips for SMEs. Extensive guidance documents are likely to needlessly complicate matters for SME employers, the main target group for the Diversity at Work brochure. Only a small minority of SMEs will use CSR tools that are more sophisticated than a relatively simple introductory guide. Added value is its availability in 23 European Union languages. Use the tool for gaining an understanding of the meaning of diversity for SMEs, the business benefits it may deliver, and how to approach the issue given limited resources and time constraints.</p>
<b>User Evaluation</b>	

## 10.2. Opportunity And Responsibility – How To Help More Small Businesses To Integrate Social And Environmental Issues Into What They Do



### 1. Key Data

<b>Origin of the Initiative</b>	European Commission, Directorate General for Enterprise and Industry (report produced by: European Expert Group on Corporate Social Responsibility and Small and Medium-sized Enterprises)
<b>Year of Development</b>	2007
<b>Accessibility</b>	Free
<b>Availability</b>	Free
<b>Language</b>	English (3 page summary of key messages also in: Belgian, Czech, German, Greek, Spanish, English, French, Italian, Latvian, Lithuanian, Hungarian, Maltese, Dutch, Polish, Portuguese, Slovenian, Finnish, Swedish, Estonian)
<b>Contact</b>	Experts of the Enterprise and Industry DG: <a href="mailto:entr-sustainable-industrial-policy@ec.europa.eu">entr-sustainable-industrial-policy@ec.europa.eu</a> Corporate Social Responsibility: <a href="mailto:entr-csr@ec.europa.eu">entr-csr@ec.europa.eu</a>
<b>Website</b>	<a href="http://ec.europa.eu/enterprise/policies/sustainable-business/files/csr/documents/ree_report_en.pdf">http://ec.europa.eu/enterprise/policies/sustainable-business/files/csr/documents/ree_report_en.pdf</a> (29.03.2010)

### 2. Aim and Function of the Tool

<b>Type</b>	General guidance
<b>Focus</b>	Support for SMEs
<b>Aim</b>	The aim of the report is to increase the quality and quantity of initiatives taken to support the uptake of CSR amongst SMEs. It captures the latest thinking on the issue in Europe and should provide ideas and inspiration for new and better initiatives. It is a contribution to the debate on CSR in Europe, and it should help advance understanding and recognition of the particular role of SMEs in the development of CSR.
<b>Function</b>	The Opportunity and Responsibility report is the work of the European Expert Group on CSR and SMEs, established by the European Commission in September 2005. The group comprised experts

appointed by EU Member States, from a variety of backgrounds (SME and employers' organisations, non-governmental organisations, CSR networks, academics and civil servants). It was assisted by a number of observers and others with expertise in particular areas (a full list of involved persons can be found at the end of the report). The report builds on a number of previous European initiatives on the topic, which are documented on the website of the Enterprise and Industry DG.

The report starts with a summary of 16 key findings of the Expert Group, e.g. that CSR is not a new concept for SMEs, that language and terminology must be appropriate, and that there is a lack of academic research on CSR and SMEs.

6 chapters then address the following questions:

1. Awareness-raising and communicating with SMEs about CSR: what techniques work best when communicating with SMEs about CSR, and what should be avoided?
2. Capacity-building for SME intermediaries and business support organisations: what competences do business support organisations need to advise SMEs on CSR, and how can they be acquired?
3. CSR tools for SMEs: what kinds of toolkits, guides, certification systems, and reporting/communication techniques are most appropriate for SMEs?
4. CSR in the supply chain: what is the influence of the CSR requirements that larger companies impose on suppliers, and how should the ideal buyer behave?
5. The business case of CSR for SMEs: what advantages can CSR bring for SMEs, and how important are such advantages as a motivation for SMEs to engage in CSR?
6. CSR, SMEs and regional competitiveness: can CSR be part of a regional development strategy and contribute to socio-economic development at a regional level?

Each section begins with a summary of the questions at stake, followed by concrete recommendations. Additional information and links are subsequently provided.

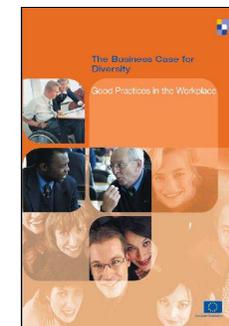
<b>Monitoring</b>	No
<b>Target Group</b>	Business support organisations, trade unions, networks, non-governmental organisations/civil society, policy makers, intermediaries  Additional: Companies, consultants, employers' organisations, trainers, governmental and public organisations, CSR experts
<b>3. Practicability and Flexibility</b>	
<b>Specific sector</b>	Primary (agriculture, fisheries) Secondary (industry, extractive) Tertiary (services)
<b>Specific region</b>	All regions
<b>Company size</b>	Small and medium-sized enterprises
<b>Case Studies/Best Practice</b>	Yes. The European Expert Group on CSR and SMEs has also produced a series of one-page good practice descriptions, explaining how some organisations have successfully helped small businesses to engage in responsible entrepreneurship. However, these are not included in the report itself but provided separately on the DG Enterprise and Industry website.
<b>Interactivity</b>	No

<b>Human rights knowledge required</b>	No
<b>Flexibility</b>	No
<b>4. Normative Framework</b>	
<b>Human Rights</b>	None. Opportunity and Responsibility emphasises that it is not realistic to expect a significant number of SMEs to read and study major international instruments and reference texts on CSR, such as the ILO declarations, the UN Declaration of Human Rights or the UN Global Compact. CSR tools produced specifically for SMEs can help bridge this gap by incorporating relevant aspects of such instruments, even if they are not mentioned by name. Care must in any case be taken not to undermine the basic standards established in relevant international instruments.
<b>Labour Rights</b>	None. Opportunity and Responsibility emphasises that it is not realistic to expect a significant number of SMEs to read and study major international instruments and reference texts on CSR, such as the ILO declarations and conventions. CSR tools produced specifically for SMEs can help bridge this gap by incorporating relevant aspects of such instruments, even if they are not mentioned by name. Care must in any case be taken not to undermine the basic standards established in international law.
<b>National Law</b>	The report explains that CSR is culturally specific and varies according to political traditions, the nature of social dialogue, and the degree to which certain social (and environmental) issues are regulated by law. It is useful to have a common understanding at EU level of the definition and importance of CSR, but ultimately the practice of CSR has to be adapted to the particular circumstances of different nations and regions.
<b>5. Scope of the Tool</b>	
<b>Human Rights</b>	<p><b>Productive and freely chosen work</b></p> <ul style="list-style-type: none"> <li>o Right to work</li> <li>o Prohibition of forced or compulsory labour</li> <li>o Prohibition of child labour</li> </ul> <p><b>Rights at work including the core labour standards</b></p> <ul style="list-style-type: none"> <li>o Right to equal treatment and non-discrimination between women and men, gender issues</li> <li>o Right to equal treatment and non-discrimination concerning all other groups</li> <li>o Diversity management</li> <li>o Right to education</li> <li>o Right to safe and healthy working conditions</li> <li>o Right to fair wages</li> <li>o Right to equal pay for equal work</li> <li>o Right to decent living</li> <li>o Right to rest, leisure and annual leave</li> <li>o Right to reasonable limitation of working hours</li> <li>o Right to permanent employment relationship</li> <li>o Right to privacy</li> <li>o Right to strike</li> <li>o Right to form and join trade unions</li> <li>o Grievance procedures and remediation</li> </ul>

	<p><b>Social protection</b></p> <ul style="list-style-type: none"> <li>o Right to social security including social insurance, pensions</li> <li>o Mitigation of adverse employment effects</li> </ul> <p><b>Social dialogue</b></p> <ul style="list-style-type: none"> <li>o Freedom of association and right to collective bargaining</li> <li>o Tripartite consultation</li> </ul> <p><b>External impact</b></p> <ul style="list-style-type: none"> <li>o Right to an adequate standard of living</li> <li>o Security issues, private property protection</li> <li>o Right to the highest attainable standard of physical and mental health</li> </ul>
<b>Keywords</b>	<ul style="list-style-type: none"> <li>• Capacity / capability building</li> <li>• Customers / consumers</li> <li>• Diversity / equal opportunities</li> <li>• Environment</li> <li>• Health and wellbeing</li> <li>• Local communities</li> <li>• Natural resources</li> <li>• Recruitment and employment practices</li> <li>• Safety</li> <li>• Social investment</li> <li>• Stakeholder engagement</li> <li>• Supply chain management</li> <li>• Training, skills and talent</li> <li>• Working conditions</li> </ul>
<b>6. Company Responsibility</b>	
<b>Concepts of Sphere of Influence, Complicity</b>	No
<b>Supply Chain</b>	Yes. Chapter 4 of the report is dedicated to this particular issue. It addresses the promotion of CSR through the supply-chain by asking which influence the CSR requirements made by larger companies on their suppliers have and how the ideal buyer should behave.
<b>Human Rights Impact Assessment</b>	No
<b>Specific Guidance on Individual Company Responsibility</b>	No
<b>7. User experience</b>	
<b>LARRGE Evaluation</b>	<p>Raising awareness of CSR for small and medium-sized enterprises is a challenge, mostly because their owners are very busy and focused on ensuring the short-term survival of the company. Also, many SMEs may not consider social (and environmental) issues as immediately relevant to their business. Only a small minority will seek to use CSR tools - even fewer the more sophisticated the tool becomes. Against this background, a multi-stakeholder group of experts has developed the Opportunity and Responsibility report with the aim of supporting SMEs in their approaches to CSR. It does not say anything</p>

	<p>about human rights or decent work, since it tackles the topic from a purely technical perspective, addressing the most promising methods for CSR awareness-raising, consulting, reporting, etc. in respect of SMEs. Regarding the content of SMEs' CSR strategies, the report states that aspects of CSR most relevant to the areas of business in which the SME operates should be identified; otherwise it may appear overwhelming or excessively complicated.</p> <p>Use the report as a valuable reference book when advising or otherwise working closely with SMEs, in particular when helping them to improve their social, environmental and financial performance. Draw on its findings in order to elaborate good CSR initiatives/policies tailored to the needs of this "hard-to-reach" group. Though it is not primarily addressed to companies, it may help smaller businesses gain a deeper understanding of the business case for CSR, including what is expected from them and how far they can benefit from engagement with the concept. The Toolkit CSR for SMEs (DG Enterprise) is also highly recommended in this respect.</p>
<b>User Evaluation</b>	

### 10.3. The Business Case For Diversity – Good Practices In The Workplace



1. Key Data	
<b>Origin of the Initiative</b>	European Commission, Directorate General for Employment, Social Affairs and Equal Opportunities (report produced by: Focus Constancy Ltd., The Conference Board Europe)
<b>Year of Development</b>	2005
<b>Accessibility</b>	Free
<b>Availability</b>	Free
<b>Language</b>	English, French, German
<b>Contact</b>	European Commission DG Employment, Social Affairs and Equal Opportunities B-1049 Brussels /BELGIUM Contact form on the website (see below)
<b>Website</b>	<a href="http://ec.europa.eu/social/main.jsp?catId=780">http://ec.europa.eu/social/main.jsp?catId=780</a> (PDF Document for Download)
2. Aim and Function of the Tool	
<b>Type</b>	General guidance
<b>Focus</b>	Diversity management
<b>Aim</b>	The Business Case for Diversity is a best practice guide that provides a selection of successful and innovative examples of good practice in diversity management, implemented by employers and businesses across the European Union.
<b>Function</b>	The Business Case for Diversity builds on a study launched by the European Commission on good practice in the implementation of diversity and anti-discrimination measures in the workplace. It provides a framework, supported by case studies, illustrating the business case for diversity across the EU. It can serve to promote the development of diversity policies in companies, indicating the perceived business benefits, specific challenges and the means for overcoming such challenges.

	<p>On the basis of two surveys, conducted in 2005 among companies of various sizes and from different industrial sectors operating in the enlarged European Union (then 25 Member States), diversity-awareness and business practices were investigated and examples of good practice were identified in the areas of race and ethnicity, age, sexual orientation, disability and religion or belief. These examples were selected as case studies for the compendium so that other businesses could learn from the experiences and insights when implementing their own diversity policies.</p> <p>The Business Case for Diversity consists of four main parts:</p> <ul style="list-style-type: none"> <li>• Outline of the approach, methodology and selection criteria; Thematic analysis of the consultation and good practice research findings of the European Business Test Panel (EBTP);</li> <li>• Conclusions and next steps;</li> <li>• Presentation of case studies of good practice in workplace diversity and anti-discrimination.</li> </ul>
<b>Monitoring</b>	No. However, monitoring is stressed as an essential criterion for the effective implementation of workplace diversity. Among good practice companies, many undertake a range of goal-setting and monitoring activities as well as internal and external benchmarking to support their diversity approaches.
<b>Target Group</b>	Companies Additional: civil society, consultants, employers' organisations
<b>3. Practicability and Flexibility</b>	
<b>Specific sector</b>	All sectors
<b>Specific region</b>	All regions
<b>Company size</b>	Medium and large businesses
<b>Case Studies/Best Practice</b>	Yes The Business Case for Diversity provides a broad spread of good practice/case studies across approximately 10 European Union Member States. It provides some level of geographic balance, as well as a balance between companies from various sectors and of different sizes.
<b>Interactivity</b>	No
<b>Human rights knowledge required</b>	No
<b>Flexibility</b>	No
<b>4. Normative Framework</b>	
<b>Human Rights</b>	<ul style="list-style-type: none"> <li>• EU Racial Equality Directive 2000/43/EC</li> </ul>
<b>Labour Rights</b>	<ul style="list-style-type: none"> <li>• EU Employment Equality Directive 2000/78/EC</li> </ul>
<b>National Law</b>	The Business Case explains that a broad regulatory framework exists to promote equality and anti-discrimination in the workplace, including national legislation but also sector-specific regulations (e.g. industry standards and awards).
<b>5. Scope of the Tool</b>	
<b>Human Rights</b>	<p><b>Productive and freely chosen work</b></p> <ul style="list-style-type: none"> <li>o Right to work</li> <li>o Prohibition of forced or compulsory labour</li> <li>o Prohibition of child labour</li> </ul> <p><b>Rights at work including the core labour standards</b></p> <ul style="list-style-type: none"> <li>✓ Right to equal treatment and non-discrimination between</li> </ul>

	<p>women and men, gender issues</p> <ul style="list-style-type: none"> <li>✓ Right to equal treatment and non-discrimination concerning all other groups</li> <li>✓ Diversity management <ul style="list-style-type: none"> <li>o Right to education</li> <li>o Right to safe and healthy working conditions</li> <li>o Right to fair wages</li> <li>o Right to equal pay for equal work</li> <li>o Right to decent living</li> <li>o Right to rest, leisure and annual leave</li> <li>o Right to reasonable limitation of working hours</li> <li>o Right to permanent employment relationship</li> <li>o Right to privacy</li> <li>o Right to strike</li> <li>o Right to form and join trade unions</li> <li>o Grievance procedures and remediation</li> </ul> </li> </ul> <p><b>Social protection</b></p> <ul style="list-style-type: none"> <li>o Right to social security including social insurance, pensions</li> <li>o Mitigation of adverse employment effects</li> </ul> <p><b>Social dialogue</b></p> <ul style="list-style-type: none"> <li>o Freedom of association and right to collective bargaining</li> <li>o Tripartite consultation</li> </ul> <p><b>External impact</b></p> <ul style="list-style-type: none"> <li>o Right to an adequate standard of living</li> <li>o Security issues, private property protection</li> <li>o Right to the highest attainable standard of physical and mental health</li> </ul>
<b>Keywords</b>	<ul style="list-style-type: none"> <li>• Customers / consumers</li> <li>• Discrimination</li> <li>• Diversity / equal opportunities</li> <li>• Migrant workers</li> <li>• Minorities</li> <li>• Recruitment and employment practices</li> <li>• Training, skills and talent</li> <li>• Working conditions</li> </ul>
<b>6. Company Responsibility</b>	
<b>Concepts of Sphere of Influence, Complicity</b>	No
<b>Supply Chain</b>	No
<b>Human Rights Impact Assessment</b>	No
<b>Specific Guidance on Individual Company Responsibility</b>	No
<b>7. User experience</b>	
<b>LARRGE Evaluation</b>	One of the biggest challenges in addressing workplace diversity and anti-discrimination is the lack of information and awareness of the issues and practices. The Business Case for Diversity takes up this

	<p>issue, and provides a useful and thorough thematic overview of the current corporate diversity situation in Europe. It considers the drivers for diversity policy and practice, implementation, and the perceived benefits, challenges and impacts of diversity measures. The collection of best practice examples provides added value. The compendium highlights the activities of companies that seek to embrace their social responsibility in terms of workplace diversity and anti-discrimination.</p> <p>Use the tool in order to gain an overview of corporate diversity and equality strategies pursued in the European Union, and to understand the business benefits these approaches deliver - illustrated by the considerable number of good practice examples.</p>
<b>User Evaluation</b>	

1. Key Data	
<b>Origin of the Initiative</b>	European Commission, Directorate General for Enterprise and Industry
<b>Year of Development</b>	2005
<b>Accessibility</b>	Free
<b>Availability</b>	Free
<b>Language</b>	Belgian, Czech, Danish, Dutch, English, Estonian, Finnish, French, German, Greek, Hungarian, Italian, Latvian, Lithuanian, Norwegian, Polish, Portuguese, Romanian, Slovak, Slovenian, Spanish, Swedish, Turkish
<b>Contact</b>	Experts of the Enterprise and Industry DG: <a href="mailto:entr-sustainable-industrial-policy@ec.europa.eu">entr-sustainable-industrial-policy@ec.europa.eu</a> Corporate Social Responsibility: <a href="mailto:entr-csr@ec.europa.eu">entr-csr@ec.europa.eu</a>
<b>Website</b>	<p><a href="http://ec.europa.eu/enterprise/policies/sustainable-business/documents/corporate-social-responsibility/toolkit/index_en.htm">http://ec.europa.eu/enterprise/policies/sustainable-business/documents/corporate-social-responsibility/toolkit/index_en.htm</a> (29.03.2010)</p> <p>Documents:</p> <ul style="list-style-type: none"> <li>• Introduction to CSR for SMEs: <a href="http://ec.europa.eu/enterprise/policies/sustainable-business/files/csr/campaign/documentation/download/introduction_en.pdf">http://ec.europa.eu/enterprise/policies/sustainable-business/files/csr/campaign/documentation/download/introduction_en.pdf</a></li> <li>• Case Studies: <a href="http://ec.europa.eu/enterprise/policies/sustainable-business/files/csr/campaign/documentation/download/cases_en.pdf">http://ec.europa.eu/enterprise/policies/sustainable-business/files/csr/campaign/documentation/download/cases_en.pdf</a></li> <li>• Awareness-raising questionnaire: <a href="http://ec.europa.eu/enterprise/policies/sustainable-business/files/csr/campaign/documentation/download/questionnaire_en.pdf">http://ec.europa.eu/enterprise/policies/sustainable-business/files/csr/campaign/documentation/download/questionnaire_en.pdf</a></li> <li>• A guide to communication about CSR: <a href="http://ec.europa.eu/enterprise/policies/sustainable-business/files/csr/campaign/documentation/download/guide_en.pdf">http://ec.europa.eu/enterprise/policies/sustainable-business/files/csr/campaign/documentation/download/guide_en.pdf</a></li> </ul>

### 10.4. Toolkit – Corporate Social Responsibility For SMEs



	pdf
<b>2. Aim and Function of the Tool</b>	
<b>Type</b>	General Guidance, Self-Assessment
<b>Focus</b>	Support for SMEs
<b>Aim</b>	The Toolkit presented at the Corporate Social Responsibility for SMEs Documentation Centre features a simplified information-package smaller businesses may need in order to take the first steps towards becoming responsible entrepreneurs. It consists of 4 parts, including an introductory document, a compendium of case studies, a questionnaire for raising awareness of CSR and a manual on how to communicate about the issue.
<b>Function</b>	<p>The Toolkit for SMEs comprises the following documents:</p> <ol style="list-style-type: none"> <li>1. The "Introduction to Corporate Social Responsibility for Small &amp; Medium-Sized Enterprises" briefly introduces some of the simple steps that SMEs can take to integrate CSR into their daily business practices. It highlights ways in which CSR can make their business more successful. The document addresses why one should be a responsible entrepreneur, and what this means in practice, and gives a few useful sources of further information.</li> <li>2. "Case studies": This collection of 10 real-life examples, taken from small and medium-sized enterprises across Europe, shows how these companies have become more successful due to their commitment to CSR. (See below for more details.)</li> <li>3. The "awareness-raising questionnaire" was designed to help SMEs think about their efforts towards CSR and identify steps that might be useful for improving business practice in a profitable and sensible manner. It can be completed within 10 minutes and is for personal use only (not be submitted to DG Enterprise).</li> <li>4. The "Guide to communicating about Corporate Social Responsibility" explains that communication on CSR-related matters does not need to be complicated, demonstrates that SMEs can get maximum benefit from the steps they take, and provides information on how these steps might be taken. The guide includes information on communication techniques that may be employed in order to inform company staff, communities and the media about the measures being taken.</li> </ol>
<b>Monitoring</b>	No
<b>Target Group</b>	Companies
<b>Target Group</b>	According to LARRGE evaluation also non-governmental organisations/civil society, employers' organisations, employees, intermediaries, business support organisations
<b>3. Practicability and Flexibility</b>	
<b>Specific sector</b>	Primary (agriculture, fisheries) Secondary (industry, extractive) Tertiary (services)
<b>Specific region</b>	All regions
<b>Company size</b>	Small and medium-sized enterprises
<b>Case Studies/Best Practice</b>	Yes. There is a compendium of 10 company case studies taken from European SMEs (Hungary, Slovenia, Poland, Germany, Belgium, UK, Romania, Spain, Turkey and Finland) doing business in a variety of

	sectors such as agriculture, manufacturing (IT engineering, furniture, plastics and metal working, industrial lubricants), services (including financial) and research. Moreover, the cases address different CSR issues, e.g. community impact, employees, training, environment, business relationships, or sponsorship. The Compendium sketches the CSR actions taken, who was involved, why the company engaged in CSR, what benefits could be gained and how this was reported.
<b>Interactivity</b>	No
<b>Human rights knowledge required</b>	No
<b>Flexibility</b>	Yes. Users might use the Toolkit in its entirety, or just draw on the part(s) that are of relevance.
<b>4. Normative Framework</b>	
<b>Human Rights</b>	No reference included
<b>Labour Rights</b>	No reference included
<b>National Law</b>	No reference included
<b>5. Scope of the Tool</b>	
<b>Human Rights</b>	<p><b>Productive and freely chosen work</b></p> <ul style="list-style-type: none"> <li>o Right to work</li> <li>o Prohibition of forced or compulsory labour</li> <li>o Prohibition of child labour</li> </ul> <p><b>Rights at work including the core labour standards</b></p> <ul style="list-style-type: none"> <li>✓ Right to equal treatment and non-discrimination between women and men, gender issues</li> <li>✓ Right to equal treatment and non-discrimination concerning all other groups</li> <li>✓ Diversity management</li> <li>✓ Right to education</li> <li>✓ Right to safe and healthy working conditions</li> <li>✓ Right to fair wages</li> <li>✓ Right to equal pay for equal work</li> <li>✓ Right to decent living</li> <li>✓ Right to rest, leisure and annual leave</li> <li>✓ Right to reasonable limitation of working hours</li> <li>✓ Right to permanent employment relationship</li> <li>✓ Right to privacy</li> <li>✓ Right to strike</li> <li>✓ Right to form and join trade unions</li> <li>✓ Grievance procedures and remediation</li> </ul> <p><b>Social protection</b></p> <ul style="list-style-type: none"> <li>✓ Right to social security including social insurance, pensions</li> <li>✓ Mitigation of adverse employment effects</li> </ul> <p><b>Social dialogue</b></p> <ul style="list-style-type: none"> <li>✓ Freedom of association and right to collective bargaining</li> <li>✓ Tripartite consultation</li> </ul> <p><b>External impact</b></p> <ul style="list-style-type: none"> <li>✓ Right to an adequate standard of living</li> <li>✓ Security issues, private property protection</li> <li>✓ Right to the highest attainable standard of physical and mental health</li> </ul>

<b>Keywords</b>	<ul style="list-style-type: none"> <li>• Customers / consumers</li> <li>• Discrimination</li> <li>• Dispute resolution / grievance mechanism</li> <li>• Diversity / equal opportunities</li> <li>• Due diligence</li> <li>• Environment</li> <li>• Health and wellbeing</li> <li>• Home Workers</li> <li>• Local communities</li> <li>• Recruitment and employment practices</li> <li>• Remuneration</li> <li>• Safety</li> <li>• Social investment</li> <li>• Stakeholder engagement</li> <li>• Training, skills and talent</li> <li>• Transparency / disclosure</li> <li>• Working conditions</li> <li>• Young workers</li> </ul>
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	the many ways in which others can engage in, and benefit from, responsible business conduct. Use the questionnaire to find out how to improve your business in a profitable and sensible manner, and how to take further action for the strengthening of your business, its reputation and performance. Use the guide to learn about some of the simplest, most common and most effective means for communicating about CSR activities.
<b>User Evaluation</b>	

6. Company Responsibility	
<b>Concepts of Sphere of Influence, Complicity</b>	No
<b>Supply Chain</b>	No. The Toolkit only refers to suppliers in the context of good communication processes (ensure effective feedback, consultation and/or dialogue).
<b>Human Rights Impact Assessment</b>	No
<b>Specific Guidance on Individual Company Responsibility</b>	No
7. User experience	
<b>LARRGE Evaluation</b>	<p>It is challenging to raise awareness on CSR – or responsible entrepreneurship as it is called here – among small and medium-sized enterprises since they have limited resources (time, manpower, expertise and finances), and might not see the positive effects it can have on their business. Therefore, only a small minority will be interested in using CSR tools, particularly if these tools are very sophisticated. As such, the DG for Enterprise and Industry has developed the Toolkit for SMEs as part of a pan-European awareness-raising campaign on CSR.</p> <p>The Toolkit is a beginner’s pack of information for smaller companies that might never have heard about the concept before, and do not need to be overwhelmed with complex facts and circumstances. This is the reason for the lack of references to international human or labour rights documents. Quite a number of human rights issues are covered implicitly, however, encouraging SME owners to reconsider their workplace, marketplace and community policies. Beginning with the Introduction to CSR for SMEs, the Toolkit describes how CSR can help SMEs secure the long-term competitiveness and continuity of their business. Read case studies of SMEs which have successfully integrated CSR into their daily operations, and learn about</p>

### 10.5. Training Manual For Diversity Management



#### 1. Key Data

<b>Origin of the Initiative</b>	European Commission, Directorate General for Employment, Social Affairs and Equal Opportunities (report produced by: International Society for Diversity Management (IDM), Human European Consultancy, Migration Policy Group)
<b>Year of Development</b>	2007
<b>Accessibility</b>	Free
<b>Availability</b>	Free
<b>Language</b>	Belgian, Czech, Danish, Dutch, English, Estonian, Finnish, French, German, Greek, Hungarian, Italian, Latvian, Lithuanian, Polish, Portuguese, Romanian, Slovak, Slovenian, Spanish, Swedish, Turkish;
<b>Contact</b>	European Commission DG Employment, Social Affairs and Equal Opportunities B-1049 Brussels /BELGIUM Contact form on the website (see below)
<b>Website</b>	<a href="http://ec.europa.eu/social/main.jsp?catId=780">http://ec.europa.eu/social/main.jsp?catId=780</a> (PDF Document for Download)

#### 2. Aim and Function of the Tool

<b>Type</b>	General Guidance, Human Rights Training
<b>Focus</b>	Diversity management
<b>Aim</b>	The manual is designed to accompany and support the implementation of diversity management measures and policies within companies. It provides a solid overview of the issue, offers a variety of diversity management applications along with good practice examples, and suggests further sources of information.
<b>Function</b>	The Training Manual for Diversity Management is structured into three main parts:  1. The first section provides an introduction to diversity management as a discipline, which is still in its infancy in Europe. This includes an overview and a definition of the subject, and a description of the benefits resulting from the

	implementation of diversity management in companies.  2. Section 2 focuses on practical applications of diversity management. It shows how businesses can initiate change processes for optimum diversity management, introduces a self assessment tool (the Diversity Audit) and provides the example of a Charter of Diversity (showing how companies can address the topic). Real life case studies illustrate those steps undertaken by several European companies in the right direction. The manual also suggests ways of conducting company internal workshops for different target groups on the topic of diversity management.  3. The last section gives additional information in the form of a suggested reading list and web-links dealing with diversity management in Europe.
<b>Monitoring</b>	No
<b>Target Group</b>	Companies, consultants, employers' organisations, trainers. Additional: civil society, employees, trade unions
<b>3. Practicability and Flexibility</b>	
<b>Specific sector</b>	All sectors
<b>Specific region</b>	All regions (specifically targeted at European Union Member States and Turkey)
<b>Company size</b>	Companies of all sizes (small, medium and large)
<b>Case Studies/Best Practice</b>	Yes The term "Best Practices" is intentionally not used in the manual since it emphasises that every effort towards fostering diversity, and creating active diversity management, is welcome. Learning from each other, sharing experiences and discussing opportunities and dangers seem better means with which to implement a company's own diversity management strategy. The four examples of good practice that are given in the manual were taken from "The Business Case for Diversity – Good Practices in the Workplace" (EC, 2005).
<b>Interactivity</b>	No
<b>Human rights knowledge required</b>	No
<b>Flexibility</b>	No
<b>4. Normative Framework</b>	
<b>Human Rights</b>	• EU Council Racial Equality Directive 2000/43/EC
<b>Labour Rights</b>	• EU Council Employment Equality Directive 2000/78/EC
<b>National Law</b>	• National (anti-discrimination) law
<b>5. Scope of the Tool</b>	
<b>Human Rights</b>	<b>Productive and freely chosen work</b> <ul style="list-style-type: none"> <li>○ Right to work</li> <li>○ Prohibition of forced or compulsory labour</li> <li>○ Prohibition of child labour</li> </ul> <b>Rights at work including the core labour standards</b> <ul style="list-style-type: none"> <li>✓ Right to equal treatment and non-discrimination between women and men, gender issues</li> <li>✓ Right to equal treatment and non-discrimination concerning all other groups</li> <li>✓ Diversity management</li> <li>○ Right to education</li> </ul>

	<ul style="list-style-type: none"> <li>o Right to safe and healthy working conditions</li> <li>o Right to fair wages</li> <li>o Right to equal pay for equal work</li> <li>o Right to decent living</li> <li>o Right to rest, leisure and annual leave</li> <li>o Right to reasonable limitation of working hours</li> <li>o Right to permanent employment relationship</li> <li>o Right to privacy</li> <li>o Right to strike</li> <li>o Right to form and join trade unions</li> <li>o Grievance procedures and remediation</li> </ul> <p><b>Social protection</b></p> <ul style="list-style-type: none"> <li>o Right to social security including social insurance, pensions</li> <li>o Mitigation of adverse employment effects</li> </ul> <p><b>Social dialogue</b></p> <ul style="list-style-type: none"> <li>o Freedom of association and right to collective bargaining</li> <li>o Tripartite consultation</li> </ul> <p><b>External impact</b></p> <ul style="list-style-type: none"> <li>o Right to an adequate standard of living</li> <li>o Security issues, private property protection</li> <li>o Right to the highest attainable standard of physical and mental health</li> </ul>
<b>Keywords</b>	<ul style="list-style-type: none"> <li>• Corporate- / organisational culture</li> <li>• Customers / consumers</li> <li>• Discrimination</li> <li>• Diversity / equal opportunities</li> <li>• Harassment</li> <li>• Home workers</li> <li>• Migrant workers</li> <li>• Minorities</li> <li>• Monitoring / auditing</li> <li>• Recruitment and employment practices</li> <li>• Stakeholder engagement</li> <li>• Training, skills and talent</li> <li>• Working conditions</li> </ul>
<b>6. Company Responsibility</b>	
<b>Concepts of Sphere of Influence, Complicity</b>	No
<b>Supply Chain</b>	No
<b>Human Rights Impact Assessment</b>	No
<b>Specific Guidance on Individual Company Responsibility</b>	No
<b>7. User experience</b>	
<b>LARRGE Evaluation</b>	The Training Manual for Diversity Management is an adequate beginner's guide for users in search of clear and understandable information on the issue, as well as basic instructions for putting

	diversity into business practice. Use the tool to gain an overview of the key points and principles of some practical managerial tools such as a corporate change process, an eight step approach tailored to the needs of SMEs, a procedure for facilitating the use of diversity as a resource, diversity auditing or the signing of a diversity charter. It also contains some good practice examples, and examples of how to design company internal workshops on diversity management. The additional reading list is most helpful in the likely case one has lost track of available information on this fast-growing subject. On the whole, the manual serves to address the increasing complexity in companies' environments regarding the diversity of stakeholders, customers, suppliers, colleagues, and shareholders and the changing political and economic context. Moreover, it outlines some steps towards actively managing this.
<b>User Evaluation</b>	

## 10.6. Turning “Diversity” Into Talent And Competitiveness For SMEs - Package



### 1. Key Data

<b>Origin of the Initiative</b>	European Commission, Directorate General for Employment, Social Affairs and Equal Opportunities (report produced by: Focus Consultancy, EIM Business & Policy Research)
<b>Year of Development</b>	2008
<b>Accessibility</b>	Free
<b>Availability</b>	Free
<b>Language</b>	English, French, German
<b>Contact</b>	European Commission DG Employment, Social Affairs and Equal Opportunities B-1049 Brussels /BELGIUM Contact form on the website (see below)
<b>Website</b>	<a href="http://ec.europa.eu/social/main.jsp?catId=423&amp;langId=en&amp;eventsId=125&amp;furtherEvents=yes">http://ec.europa.eu/social/main.jsp?catId=423&amp;langId=en&amp;eventsId=125&amp;furtherEvents=yes</a> (PDF Document for Download) <a href="http://ec.europa.eu/social/BlobServlet?docId=3177&amp;langId=en">http://ec.europa.eu/social/BlobServlet?docId=3177&amp;langId=en</a> (Teaching Materials for Download, in English only)

### 2. Aim and Function of the Tool

<b>Type</b>	General Guidance, Human Rights Training
<b>Focus</b>	Diversity management, support for SMEs
<b>Aim</b>	Turning “Diversity” into Talent and Competitiveness for SMEs is a support package that aims to: <ul style="list-style-type: none"> <li>explain and illustrate what Diversity actually means beyond the language used by public sector and Government organisations,</li> <li>deliver clear information to managers and employees of SMEs so that they can understand Diversity as a set of logical business procedures and apply them, and</li> <li>rectify any misconceptions and misunderstandings regarding Diversity and enable SMEs to make the best use of approaches related to Diversity without legal or regulation concerns.</li> </ul>
<b>Function</b>	The package was designed to help owner managers and those

supporting SMEs (so-called Intermediaries) to cope with some simple approaches for implementing and refining a solid business approach to recruitment, business management and marketing in view of Diversity.

Based on research from across the EU, including the views of owner managers and business support organisation, it is meant to be used as a set of general help guidelines on Diversity, specifically for smaller and medium sized enterprises, with stand alone sections or as a comprehensive package (depending on the users needs), and to compliment any local information or direct personal support available.

The package is a skeleton framework that can, and should, be adapted to local needs and resources. It is not possible to cover all circumstances and all examples across all EU member states for all SMEs in all sectors. Depending on the circumstances of the individual, time and existing knowledge, users can access just a specific section (or part of it), or draw from a range of sections including the presentation of empirical evidence, guided approaches, adaptable templates and an outline of teaching materials, together with supporting references and FAQs.

The training and teaching materials described in the package are provided in a separate document, called The Business Case for Diversity (BC4D) Teaching Material Package. It contains a brief set of exercises and presentations/material that people can use when they want to introduce the issue of Diversity as part of a training and/or development process.

<b>Monitoring</b>	No
<b>Target Group</b>	Companies, consultants, trainers, employees, governmental and public organisations, intermediaries
<b>3. Practicability and Flexibility</b>	
<b>Specific sector</b>	Secondary (Extractive, Industry) Tertiary (Services)
<b>Specific region</b>	All regions
<b>Company size</b>	Small and medium-sized enterprises
<b>Case Studies/Best Practice</b>	Yes. Section 5 of the package provides some simple tips for what SME owner managers can do when approaching Diversity issues. These are complemented by a series of real-life case studies that explain their application in relation to each tip, plus references to additional material if required.
<b>Interactivity</b>	No. The package is just a general guidance tool. However, it may act as a spring board for accessing personalised direct support or advice - a list of respective links and websites is provided.
<b>Human rights knowledge required</b>	No.
<b>Flexibility</b>	Yes. The package provides a framework with some examples that can be supplemented with, or adapted to, national/local material where necessary. Most of the material can be directly applied to local circumstances, without the need for supplementary information. The various sections of the package are set out so that they can be used as stand alone information, or with other sections for a more

	comprehensive set of support material.
<b>4. Normative Framework</b>	
<b>Human Rights</b>	None. One of the package's main aims is to allow small and medium sized enterprises to make the best use of Diversity approaches without legal or regulation concerns.
<b>Labour Rights</b>	None. One of the package's main aims is to allow small and medium sized enterprises to make the best use of Diversity approaches without legal or regulation concerns.
<b>National Law</b>	The package addresses the issue of national law by pointing out the difficulties that SMEs face when attempting to navigate information about employee rights and equality legislation. They are advised to seek help if they are uncertain about what is legally permissible e.g. concerning job descriptions.
<b>5. Scope of the Tool</b>	
<b>Human Rights</b>	<p><b>Productive and freely chosen work</b></p> <ul style="list-style-type: none"> <li>o Right to work</li> <li>o Prohibition of forced or compulsory labour</li> <li>o Prohibition of child labour</li> </ul> <p><b>Rights at work including the core labour standards</b></p> <ul style="list-style-type: none"> <li>✓ Right to equal treatment and non-discrimination between women and men, gender issues</li> <li>✓ Right to equal treatment and non-discrimination concerning all other groups</li> <li>✓ Diversity management</li> <li>o Right to education</li> <li>o Right to safe and healthy working conditions</li> <li>o Right to fair wages</li> <li>o Right to equal pay for equal work</li> <li>o Right to decent living</li> <li>o Right to rest, leisure and annual leave</li> <li>o Right to reasonable limitation of working hours</li> <li>o Right to permanent employment relationship</li> <li>o Right to privacy</li> <li>o Right to strike</li> <li>o Right to form and join trade unions</li> <li>o Grievance procedures and remediation</li> </ul> <p><b>Social protection</b></p> <ul style="list-style-type: none"> <li>o Right to social security including social insurance, pensions</li> <li>o Mitigation of adverse employment effects</li> </ul> <p><b>Social dialogue</b></p> <ul style="list-style-type: none"> <li>o Freedom of association and right to collective bargaining</li> <li>o Tripartite consultation</li> </ul> <p><b>External impact</b></p> <ul style="list-style-type: none"> <li>o Right to an adequate standard of living</li> <li>o Security issues, private property protection</li> <li>o Right to the highest attainable standard of physical and mental health</li> </ul>

<b>Keywords</b>	<ul style="list-style-type: none"> <li>• Customers / consumers</li> <li>• Discrimination</li> <li>• Diversity / equal opportunities</li> <li>• Harassment</li> <li>• Local communities</li> <li>• Minorities</li> <li>• Monitoring / auditing</li> <li>• Recruitment and employment practices</li> <li>• Social investment</li> <li>• Stakeholder engagement</li> <li>• Training, skills and talent</li> <li>• Working conditions</li> </ul>
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<b>6. Company Responsibility</b>	
<b>Concepts of Sphere of Influence, Complicity</b>	No.
<b>Supply Chain</b>	No.
<b>Human Rights Impact Assessment</b>	No.
<b>Specific Guidance on Individual Company Responsibility</b>	No.
<b>7. User experience</b>	
<b>LARRGE Evaluation</b>	<p>The Turning "Diversity" into Talent and Competitiveness for SMEs - Package is an adequate beginner's guide for users looking for clear, straightforward information on the issue of diversity, as well as basic instructions for approaching the topic in smaller and medium sized enterprises.</p> <p>The training and teaching materials are, in particular, helpful for users who do not know how to approach their workforce and explain why Diversity is beneficial and not an attempted intrusion into business. Also for those who simply lack time to consider issues which they do not think are priorities. Unfortunately (and incomprehensibly) these simple and very useful materials are not included in the package, but are provided as a further resource which can be found elsewhere on the internet. However, they are only available in English.</p> <p>Use the Package to learn about the benefits a diverse workforce and customer base can bring, and to discover how such diversity may be effectively managed and implemented. Use the teaching materials in order to introduce the subject in a structured and organised way, or to define terms in their wider context.</p>
<b>User Evaluation</b>	

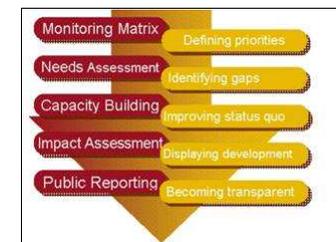
## 11. Fair Labour Association



Incorporated in 1999, the Fair Labor Association (FLA) is a collaborative effort of socially responsible companies, colleges and universities, and civil society organizations to improve working conditions in factories around the world. The **FLA** has developed a Workplace Code of Conduct, based on ILO standards, and created a practical monitoring, remediation and verification process to achieve those standards.

The **FLA** is a brand accountability system that places the onus on companies to voluntarily achieve the **FLA**'s labor standards in the factories manufacturing their products. Universities affiliated with the **FLA** ensure that the licensees supplying their licensed products manufacture or source those products from factories in which workers' rights are protected.

### 11.1. FLA 3.0 Process



#### 1. Key Data

<b>Origin of the Initiative</b>	Fair Labour Association (FLA)
<b>Year of Development</b>	Last revision 2008
<b>Accessibility</b>	Registration
<b>Availability</b>	Contact FLA
<b>Language</b>	English
<b>Contact</b>	<a href="mailto:info@fairlabor.org">info@fairlabor.org</a> ; <a href="mailto:ikaempfer@fairlabor.org">ikaempfer@fairlabor.org</a>
<b>Website</b>	<a href="http://www.fairlabor.org/">http://www.fairlabor.org/</a>

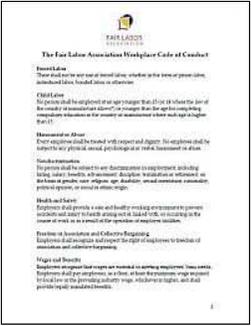
#### 2. Aim and Function of the Tool

<b>Type</b>	Self-Assessment, Human Rights Training, Human Rights Reporting
<b>Focus</b>	Decent Work, supply chain
<b>Aim</b>	FLA 3.0, the FLA's sustainable compliance methodology, is a combination of online and offline tools designed to help factories assess their own level of labour compliance, and build capacity for filling compliance gaps by addressing root causes of labour violations.
<b>Function</b>	Factories work in collaboration with affiliated companies and the FLA to take increasing responsibility for the progress and sustainability of their labour compliance programs. Taking a partnership approach, the 3.0 assessment reveals substantive information about the factory's strengths and weaknesses and provides a roadmap for improvement. The results from the 3.0 assessment are used to develop a capacity-building program; evaluation of compliance is conducted upon successful implementation of the capacity-building efforts and not at the beginning of the process when progress is yet to be made.  The tool focuses on the identification and remediation of root causes of persistent and serious non-compliance issues, so that a more systematic approach can be applied at the supplier level. The FLA 3.0 approach addresses problems one at a time, according to priority issues.  The factory management completes a web-based self-assessment exercise to determine their views on factory compliance regarding a priority issue.. In parallel, a representative sample of the factory's workforce is surveyed on the same questions.  The impact of capacity-building efforts is assessed through an

	independent external assessment which evaluates the current situation against the one determined in the baseline assessment. In this way, improvement over time is measured. The final step for the FLA in the FLA 3.0 process is the public reporting of these results on an aggregate level.
<b>Monitoring</b>	Yes
<b>Target Group</b>	Companies
<b>3. Practicability and Flexibility</b>	
<b>Specific sector</b>	All sectors
<b>Specific region</b>	All regions
<b>Company size</b>	All sizes
<b>Case Studies/Best Practice</b>	No. Case studies are not included in the Code or the Benchmark document but can be found on the FLA website.
<b>Interactivity</b>	Yes, FLA 3.0 establishes an interactive process between FLA and companies.
<b>Human rights knowledge required</b>	No
<b>Flexibility</b>	Yes, the purpose of the process is to develop company-specific solutions.
<b>4. Normative Framework</b>	
<b>Human Rights</b>	<ul style="list-style-type: none"> <li>• Universal Declaration on Human Rights,</li> </ul>
<b>Labour Rights</b>	<ul style="list-style-type: none"> <li>• ILO Declaration on Fundamental Principles and Rights at Work</li> <li>• Other relevant ILO conventions</li> </ul>
<b>National Law</b>	Compliance with national laws and regulations in the country of operation.
<b>5. Scope of the Tool</b>	
<b>Human Rights</b>	<b>Productive and freely chosen work</b> <ul style="list-style-type: none"> <li>✓ Right to work</li> <li>✓ Prohibition of forced or compulsory labour</li> <li>✓ Prohibition of child labour</li> </ul>
	<b>Rights at work including the core labour standards</b> <ul style="list-style-type: none"> <li>✓ Right to equal treatment and non-discrimination between women and men, gender issues</li> <li>✓ Right to equal treatment and non-discrimination concerning all other groups</li> <li>✓ Diversity management <ul style="list-style-type: none"> <li>○ Right to education</li> </ul> </li> <li>✓ Right to safe and healthy working conditions</li> <li>✓ Right to fair wages</li> <li>✓ Right to equal pay for equal work</li> <li>✓ Right to decent living</li> <li>✓ Right to rest, leisure and annual leave</li> <li>✓ Right to reasonable limitation of working hours <ul style="list-style-type: none"> <li>○ Right to permanent employment relationship</li> <li>○ Right to privacy</li> </ul> </li> <li>✓ Right to strike</li> </ul>

	<ul style="list-style-type: none"> <li>✓ Right to form and join trade unions</li> <li>✓ Grievance procedures and remediation</li> </ul> <p><b>Social protection</b></p> <ul style="list-style-type: none"> <li>○ Right to social security including social insurance, pensions</li> <li>○ Mitigation of adverse employment effects</li> </ul> <p><b>Social dialogue</b></p> <ul style="list-style-type: none"> <li>✓ Freedom of association and right to collective bargaining</li> <li>○ Tripartite consultation</li> </ul> <p><b>External impact</b></p> <ul style="list-style-type: none"> <li>○ Right to an adequate standard of living</li> <li>○ Security issues, private property protection</li> <li>○ Right to the highest attainable standard of physical and mental health</li> </ul>
<b>Keywords</b>	<ul style="list-style-type: none"> <li>• Arrest and detention</li> <li>• Capacity / capability-building</li> <li>• Child labour</li> <li>• Collective bargaining</li> <li>• Discrimination</li> <li>• Dispute resolution / grievance mechanism</li> <li>• Disciplinary measures</li> <li>• Diversity / equal opportunities</li> <li>• Due diligence</li> <li>• Forced and bonded labour</li> <li>• Freedom of assembly and association</li> <li>• Freedom of movement (e.g. passport withholding)</li> <li>• Freedom of expression / - of the press / access to information</li> <li>• Harassment</li> <li>• Health and wellbeing</li> <li>• Housing conditions</li> <li>• Minorities</li> <li>• Physical abuse / threats</li> <li>• Recruitment and employment practices</li> <li>• Safety</li> <li>• Stakeholder engagement</li> <li>• Supply chain management</li> <li>• Training, skills and talent</li> <li>• Women's rights</li> <li>• Working conditions</li> <li>• Young workers</li> </ul>
<b>6. Company Responsibility</b>	
<b>Concepts of Sphere of Influence, Complicity</b>	No
<b>Supply Chain</b>	Yes, FLA requires its members to ensure and enforce respect for the Code of Conduct in its supply chain.
<b>Human Rights Impact Assessment</b>	No
<b>Specific Guidance on Individual</b>	Yes, FLA 3.0 develops individual company solutions.

<b>Company Responsibility</b>	
<b>LARRGE Evaluation</b>	<b>7. User experience</b>
<b>User Evaluation</b>	<p>FLA 3.0 engages companies and their suppliers in a very comprehensive process. It works with various tools (such as self-assessments, matrices, etc.) and relies on broad stakeholder involvement throughout the process. It explicitly takes account of the realities in most factories and of the negative policing effect of audits. Therefore, it promotes an approach that addresses the root causes of non-compliance and encourages strong ownership of the company.</p> <p>Use the tool to ensure substantive improvement of working conditions in your company and in the supply chain. FLA 3.0 is conceived as a long-term process that brings about measureable results and sustainable solutions.</p>

<b>11.2. FLA Workplace Code Of Conduct And FLA Compliance Benchmarks</b>	
	
<b>1. Key Data</b>	
<b>Origin of the Initiative</b>	Multi-stakeholder initiative: Fair Labor Association (FLA), the Apparel Industry Partnership
<b>Year of Development</b>	1997
<b>Accessibility</b>	Free
<b>Availability</b>	Free
<b>Language</b>	Code of Conduct: English, Arabic, Bahasa, Indonesia, Bengali, Brazilian, Portuguese, French, German, Greek, Hindi, Italian, Japanese, Khmer, Korean, Bahasa Malaysia, Mandarin, Portuguese, Simplified Chinese, Singhalese, Spanish, Tamil, Tagalog, Thai, Turkish, Vietnamese  FLA Compliance Benchmarks: English
<b>Contact</b>	<a href="mailto:info@fairlabor.org">info@fairlabor.org</a>
<b>Website</b>	<a href="http://www.fairlabor.org/about_us_code_conduct_e1.html">http://www.fairlabor.org/about_us_code_conduct_e1.html</a>
<b>2. Aim and Function of the Tool</b>	
<b>Type</b>	Benchmarking, Human Rights Reporting
<b>Focus</b>	Decent Work, supply chain
<b>Aim</b>	The FLA Workplace Code of Conduct is based on International Labour Organization (ILO) standards. It aims at ensuring the protection of workers' rights and improving working conditions worldwide by promoting adherence to international labour standards.
<b>Function</b>	The Code delineates the specific code elements that FLA-affiliated companies are required to implement in factories that supply their products. It is supplemented by <b>FLA Compliance Benchmarks</b> , which identify specific benchmarks for each Code element.
<b>Monitoring</b>	Yes. The FLA requires member companies to establish company internal monitoring systems. In addition any stakeholder can anonymously report violations of the Code to FLA. Accredited independent monitors conduct unannounced inspections and work with the companies and workers to develop sustainable solutions to comply with the Code. The process is accompanied by follow-up visits. FLA

	publishes reports on each of the monitoring visits.
<b>Target Group</b>	Companies
<b>3. Practicability and Flexibility</b>	
<b>Specific sector</b>	All sectors. Emphasis on manufacturing, but also being applied in the agriculture sector.
<b>Specific region</b>	All regions
<b>Company size</b>	All sizes
<b>Case Studies/Best Practice</b>	No. Case studies are not included in the Code or the Benchmark document but can be found on the FLA website.
<b>Interactivity</b>	Yes, FLA conducts monitoring and supports companies in their compliance with the Code.
<b>Human rights knowledge required</b>	No
<b>Flexibility</b>	No
<b>4. Normative Framework</b>	
<b>Human Rights</b>	<ul style="list-style-type: none"> <li>• Universal Declaration of Human Rights</li> </ul>
<b>Labour Rights</b>	<ul style="list-style-type: none"> <li>• ILO Declaration on Fundamental Principles and Rights at Work,</li> <li>• Other relevant ILO conventions</li> </ul>
<b>National Law</b>	Compliance with national laws and regulations in the country of operation.
<b>5. Scope of the Tool</b>	
<b>Human Rights</b>	<p><b>Productive and freely chosen work</b></p> <ul style="list-style-type: none"> <li>✓ Right to work</li> <li>✓ Prohibition of forced or compulsory labour</li> <li>✓ Prohibition of child labour</li> </ul>
	<p><b>Rights at work including the core labour standards</b></p> <ul style="list-style-type: none"> <li>✓ Right to equal treatment and non-discrimination between women and men, gender issues</li> <li>✓ Right to equal treatment and non-discrimination concerning all other groups</li> <li>✓ Diversity Management <ul style="list-style-type: none"> <li>○ Right to education</li> </ul> </li> <li>✓ Right to safe and healthy working conditions</li> <li>✓ Right to fair wages</li> <li>✓ Right to equal pay for equal work</li> <li>✓ Right to decent living</li> <li>✓ Right to rest, leisure and annual leave</li> <li>✓ Right to reasonable limitation of working hours <ul style="list-style-type: none"> <li>○ Right to permanent employment relationship</li> <li>○ Right to privacy</li> </ul> </li> <li>✓ Right to strike</li> <li>✓ Right to form and join trade unions</li> <li>✓ Grievance procedures and remediation</li> </ul>

	<p><b>Social protection</b></p> <ul style="list-style-type: none"> <li>○ Right to social security including social insurance, pensions</li> <li>○ Mitigation of adverse employment effects</li> </ul> <p><b>Social dialogue</b></p> <ul style="list-style-type: none"> <li>✓ Freedom of association and right to collective bargaining</li> <li>○ Tripartite consultation</li> </ul> <p><b>External impact</b></p> <ul style="list-style-type: none"> <li>○ Right to an adequate standard of living</li> <li>○ Security issues, private property protection</li> <li>○ Right to the highest attainable standard of physical and mental health</li> </ul>
<b>Keywords</b>	<ul style="list-style-type: none"> <li>• Arrest and detention</li> <li>• Capacity / capability building</li> <li>• Child labour</li> <li>• Collective bargaining</li> <li>• Discrimination</li> <li>• Dispute resolution / grievance mechanism</li> <li>• Disciplinary measures</li> <li>• Diversity / equal opportunities</li> <li>• Due diligence</li> <li>• Forced and bonded labour</li> <li>• Freedom of assembly and association</li> <li>• Freedom of movement (e.g. passport withholding)</li> <li>• Freedom of expression / - of the press / access to information</li> <li>• Harassment</li> <li>• Health and wellbeing</li> <li>• Housing conditions</li> <li>• Minorities</li> <li>• Physical abuse / threats</li> <li>• Recruitment and employment practices</li> <li>• Safety</li> <li>• Stakeholder engagement</li> <li>• Supply chain management</li> <li>• Training, skills and talent</li> <li>• Women's rights</li> <li>• Working conditions</li> <li>• Young workers</li> <li>•</li> </ul>
<b>6. Company Responsibility</b>	
<b>Concepts of Sphere of Influence, Complicity</b>	No
<b>Supply Chain</b>	Yes, FLA requires its members to ensure and enforce the respect of the Code of Conduct also in their supply chain.
<b>Human Rights Impact Assessment</b>	No
<b>Specific Guidance on Individual Company Responsibility</b>	Yes, in the monitoring and counselling process.
<b>7. User experience</b>	



**LARRGE Evaluation**

The FLA Code of Conduct and the FLA Compliance Benchmarks provide a detailed framework on the respect of workers' rights. The benchmarks specify the company obligations under the respective issues mentioned in the Code. FLA's continuous monitoring and training approach promotes a long- term and sustainable improvement and learning process. Use the Code implementation and monitoring process to ensure the respect of decent work in your company and also and especially in your supply chain.

**User Evaluation**

**11.3.FLA Toolbox: Conflict Settlement And Grievance Procedure**



**1. Key Data**

<b>Origin of the Initiative</b>	Multi stakeholder initiative: Fair Labour Association (FLA)
<b>Year of Development</b>	2008
<b>Accessibility</b>	Restricted to membership, registration needed
<b>Availability</b>	Self- Assessment free for members / on purchase for others, Workers survey and Training on purchase
<b>Language</b>	English
<b>Contact</b>	<a href="mailto:info@fairlabor.org">info@fairlabor.org</a> ; <a href="mailto:trainingportal@fairlabor.org">trainingportal@fairlabor.org</a> ; <a href="mailto:assessmentportal@fairlabor.org">assessmentportal@fairlabor.org</a>
<b>Website</b>	<a href="http://ap.fairlabor.org/en">http://ap.fairlabor.org/en</a>

**2. Aim and Function of the Tool**

<b>Type</b>	Self-Assessment, Human Rights Training
<b>Focus</b>	Grievance Mechanism
<b>Aim</b>	The tool measures the factories' performance on allowing and managing grievances and complaints. It assesses factors such as policy, procedure, training, implementation, communication, documentation, workers integration and awareness.
<b>Function</b>	<p>The toolkit proposes a three step grievance management system:</p> <p>Step 1: Know the situation at your workplace through:</p> <ul style="list-style-type: none"> <li>• Management self- assessment tool</li> <li>• Workers survey</li> </ul> <p>Step 2: Capacity Building, via:</p> <ul style="list-style-type: none"> <li>• Face to face course</li> <li>• E-course</li> </ul> <p>Step 3: Evaluate changes you put in place by:</p> <ul style="list-style-type: none"> <li>• Progress Charts</li> <li>• Management self-assessment</li> <li>• Workers survey tool</li> </ul> <p>The <b>management self-assessment</b> on grievance procedure is a</p>

	<p>quantitative tool with a range of multiple choice questions. The data generated display a factory's compliance score at a glance. The <b>workers' survey</b> follows a standardised and quantitative survey design. Interviews are anonymous. The results can be directly compared to the results from the management self-assessment. A factory's progress in capacity building is indicated by the progress charts. Self-assessments and workers' survey are repeated after some 12 months.</p> <p>Trainings are offered and can be accessed through the FLA Training Portal or through a live training session. Through exercises, case studies, the analysis of real grievance procedures and different theoretical explanations, participants will be enabled to have a better comprehension of different concepts and principles. The course is divided into three sections:</p> <ol style="list-style-type: none"> <li>1. General aspects of conflict management</li> <li>2. Mediation, dialogue and consensus building</li> <li>3. Design of a formal grievance process</li> </ol>
<b>Monitoring</b>	Yes, the process is accompanied by FLA experts, company progress is regularly assessed through progress tracking charts .
<b>Target Group</b>	Companies
<b>3. Practicability and Flexibility</b>	
<b>Specific Sector</b>	All sectors
<b>Specific Region</b>	All regions
<b>Size of the Company</b>	All sizes
<b>Case Studies/Best Practice</b>	Yes, in a training session or through the FLA Training Portal
<b>Interactivity of the Tool</b>	The possibility to interact is given through the training and assessment portal and through the live training sessions.
<b>Flexibility of the Tool</b>	No. Currently fixed tool with a range of multiply choice questions ( FLA will upgrade online usage beginning 2011 which will allow to customize and filter the tools to suit the users needs
<b>Human rights Knowledge Required</b>	No
<b>4. Normative Framework</b>	
<b>Human Rights</b>	<ul style="list-style-type: none"> <li>• Universal Declaration on Human Rights,</li> </ul>
<b>Labour Rights</b>	<ul style="list-style-type: none"> <li>• ILO Declaration on Fundamental Principles and Rights at Work,</li> </ul>
<b>National Laws</b>	Compliance with national laws and regulations in the country of Operation
<b>5. Scope of the Tool</b>	
<b>Human Rights</b>	<p><b>Productive and freely chosen work</b></p> <ul style="list-style-type: none"> <li>o Right to work</li> <li>o Prohibition of forced or compulsory labour</li> <li>o Prohibition of child labour</li> </ul>
	<p><b>Rights at work including the core labour standards</b></p> <ul style="list-style-type: none"> <li>o Equality and non-discrimination between women and men, gender issues</li> <li>o Equality and non discrimination concerning all other groups</li> <li>o Diversity Management</li> </ul>

	<ul style="list-style-type: none"> <li>o Right to education</li> <li>o Safe and healthy working conditions</li> <li>o Further Rights at work</li> <li>o Fair wages</li> <li>o Equal pay for equal work</li> <li>o Decent living</li> <li>o Rest &amp; leisure, annual leave</li> <li>o Reasonable limitation of working hours</li> <li>o Permanent employment relationship</li> <li>o Right to privacy</li> <li>o Right to strike</li> <li>o Right to form and join trade unions</li> <li>✓ Grievance procedures and remediation</li> </ul> <p><b>Social protection</b></p> <ul style="list-style-type: none"> <li>o Right to social security including social insurance, pensions</li> <li>o Mitigation of adverse employment effects</li> </ul> <p><b>Social dialogue</b></p> <ul style="list-style-type: none"> <li>o Freedom of association and right to collective bargaining</li> <li>o Tripartite consultation</li> </ul> <p><b>External impact</b></p> <ul style="list-style-type: none"> <li>o Right to an adequate standard of living</li> <li>o Security issues, private property protection</li> <li>o Right to the highest attainable standard of physical and mental health</li> </ul>
<b>Keywords</b>	<ul style="list-style-type: none"> <li>• Capacity / capability building</li> <li>• Conflict</li> <li>• Corporate- / organisational culture</li> <li>• Dispute resolution</li> <li>• Grievance mechanism</li> <li>• Stakeholder engagement</li> <li>• Training, skills and talent</li> <li>•</li> <li>•</li> </ul>
<b>6. Company Responsibility</b>	
<b>Concepts of Sphere of Influence, Complicity</b>	No
<b>Supply Chain</b>	No
<b>Human Rights Impact Assessment</b>	No
<b>Specific Guidance on Individual Company Responsibility</b>	No
<b>7. User Experience</b>	
<b>LARRGE Evaluation</b>	<p>The FLA toolbox on conflict settlement and grievance procedure provides a very specific tool for establishing a culture of conflict resolution and management in a company. It is based on a broad stakeholder involvement of workers and management and therefore a valuable tool for sustainable conflict management.</p>

	Use the toolbox to identify your company's status and performance and to improve through continuous learning and training.
<b>User Evaluation</b>	

### 11.4.FLA Toolbox: Hours Of Work



#### 1. Key Data

<b>Origin of the Initiative</b>	Fair Labor Association (FLA)
<b>Year of Development</b>	2008
<b>Accessibility</b>	Restricted to membership, registration needed
<b>Availability</b>	Self- Assessment free for members / on purchase for others, Workers survey and Training on purchase
<b>Language</b>	English
<b>Contact</b>	<a href="mailto:info@fairlabor.org">info@fairlabor.org</a> ; <a href="mailto:trainingportal@fairlabor.org">trainingportal@fairlabor.org</a> ; <a href="mailto:assessmentportal@fairlabor.org">assessmentportal@fairlabor.org</a>
<b>Website</b>	<a href="http://ap.fairlabor.org">ap.fairlabor.org</a>

#### 2. Aim and Function of the Tool

<b>Type</b>	Self-Assessment, Human Rights Training
<b>Focus</b>	Hours of Work
<b>Aim</b>	The tool measures the factories' compliance performance in regards to working hours. It focuses on aspects directly related to managing hours of work (having a clear policy, procedure and documentation) and other issues that affect hours of work, such as production planning and risk management (e.g., dealing with last minute orders).
<b>Function</b>	It proposes a three step hours of work management system: Step 1: Know the situation at your workplace through: <ul style="list-style-type: none"> <li>• Management self- assessment tool</li> <li>• Workers survey</li> </ul> Step 2: Capacity Building, via: <ul style="list-style-type: none"> <li>• Face to face course</li> <li>• E-course</li> <li>• Consultation</li> </ul> Step 3: Evaluate changes you put in place by: <ul style="list-style-type: none"> <li>• Progress Charts</li> <li>• Management self-assessment</li> <li>• Workers survey tool</li> </ul>

	<p>The <b>management self-assessment</b> on hours of work is a quantitative tool with a range of multiple choice questions. The data generated display a factory's compliance score at a glance. The <b>workers' survey</b> follows a standardised and quantitative survey design. Interviews are anonymous. The results can be directly compared to the results from the management self-assessment. A factory's progress in capacity building is indicated by the progress charts. Self-assessments and workers' survey are repeated after some 12 months.</p> <p>Trainings are offered and can be accessed through the FLA Training Portal or through a live training secession.</p>
<b>Monitoring</b>	Yes, the process is accompanied by FLA experts, company progress is regularly assessed through progress tracking charts.
<b>Target Group</b>	Companies
<b>3. Practicability and Flexibility</b>	
<b>Specific Sector</b>	All sectors
<b>Specific Region</b>	All regions
<b>Size of the Company</b>	All sizes
<b>Case Studies/Best Practice</b>	Yes, in a training secession or through the FLA Training Portal
<b>Interactivity of the Tool</b>	The possibility to interact is given through the training and assessment portal and through the live training sessions.
<b>Flexibility of the Tool</b>	Yes, the process is accompanied by FLA experts, company progress is regularly assessed through progress tracking charts .
<b>Human rights Knowledge Required</b>	No
<b>4. Normative Framework</b>	
<b>Human Rights</b>	<ul style="list-style-type: none"> <li>• Universal Declaration on Human Rights,</li> </ul>
<b>Labour Rights</b>	<ul style="list-style-type: none"> <li>• ILO Declaration on Fundamental Principles and Rights at Work</li> <li>• Other relevant ILO conventions</li> </ul>
<b>National Laws</b>	Compliance with national laws and regulations in the country of Operation
<b>5. Scope of the Tool</b>	
<b>Human Rights</b>	<p><b>Productive and freely chosen work</b></p> <ul style="list-style-type: none"> <li>○ Right to work</li> <li>○ Prohibition of forced or compulsory labour</li> <li>○ Prohibition of child labour</li> </ul>
	<p><b>Rights at work including the core labour standards</b></p> <ul style="list-style-type: none"> <li>○ Equality and non-discrimination between women and men, gender issues</li> <li>○ Equality and non discrimination concerning all other groups</li> <li>○ Diversity Management</li> <li>○ Right to education</li> <li>○ Safe and healthy working conditions</li> <li>○ Further Rights at work</li> <li>○ Fair wages</li> </ul>

	<ul style="list-style-type: none"> <li>○ Equal pay for equal work</li> <li>○ Decent living</li> <li>✓ Rest &amp; leisure, annual leave</li> <li>✓ Reasonable limitation of working hours</li> <li>○ Permanent employment relationship</li> <li>○ Right to privacy</li> <li>○ Right to strike</li> <li>○ Right to form and join trade unions</li> <li>○ Grievance procedures and remediation</li> </ul> <p><b>Social protection</b></p> <ul style="list-style-type: none"> <li>○ Right to social security including social insurance, pensions</li> <li>○ Mitigation of adverse employment effects</li> </ul> <p><b>Social dialogue</b></p> <ul style="list-style-type: none"> <li>○ Freedom of association and right to collective bargaining</li> <li>○ Tripartite consultation</li> </ul> <p><b>External impact</b></p> <ul style="list-style-type: none"> <li>○ Right to an adequate standard of living</li> <li>○ Security issues, private property protection</li> <li>○ Right to the highest attainable standard of physical and mental health</li> </ul>
<b>Specific Issues</b>	<ul style="list-style-type: none"> <li>• Capacity / capability building</li> <li>• Training, skills and talent</li> <li>• Working conditions</li> <li>• Stakeholder engagement</li> <li>•</li> <li>•</li> </ul>
<b>6. Company Responsibility</b>	
<b>Concepts of Sphere of Influence, Complicity</b>	No
<b>Supply Chain</b>	No
<b>Human Rights Impact Assessment</b>	No
<b>Specific Guidance on Individual Company Responsibility</b>	No
<b>7. User Experience</b>	
<b>LARRGE Evaluation</b>	<p>The FLA toolbox on hours of work provides a very specific tool for reducing long working hours in factories. It is based on a broad stakeholder involvement of workers and management and therefore a valuable tool for establishing dialogue and elaborating sustainable solutions.</p> <p>Use the toolbox to identify your company's status and performance and to improve through continuous learning and training.</p>
<b>User Evaluation</b>	

### 11.5.FLA Toolbox: Fair Hiring Processes



#### 1. Key Data

<b>Origin of the Initiative</b>	Fair Labour Association (FLA)
<b>Year of Development</b>	2008
<b>Accessibility</b>	Restricted to membership, registration needed
<b>Availability</b>	Self- Assessment free for members / on purchase for others, Workers survey and Training on purchase
<b>Language</b>	English
<b>Contact</b>	<a href="mailto:info@fairlabor.org">info@fairlabor.org</a> ; <a href="mailto:trainingportal@fairlabor.org">trainingportal@fairlabor.org</a> ; <a href="mailto:assessmentportal@fairlabor.org">assessmentportal@fairlabor.org</a>
<b>Website</b>	<a href="http://ap.fairlabor.org/en">http://ap.fairlabor.org/en</a>

#### 2. Aim and Function of the Tool

<b>Type</b>	Self-Assessment, Human Rights Training
<b>Focus</b>	Fair hiring process
<b>Aim</b>	The toolbox measures the factories' performance on fair hiring processes and highlights possible risks of unequal or discriminative practices. The FLA tool understands hiring as not only recruitment, but the whole process from deciding that a job has to be created or a vacancy has to be filled to the work performance assessment of new workers. It assesses policy, procedure, training, implementation, communication, documentation, workers' integration and awareness.
<b>Function</b>	It proposes a three step management system to establish a fair hiring procedure: Step 1: Know the situation at your workplace through: <ul style="list-style-type: none"> <li>• Management self- assessment tool</li> <li>• Workers survey</li> </ul> Step 2: Capacity Building, via: <ul style="list-style-type: none"> <li>• Face to face course</li> <li>• E-course</li> </ul> Step 3: Evaluate changes you put in place by: <ul style="list-style-type: none"> <li>• Progress Charts</li> <li>• Management self-assessment</li> <li>• Workers survey tool</li> </ul>

	The <b>management self-assessment</b> on hiring processes is a quantitative tool with a range of multiple choice questions. The data generated display a factory's compliance score at a glance. The <b>workers' survey</b> follows a standardised and quantitative survey design. Interviews are anonymous. The results can be directly compared to the results from the management self-assessment. A factory's progress in capacity building is indicated by the progress charts. Self-assessments and workers' survey are repeated after some 12 months.
	Trainings are offered and can be accessed through the FLA Training Portal or through a live training secession. The training course is organized in two sections. The first part focuses on general aspects of managing the hiring process, illustrating different steps in the procedure and principles to follow. The second part addresses the important factors that every company encounters in hiring and offers practical hands-on training on: job descriptions, selection tools, application form designing, recruitment resources and reception of new employees.
<b>Monitoring</b>	Yes, the process is accompanied by FLA experts, company progress is regularly assessed through progress tracking charts .
<b>Target Group</b>	Companies
<b>3. Practicability and Flexibility</b>	
<b>Specific Sector</b>	All sectors
<b>Specific Region</b>	All regions
<b>Size of the Company</b>	All sizes
<b>Case Studies/Best Practice</b>	Yes, in a training session or through the FLA Training Portal
<b>Interactivity of the Tool</b>	The possibility to interact is given through the training and assessment portal and through the live training secessions.
<b>Flexibility of the Tool</b>	No. Currently fixed tool with a range of multiply choice questions (FLA will upgrade online usage beginning 2011 which will allow to customize and filter the tools to suit the users needs).
<b>Human rights Knowledge Required</b>	No
<b>4. Normative Framework</b>	
<b>Human Rights</b>	<ul style="list-style-type: none"> <li>• Universal Declaration of Human Rights</li> </ul>
<b>Labour Rights</b>	<ul style="list-style-type: none"> <li>• ILO Declaration on Fundamental Principles and Rights at Work,</li> </ul>
<b>National Laws</b>	Compliance with national laws and regulations in the country of Operation.
<b>5. Scope of the Tool</b>	
<b>Human Rights</b>	<p><b>Productive and freely chosen work</b></p> <ul style="list-style-type: none"> <li>✓ Right to work</li> <li>✓ Prohibition of forced or compulsory labour</li> <li>✓ Prohibition of child labour</li> </ul> <p><b>Rights at work including the core labour standards</b></p> <ul style="list-style-type: none"> <li>✓ Equality and non-discrimination between women and men, gender issues</li> </ul>

	<ul style="list-style-type: none"> <li>✓ Equality and non discrimination concerning all other groups</li> <li>✓ Diversity Management</li> <li>○ Right to education</li> <li>○ Safe and healthy working conditions</li> <li>○ Further Rights at work</li> <li>○ Fair wages</li> <li>○ Equal pay for equal work</li> <li>○ Decent living</li> <li>○ Rest &amp; leisure, annual leave</li> <li>○ Reasonable limitation of working hours</li> <li>○ Permanent employment relationship</li> <li>○ Right to privacy</li> <li>○ Right to strike</li> <li>○ Right to form and join trade unions</li> <li>○ Grievance procedures and remediation</li> </ul> <p><b>Social protection</b></p> <ul style="list-style-type: none"> <li>○ Right to social security including social insurance, pensions</li> <li>○ Mitigation of adverse employment effects</li> </ul> <p><b>Social dialogue</b></p> <ul style="list-style-type: none"> <li>○ Freedom of association and right to collective bargaining</li> <li>○ Tripartite consultation</li> </ul> <p><b>External impact</b></p> <ul style="list-style-type: none"> <li>○ Right to an adequate standard of living</li> <li>○ Security issues, private property protection</li> <li>○ Right to the highest attainable standard of physical and mental health</li> </ul>
<b>Keywords</b>	<ul style="list-style-type: none"> <li>• Capacity / capability building</li> <li>• Discrimination</li> <li>• Diversity / equal opportunities</li> <li>• Employment practices</li> <li>• Indirect recruitment and employment</li> <li>• Stakeholder engagement</li> <li>• Training, skills and talent</li> </ul>
<b>6. Company Responsibility</b>	
<b>Concepts of Sphere of Influence, Complicity</b>	No
<b>Supply Chain</b>	No
<b>Human Rights Impact Assessment</b>	No
<b>Specific Guidance on Individual Company Responsibility</b>	No
<b>7. User Experience</b>	
<b>LARRGE Evaluation</b>	<p>The FLA toolbox on fair hiring processes provides a very specific tool for putting in place objective and non-discriminatory hiring processes. It is based on a broad stakeholder involvement of workers and management and therefore a valuable tool for ensuring a fair process. Use the toolbox to identify your company's status and performance</p>

<b>User Evaluation</b>	and to improve through continuous learning and training.
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## 11.6.FLA Toolbox: Retrenchment



### 1. Key Data

<b>Origin of the Initiative</b>	Multi-stakeholder initiative: Fair Labour Association (FLA)
<b>Year of Development</b>	2008
<b>Accessibility</b>	Restricted to membership, registration needed
<b>Availability</b>	Contact FLA
<b>Language</b>	English
<b>Contact</b>	<a href="mailto:info@fairlabor.org">info@fairlabor.org</a> ; <a href="mailto:trainingportal@fairlabor.org">trainingportal@fairlabor.org</a> ; <a href="mailto:assessmentportal@fairlabor.org">assessmentportal@fairlabor.org</a>
<b>Website</b>	<a href="http://www.fairlabor.org">www.fairlabor.org</a>

### 2. Aim and Function of the Tool

<b>Type</b>	Self-Assessment, Human Rights Training
<b>Focus</b>	Retrenchment
<b>Aim</b>	The FLA toolbox on retrenchment provides a range of assessment tools for factories to prepare them for eventual worker redundancies or to evaluate recent layoffs both from both a worker's and manager's perspective. The tool measures the level of transparency, objectivity and fairness in factories' retrenchment procedures. There are two different management assessment tools: the retrenchment prevention and the retrenchment evaluation.
<b>Function</b>	It proposes a three step process to ensure responsible downsizing and factory closures: Step 1: Evaluate your system: would you be ready? <ul style="list-style-type: none"> <li>Retrenchment prevention: management self-assessment</li> <li>Retrenchment prevention: workers' survey</li> </ul> Step 2: Capacity building, via: <ul style="list-style-type: none"> <li>Face to face course</li> <li>Online toolkit on FLA training portal</li> <li>Consultation</li> </ul>

Step 3: Evaluation after layoffs: how did you do?

- Retrenchment evaluation: management self-assessment
- Retrenchment evaluation: workers' survey

The **management self-assessment** on retrenchment is a quantitative tool with a range of multiple choice questions. To suit the factories' situation, FLA has developed two different self-assessments; one for retrenchment prevention and another one for retrenchment evaluation. The data generated display a factory's compliance score at a glance.

The tool provides for three different **workers' surveys** comprising retrenchment prevention, retrenchment evaluation and retrenchment evaluation for affected workers. It follows a standardised and quantitative survey design. Interviews are anonymous. The results can be directly compared to the results from the management self-assessment.

Trainings are offered and can be accessed through the FLA Training Portal or through a live training session. The objective of the training course is to ensure that, throughout the retrenchment process, workers' rights are respected, that decisions are based on objective criteria and that there is transparency for workers, clients and other stakeholders.

<b>Monitoring</b>	Yes, the process is supported by FLA experts. Company progress is regularly assessed.
<b>Target Group</b>	Companies
<b>3. Practicability and Flexibility</b>	
<b>Specific Sector</b>	All sectors
<b>Specific Region</b>	All regions
<b>Size of the Company</b>	All sizes
<b>Case Studies/Best Practice</b>	Yes, in a training session or through the FLA Training Portal
<b>Interactivity of the Tool</b>	The possibility for interaction is provided through the training and assessment portal and through live training sessions.
<b>Flexibility of the Tool</b>	No. Quantitative tool with a range of multiply choice questions
<b>Human rights Knowledge Required</b>	No
<b>4. Normative Framework</b>	
<b>Human Rights</b>	<ul style="list-style-type: none"> <li>Universal Declaration of Human Rights</li> </ul>
<b>Labour Rights</b>	<ul style="list-style-type: none"> <li>ILO Declaration on Fundamental Principles and Rights at Work,</li> </ul>
<b>National Laws</b>	Compliance with national laws and regulations in the country of Operation.
<b>5. Scope of the Tool</b>	
<b>Human Rights</b>	<b>Productive and freely chosen work</b> <ul style="list-style-type: none"> <li>✓ Right to work</li> <li>○ Prohibition of forced or compulsory labour</li> <li>○ Prohibition of child labour</li> </ul>

	<p><b>Rights at work including the core labour standards</b></p> <ul style="list-style-type: none"> <li>✓ Equality and non-discrimination between women and men, gender issues</li> <li>✓ Equality and non-discrimination concerning all other groups             <ul style="list-style-type: none"> <li>○ Diversity management</li> <li>○ Right to education</li> <li>○ Safe and healthy working conditions</li> <li>○ Further rights at work</li> <li>○ Fair wages</li> <li>○ Equal pay for equal work</li> <li>○ Decent living</li> <li>○ Rest &amp; leisure, annual leave</li> <li>○ Reasonable limitation of working hours</li> <li>○ Permanent employment relationship</li> <li>○ Right to privacy</li> <li>○ Right to strike</li> <li>○ Right to form and join trade unions</li> <li>○ Grievance procedures and remediation</li> </ul> </li> </ul> <p><b>Social protection</b></p> <ul style="list-style-type: none"> <li>✓ Right to social security including social insurance, pensions</li> <li>✓ Mitigation of adverse employment effects</li> </ul> <p><b>Social dialogue</b></p> <ul style="list-style-type: none"> <li>○ Freedom of association and right to collective bargaining</li> <li>○ Tripartite consultation</li> </ul> <p><b>External impact</b></p> <ul style="list-style-type: none"> <li>○ Right to an adequate standard of living</li> <li>○ Security issues, private property protection</li> <li>○ Right to the highest attainable standard of physical and mental health</li> </ul>
<p><b>Keywords</b></p>	<ul style="list-style-type: none"> <li>• Discrimination</li> <li>• Stakeholder engagement</li> <li>• Supply chain management</li> <li>• Retrenchment</li> <li>• Redundancy</li> <li>• Training, skills and talent</li> <li>• Transparency / disclosure</li> </ul>
<p align="center"><b>6. Company Responsibility</b></p>	
<p><b>Concepts of Sphere of Influence, Complicity</b></p>	<p>No</p>
<p><b>Supply Chain</b></p>	<p>No</p>
<p><b>Human Rights Impact Assessment</b></p>	<p>No</p>
<p><b>Specific Guidance on Individual Company Responsibility</b></p>	<p>No</p>
<p align="center"><b>7. User Experience</b></p>	
<p><b>LARRGE Evaluation</b></p>	<p>The FLA toolbox on retrenchment is a very specific tool for the protection of workers' rights in the course of downsizing and factory</p>

	<p>closures. It is based on the broad stakeholder involvement of workers and management and is therefore a valuable tool for achieving equitable solutions. Use the toolbox to learn how to deal with worker redundancies, to prepare for this situation, and to evaluate recent layoffs.</p>
<p><b>User Evaluation</b></p>	

### 11.7.FLA Toolbox: Workers' Representation And Participation



#### 1. Key Data

<b>Origin of the Initiative</b>	Fair Labour Association (FLA)
<b>Year of Development</b>	2009
<b>Accessibility</b>	Restricted to membership, registration needed
<b>Availability</b>	Self- Assessment free for members / on purchase for others, Workers survey and Training on purchase
<b>Language</b>	English
<b>Contact</b>	<a href="mailto:info@fairlabor.org">info@fairlabor.org</a> ; <a href="mailto:trainingportal@fairlabor.org">trainingportal@fairlabor.org</a> ; <a href="mailto:assessmentportal@fairlabor.org">assessmentportal@fairlabor.org</a>
<b>Website</b>	<a href="http://ap.fairlabor.org">ap.fairlabor.org</a>

#### 2. Aim and Function of the Tool

<b>Type</b>	Self-Assessment, Human Rights Training
<b>Focus</b>	Workers' representation and participation
<b>Aim</b>	<p>The tool focuses on aspects related to how workers contribute to the decision-making processes in the factory. Its key objectives are to improve the efficacy of worker representation in factories by</p> <ul style="list-style-type: none"> <li>providing a platform for labour management dialogue,</li> <li>establishing a system of communication, consultation, and negotiation</li> <li>providing capacity training to worker representatives and factory management on their roles and responsibilities</li> <li>promoting a sustainable training model that will ensure that all workers and supervisors in the factory receive regular training on local labour laws.</li> </ul>
<b>Function</b>	<p>It proposes a three step approach to build an effective labour-management dialogue:</p> <p>Step 1: Know the situation at your workplace through:</p> <ul style="list-style-type: none"> <li>Management self- assessment tool</li> <li>Workers survey</li> </ul> <p>Step 2: Capacity Building, via:</p> <ul style="list-style-type: none"> <li>Dialogue programme</li> </ul>

Step 3: Evaluate changes you put in place by:

- Progress Charts
- Management self-assessment
- Workers survey

The **management self-assessment** on workers representation and participation is a quantitative tool with a range of multiple choice questions. It assesses factors such as policy, procedure, training, implementation, communication and awareness. The data generated display a factory's compliance score at a glance. The **workers' survey** follows a standardised and quantitative survey design. Interviews are anonymous. The results can be directly compared to the results from the management self-assessment. A factory's progress in capacity building is indicated by the progress charts. Self-assessments and workers' survey are repeated over a period of time.

Trainings are offered and can be accessed through the FLA Training Portal or through a live training session.

<b>Monitoring</b>	Yes, the process is accompanied by FLA experts, company progress is regularly assessed through progress tracking charts
<b>Target Group</b>	Companies
<b>3. Practicability and Flexibility</b>	
<b>Specific Sector</b>	All sectors
<b>Specific Region</b>	All regions
<b>Size of the Company</b>	All sizes
<b>Case Studies/Best Practice</b>	Yes, in a training session or through the FLA Training Portal
<b>Interactivity of the Tool</b>	The possibility to interact is given through the training and assessment portal and through the live training sessions.
<b>Flexibility of the Tool</b>	No. Currently fixed tool with a range of multiply choice questions ( FLA will upgrade online usage beginning 2011 which will allow to customize and filter the tools to suit the users needs
<b>Human rights Knowledge Required</b>	No
<b>4. Normative Framework</b>	
<b>Human Rights</b>	<ul style="list-style-type: none"> <li>• Universal Declaration of Human Rights</li> </ul>
<b>Labour Rights</b>	<ul style="list-style-type: none"> <li>• ILO Declaration on Fundamental Principles and Rights at Work,</li> <li>• Other relevant ILO conventions</li> </ul>
<b>National Laws</b>	Compliance with national laws and regulations in the country of operation.
<b>5. Scope of the Tool</b>	
<b>Human Rights</b>	<p><b>Productive and freely chosen work</b></p> <ul style="list-style-type: none"> <li>o Right to work</li> <li>o Prohibition of forced or compulsory labour</li> <li>o Prohibition of child labour</li> </ul> <p><b>Rights at work including the core labour standards</b></p> <ul style="list-style-type: none"> <li>o Equality and non-discrimination between women and men,</li> </ul>

	<p>gender issues</p> <ul style="list-style-type: none"> <li>o Equality and non discrimination concerning all other groups</li> <li>o Diversity Management</li> <li>o Right to education</li> <li>o Safe and healthy working conditions</li> <li>o Further Rights at work</li> <li>o Fair wages</li> <li>o Equal pay for equal work</li> <li>o Decent living</li> <li>o Rest &amp; leisure, annual leave</li> <li>o Reasonable limitation of working hours</li> <li>o Permanent employment relationship</li> <li>✓ Right to privacy</li> <li>✓ Right to strike</li> <li>✓ Right to form and join trade unions</li> <li>✓ Grievance procedures and remediation</li> </ul> <p><b>Social protection</b></p> <ul style="list-style-type: none"> <li>o Right to social security including social insurance, pensions</li> <li>o Mitigation of adverse employment effects</li> </ul> <p><b>Social dialogue</b></p> <ul style="list-style-type: none"> <li>✓ Freedom of association and right to collective bargaining</li> <li>o Tripartite consultation</li> </ul> <p><b>External impact</b></p> <ul style="list-style-type: none"> <li>o Right to an adequate standard of living</li> <li>o Security issues, private property protection</li> <li>o Right to the highest attainable standard of physical and mental health</li> </ul>
<b>Keywords</b>	<ul style="list-style-type: none"> <li>• Capacity / capability building</li> <li>• Corporate- / organisational culture</li> <li>• Freedom of assembly and association</li> <li>• Freedom of expression / - of the press / access to information</li> <li>• Stakeholder engagement</li> <li>• Training, skills and talent</li> <li>• Workers' representation</li> </ul>
<b>6. Company Responsibility</b>	
<b>Concepts of Sphere of Influence, Complicity</b>	No
<b>Supply Chain</b>	No
<b>Human Rights Impact Assessment</b>	No
<b>Specific Guidance on Individual Company Responsibility</b>	No
<b>7. User Experience</b>	
<b>LARRGE Evaluation</b>	The FLA toolbox on workers' representation and participation provides a very specific tool for establishing a culture of dialogue within a company. It is based on a broad stakeholder involvement and therefore a valuable tool to bring the workforce and the management

	together. Use the toolbox to identify your company's status and performance and to improve through continuous learning and training.
<b>User Evaluation</b>	

## 12. Fairtrade Labelling Organizations International (FLO)



**Fairtrade Labelling Organizations International (FLO)** is a coalition of 24 organizations working to secure a better deal for producers and coordinates Fairtrade labelling at an international level.

A key part of FLO's role is to develop and review the Fairtrade standards. These standards apply to all Fairtrade producers. They also apply to the companies who market Fairtrade products, such as importers, exporters and licensees.

FLO also helps producers to gain Fairtrade certification and develop market opportunities. This is done through locally based Liaison Officers who provide training, guidance on certification and facilitate relationships with buyers.

### 12.1. Fair Trade Standards



#### 1. Key Data

<b>Origin of the Initiative</b>	Fair Trade Labelling Organization (FLO)
<b>Year of Development</b>	<ul style="list-style-type: none"> <li>• Generic Fairtrade Trade Standard: 2009 (latest update)</li> <li>• Generic Fairtrade Standard for Small Producers' Organizations: 2009 (latest update)</li> <li>• Generic Fairtrade Standard for Contract Production: 2010 (latest update)</li> <li>• Generic Fairtrade Standard for Hired Labour: 2008 (latest update)</li> <li>• Product specific Fairtrade Standards: 2009/2010 (latest updates)</li> </ul>
<b>Accessibility</b>	Free
<b>Availability</b>	Free
<b>Language</b>	English, Spanish, French, Portuguese
<b>Contact</b>	<a href="http://www.fairtrade.net/standards_contact_us.html">http://www.fairtrade.net/standards_contact_us.html</a> (contact form)
<b>Website</b>	<a href="http://www.fairtrade.net/standards.html">http://www.fairtrade.net/standards.html</a>

#### 2. Aim and Function of the Tool

<b>Type</b>	General Guidance, Human Rights Reporting
<b>Focus</b>	General, Decent Work
<b>Aim</b>	<p>Fairtrade is an alternative approach to conventional trade and is based on a partnership between producers and consumers. It is a certification standard that aims at offering producers a better deal and improved terms of trade.</p> <p>The key objectives of the standards are to:</p> <ul style="list-style-type: none"> <li>• ensure that producers receive prices that cover their average costs of sustainable production;</li> <li>• provide an additional Fairtrade Premium which can be invested in projects that enhance social, economic and environmental development;</li> <li>• enable pre-financing for producers who require it;</li> <li>• facilitate long-term trading partnerships and enable greater producer control over the trading process;</li> </ul> <p>set clear minimum and progressive criteria to ensure that the conditions of production and trade of all Fairtrade certified products</p>

	<p>are socially, economically fair and environmentally responsible.</p> <p>There are <b>two distinct sets of Fairtrade standards</b>, which acknowledge different types of disadvantaged producers:</p> <p>One set of standards applies to <b>smallholders</b> that are working together in co-operatives or other organizations with a democratic structure. The other set applies to <b>workers</b>, whose employers pay decent wages, guarantee the right to join trade unions, ensure health and safety standards and provide adequate housing where relevant.</p> <p>The standards include <b>generic standards</b> that must be respected by all Fairtrade companies:</p> <ul style="list-style-type: none"> <li>• Generic Fairtrade Trade Standard</li> <li>• Generic Fairtrade Standard for Small Producers' Organizations</li> <li>• Generic Fairtrade Standard for Contract Production</li> <li>• Generic Fairtrade Standard for Hired Labour</li> </ul> <p>Moreover there exist Fairtrade product specific standards on the following products:</p> <p>Bananas, cocoa, coffee, dried fruit, fresh fruit, fresh vegetables, fruit juices, herbs and spices, honey, nuts and oil seeds, quinoa, rice, cane sugar, soybeans and pulses, tea, wine grapes, gold, flowers and plants, seed cotton and sportsballs.</p> <p>The <b>Fairtrade explanatory documents</b> support companies in understanding and practically implementing the standards.</p> <p>Fairtrade standards also cover terms of trade. Most products have a <b>Fairtrade price</b>, which is the minimum that must be paid to the producers. This price aims to ensure that producers can cover their average costs of sustainable production. In addition producers get an additional sum, the <b>Fairtrade Premium</b>, to invest in their organization, business and communities. This money goes into a communal fund for workers and farmers to use to improve their social, economic and environmental conditions.</p> <p>Fairtrade is a <b>certification standard</b> for the FAIRTRADE Mark. The producer standards distinguish between minimum requirements, which producers must meet to be certified, and progress requirements that encourage producers to continuously improve and to invest in the development of their organizations and their workers. This concept is developed for the target group of Fairtrade, namely disadvantaged producers. It encourages sustainable, social, economic and environmental development of producers and their organizations. In addition, Fairtrade standards for traders set minimum requirements that encourage traders to offer fair trading relationships and conditions to producers.</p>
<b>Function</b>	
<b>Monitoring</b>	Yes. FLO sets the standards and supports producers to meet them. A separate certification company, FLO-CERT, regularly inspects and certifies producers and traders against the standards.
<b>Target Group</b>	Companies
<b>3. Practicability and Flexibility</b>	
<b>Specific sector</b>	Primary (agriculture, fisheries):

	<ul style="list-style-type: none"> <li>○ Agriculture</li> <li>○ Coffee Industry</li> <li>○ Tea Industry</li> </ul> <p>Secondary (industry, extractive)</p> <ul style="list-style-type: none"> <li>○ Gold</li> <li>○ Timber</li> <li>○ Manufacturing Industries</li> <li>○ Clothing</li> </ul>
<b>Specific region</b>	All regions
<b>Company size</b>	Small, medium and large
<b>Case Studies/Best Practice</b>	No
<b>Interactivity</b>	No
<b>Human rights knowledge required</b>	No
<b>Flexibility</b>	The Generic Fairtrade Standards apply to all traders and producers that trade with Fairtrade products. In addition Fairtrade has developed specific product standards (see above).
<b>4. Normative Framework</b>	
<b>Human Rights</b>	<ul style="list-style-type: none"> <li>• Universal Declaration of Human Rights</li> </ul>
<b>Labour Rights</b>	<ul style="list-style-type: none"> <li>• ILO Convention on Discrimination (no. 111)</li> <li>• ILO Convention on Equal Remuneration (no. 100)</li> <li>• ILO Convention on Forced Labour (no. 29)</li> <li>• ILO Convention on Freedom of Association and Protection of the Right to Organise (no. 87)</li> <li>• ILO Convention on Minimum Age (no. 138)</li> <li>• ILO Convention on Occupational Safety and Health and the Working Environment (no. 155)</li> <li>• ILO Convention on Plantations (no. 110)</li> <li>• ILO Convention on the Abolition of Forced Labour (no. 105)</li> <li>• ILO Convention on the Right to Organise and Collective Bargaining (no. 98)</li> <li>• ILO Convention on the Worst Forms of Child Labour (no. 182)</li> </ul>
<b>National Law</b>	Compliance with national laws and regulations in the country of operation.
<b>5. Scope of the Tool</b>	
	<p><b>Productive and freely chosen work</b></p> <ul style="list-style-type: none"> <li>✓ Right to work</li> <li>✓ Prohibition of forced or compulsory labour</li> <li>✓ Prohibition of child labour</li> </ul> <p><b>Rights at work including the core labour standards</b></p> <ul style="list-style-type: none"> <li>✓ Right to equal treatment and non-discrimination between women and men, gender issues</li> <li>✓ Right to equal treatment and non-discrimination concerning all other groups</li> <li>✓ Diversity Management</li> <li>✓ Right to education</li> </ul>
<b>Human Rights</b>	

	<ul style="list-style-type: none"> <li>✓ Right to safe and healthy working conditions</li> <li>✓ Right to fair wages</li> <li>✓ Right to equal pay for equal work</li> <li>✓ Right to decent living</li> <li>✓ Right to rest, leisure and annual leave</li> <li>✓ Right to reasonable limitation of working hours</li> <li>✓ Right to permanent employment relationship             <ul style="list-style-type: none"> <li>○ Right to privacy</li> </ul> </li> <li>✓ Right to strike</li> <li>✓ Right to form and join trade unions</li> <li>✓ Grievance procedures and remediation</li> </ul> <p><b>Social protection</b></p> <ul style="list-style-type: none"> <li>✓ Right to social security including social insurance, pensions             <ul style="list-style-type: none"> <li>○ Mitigation of adverse employment effects</li> </ul> </li> </ul> <p><b>Social dialogue</b></p> <ul style="list-style-type: none"> <li>✓ Freedom of association and right to collective bargaining</li> <li>✓ Tripartite consultation</li> </ul> <p><b>External impact</b></p> <ul style="list-style-type: none"> <li>✓ Right to an adequate standard of living             <ul style="list-style-type: none"> <li>○ Security issues, private property protection</li> </ul> </li> <li>✓ Right to the highest attainable standard of physical and mental health</li> </ul>
<p><b>Keywords</b></p>	<ul style="list-style-type: none"> <li>• Capacity / capability building</li> <li>• Child labour</li> <li>• Collective bargaining</li> <li>• Democracy / relations to government</li> <li>• Disciplinary measures</li> <li>• Discrimination</li> <li>• Dispute resolution / grievance mechanism</li> <li>• Diversity / equal opportunities</li> <li>• Environment</li> <li>• Forced and bonded labour</li> <li>• Freedom of assembly and association</li> <li>• Harassment</li> <li>• Health and wellbeing</li> <li>• Housing conditions</li> <li>• Local communities</li> <li>• Migrant workers</li> <li>• Monitoring / auditing</li> <li>• Physical abuse / threats</li> <li>• Recruitment and employment practices</li> <li>• Remuneration</li> <li>• Safety</li> <li>• Social investment</li> <li>• Stakeholder engagement</li> <li>• Supply chain management</li> <li>• Training, skills and talent</li> <li>• Transparency / disclosure</li> <li>• Women's rights</li> <li>• Workers' representation</li> <li>• Working conditions</li> <li>• Young workers</li> </ul>
<p><b>6. Company Responsibility</b></p>	

<p><b>Concepts of Sphere of Influence, Complicity</b></p>	<p>Yes</p>
<p><b>Supply Chain</b></p>	<p>Yes</p>
<p><b>Human Rights Impact Assessment</b></p>	<p>Yes</p>
<p><b>Specific Guidance on Individual Company Responsibility</b></p>	<p>No</p>
<p><b>7. User experience</b></p>	
<p><b>LARRGE Evaluation</b></p>	<p>The Fairtrade Standards contribute substantially to the realisation of human and labour rights in business practice. They comprehensively cover human rights and Decent Work issues and equally address environmental, social and development goals. The standards are based on a set of international human rights and labour rights conventions and provide detailed guidelines for diverse stakeholders (e.g. traders and producers) and sectors (e.g. bananas, gold, etc.). The explanatory documents describe the intent and the requirements of the standards. All standards include progress requirements. Fairtrade companies' compliance with the standards is regularly assessed by independent monitoring and ensures thus continuous improvement.</p>
<p><b>User Evaluation</b></p>	<p><b>Why tool was used:</b> attend to sponsor requests  <b>How tool was discovered:</b> relations with NGOs/civil society organizations  <b>Tool was relevant for:</b> Systemizing commitments and activities  <b>How tool was implemented:</b> by company employees with assistance from tool creators  <b>Time for tool implementation:</b> more than 1 year  <b>Most often used with:</b> AA1000 (Accountability), Fairtrade, SA 8000 Standard (Social Accountability International), Q Res</p>

## 13. Fairwear Foundation (FWF)



The Fair Wear Foundation (FWF) is an international verification initiative dedicated to improving labour conditions in the garment industry and enhancing workers' lives all over the world.

FWF works closely with a growing number of companies that produce clothing and other sewn products and that take responsibility for their supply chain. It keeps track of the improvements made by the companies it works with. And through sharing expertise, social dialogue and strengthening industrial relations, FWF increases the effectiveness of the efforts made by companies.

### 13.1. Fair Wear Foundation Code Of Labour Practices



#### 1. Key Data

<b>Origin of the Initiative</b>	Fair Wear Foundation (FWF)
<b>Year of Development</b>	2009 (latest update)
<b>Accessibility</b>	Free
<b>Availability</b>	Free
<b>Language</b>	English
<b>Contact</b>	<a href="mailto:info@fairwear.nl">info@fairwear.nl</a>
<b>Website</b>	<a href="http://fairwear.org/">http://fairwear.org/</a>

#### 2. Aim and Function of the Tool

<b>Type</b>	General Guidance, Human Rights Reporting
<b>Focus</b>	Decent Work
<b>Aim</b>	The FWF Code and verification system aim to improve labour conditions in the garment industry.
<b>Function</b>	The FWF Code of Labour Practices enshrines the eight guiding FWF labour standards against which member companies are assessed. When a company joins FWF, it commits to implement the FWF Code of Labour Practices equally in its supply chain. While this includes efforts to work directly with factories to improve conditions there, it also means developing internal management systems to better support good workplace conditions. FWF provides for an elaborated independent multi-stakeholder verification process (see monitoring below). It equally establishes a <b>complaints procedure</b> , which serves as a safety net for workers that applies when other options, such as factory grievance systems or local labour courts, are not fair, effective, and accessible. It is designed to ensure that workers in member companies' supply chains always have recourse in instances of noncompliance – but only in instances where workers are not able to access local grievance systems. In every country where the complaints procedure is active, FWF has a local complaints handler. This ensures that workers making products for FWF affiliates can safely and fairly seek redress for violations of the Code.
<b>Monitoring</b>	Yes. FWF verifies whether companies comply with the Code of Labour Practices, through factory audits and a complaints procedure, through management system audits at the affiliates and through extensive stakeholder consultation in production countries. In order to gain real

	insight into company performance, FWF's verification system exists at three levels: FWF verifies at factory level and implements a complaints procedure. Finally, FWF also verifies at the company level to check whether companies implement the FWF Code of Labour Practices in their management systems effectively.
<b>Target Group</b>	Companies
<b>3. Practicability and Flexibility</b>	
<b>Specific sector</b>	Secondary (industry, extractive): Clothing
<b>Specific region</b>	All regions
<b>Company size</b>	Small, medium and large
<b>Case Studies/Best Practice</b>	No
<b>Interactivity</b>	No
<b>Human rights knowledge required</b>	No
<b>Flexibility</b>	No. The Code of Labour Practices provides a given set of standards.
<b>4. Normative Framework</b>	
<b>Human Rights</b>	<ul style="list-style-type: none"> <li>• Universal Declaration on Human Rights</li> </ul>
<b>Labour Rights</b>	<ul style="list-style-type: none"> <li>• ILO Convention on Discrimination (no. 111)</li> <li>• ILO Convention on Equal Remuneration (no. 100)</li> <li>• ILO Convention on Forced Labour (no. 29)</li> <li>• ILO Convention on Hours of Work (Industry) (no. 1)</li> <li>• ILO Convention on Minimum Age (no. 138)</li> <li>• ILO Convention on Minimum Wage-Fixing Machinery (no. 26)</li> <li>• ILO Convention on Occupational Safety and Health and the Working Environment (no. 155)</li> <li>• ILO Convention on the Abolition of Forced Labour (no. 105)</li> <li>• ILO Convention on the Worst Forms of Child Labour (no. 182)</li> <li>• ILO Convention on Workers' Representatives (no. 135)</li> <li>• ILO Minimum Wage Fixing Convention (no. 131)</li> </ul>
<b>National Law</b>	Compliance with national laws and regulations in the country of operation.
<b>5. Scope of the Tool</b>	
<b>Human Rights</b>	<b>Productive and freely chosen work</b> <ul style="list-style-type: none"> <li>✓ Right to work</li> <li>✓ Prohibition of forced or compulsory labour</li> <li>✓ Prohibition of child labour</li> </ul>
	<b>Rights at work including the core labour standards</b> <ul style="list-style-type: none"> <li>✓ Right to equal treatment and non-discrimination between women and men, gender issues</li> <li>✓ Right to equal treatment and non-discrimination concerning all other groups</li> <li>✓ Diversity Management</li> <li>✓ Right to education</li> </ul>

	<ul style="list-style-type: none"> <li>✓ Right to safe and healthy working conditions</li> <li>✓ Right to fair wages</li> <li>✓ Right to equal pay for equal work</li> <li>✓ Right to decent living</li> <li>✓ Right to rest, leisure and annual leave</li> <li>✓ Right to reasonable limitation of working hours</li> <li>✓ Right to permanent employment relationship</li> <li>○ Right to privacy</li> <li>✓ Right to strike</li> <li>✓ Right to form and join trade unions</li> <li>✓ Grievance procedures and remediation</li> </ul> <p><b>Social protection</b></p> <ul style="list-style-type: none"> <li>✓ Right to social security including social insurance, pensions</li> <li>○ Mitigation of adverse employment effects</li> </ul> <p><b>Social dialogue</b></p> <ul style="list-style-type: none"> <li>✓ Freedom of association and right to collective bargaining</li> <li>✓ Tripartite consultation</li> </ul> <p><b>External impact</b></p> <ul style="list-style-type: none"> <li>○ Right to an adequate standard of living</li> <li>○ Security issues, private property protection</li> <li>○ Right to the highest attainable standard of physical and mental health</li> </ul>
<b>Keywords</b>	<ul style="list-style-type: none"> <li>• Child labour</li> <li>• Collective bargaining</li> <li>• Disciplinary measures</li> <li>• Discrimination</li> <li>• Freedom of assembly and association</li> <li>• Harassment</li> <li>• Health and wellbeing</li> <li>• Physical abuse / threats</li> <li>• Recruitment and employment practices</li> <li>• Remuneration</li> <li>• Safety</li> <li>• Stakeholder engagement</li> <li>• Training, skills and talent</li> <li>• Transparency / disclosure</li> <li>• Working conditions</li> <li>• Workers' representation</li> <li>• Young workers</li> </ul>
<b>6. Company Responsibility</b>	
<b>Concepts of Sphere of Influence, Complicity</b>	No
<b>Supply Chain</b>	Yes
<b>Human Rights Impact Assessment</b>	No
<b>Specific Guidance on Individual Company</b>	No

Responsibility	7. User experience
<p><b>LARRGE Evaluation</b></p>	<p>The Fair Wear Foundation's Code of Labour Practices and the FWF verification process offer a comprehensive and sustainable solution for the improvement of working conditions in the clothing sector. FWF ensures continuous monitoring and auditing. One of its special features is the FWF local complaints procedure, which enables all workers to address non-compliance. FWF is based on a strong multi-stakeholder approach and works in close cooperation with local stakeholders and partners. Overall its sectors approach has proven to be very effective to ensure the respect of human and labour rights standards.</p>
<p><b>User Evaluation</b></p>	

## 14. Forética

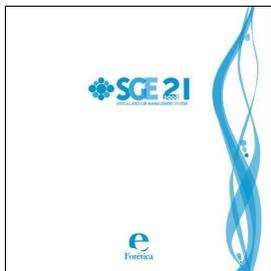


Forética is an initiative that came about within the X Congress of Quality and Environmental Management in Barcelona in 1999. A diverse group of managers and opinion leaders questioned the way by which companies could possibly assess and audit their performance on business ethics and CSR, enabling them to be accountable to the society. Their works materialised on the Corporate Standard SGE 21, the first standard that can both be audited and certified by third party on CSR.

Consequently, companies and civil society joined this initiative by creating FORÉTICA where more than 150 associates were companies, NGOs, academics and universities work together to improve the knowledge of CSR in Spain.

Foretica's mission lies in promoting ethical and socially responsible policies among companies and institutions at the core of their corporate values, providing them with frameworks for auditable management systems.

### 14.1.SGE 21- Ethical And CSR Management System



#### 1. Key Data

<b>Origin of the Initiative</b>	Multi-stakeholder initiative: Foro para la Evaluación de la Gestión Ética (Forética), companies, academics, NGOs
<b>Year of Development</b>	2000/2008 (third revision)
<b>Accessibility</b>	Free, no registration
<b>Availability</b>	Free, no costs
<b>Language</b>	English, Spanish
<b>Contact</b>	foretica@foretica.es
<b>Website</b>	<a href="http://www.foretica.es/recursos/doc/Conocimiento_RSE/Norma_SGE_21/5741_7107102008181849.pdf">http://www.foretica.es/recursos/doc/Conocimiento_RSE/Norma_SGE_21/5741_7107102008181849.pdf</a>

#### 2. Aim and Function of the Tool

<b>Type</b>	General Guidance
<b>Focus</b>	CSR management, corporate culture
<b>Aim</b>	The purpose of the tool is to support companies in establishing, implementing and evaluating an ethical and socially responsible management system.
<b>Function</b>	<p>SGE 21 is conceived as a standard. It functions as a framework document and offers criteria for the establishment, implementation and evaluation of the Ethical and Socially Responsible Management System proposed by Forética. It is structured in six sections: The first five explain the background to, and provide general information about, the document. Section six lists nine relevant management areas and sets out the Standard's requirements against which organisations are to be assessed:</p> <ol style="list-style-type: none"> <li>1. Senior management</li> <li>2. Clients</li> <li>3. Suppliers</li> <li>4. Persons forming the organisation</li> <li>5. Social conditions</li> <li>6. Environment</li> <li>7. Investors</li> <li>8. Competition</li> <li>9. Government authorities</li> </ol>
<b>Monitoring</b>	Yes, the system provides for voluntary certification.

<b>Target Group</b>	Companies
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#### 3. Practicability and Flexibility

<b>Specific sector</b>	All sectors
<b>Specific region</b>	All regions
<b>Company size</b>	All sizes
<b>Case Studies/Best Practice</b>	No
<b>Interactivity</b>	No
<b>Human rights knowledge required</b>	Advanced
<b>Flexibility</b>	SGE 21 can be flexibly adapted and used according to the individual company's needs.

#### 4. Normative Framework

<b>Human Rights</b>	<ul style="list-style-type: none"> <li>• UN Global Compact</li> <li>• OECD Guidelines for Multinational Enterprises</li> </ul>
<b>Labour Rights</b>	<ul style="list-style-type: none"> <li>• ILO Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy</li> </ul>
<b>National Law</b>	Compliance with national laws and regulations in the country of operation.

#### 5. Scope of the Tool

<b>Human Rights</b>	<p><b>Productive and freely chosen work</b></p> <ul style="list-style-type: none"> <li>✓ Right to work</li> <li>✓ Prohibition of forced or compulsory labour</li> <li>✓ Prohibition of child labour</li> </ul>
	<p><b>Rights at work including the core labour standards</b></p> <ul style="list-style-type: none"> <li>✓ Right to equal treatment and non-discrimination between women and men, gender issues</li> <li>✓ Right to equal treatment and non-discrimination concerning all other groups</li> <li>✓ Diversity management                             <ul style="list-style-type: none"> <li>○ Right to education</li> </ul> </li> <li>✓ Right to safe and healthy working conditions</li> <li>✓ Right to fair wages</li> <li>✓ Right to equal pay for equal work</li> <li>✓ Right to decent living</li> <li>✓ Right to rest, leisure and annual leave</li> <li>✓ Right to reasonable limitation of working hours</li> <li>✓ Right to permanent employment relationship</li> <li>✓ Right to privacy</li> <li>✓ Right to strike</li> <li>✓ Right to form and join trade unions</li> <li>✓ Grievance procedures and remediation</li> </ul>
	<p><b>Social protection</b></p> <ul style="list-style-type: none"> <li>○ Right to social security including social insurance, pensions</li> <li>○ Mitigation of adverse employment effects</li> </ul>

	<ul style="list-style-type: none"> <li>o <b>Social dialogue</b> <ul style="list-style-type: none"> <li>✓ Freedom of association and right to collective bargaining</li> <li>o Tripartite consultation</li> </ul> </li> <li><b>External impact</b> <ul style="list-style-type: none"> <li>✓ Right to an adequate standard of living</li> <li>o Security issues, private property protection</li> <li>✓ Right to the highest attainable standard of physical and mental health</li> </ul> </li> </ul>
<b>Keywords</b>	<ul style="list-style-type: none"> <li>• Corporate- / organisational culture</li> <li>• Child labour</li> <li>• Collective bargaining</li> <li>• Corruption and bribery</li> <li>• Customers / consumers</li> <li>• Data protection and privacy</li> <li>• Discrimination</li> <li>• Dispute resolution / grievance mechanism</li> <li>• Due diligence</li> <li>• Environment</li> <li>• Forced and bonded labour</li> <li>• Harassment</li> <li>• Health and wellbeing</li> <li>• Local communities</li> <li>• Monitoring / auditing</li> <li>• Stakeholder engagement</li> <li>• Supply chain management</li> <li>• Training, skills and talent</li> <li>• Transparency / disclosure</li> <li>• Working conditions</li> </ul>
<b>6. Company Responsibility</b>	
<b>Concepts of Sphere of Influence, Complicity</b>	No
<b>Supply Chain</b>	Yes
<b>Human Rights Impact Assessment</b>	Yes, the tool very briefly refers to impact assessments but does not give instructions.
<b>Specific Guidance on Individual Company Responsibility</b>	No
<b>7. User experience</b>	
<b>LARRGE Evaluation</b>	<p>SGE21 provides a very compact and comprehensive framework that includes organisational as well as content-specific recommendations. It works in the form of a "to-do-list" for managers that aims to integrate and monitor economic, social and environmental sustainability requirements. It gives a quick overview of the actions that should be taken, and draws attention to key issues in various areas.</p> <p>SGE 21 covers some fundamental human and labour issues but is not comprehensive in respect on these issues. Therefore, to learn more you may consult the various tools offered in the LARRGE Guide.</p>

	Human and labour rights experts might also be useful for supporting the process. Use the tool for an overview of the system requirements for setting up and maintaining sustainable CSR management. Benefit from SGE 21's management recommendations that can only rarely be found in other tools.
<b>User Evaluation</b>	

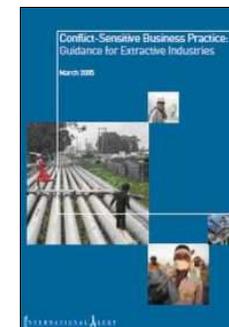
## 15. International Alert

International Alert.

**International Alert** is an independent peacebuilding organisation working in over 20 countries and territories around the world. Its dual approach involves working directly with people affected by violent conflict as well as at government, EU and UN levels to shape both policy and practice in building sustainable peace.

**International Alert's** approach to peacebuilding is combines high level advocacy with grass-roots engagement. The organisation also works to strengthen the expertise, impact and public profile of the peacebuilding sector. We organise training courses and publish resources on peacebuilding.

### 15.1. Conflict-Sensitive Business Practice: Guidance For Extractive Industries- CSBP



#### 1. Key Data

<b>Origin of the Initiative</b>	International Alert
<b>Year of Development</b>	2005
<b>Accessibility</b>	Free, no registration
<b>Availability</b>	Free download, no costs
<b>Language</b>	English, Spanish
<b>Contact</b>	Diana Klein, <a href="mailto:dklein@international-alert.org">dklein@international-alert.org</a>
<b>Website</b>	<a href="http://www.internationalalert.org/pdfs/conflict_sensitive_business_practice_all.pdf">http://www.internationalalert.org/pdfs/conflict_sensitive_business_practice_all.pdf</a>

#### 2. Aim and Function of the Tool

<b>Type</b>	Human Rights Impact Assessment, Human Rights Risk Assessment
<b>Aim</b>	The CSBP guides companies in the extractive industries to adopt a conflict sensitive and human rights compliant approach to their operations.
<b>Function</b>	<p>It highlights potential problems, conflicts, misunderstandings and misconceptions, and gives practical guidance on how to avoid or to deal with upcoming problems. The described steps in the tool mirror a typical project cycle for extractive industries.</p> <p>The CSBP is structured in different sections:</p> <ul style="list-style-type: none"> <li>• Introduction (conflict patterns and scenarios, business context)</li> <li>• Operational guidance charts (link between typical project cycles of oil, gas or mining investments to the other elements of the CSBP)</li> <li>• Screening tool (checklist with conflict-risk indicators for rapid assessment to identify conflict issues in the pre-investment phase, country and conflict dynamics, risk levels)</li> <li>• Macro-level conflict risk and impact assessment tool (M-CRIA) (context analysis on national and regional level, potential interaction with the project)</li> <li>• Project-level conflict risk and impact assessment tool (M-CRIA) (in depth analysis of the conflict and its impact on the project,</li> </ul>

	<p>guidance to building trust relationships with stakeholders and to prevent conflicts)</p> <ul style="list-style-type: none"> <li>Flashpoint papers (outline key issues that commonly arise at the company/conflict interface and describe likely impacts and good practice in each area) <ul style="list-style-type: none"> <li>Stakeholder engagement</li> <li>Resettlement</li> <li>Compensation</li> <li>Indigenous peoples</li> <li>Social investment</li> <li>Dealing with armed groups</li> <li>Security arrangements</li> <li>Human rights</li> <li>Corruption and transparency</li> </ul> </li> </ul>
<b>Monitoring</b>	No explicit reference or guidelines for monitoring a conflict- sensitive business conduct.
<b>Target Group</b>	Companies, consultants
<b>3. Practicability and Flexibility</b>	
<b>Specific Sector</b>	Extractive industries, Forestry
<b>Specific Region</b>	All regions
<b>Size of the Company</b>	Large and medium companies
<b>Case Studies/Best Practice</b>	Yes
<b>Interactivity of the Tool</b>	CSBP does not follow an interactive approach between the user and the tool developer.
<b>Flexibility of the Tool</b>	It gives a good overview on possible risk constellations. Companies may identify similar problems in their operations. Questions and indicators help the user towards individual risk identification.
<b>Human rights Knowledge Required</b>	No. The steps to be taken are well explained. Nevertheless, companies are advised to involve specific experts in the risk areas (human rights, corruption, etc.).
<b>4. Normative Framework</b>	
<b>Human Rights</b>	<ul style="list-style-type: none"> <li>Asian Development Bank Involuntary Resettlement Policy</li> <li>Convention against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment,</li> <li>Convention on the Elimination of All Forms of Discrimination against Women,</li> <li>Convention on the Rights of the Child</li> <li>Geneva Conventions and Additional Protocols I and II</li> <li>Inter- American Development Bank Operational Policy on Involuntary Resettlement</li> <li>IFC Operational Directive 4.30 on Involuntary Resettlement</li> <li>International Convention on the Protection of the Rights of All Workers</li> <li>International Convention on the Suppression of the Financing of Terrorism</li> <li>International Covenant on Civil and Political Rights</li> <li>International Covenant on Economic, Social and Cultural Rights</li> <li>OECD Guidelines for Multinational Enterprises</li> <li>UN Code of Conduct for Law Enforcement Officials and Basic Principles on the Use of Force and Firearms by Law Enforcement Officials</li> </ul>

	<ul style="list-style-type: none"> <li>UN Convention against the Recruitment, Use, Financing and Training of Mercenaries</li> <li>UN Draft Declaration on the Rights of Indigenous Peoples</li> <li>UN Draft Norms on the Responsibility of TNCs and Other Business Enterprises with Regard to Human Rights</li> <li>Universal Declaration on Human Rights</li> <li>World Bank Draft Operational Policy 4.10 on Indigenous Peoples</li> </ul>
<b>Labour Rights</b>	<ul style="list-style-type: none"> <li>Convention on Discrimination (no. 111)</li> <li>Convention on Equal Remuneration (no. 100)</li> <li>Convention on Forced Labour (no.29)</li> <li>Convention on Freedom of Association and Protection of the Right to Organise (no.87)</li> <li>Convention on Indigenous and Tribal Peoples (no.169)</li> <li>Convention on Minimum Age (no. 138)</li> <li>Convention on the Abolition of Forced Labour (no.105)</li> <li>Convention on the Right to Organise and Collective Bargaining (no.98)</li> <li>Convention on the Worst Forms of Child Labour (no. 182)</li> <li>Declaration on Fundamental Principles and Rights at Work</li> <li>Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy</li> </ul>
<b>National Laws</b>	Compliance with national laws and regulations in the country of Operation.
<b>5. Scope of the Tool</b>	
<b>Human Rights</b>	<p><b>Productive and freely chosen work</b></p> <ul style="list-style-type: none"> <li>✓ Right to work</li> <li>✓ Prohibition of forced or compulsory labour</li> <li>✓ Prohibition of child labour</li> </ul> <p><b>Rights at work including the core labour standards</b></p> <ul style="list-style-type: none"> <li>✓ Equality and non-discrimination between women and men, gender issues</li> <li>✓ Equality and non discrimination concerning all other groups</li> <li>✓ Diversity Management</li> <li>✓ Right to education <ul style="list-style-type: none"> <li>o Safe and healthy working conditions</li> <li>o Further Rights at work</li> <li>o Fair wages</li> <li>o Equal pay for equal work</li> <li>o Decent living</li> <li>o Rest &amp; leisure, annual leave</li> <li>o Reasonable limitation of working hours</li> <li>o Permanent employment relationship</li> <li>o Right to privacy</li> <li>o Right to strike</li> <li>o Right to form and join trade unions</li> <li>o Grievance procedures and remediation</li> </ul> </li> </ul> <p><b>Social protection</b></p> <ul style="list-style-type: none"> <li>o Right to social security including social insurance, pensions</li> <li>o Mitigation of adverse employment effects</li> </ul> <p><b>Social dialogue</b></p> <ul style="list-style-type: none"> <li>o Freedom of association and right to collective bargaining</li> <li>o Tripartite consultation</li> </ul>

	<p><b>External impact</b></p> <ul style="list-style-type: none"> <li>✓ Right to an adequate standard of living</li> <li>✓ Security issues, private property protection</li> <li>✓ Right to the highest attainable standard of physical and mental health</li> </ul>
<b>Specific Issues</b>	<ul style="list-style-type: none"> <li>• Armed groups</li> <li>• Child labour</li> <li>• Compensation</li> <li>• Conflict</li> <li>• Corruption and bribery</li> <li>• Discrimination</li> <li>• Environment</li> <li>• Forced and bonded labour</li> <li>• Indigenous peoples</li> <li>• Resettlement</li> <li>• Security arrangements</li> <li>• Social investment</li> <li>• Stakeholder engagement</li> <li>• Working conditions</li> </ul>
<b>6. Company Responsibility</b>	
<b>Concepts of Sphere of Influence, Complicity</b>	The CSBP does not refer to a company's specific sphere of influence. Specific questions in the screening tool, macro-level and project-level risk and impact assessment tool guide the user and highlight potential risks linked with the operation. The "Human Rights flashpoint" shortly outlines the risk of being complicit in human rights violations committed by other actors.
<b>Supply Chain</b>	No.
<b>Human Rights Impact Assessment</b>	Yes. The Guide provides a framework for human rights impact assessments. It focuses specifically on community impacts including in-depth recommendations on the flashpoint issues (see above).
<b>Specific Guidance on Individual Company Responsibility</b>	Yes. The Guide provides guiding questions to assess human rights and other non-financial risks in a given country.
<b>7. User Experience</b>	
<b>LARRGE Evaluation</b>	<p>CSBP constitutes a very valuable and comprehensive tool to conduct conflict risk assessments. It comprises the areas of human rights, stakeholder engagement, resettlement, compensation, security arrangements and armed groups, social investment, indigenous peoples, corruption and transparency. It provides a concise overview on potential risks and dilemmas and informs on successful strategies to ensure conflict sensitive business conduct.</p> <p>Use the CSBP as a risk awareness tool on the interfaces between conflicts and business operations and consequently as guidance for conflict-sensitive business conduct. Check out the links at the end of each section to learn more on specific issues.</p>
<b>User Evaluation</b>	

## 16. International Labour Organisation



International  
Labour  
Organization

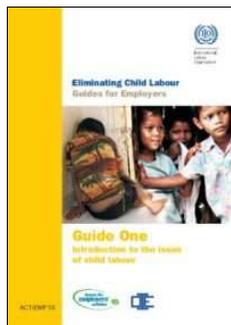
The **International Labour Organization (ILO)** is devoted to advancing opportunities for women and men to obtain decent and productive work in conditions of freedom, equity, security and human dignity. Its main aims are to promote rights at work, encourage decent employment opportunities, enhance social protection and strengthen dialogue in handling work-related issues.

Decent Work sums up the aspirations of people in their working lives. It involves opportunities for work that is productive and delivers a fair income, security in the workplace and social protection for families, better prospects for personal development and social integration, freedom for people to express their concerns, organize and participate in the decisions that affect their lives and equality of opportunity and treatment for all women and men.

The **ILO Helpdesk** helps companies to put Decent Work Principles into practice. The Helpdesk is available free of charge to managers and workers, as well as workers' and employers' organizations. Its primary audience are the people who deal with day-to-day company operations and supply chain management, and who develop private policies shaping those operations, particularly concerning respect for workers' rights. The Helpdesk deals with questions relating to international labour standards and draws on guidance provided by the ILO Declaration of Fundamental Principles and Rights at Work, the ILO MNE Declaration and a range of other declarations, conclusions, guidelines, tools and other instruments. The Helpdesk addresses how these instruments might guide company operations.

The Helpdesk draws on the jurisprudence of ILO supervisory bodies, such as the Committee of Experts on the Application of Conventions and Recommendations and the Committee on Freedom of Association, as it relates to company operations. That makes it easier for business, trade unions and other non specialists to understand the guidance. Questions concerning government responsibilities or specific complaints of non-compliance should be addressed to the ILO Standards Department

### 16.1. Eliminating Child Labour- Guides For Employers



#### 1. Key Data

<b>Origin of the Initiative</b>	Multi-stakeholder initiative: International Labour Organisation (ILO), International Organisation for Employers (IOE)
<b>Year of Development</b>	2007
<b>Accessibility</b>	Free
<b>Availability</b>	Free
<b>Language</b>	English, Russian, Indonesian
<b>Contact</b>	<a href="mailto:ilo@ilo.org">ilo@ilo.org</a>
<b>Website</b>	<a href="http://www.ilo.org/public/english/dialogue/actemp/whatwedo/projects/cl/guides.htm">http://www.ilo.org/public/english/dialogue/actemp/whatwedo/projects/cl/guides.htm</a>

#### 2. Aim and Function of the Tool

<b>Type</b>	General Guidance, Human Rights Risk Assessment, Human Rights Impact Assessment
<b>Focus</b>	Child labour
<b>Aim</b>	The set of Guides is designed to help employers and their associations understand and take action against child labour.
<b>Function</b>	<p>The tool provides strategies for the prevention of child labour, the withdrawal of children from work, and the protection of those children who are above the minimum age of employment and do work. It consists of three Guides that serve different purposes:</p> <p>This <b>first Guide</b> provides definitions, an explanation of the causes and the consequences of child labour, and the rationale for why enterprises should not employ children.</p> <p>The two subsequent Guides explain what can be done about child labour from the business point of view.</p> <p><b>Guide Two</b> is addressed to enterprises and explains their options and possible strategies for eliminating child labour. It also discusses measures that may be taken to reduce child labour among suppliers.</p> <p><b>Guide Three</b> provides information about the collective role that employers' organizations and other business associations can play in helping their members on the issue of child labour.</p>
<b>Monitoring</b>	Yes, Guide 2 contains specific recommendations on monitoring and auditing.
<b>Target Group</b>	Companies, employers' organisations

### 3. Practicability and Flexibility

<b>Specific sector</b>	All sectors, focus: agriculture
<b>Specific region</b>	All regions
<b>Company size</b>	All sizes
<b>Case Studies/Best Practice</b>	Yes, the Guide includes examples of a range of measures that have been taken by business actors to combat child labour.
<b>Interactivity</b>	The Guide is not an interactive tool.
<b>Human rights knowledge required</b>	Basic
<b>Flexibility</b>	Yes. The Guide emphasises that there is no single strategy for the elimination of child labour. It offers a broad range of recommendations and case examples that support companies in developing their own strategy.

#### 4. Normative Framework

<b>Human Rights</b>	<ul style="list-style-type: none"> <li>UN Convention on the Rights of the Child</li> </ul>
<b>Labour Rights</b>	<ul style="list-style-type: none"> <li>ILO Convention on Minimum Age (no. 138)</li> <li>ILO Convention on the Worst Forms of Child Labour (no. 182)</li> </ul>
<b>National Law</b>	Compliance with national laws and regulations in the country of operation.

#### 5. Scope of the Tool

<b>Human Rights</b>	<p><b>Productive and freely chosen work</b></p> <ul style="list-style-type: none"> <li>✓ Right to work</li> <li>✓ Prohibition of forced or compulsory labour</li> <li>✓ Prohibition of child labour</li> </ul>
	<p><b>Rights at work including the core labour standards</b></p> <ul style="list-style-type: none"> <li>✓ Right to equal treatment and non-discrimination between women and men, gender issues</li> <li>✓ Right to equal treatment and non-discrimination concerning all other groups</li> <li>✓ Diversity management</li> <li>✓ Right to education</li> <li>✓ Right to safe and healthy working conditions</li> <li>✓ Right to fair wages</li> <li>✓ Right to equal pay for equal work</li> <li>✓ Right to decent living</li> <li>✓ Right to rest, leisure and annual leave</li> <li>✓ Right to reasonable limitation of working hours</li> <li>✓ Right to permanent employment relationship</li> <li>✓ Right to privacy</li> <li>✓ Right to strike</li> <li>✓ Right to form and join trade unions</li> <li>✓ Grievance procedures and remediation</li> </ul>
	<p><b>Social protection</b></p> <ul style="list-style-type: none"> <li>✓ Right to social security including social insurance, pensions</li> <li>✓ Mitigation of adverse employment effects</li> </ul>

	<p><b>Social dialogue</b></p> <ul style="list-style-type: none"> <li>✓ Freedom of association and right to collective bargaining</li> <li>✓ Tripartite consultation</li> </ul> <p><b>External impact</b></p> <ul style="list-style-type: none"> <li>✓ Right to an adequate standard of living             <ul style="list-style-type: none"> <li>○ Security issues, private property protection</li> <li>○ Right to the highest attainable standard of physical and mental health</li> </ul> </li> </ul>
<b>Keywords</b>	<ul style="list-style-type: none"> <li>• Capacity / capability building</li> <li>• Corporate- / organisational culture</li> <li>• Child labour</li> <li>• Collective bargaining</li> <li>• Customers / consumers</li> <li>• Detention</li> <li>• Discrimination</li> <li>• Due diligence</li> <li>• Forced and bonded labour</li> <li>• Health and wellbeing</li> <li>• Home workers</li> <li>• Local communities</li> <li>• Migrant workers</li> <li>• Minorities</li> <li>• Monitoring / auditing</li> <li>• Physical abuse / threats</li> <li>• Stakeholder engagement</li> <li>• Supply chain management</li> <li>• Training, skills and talent</li> <li>• Transparency / disclosure</li> <li>• Women's rights</li> <li>• Working conditions</li> <li>• Young workers</li> </ul>
<b>6. Company Responsibility</b>	
<b>Concepts of Sphere of Influence, Complicity</b>	Yes, Guide 2 refers to the sphere of influence as one of the guiding principles that should be observed by companies.
<b>Supply Chain</b>	Yes, Guide 2 provides specific recommendations concerning supply chain management.
<b>Human Rights Impact Assessment</b>	Yes. Guide 2 gives detailed instructions on how to assess the risks associated with child labour. It includes checklists that may be used in a preliminary assessment.
<b>Specific Guidance on Individual Company Responsibility</b>	No
<b>7. User experience</b>	
<b>LARRGE Evaluation</b>	<p>The three Guides provide a very useful and practical source of information for companies and employers' organisations. They follow a clear and user-friendly structure.</p> <p>Guide 2, which is specifically geared towards companies, describes an eight step process that can be adapted according to the specific needs of a given situation. The document maps different problem scenarios including those that may become relevant for small and medium companies in developing countries that rely on work by children. It</p>

	<p>includes practical tools such as checklists, informs about cost considerations in the context of child labour, and provides recommendations on how to set up a code of conduct.</p> <p>Use the Guides for a concise overview of the complexities of child labour, and to improve legal understanding. Adapt or follow the eight step process to set up your own company strategy, and benefit from the various case examples.</p> <p>Note: the tool focuses on agriculture but the strategies can also be applied in other sectors.</p>
<b>User Evaluation</b>	

## 16.2. Guidelines For Developing Child Labour Monitoring Processes



### 1. Key Data

<b>Origin of the Initiative</b>	International Labour Organisation (ILO)- International Programme on the Elimination of Child Labour (IPEC)
<b>Year of Development</b>	2005
<b>Accessibility</b>	Free
<b>Availability</b>	Free
<b>Language</b>	English, Spanish, French
<b>Contact</b>	<a href="mailto:ipec@ilo.org">ipec@ilo.org</a>
<b>Website</b>	<a href="http://www.ilo.org/ipecinfo/product/viewProduct.do?productId=1500">http://www.ilo.org/ipecinfo/product/viewProduct.do?productId=1500</a>

### 2. Aim and Function of the Tool

<b>Type</b>	General Guidance, Human Rights Training, Human Rights Reporting
<b>Focus</b>	Child labour
<b>Aim</b>	The aim of the Guidelines is to assist with the elimination of child labour in the formal and informal sector. They provide a comprehensive framework for child labour monitoring, based on broad stakeholder involvement and joint actions.
<b>Function</b>	<p>The Guidelines explain how to design, develop and operate sustainable child labour monitoring systems. They provide a generic model for child labour monitoring, as well as practical examples. The process is explained in a very structured manner following clear steps and objectives:</p> <ul style="list-style-type: none"> <li>• Preparing for Child Labour Monitoring (CLM)</li> <li>• Designing, testing and training</li> <li>• The monitoring phase</li> <li>• The follow-up phase</li> </ul> <p>The annexes include a range of practical tools such as sample forms, interviewing guidelines and additional case studies.</p>
<b>Monitoring</b>	Yes, the Guidelines constitute a specific child labour monitoring tool.
<b>Target Group</b>	Primary target group according to tool developers: ILO staff, governmental organisations (policy makers), NGOs Secondary target group according to LARRGE evaluation: companies, consultants, trade unions, employers' organisations

### 3. Practicability and Flexibility

<b>Specific sector</b>	All sectors; case stories on mining, agriculture, manufacturing
<b>Specific region</b>	All regions
<b>Company size</b>	Large, medium

<b>Case Studies/Best Practice</b>	Yes, see especially annex A
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<b>Interactivity</b>	The Guidelines are conceived as a resource book, they are not interactive.
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<b>Human rights knowledge required</b>	Advanced knowledge in human and labour rights.
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<b>Flexibility</b>	Yes. Since each child labour situation is specific, there is no single template to fit every situation. The aim of the Guidelines is to provide a practical resource covering the many activities that comprise child labour monitoring. They can be adapted to specific child labour patterns.
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### 4. Normative Framework

<b>Human Rights</b>	<ul style="list-style-type: none"> <li>• UN Convention on the Rights of the Child</li> </ul>
<b>Labour Rights</b>	<ul style="list-style-type: none"> <li>• ILO Convention on Indigenous and Tribal Peoples (no.169)</li> <li>• ILO Convention on Minimum Age (no. 138)</li> <li>• ILO Convention on the Worst Forms of Child Labour (no. 182)</li> </ul>
<b>National Law</b>	Compliance with national laws and regulations in the country of operation.

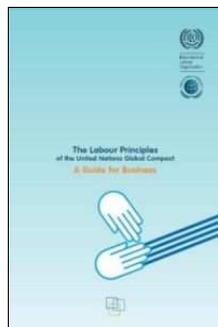
### 5. Scope of the Tool

<b>Human Rights</b>	<p><b>Productive and freely chosen work</b></p> <ul style="list-style-type: none"> <li>✓ Right to work</li> <li>✓ Prohibition of forced or compulsory labour</li> <li>✓ Prohibition of child labour</li> </ul>
	<p><b>Rights at work including the core labour standards</b></p> <ul style="list-style-type: none"> <li>✓ Right to equal treatment and non-discrimination between women and men, gender issues</li> <li>✓ Right to equal treatment and non-discrimination concerning all other groups</li> <li>✓ Diversity management</li> <li>✓ Right to education</li> <li>✓ Right to safe and healthy working conditions</li> <li>✓ Right to fair wages</li> <li>✓ Right to equal pay for equal work</li> <li>✓ Right to decent living</li> <li>✓ Right to rest, leisure and annual leave</li> <li>✓ Right to reasonable limitation of working hours</li> <li>✓ Right to permanent employment relationship</li> <li>✓ Right to privacy</li> <li>○ Right to strike</li> <li>✓ Right to form and join trade unions</li> <li>○ Grievance procedures and remediation</li> </ul>
	<p><b>Social protection</b></p> <ul style="list-style-type: none"> <li>✓ Right to social security including social insurance, pensions</li> <li>✓ Mitigation of adverse employment effects</li> </ul>
	<p><b>Social dialogue</b></p> <ul style="list-style-type: none"> <li>○ Freedom of association and right to collective bargaining</li> </ul>

	<ul style="list-style-type: none"> <li>o Tripartite consultation</li> </ul> <p><b>External impact</b></p> <ul style="list-style-type: none"> <li>✓ Right to an adequate standard of living</li> <li>o Security issues, private property protection</li> <li>✓ Right to the highest attainable standard of physical and mental health</li> </ul>
<b>Keywords</b>	<ul style="list-style-type: none"> <li>• Capacity / capability building</li> <li>• Child labour</li> <li>• Data protection and privacy</li> <li>• Discrimination</li> <li>• Disciplinary measures</li> <li>• Diversity / equal opportunities</li> <li>• Forced and bonded labour</li> <li>• Harassment</li> <li>• Health and wellbeing</li> <li>• Housing conditions</li> <li>• Home workers</li> <li>• Indigenous peoples</li> <li>• Local communities</li> <li>• Physical abuse / threats</li> <li>• Recruitment and employment practices</li> <li>• Stakeholder engagement</li> <li>• Trafficking in human beings</li> <li>• Training, skills and talent</li> <li>• Women's rights</li> <li>• Working conditions</li> <li>• Young workers</li> </ul>
<b>6. Company Responsibility</b>	
<b>Concepts of Sphere of Influence, Complicity</b>	No
<b>Supply Chain</b>	No. Since the Guidelines are designed to address child labour in formal and informal situations, they do not specifically refer to the supply chain. However, in practice the recommendations can be directly applied to supply chain monitoring.
<b>Human Rights Impact Assessment</b>	Yes. The Guidelines provide detailed instructions on how to assess the human rights risks arising from child labour.
<b>Specific Guidance on Individual Company Responsibility</b>	No
<b>7. User experience</b>	
<b>LARRGE Evaluation</b>	<p>The Guidelines are not specifically geared towards companies. They mainly address ILO-staff, governmental staff including policy makers, and NGOs. Nevertheless, the document has been selected by the LARRGE team as an important reference book for companies, workers' councils and employers' organisations, with the aim of substantively contributing towards the abolition of child labour.</p> <p>The Guidelines take a very holistic approach to fighting child labour in the formal and informal sector, and call for a broad multi-stakeholder process. Moreover, the document gives a comprehensive overview of</p>

	<p>the complex root causes of, and the enabling environment for, child labour. The detailed recommendations for setting up, maintaining, improving and following up on a child labour monitoring system will support companies, workers and employers' organisations in the elaboration of their strategies.</p> <p>Use the tool to learn about the multifaceted dimensions of child labour, and the requirements for substantive stakeholder involvement. Benefit from the recommendations on developing monitoring tools and on setting up a broad monitoring structure. Note the valuable annexes that include case studies, a chart detailing the different responsibilities for the stakeholders involved, a sample monitoring profile, a summary of the variables for collecting information, an interview sample, a child participation sample and sample forms for child monitoring.</p>
<b>User Evaluation</b>	

### 16.3. The Labour Principles Of The United Nations Global Compact- A Guide For Business



#### 1. Key Data

<b>Origin of the Initiative</b>	Multi stakeholder initiative: International Labour Organisation (ILO), Office of the UN Global Compact, International Organisation of Employers (IOE), International Trade Union Confederation (ITUC)
<b>Year of Development</b>	2008, the Guide will be updated periodically based on experience with its use and as new tools and resources become available.
<b>Accessibility</b>	Free
<b>Availability</b>	Free
<b>Language</b>	English
<b>Contact</b>	<a href="mailto:arai@ilo.org">arai@ilo.org</a>
<b>Website</b>	<a href="http://www.ilo.org/public/libdoc/ilo/2008/108B09_260_engl.pdf">http://www.ilo.org/public/libdoc/ilo/2008/108B09_260_engl.pdf</a>

#### 2. Aim and Function of the Tool

<b>Type</b>	General Guidance
<b>Focus</b>	Decent work
<b>Aim</b>	The purpose of the Guide is to increase the understanding of the four labour principles of the UN Global Compact, which are taken from the ILO Fundamental Principles and Rights at Work. It provides an inventory of key resources to help integrate these principles into business operations.
<b>Function</b>	<p>The Guide includes a brief description of each of the four Global Compact labour principles:</p> <ul style="list-style-type: none"> <li>• freedom of association and the effective recognition of the right to collective bargaining</li> <li>• the elimination of all forms of forced and compulsory labour</li> <li>• the effective abolition of child labour</li> <li>• the elimination of discrimination in respect of employment and occupation.</li> </ul> <p>It explains their meaning and clarifies the specific responsibilities for governments and companies. Each section contains a set of recommendations on how to ensure the principles in the workplace and in the community.</p> <p>The final chapter presents an inventory of key ILO resources and tools concerning these four principles.</p>

<b>Monitoring</b>	No
<b>Target Group</b>	Companies, trade unions, employers' organisations, consultants
<b>3. Practicability and Flexibility</b>	
<b>Specific sector</b>	All sectors
<b>Specific region</b>	All regions
<b>Company size</b>	All sizes
<b>Case Studies/Best Practice</b>	No
<b>Interactivity</b>	The tool is a reference guide, it is not interactive.
<b>Human rights knowledge required</b>	No
<b>Flexibility</b>	The Guide provides general explanation on the fundamental labour principles. It does not offer recommendations on how to ensure the respect for these principles in varying company situations.
<b>4. Normative Framework</b>	
<b>Human Rights</b>	No. The purpose of the Guide is to explain the ILO fundamental principles and rights at work; it therefore refers only to the ILO instruments.
<b>Labour Rights</b>	<ul style="list-style-type: none"> <li>• ILO Declaration on Fundamental Principles and Rights at Work,</li> <li>• ILO Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy</li> <li>• ILO Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy (MNE Declaration)</li> </ul>
<b>National Law</b>	Compliance with national laws and regulations in the country of operation.
<b>5. Scope of the Tool</b>	
<b>Human Rights</b>	<p><b>Productive and freely chosen work</b></p> <ul style="list-style-type: none"> <li>✓ Right to work</li> <li>✓ Prohibition of forced or compulsory labour</li> <li>✓ Prohibition of child labour</li> </ul> <p><b>Rights at work including the core labour standards</b></p> <ul style="list-style-type: none"> <li>✓ Right to equal treatment and non-discrimination between women and men, gender issues</li> <li>✓ Right to equal treatment and non-discrimination concerning all other groups</li> <li>✓ Diversity Management</li> <li>✓ Right to education</li> <li>○ Right to safe and healthy working conditions</li> <li>○ Right to fair wages</li> <li>○ Right to equal pay for equal work</li> <li>○ Right to decent living</li> <li>○ Right to rest, leisure and annual leave</li> <li>○ Right to reasonable limitation of working hours</li> <li>○ Right to permanent employment relationship</li> <li>○ Right to privacy</li> <li>✓ Right to strike</li> </ul>

	<ul style="list-style-type: none"> <li>✓ Right to form and join trade unions</li> <li>○ Grievance procedures and remediation</li> </ul> <p><b>Social protection</b></p> <ul style="list-style-type: none"> <li>✓ Right to social security including social insurance, pensions</li> <li>✓ Mitigation of adverse employment effects</li> </ul> <p><b>Social dialogue</b></p> <ul style="list-style-type: none"> <li>✓ Freedom of association and right to collective bargaining</li> <li>✓ Tripartite consultation</li> </ul> <p><b>External impact</b></p> <ul style="list-style-type: none"> <li>○ Right to an adequate standard of living</li> <li>○ Security issues, private property protection</li> <li>○ Right to the highest attainable standard of physical and mental health</li> </ul>
<b>Keywords</b>	<ul style="list-style-type: none"> <li>• Child labour</li> <li>• Collective bargaining</li> <li>• Discrimination</li> <li>• Dispute resolution / grievance mechanism</li> <li>• Diversity / equal opportunities</li> <li>• Due diligence</li> <li>• Forced and bonded labour</li> <li>• Freedom of assembly and association</li> <li>• Harassment</li> <li>• Health and wellbeing</li> <li>• Physical abuse / threats</li> <li>• Recruitment and employment practices</li> </ul>
<b>6. Company Responsibility</b>	
<b>Concepts of Sphere of Influence, Complicity</b>	Yes, the Guide refers to the concept but provides no further explanation.
<b>Supply Chain</b>	Yes, supply chain issues are mentioned in the context of child labour and forced labour.
<b>Human Rights Impact Assessment</b>	No. There is only a short list of indicators on how to identify child labour.
<b>Specific Guidance on Individual Company Responsibility</b>	No
<b>7. User experience</b>	
<b>LARRGE Evaluation</b>	<p>The Guide on labour principles gives a short and concise overview on the meaning and the relevance of the four fundamental labour principles, namely freedom of association and the effective recognition of the right to collective bargaining, the elimination of all forms of forced and compulsory labour, the effective abolition of child labour and the elimination of discrimination in respect of employment and occupation. It is a valuable tool to get a quick overview on the shared responsibilities between state and business actors.</p> <p>Use the Guide to learn about the content of the fundamental principles and try to incorporate the recommendations in business practice. You might need to consult other tools and sources to tackle the practical challenges you might encounter while implementing the</p>

	<p>recommendations in corporate practice. Check out the additional key resources that indicate further tools and guidance on labour rights.</p>
<b>User Evaluation</b>	<p><b>Why tool was used:</b> Respondents found it to be one of the best known tools; UNGC suggestion. Some companies base their code of conduct on UNGC and GRI guidelines.</p> <p><b>How tool was discovered:</b> through worker representatives; industry association; relations with NGOs/civil society organizations; Publication/advertising; websites</p> <p><b>Tool was relevant for:</b></p> <ul style="list-style-type: none"> <li>• Raising awareness on human rights responsibilities</li> <li>• Promoting the culture of dialogue with stakeholders on the ground</li> <li>• Monitoring of the supply chain concerning forced or child labor</li> <li>• Creating competitive advantages</li> <li>• Encouraging increased innovation in reputation</li> <li>• Creating corporate culture</li> <li>• Minimizing company impact</li> <li>• Securing social license to operate</li> <li>• Minimizing risk and enhancing comparative advantage</li> <li>• Reducing costs from external consultants</li> </ul> <p><b>How tool was implemented:</b> By company employees, with assistance from the tool creators, NGOs or civil society organizations or 3rd party auditing companies</p> <p><b>Time for tool implementation:</b> 6-12 months</p> <p>Most often used with: Guide to Human Rights Impact Assessment and Management (IBLF, UNGC), A Human Rights Framework (BLIHR, IBLF, OHCHR), BSCI Code of Conduct (BITC), Human Rights Compliance Assessment Tool (Danish Institute for Human Rights), A 8000 Standard (Social Accountability International)</p>

## 17. International Petroleum Industry Environment Conservation Association (IPIECA)

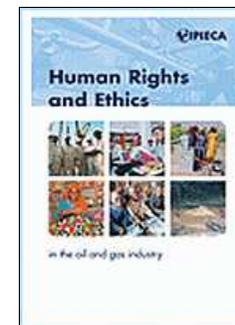


The **International Petroleum Industry Environmental Conservation Association (IPIECA)** was established in 1974 following the establishment of the United Nations Environment Programme (UNEP). **IPIECA** provides one of the industry's principal channels of communication with the United Nations.

**IPIECA** is the single global association representing both the upstream and downstream oil and gas industry on key global environmental and social issues. IPIECA's programme takes full account of international developments in these issues, serving as a forum for discussion and cooperation involving industry and international organisations.

**IPIECA** aims to develop and promote scientifically-sound, cost-effective, practical, socially and economically acceptable solutions to global environmental and social issues pertaining to the oil and gas industry.

### 17.1. Human Rights Toolkit For The Oil And Gas Industry



1. Key Data	
<b>Origin of the Initiative</b>	The International Petroleum Industry Environmental Conservation Association (IPIECA)
<b>Year of Development</b>	2006/ 2009 (second edition)
<b>Accessibility</b>	Free, no registration
<b>Availability</b>	Free, no costs. A hard copy with a CD-Rom can be directly requested from the IPIECA Secretariat.
<b>Language</b>	English, French, Spanish
<b>Contact</b>	<a href="mailto:info@ipieca.org">info@ipieca.org</a>
<b>Website</b>	<a href="http://www.iblf.org/docs/HRImpactAssessment.pdf">http://www.iblf.org/docs/HRImpactAssessment.pdf</a>
2. Aim and Function of the Tool	
<b>Type</b>	Human Rights Training
<b>Focus</b>	General
<b>Aim</b>	Recognizing the importance of human rights in their business practice, IPIECA members developed this Training Toolkit to raise awareness of human rights issues in the oil and gas industry.
<b>Function</b>	<p>The Training Toolkit provides managers with a template that can be used and adapted to conform to a company's policy or position on human rights and applicable domestic laws and regulations.</p> <p>It consists of four sections:</p> <ol style="list-style-type: none"> <li>1. <b>A Powerpoint presentation</b> with the key messages for use in a training session. It explains the human rights concept, the business context, key risk areas for the oil and gas industry and includes a broad range of examples for stakeholder relations.</li> <li>2. <b>A workbook</b> to be used in conjunction with the presentation, which gives background information to each slide.</li> <li>3. <b>A trainer's manual</b>, which gives recommendations on how to conduct trainings.</li> <li>4. <b>A resource guide</b>, which includes links to relevant</li> </ol>

	organisations.  Company representatives are recommended to review the trainer's manual prior to using the Training Toolkit. The Trainer's Manual provides information on how to finalize the materials for a company's specific purposes (e.g. the organization's policies and operations). In addition it contains example for dilemmas that might be used throughout the training sessions to foster discussion. Companies may equally use these dilemmas as a template, and substitute examples that best reflect their operations to help the material be most relevant to the trainee.
<b>Monitoring</b>	No
<b>Target Group</b>	Companies (country, business, asset managers) According to LARRGE evaluation: Consultants
<b>3. Practicability and Flexibility</b>	
<b>Specific sector</b>	Secondary (Extractive, Industry): Oil, gas, mining
<b>Specific region</b>	All regions
<b>Company size</b>	All sizes
<b>Case Studies/Best Practice</b>	Yes. The IPIECA website provides for a broad range of case studies.
<b>Interactivity</b>	No. The Toolkit itself is not interactive but companies are encouraged to facilitate interactive sessions when using the training materials; recommendations and ideas are included in the Training Manual.
<b>Human rights knowledge required</b>	Advanced. The Toolkit provides a very good basis but a certain level of human rights knowledge is a precondition to do trainings and to deal with upcoming questions in the discussion.
<b>Flexibility</b>	Yes. The Toolkit is divided into topics, so that a company may extract a section that covers a specific issue of interest. Alternatively the training material may be presented in its entirety to provide a broad overview of human rights issues.
<b>4. Normative Framework</b>	
<b>Human Rights</b>	<ul style="list-style-type: none"> <li>• Universal Declaration of Human Rights</li> <li>• World Bank Operational Policies</li> <li>• IFC Performance Standards</li> <li>• UN Global Compact</li> </ul>
<b>Labour Rights</b>	<ul style="list-style-type: none"> <li>• ILO Convention on Collective Bargaining (no. 154)</li> <li>• ILO Convention on Discrimination (no. 111),</li> <li>• ILO Convention on Equal Remuneration (no. 100),</li> <li>• ILO Convention on Equality of Treatment (Social Security) (no. 118)</li> <li>• ILO Convention on Forced Labour (no.29)</li> <li>• ILO Convention on Freedom of Association and Protection of the Right to Organise (no.87),</li> <li>• ILO Convention on Hours of Work (Industry) (no. 1)</li> <li>• ILO Convention on Indigenous and Tribal Peoples (no.169)</li> <li>• ILO Convention on Occupational Safety and Health and the Working Environment (no. 155)</li> <li>• ILO Convention on Prevention of Major Industrial Accidents (no. 174)</li> <li>• ILO Convention on the Abolition of Forced Labour (no.105)</li> <li>• ILO Convention on the Forty-Hour Week (no. 47)</li> </ul>

	<ul style="list-style-type: none"> <li>• ILO Convention on the Right to Organise and Collective Bargaining (no.98),</li> <li>• ILO Convention on the Worst Forms of Child Labour (no. 182)</li> <li>• ILO Convention on Tripartite Consultation (no.144)</li> <li>• ILO Convention on Weekly Rest (no. 14)</li> <li>• ILO Convention on Working Environment (Air Pollution, Noise and Vibration) (no. 148)</li> <li>• ILO Conventions on Maternity Protection (no 3, no. 103)</li> <li>• ILO Declaration on Fundamental Principles and Rights at Work,</li> <li>• ILO Unemployment Convention (no. 2)</li> </ul>
<b>National Law</b>	Compliance with national laws and regulations in the country of operation.
<b>5. Scope of the Tool</b>	
<b>Human Rights</b>	<b>Productive and freely chosen work</b> <ul style="list-style-type: none"> <li>✓ Right to work</li> <li>✓ Prohibition of forced or compulsory labour</li> <li>✓ Prohibition of child labour</li> </ul>
	<b>Rights at work including the core labour standards</b> <ul style="list-style-type: none"> <li>✓ Right to equal treatment and non-discrimination between women and men, gender issues</li> <li>✓ Right to equal treatment and non-discrimination concerning all other groups</li> <li>✓ Diversity Management</li> <li>✓ Right to education</li> <li>✓ Right to safe and healthy working conditions</li> <li>✓ Right to fair wages</li> <li>✓ Right to equal pay for equal work</li> <li>✓ Right to decent living</li> <li>✓ Right to rest, leisure and annual leave</li> <li>✓ Right to reasonable limitation of working hours</li> <li>○ Right to permanent employment relationship</li> <li>○ Right to privacy</li> <li>✓ Right to strike</li> <li>✓ Right to form and join trade unions</li> <li>○ Grievance procedures and remediation</li> </ul>
	<b>Social protection</b> <ul style="list-style-type: none"> <li>○ Right to social security including social insurance, pensions</li> <li>○ Mitigation of adverse employment effects</li> </ul>
	<b>Social dialogue</b> <ul style="list-style-type: none"> <li>✓ Freedom of association and right to collective bargaining</li> <li>✓ Tripartite consultation</li> </ul>
	<b>External impact</b> <ul style="list-style-type: none"> <li>✓ Right to an adequate standard of living</li> <li>✓ Security issues, private property protection</li> <li>✓ Right to the highest attainable standard of physical and mental health</li> </ul>
<b>Keywords</b>	<ul style="list-style-type: none"> <li>• Child labour</li> <li>• Collective bargaining</li> <li>• Compensation</li> <li>• Conflict</li> <li>• Corruption and bribery</li> <li>• Customers / consumers</li> </ul>

	<ul style="list-style-type: none"> <li>• Discrimination</li> <li>• Disciplinary measures</li> <li>• Diversity / equal opportunities</li> <li>• Due diligence</li> <li>• Forced and bonded labour</li> <li>• Forced relocations</li> <li>• Freedom of assembly and association</li> <li>• Freedom of conscience and religion</li> <li>• Freedom of movement (e.g. passport withholding)</li> <li>• Freedom of expression / - of the press / access to information</li> <li>• Harassment</li> <li>• Health and wellbeing</li> <li>• Indigenous peoples</li> <li>• Local communities</li> <li>• Minorities</li> <li>• Natural resources</li> <li>• Physical abuse / threats</li> <li>• Property</li> <li>• Recruitment and employment practices</li> <li>• Resettlement / land management</li> <li>• Safety</li> <li>• Security forces and arrangements</li> <li>• Social Investment</li> <li>• Stakeholder engagement</li> <li>• Supply chain management</li> <li>• Training, skills and talent</li> <li>• Transparency / disclosure</li> <li>• Working conditions</li> <li>• Young workers</li> <li>•</li> </ul>
<b>6. Company Responsibility</b>	
<b>Concepts of Sphere of Influence, Complicity</b>	Yes
<b>Supply Chain</b>	Yes. The Workbook and the Powerpoint presentation shortly refer to supply chain issues.
<b>Human Rights Impact Assessment</b>	Yes. The Workbook and the Powerpoint presentation underline the importance of human rights impact assessments and refer to specific tools for that purpose.
<b>Specific Guidance on Individual Company Responsibility</b>	No
<b>7. User experience</b>	
<b>LARRGE Evaluation</b>	<p>The Toolkit aims to raise awareness on human rights challenges in the oil and gas industry and to provide an overview of the current legal situation.</p> <p>It includes comprehensive and very practical and hands-on tools that can be directly applied in company trainings. By explaining the background (including questions to identify human rights violations) of the proposed Powerpoint slides, the workbook gives a very concise and well-arranged overview on the key issues and dilemmas. The Training Manual gives trainers concrete instructions on how to adapt and organise the training and to interact with the audience. It equally</p>

	includes short dilemma scenarios to be used for discussions.
	The Toolkit contains very practical elements for trainers. It facilitates the preparation of a workshop and gives a very good overview on the key issues to be discussed.
<b>User Evaluation</b>	

## 18. Maplecroft



**Maplecroft** is a non governmental research and consulting organisation. Its products and services are an important resource in the analysis of country and corporate risk exposures and opportunities. They have developed risk indices and interactive maps to pinpoint a broad range of global risks including human rights and labour rights issues.

**Maplecroft** is the primary implementing partner in the UN Global Compact -Human Rights Dilemmas Forum.

### 18.1. Maplecroft – Human Rights Tools And Services



#### 1. Key Data

<b>Origin of the Initiative</b>	Maplecroft
<b>Year of Development</b>	2002 – 2010, reports and briefings are updated quarterly.
<b>Accessibility</b>	Basic information is freely accessible on the website to registered users including fortnightly Ethical Insight which contains human rights news and views. Further details available by contacting Maplecroft.
<b>Availability</b>	Services are available pro bono and for purchase
<b>Language</b>	English is the principal language although multi-lingual services are offered
<b>Contact</b>	<a href="mailto:info@maplecroft.com">info@maplecroft.com</a>
<b>Website</b>	<a href="http://www.maplecroft.com">http://www.maplecroft.com</a>

#### 2. Aim and Function of the Tool

<b>Type</b>	Human Rights Risk Monitoring, Human Rights Impact Assessment, Human Rights Risk Assessment
<b>Aim</b>	Maplecroft's online off-the-shelf and tailored services enable organisations to identify, manage and mitigate human rights risks in their operations, supply chains and distribution networks and support investors to select those companies and governments that best address human rights risk.
<b>Function</b>	<p>Maplecroft's human rights tools and services support business and investors to assess, prioritise, screen, monitor, manage and mitigate human rights risk at relevant levels of operation. Human rights rating tools enable investors to select those companies that are proficient at navigating human rights risk in emerging economies. Human rights mapping tools enable companies to understand localised risk, around areas of operation relevant to business and operations. Risk calculators enable the prioritisation of risk and tailoring of risk profiles for specific company operations.</p> <p><b>Human Rights Monitoring</b></p> <p>Maplecroft works in partnership with its clients to ensure the ongoing monitoring of human rights risk is a central part of the mainstream risk-management process. This involves the deployment of a human rights survey at all company operations, which can be adapted and aligned with company values, principles or policies to provide an overview of human rights risk at an operational level.</p> <p>The aim of this engagement is to locate and assess risks and develop mitigation strategies for high risk regions or operations. This enables</p>

the prevention of possible infringements as well as associated operational and reputational risks.

**Human Rights Impact Assessments**

Maplecroft’s human rights impact assessments are helpful in understanding the baseline situation in an operating context. The assessments focus on the extent of protection of human rights by the state and the levels of respect for human rights shown by other companies, both of which can be risk factors for a new investment. A human rights impact assessment will predict possible human rights impacts that may arise from an investment or business activity and will also identify the risk factors that should be monitored in the future and that need active management.

**Human Rights Risk Atlas 2010**

Human rights risk indices

The Human Rights Risk Atlas 2010 includes 30 risk indices assessing violations across 196 countries. Indices are grouped by key risk areas: human security, labour rights and protection, civil and political rights, and access to remedy. The indices provide country rankings and scores to allow the easy identification and comparison of human rights risks.

Human rights mapping

Each risk index is accompanied by an interactive map providing an easy-to-use tool to evaluate and compare human rights risk worldwide. Includes sub-national maps of human rights violations and human security incidents to enable the identification of violations down to site and sector levels.

(Maplecroft also offers bespoke mapping for organisations wanting to identify human rights and labour risks at sector, company and asset levels.)

Human rights scorecards

The Human Rights Risk Atlas also provides country scorecards offering individual risk profiles for 196 countries. Scorecards include country scores across 30 human rights risk indices, sub-national maps for key countries and information on the ratification status of human rights conventions and declarations.

**Human Rights Country Briefings** (3-10 pages)

Include country scores, expert analysis, sector details, stakeholder viewpoints and key events, plus GIS-derived sub-national and regional maps.

**Human Rights Country Reports** (25+ pages)

Developed to provide in-depth analysis and country scores across 30 human rights risk indices. In addition, comparative regional data, stakeholder viewpoints, key recent events, sector analysis and GIS-derived sub-national and regional maps are provided.

**Labour Standards Reports** (25+ pages)

Labour Standards Reports analyse and compare major labour issues affecting countries at both national and provincial levels. Key areas of focus include labour rights and protection, working hours, compensation, contract law, protests, health and safety, freedom of association and collective bargaining, discrimination, forced labour and child labour.

The 25+ page reports provide in-depth analysis, risk indices and trends, country overviews, stakeholder viewpoints, detailed labour statistics and a breakdown of labour laws and the ratification of ILO conventions. Important recent events are catalogued and supported by sub-national maps showing locations of reported labour rights violations.

**Human Rights and Labour Standards Rating Tools**

Maplecroft provides a rating and weighting methodology for the evaluation and assessment of company sustainability performance. This includes rating performance on issues including human rights, labour standards and related risks.

Rating tools evaluate business performance with respect to management, adaptation, data and trends, risk mitigation and innovation. Companies are scored on information disclosed, activities undertaken and on analysis by respected third parties.

**Ethical Supply Chain Risk Calculators**

Maplecroft’s ethical supply chain management service evaluates and maps the intrinsic risk exposure of each supplier i.e. relating to sector, product type, geography etc. This is later aligned with specific information on risk management proficiency i.e. how well these risks are managed by suppliers. The latter is determined through either a questionnaire or audit approach, both of which build on relevant ethical supply chain initiatives.

Maplecroft’s mapping and risk calculator expertise enables the effective visualisation of supplier risk for different geographies, different supply chain levels (e.g. tier 1) as well as for different sectors and issues e.g. human rights, labour standards etc.

**Policy Bank**

Policies outlining best practice for companies are available from Maplecroft’s Policy Bank. These include: child labour, ethical supply chains, forced and bonded labour, freedom of association and

	<p>collective bargaining and human rights.</p> <p><b>Human Rights Dilemmas Research</b></p> <p>Maplecroft is the primary implementing partner in the UN Global Compact – Human Rights Dilemmas Forum.</p> <p>The forum aims to enhance understanding of human rights dilemmas for responsible business, and contribute to thought leadership and good practice. It focuses on the identification of good practice solutions to human rights dilemmas faced by multinational companies operating in emerging markets, in zones of weak governance or in countries with significant human rights challenges.</p> <p>Case studies include human trafficking and HIV/AIDS and are developed in cooperation with a range of multinational companies (<a href="http://human-rights.unglobalcompact.org/">http://human-rights.unglobalcompact.org/</a>).</p> <p><b>Human Rights Stakeholder Viewpoints and Human Rights Key Events</b></p> <p>Maplecroft holds a repository of over 20,000 stakeholder viewpoints and key events relating to human rights incidents around the world. This repository includes Maplecroft’s Ethical Insight and can be used as a valuable research tool in the analysis of human rights and labour rights issues for countries, sectors and companies.</p>
<b>Monitoring</b>	Yes.
<b>Target Group</b>	Companies, civil society organisations, governments, trade unions and investors
<b>3. Practicability and Flexibility</b>	
<b>Specific Sector</b>	All sectors
<b>Specific Region</b>	All regions
<b>Size of the Company</b>	All sizes
<b>Case Studies/Best Practice</b>	Yes, bank of 10,000 cases
<b>Interactivity of the Tool</b>	Yes, interactive and online
<b>Flexibility of the Tool</b>	Yes. Maplecroft reports and briefings are available online, off the shelf or on request and can be tailored to a client’s needs to include sector analysis and maps.
<b>Human rights Knowledge Required</b>	No
<b>4. Normative Framework</b>	
<b>Human Rights</b>	<ul style="list-style-type: none"> <li>• International Covenant on Civil and Political Rights</li> <li>• International Covenant on Economic, Social, and Cultural Rights</li> <li>• International Convention on the Elimination of All Forms of Racial Discrimination,</li> <li>• Convention on the Elimination of All Forms of Discrimination</li> </ul>

	<p>Against Women</p> <ul style="list-style-type: none"> <li>• Convention against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment</li> <li>• Convention on the Rights of the Child</li> <li>• UN Global Compact</li> </ul>
<b>Labour Rights</b>	<ul style="list-style-type: none"> <li>• Convention on Freedom of Association and Protection of the Right to Organise (no.87)</li> <li>• Convention on the Right to Organise and Collective Bargaining (no.98)</li> <li>• Convention on Forced Labour (no.29)</li> <li>• Convention on Equal Remuneration (no. 100)</li> <li>• Convention on Discrimination (no. 111)</li> <li>• Convention on Minimum Age (no. 138)</li> <li>• Convention on the Worst Forms of Child Labour (no. 182)</li> </ul>
<b>National Laws</b>	Compliance with national laws and regulations in countries and regions of operation right down to local government and sector level – reports include details of human rights and labour laws and regulations.
<b>5. Scope of the Tool</b>	
<b>Human Rights</b>	<p><b>Productive and freely chosen work</b></p> <ul style="list-style-type: none"> <li>✓ Right to work</li> <li>✓ Prohibition of forced or compulsory labour</li> <li>✓ Prohibition of child labour</li> </ul> <p><b>Rights at work including the core labour standards</b></p> <ul style="list-style-type: none"> <li>✓ Equality and non-discrimination between women and men, gender issues</li> <li>✓ Equality and non discrimination concerning all other groups <ul style="list-style-type: none"> <li>o Diversity Management</li> <li>o Right to education</li> </ul> </li> <li>✓ Safe and healthy working conditions</li> <li>✓ Further Rights at work</li> <li>✓ Fair wages</li> <li>✓ Equal pay for equal work</li> <li>✓ Decent living</li> <li>✓ Rest &amp; leisure, annual leave</li> <li>✓ Reasonable limitation of working hours</li> <li>✓ Permanent employment relationship</li> <li>✓ Right to privacy</li> <li>✓ Right to strike</li> <li>✓ Right to form and join trade unions</li> <li>✓ Grievance procedures and remediation</li> </ul> <p><b>Social protection</b></p> <ul style="list-style-type: none"> <li>o Right to social security including social insurance, pensions</li> <li>✓ Mitigation of adverse employment effects</li> </ul> <p><b>Social dialogue</b></p> <ul style="list-style-type: none"> <li>✓ Freedom of association and right to collective bargaining</li> <li>✓ Tripartite consultation</li> </ul> <p><b>External impact</b></p> <ul style="list-style-type: none"> <li>✓ Right to an adequate standard of living</li> <li>✓ Security issues, private property protection <ul style="list-style-type: none"> <li>o Right to the highest attainable standard of physical and mental health</li> </ul> </li> </ul>
<b>Specific Issues</b>	<ul style="list-style-type: none"> <li>• Arbitrary arrest and detention</li> </ul>

	<ul style="list-style-type: none"> <li>• Business integrity and corruption index</li> <li>• Child labour</li> <li>• Child soldiers</li> <li>• Compensation</li> <li>• Contract law</li> <li>• Corruption and bribery</li> <li>• Disappearances</li> <li>• Discrimination</li> <li>• Extrajudicial or unlawful killings</li> <li>• Female rights</li> <li>• Forced or involuntary labour</li> <li>• Freedom of association and collective bargaining</li> <li>• Freedom of conscience, expression and religion</li> <li>• Freedom of speech and press</li> <li>• Health and safety</li> <li>• Human rights defenders</li> <li>• Indigenous peoples rights</li> <li>• Internal Displacement and refugees</li> <li>• Judicial effectiveness</li> <li>• Judicial independence</li> <li>• Kidnapping</li> <li>• Minority rights</li> <li>• Reporting environment</li> <li>• Security forces and human rights</li> <li>• Trafficking</li> <li>• Torture</li> <li>• Working conditions</li> <li>• Working hours</li> </ul>
<b>6. Company Responsibility</b>	
<b>Concepts of Sphere of Influence, Complicity</b>	Yes. All tools are linked to concepts of complicity and sphere of influence through using the methodology of the Ruggie Framework to understand human rights risk to business in terms of the state's responsibility to protect human rights, the corporation's responsibility to respect human rights and the state's responsibility to provide access to remedy to those who suffer abuses of human rights.
<b>Supply Chain</b>	Yes. Maplecroft provides tools and services to identify and manage human rights risks in the supply chain, including risk calculators and screening tools
<b>Human Rights Impact Assessment</b>	Yes
<b>Specific Guidance on Individual Company Responsibility</b>	Yes
<b>7. User Experience</b>	
<b>LARRGE Evaluation</b>	Maplecroft provides a broad range of excellent human and labour rights tools, reports and services. Users can resort to various versions of targeted tools for specific purposes including risk assessment, impact assessment, monitoring or supply chain management. As a specific particularity Maplecroft documents usually include maps or charts, which enhance their practicability and user-friendliness.
	Use the website and services for detailed information on human and labour rights risks, impact assessments and monitoring and ask for

	tailored solutions. See also the joint Maplecroft and UN Global Compact initiative on the human rights dilemmas forum ( <a href="http://human-rights.unglobalcompact.org/">http://human-rights.unglobalcompact.org/</a> ), which offers extensive resources and case studies.
<b>User Evaluation</b>	

## 19. Network Social Responsibility



The **Austrian Network Social Responsibility (NeSoVe)** is a coalition of NGOs (human rights, anti-discrimination, environment, development cooperation, etc.) as well as organizations representing employee's interests (trade unions, works councils), representing a civil society stakeholder perspective on Corporate Social Responsibility (CSR).

The **Network** is an information and communication platform. It promotes practical as well as academic discussions and the exchange of experiences and research results among its members. With regard to the economy and the public it focuses on awareness raising for the issue of CSR and voices opinions and demands of relevant stakeholders in the CSR-process.

The **Network** supports, accompanies and organizes the monitoring of CSR activities of companies and organizations representing their interests.

### 19.1.NICK – Network Social Responsibility Catalogue Of CSR Indicators (Nesove Indikatoren CSR Katalog)



1. Key Data	
<b>Origin of the Initiative</b>	Network Social Responsibility (NeSoVe)
<b>Year of Development</b>	2009 (draft), online version as of May 2010
<b>Accessibility</b>	Upon registration
<b>Availability</b>	Free
<b>Language</b>	German
<b>Contact</b>	office@sozialeverantwortung.at
<b>Website</b>	http://www.nesove.at
2. Aim and Function of the Tool	
<b>Type</b>	Benchmarking, Self-Assessment, General Guidance
<b>Focus</b>	General
<b>Aim</b>	Self-assessment tool that assists companies to measure their CSR-performance.
<b>Function</b>	NICK provides a structured measurement and reporting framework for open and transparent self-assessment on CSR-performance of private companies. Moreover, this online-tool provides further information on how to improve CSR.
<b>Monitoring</b>	Yes
<b>Target Group</b>	Companies, CSR experts, employees, consultants, trainers, trade unions, governmental and public organisations, business support organisations, networks, policy makers, non-governmental organisations/civil society
3. Practicability and Flexibility	
<b>Specific sector</b>	All sectors
<b>Specific region</b>	All regions
<b>Company size</b>	Small, medium and large
<b>Case Studies/Best Practice</b>	No
<b>Interactivity</b>	Yes
<b>Human rights knowledge required</b>	No
<b>Flexibility</b>	Yes
4. Normative Framework	

<b>Human Rights</b>	<ul style="list-style-type: none"> <li>• OECD Guidelines for Multinational Enterprises</li> <li>• UN Global Compact</li> <li>• Universal Declaration on Human Rights</li> </ul>
<b>Labour Rights</b>	<ul style="list-style-type: none"> <li>• EU Employment Equality Directive 2000/78/EC</li> <li>• ILO Convention on Collective Bargaining (no. 154)</li> <li>• ILO Convention on Discrimination (no. 111)</li> <li>• ILO Convention on Employment Policy (no. 122)</li> <li>• ILO Convention on Equality of Treatment (Social Security) (no. 118)</li> <li>• ILO Convention on Forced Labour (no. 29)</li> <li>• ILO Convention on Freedom of Association and Protection of the Right to Organise (no. 87)</li> <li>• ILO Convention on the Abolition of Forced Labour (no. 105)</li> <li>• ILO Convention on the Elimination of All Forms of Discrimination Against Women</li> <li>• ILO Convention on the Right of Association (Agriculture) (no. 11)</li> <li>• ILO Convention on the Right to Organise and Collective Bargaining (no. 98)</li> <li>• ILO Convention on Working Conditions (Hotels and Restaurants) (no. 172)</li> <li>• ILO Convention on Working Environment (Air Pollution, Noise and Vibration) (no. 148)</li> <li>• ILO Declaration on Fundamental Principles and Rights at Work</li> <li>• ILO Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy</li> </ul>
<b>National Law</b>	Compliance with Austrian law.
<b>5. Scope of the Tool</b>	
<b>Human Rights</b>	<p><b>Productive and freely chosen work</b></p> <ul style="list-style-type: none"> <li>○ Right to work</li> <li>✓ Prohibition of forced or compulsory labour</li> <li>✓ Prohibition of child labour</li> </ul> <p><b>Rights at work including the core labour standards</b></p> <ul style="list-style-type: none"> <li>✓ Right to equal treatment and non-discrimination between women and men, gender issues</li> <li>✓ Right to equal treatment and non-discrimination concerning all other groups</li> <li>✓ Diversity Management</li> <li>○ Right to education</li> <li>✓ Right to safe and healthy working conditions</li> <li>✓ Right to fair wages</li> <li>✓ Right to equal pay for equal work</li> <li>○ Right to decent living</li> <li>✓ Right to rest, leisure and annual leave</li> <li>✓ Right to reasonable limitation of working hours</li> <li>○ Right to permanent employment relationship</li> <li>○ Right to privacy</li> <li>✓ Right to strike</li> <li>✓ Right to form and join trade unions</li> <li>○ Grievance procedures and remediation</li> </ul> <p><b>Social protection</b></p> <ul style="list-style-type: none"> <li>○ Right to social security including social insurance, pensions</li> <li>○ Mitigation of adverse employment effects</li> </ul>

	<p><b>Social dialogue</b></p> <ul style="list-style-type: none"> <li>✓ Freedom of association and right to collective bargaining</li> <li>○ Tripartite consultation</li> </ul> <p><b>External impact</b></p> <ul style="list-style-type: none"> <li>○ Right to an adequate standard of living</li> <li>○ Security issues, private property protection</li> <li>○ Right to the highest attainable standard of physical and mental health</li> </ul>
<b>Keywords</b>	<ul style="list-style-type: none"> <li>• Capacity / capability building</li> <li>• Child labour</li> <li>• Collective bargaining</li> <li>• Customers / consumers</li> <li>• Data protection and privacy</li> <li>• Diversity / equal opportunities</li> <li>• Environment</li> <li>• Forced and bonded labour</li> <li>• Freedom of assembly and association</li> <li>• Freedom of conscience and religion</li> <li>• Freedom of expression / - of the press / access to information</li> <li>• Health and wellbeing</li> <li>• Migrant workers</li> <li>• Minorities</li> <li>• Stakeholder engagement</li> <li>• Women's rights</li> <li>• Working conditions</li> </ul>
<b>6. Company Responsibility</b>	
<b>Concepts of Sphere of Influence, Complicity</b>	Yes
<b>Supply Chain</b>	Yes
<b>Human Rights Impact Assessment</b>	Yes
<b>Specific Guidance on Individual Company Responsibility</b>	Yes
<b>7. User experience</b>	
<b>LARRGE Evaluation</b>	<p>The Network Social Responsibility Catalogue of CSR Indicators (NICK) provides an evaluation grid for organizations in order to measure their social responsibility. It has been developed by experts from the network, involving different professional perspectives on CSR, on the basis of a former position paper following the structure of the Global Reporting Initiative (GRI) and the criteria applied by Ethibel and Clean Clothes.</p> <p>NICK represents a comprehensive framework for assessing a company's or organization's behaviour in terms of CSR. Additionally, it serves well as a tool for awareness raising, triggering processes of public discussions and promoting the implementation of corporate social responsibility in Austria. Use the tool as a foundation for your CSR (business) processes and as a solid means to prepare for future legal obligations in the field of CSR. You may also consult the Network Social Responsibility (NeSoVe) or enter into dialogue with any of its affiliated</p>

	organizations and institutions with regard to the tool, or CSR and related topics in general.
<b>User Evaluation</b>	

## 20. Social Accountability International (SAI)

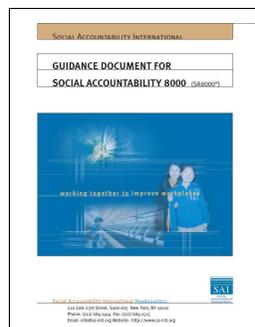


**Social Accountability International (SAI)** is a non-governmental, multi-stakeholder organization whose mission is to advance the human rights of workers by promoting decent work conditions, labor rights, and corporate social responsibility through voluntary standards.

**SAI** established one of the world's preeminent social standards - **SA 8000** - a recognized benchmark among the voluntary codes and standards initiatives that companies and factories measure their performance. SA8000 is grounded on the principles of core ILO conventions, the UN Convention on the Rights of the Child, and the Universal Declaration of Human Rights.

**SAI** partners with trade unions, non-governmental organizations (NGOs), multi-stakeholder initiatives, organic, fair trade, and environmental organizations, government agencies, and anti-corruption groups to carry out its mission.

## 20.1. Social Accountability 8000 Standard (SA 8000) And Guidance Document For Social Accountability 8000



### 1. Key Data

<b>Origin of the Initiative</b>	Multi-stakeholder initiative: Social Accountability International, trade unions, multinational enterprises, NGOs, academics, investment companies and third party certification bodies.
<b>Year of Development</b>	First edition of the Standard in 1997, last revision 2008
<b>Accessibility</b>	Free, no registration
<b>Availability</b>	Standard free, Guidance Document on purchase
<b>Language</b>	Standard: English, Arabic, French, Hindi, Italian, Japanese, Portuguese, Romanian, Spanish, Thai Guidance Document: English
<b>Contact</b>	<a href="mailto:info@sa-intl.org">info@sa-intl.org</a> ; <a href="mailto:order@sa-intl.org">order@sa-intl.org</a>
<b>Website</b>	<a href="http://www.sa-intl.org/index.cfm?fuseaction=Page.viewPage&amp;pageId=937&amp;parentID=479&amp;nodeID=1">http://www.sa-intl.org/index.cfm?fuseaction=Page.viewPage&amp;pageId=937&amp;parentID=479&amp;nodeID=1</a> <a href="http://www.sa-intl.org/index.cfm?fuseaction=Page.viewPage&amp;pageId=710&amp;parentID=479">http://www.sa-intl.org/index.cfm?fuseaction=Page.viewPage&amp;pageId=710&amp;parentID=479</a>

### 2. Aim and Function of the Tool

<b>Type</b>	General Guidance, Human Rights Training, Human Rights Reporting
<b>Focus</b>	Decent Work
<b>Aim</b>	The aim of the SA 8000 Standard is to promote workers' rights and to enable employers to sustainably implement a systems-based approach to ensuring decent work and working conditions. The Guidance Document provides various tools and information for users of the Standard including definitions, legal and practical background information and case examples. It seeks not only to assist SA 8000 auditors, but also to serve multiple audiences by explaining how the SA8000 verification system works in the field.
<b>Function</b>	SA 8000 provides a verifiable standard and a management system based on international human rights and labour laws that can protect and empower all personnel within a company's scope of control and

influence.

The Guidance Document functions as a field guide for auditors, and a teaching tool for managers and workers in order to develop techniques for implementing SA 8000 and monitoring ongoing compliance. It contains a series of detailed recommendations on methods and techniques for carrying out an SA 8000 certification audit. It allows external and internal auditors, as well as consultants, to prepare for and execute the audit, to specify the necessary follow-up, or to run internal monitoring programs with suppliers. According to the workplace issues mentioned in the Standard, the document covers:

- Child Labour
- Forced Labour
- Health and Safety
- Freedom of Association and the Right to Collective Bargaining
- Discrimination
- Disciplinary Practices
- Working Hours
- Remuneration
- Management Systems

In each of the nine chapters the elements of the standard are broken down into three sections:

- Standard Requirements and Interpretation
- Auditing Considerations
- Background Information

The Document concludes with an Audit Process Chapter, including a review the actual audit process, preparatory and follow-up stages, recommendations for information-gathering with different stakeholders, and techniques for interviews with workers.

### Monitoring

Yes. The SA 8000 process includes regular third party assessments of compliance to the Standard. It provides for specific trainings and accreditation of auditors in order to ensure the competence of monitoring organisations (see <http://www.sa-intl.org/index.cfm?fuseaction=Page.viewPage&pageId=511&parentID=473&nodeID=1>). Moreover, there exists a formalised complaints process for non-compliance with the Standard.

### Target Group

Companies, consultants, civil society, trade unions, employees, auditors

### 3. Practicability and Flexibility

<b>Specific sector</b>	All sectors - the Guidance Document highlights risks that are typically related to specific sectors
<b>Specific region</b>	All regions
<b>Company size</b>	Small (see chapter on Management Systems in the Guidance Document, which refers to SMEs; however, in practice there are still difficulties in applying the tool to small enterprises), medium, large
<b>Case Studies/Best Practice</b>	Yes. Detailed case studies and background examples relating to each of the SA 8000 requirements are given in the Guidance Document. The examples also include social situations relating to auditing questions as well as examples of the changing legal context in different countries.

<b>Interactivity</b>	SAI offers technical assistance and several different training courses designed for auditors, workers, managers and others interested in learning about the SA8000 certification process. Trainings are usually organised jointly for workers and managers and contribute to mutual trust and understanding. This way, SAI also receives extensive client feedback. In addition, it publishes updates on auditing requirements in the form of Auditor Advisories on its website.
<b>Human rights knowledge required</b>	None - basic. SAI offers trainings for all relevant stakeholders. Auditors must complete SA 8000 Auditor Training Courses. The Guidance Document offers detailed information on the management systems requirements of SA8000. Preparation for SA 8000 Certification at the company level requires that management develop effective policies and track performance improvements resulting from those policies.
<b>Flexibility</b>	Non-auditors can use the Guidance document flexibly to address various areas of (non-)compliance through a stringent standard. The standard as a whole is very detailed and, if implemented, requires close adherence to the steps outlined in the Guidance document.
<b>4. Normative Framework</b>	
<b>Human Rights</b>	<ul style="list-style-type: none"> <li>• Universal Declaration on Human Rights</li> <li>• UN Convention on the Rights of the Child</li> <li>• UN Convention on the Elimination of All Forms of Discrimination against Women,</li> <li>• UN Convention on the Elimination of All Forms of Racial Discrimination</li> </ul>
<b>Labour Rights</b>	<ul style="list-style-type: none"> <li>• ILO Convention on Discrimination (no. 111)</li> <li>• ILO Convention on Equal Remuneration (no. 100)</li> <li>• ILO Convention on Forced Labour (no.29)</li> <li>• ILO Convention on Freedom of Association and Protection of the Right to Organise (no.87)</li> <li>• ILO Convention on Minimum Age (no. 138),</li> <li>• ILO Convention on the Abolition of Forced Labour (no.105)</li> <li>• ILO Convention on the Right to Organise and Collective Bargaining (no.98)</li> <li>• ILO Convention on Workers' Representatives (no. 135)</li> <li>• ILO Convention on Vocational Rehabilitation and Employment (Disabled Persons) (no. 159)</li> <li>• ILO Convention on Home Work (no. 177)</li> <li>• ILO Convention on the Worst Forms of Child Labour (no. 182)</li> <li>• ILO Convention on Occupational Safety and Health and the Working Environment (no. 155)</li> </ul>
<b>National Law</b>	Compliance with national laws and regulations in the country of operation.
<b>5. Scope of the Tool</b>	
<b>Human Rights</b>	<p><b>Productive and freely chosen work</b></p> <ul style="list-style-type: none"> <li>✓ Right to work</li> <li>✓ Prohibition of forced or compulsory labour</li> <li>✓ Prohibition of child labour</li> </ul> <p><b>Rights at work including the core labour standards</b></p> <ul style="list-style-type: none"> <li>✓ Right to equal treatment and non-discrimination between women and men, gender issues</li> <li>✓ Right to equal treatment and non-discrimination concerning all other groups</li> <li>✓ Diversity management</li> </ul>

	<ul style="list-style-type: none"> <li>✓ Right to education</li> <li>✓ Right to safe and healthy working conditions</li> <li>✓ Right to fair wages</li> <li>✓ Right to equal pay for equal work</li> <li>✓ Right to decent living</li> <li>✓ Right to rest, leisure and annual leave</li> <li>✓ Right to reasonable limitation of working hours</li> <li>✓ Right to permanent employment relationship</li> <li>✓ Right to privacy</li> <li>✓ Right to strike</li> <li>✓ Right to form and join trade unions</li> <li>✓ Grievance procedures and remediation</li> </ul> <p><b>Social protection</b></p> <ul style="list-style-type: none"> <li>✓ Right to social security including social insurance, pensions</li> <li>✓ Mitigation of adverse employment effects</li> </ul> <p><b>Social dialogue</b></p> <ul style="list-style-type: none"> <li>✓ Freedom of association and right to collective bargaining</li> <li>✓ Tripartite consultation</li> </ul> <p><b>External impact</b></p> <ul style="list-style-type: none"> <li>✓ Right to an adequate standard of living</li> <li>✓ Security issues, private property protection</li> <li>✓ Right to the highest attainable standard of physical and mental health</li> </ul>
<b>Keywords</b>	<ul style="list-style-type: none"> <li>• Capacity / capability building</li> <li>• Child labour</li> <li>• Collective bargaining</li> <li>• Compensation</li> <li>• Corporate- / organisational culture</li> <li>• Data protection and privacy</li> <li>• Disciplinary measures</li> <li>• Discrimination</li> <li>• Dispute resolution / grievance mechanism</li> <li>• Diversity / equal opportunities</li> <li>• Due diligence</li> <li>• Export processing zones</li> <li>• Forced and bonded labour</li> <li>• Freedom of assembly and association</li> <li>• Freedom of conscience and religion</li> <li>• Freedom of expression / - of the press / access to information</li> <li>• Freedom of movement (e.g. passport withholding)</li> <li>• Harassment</li> <li>• Health and wellbeing</li> <li>• Home workers</li> <li>• Housing conditions</li> <li>• Migrant workers</li> <li>• Minorities</li> <li>• Monitoring / auditing</li> <li>• Physical abuse / threats</li> <li>• Recruitment and employment practices</li> <li>• Remuneration</li> <li>• Safety</li> <li>• Stakeholder engagement</li> <li>• Supply chain management</li> </ul>

	<ul style="list-style-type: none"> <li>• Torture</li> <li>• Trafficking in human beings</li> <li>• Training, skills and talent</li> <li>• Transparency / disclosure</li> <li>• Women's rights</li> <li>• Working conditions</li> <li>• Young workers</li> </ul>
<b>6. Company Responsibility</b>	
<b>Concepts of Sphere of Influence, Complicity</b>	No
<b>Supply Chain</b>	Yes, supply chain management is a core element of SA 8000. The tool specifically refers to suppliers and contractors and gives detailed advice and recommendations on ensuring their compliance with the Standard.
<b>Human Rights Impact Assessment</b>	No
<b>Specific Guidance on Individual Company Responsibility</b>	No; to some extent the Frequently Asked Questions (FAQs) may provide support for determining the sphere of influence.
<b>7. User experience</b>	
	The SA 8000 Standard and Guidance Document offer detailed recommendations on how to ensure human and labour rights-compliant business conduct with regard to workers, suppliers and contractors. The Guidance Document constitutes a very comprehensive and useful reference tool that contains not only background information and definitions but also practical instructions. The SA 8000 process and certification is one of the most successful and best known tools for ensuring decent work and working conditions. It provides for continuous training and verification.
<b>LARRGE Evaluation</b>	Use SA 8000 guiding principles and advice for engaging in, and monitoring, human and labour rights-compliant business conduct. Learn more about practical challenges and lessons learned through case studies and practical tips. The tool is not restricted to auditors, and is also recommended for all other stakeholders who wish to support decent work. Apart from the Guidance Document, the FAQs are a valuable additional source of information that may help companies delineate their responsibilities. Note: SA 8000 focuses predominately on the relationship between employers and workers. Therefore, additional tools are recommended for assessing the community impact of a project, or for conducting human rights impact assessments.
<b>User Evaluation</b>	<b>Why tool was used:</b> consistency with companies codes and principles; to secure effective risk management; enhancement of comparative advantage <b>How tool was discovered:</b> relations with NGOs/civil society organizations, Industry association, Publication/advertising, Industry conferences <b>Tool was relevant for:</b> <ul style="list-style-type: none"> <li>• Raising awareness on human rights responsibilities internally in the company</li> </ul>

	<ul style="list-style-type: none"> <li>• Promoting the culture of dialogue with stakeholders on the ground</li> <li>• Monitoring of the supply chain concerning forced or forbidden child labor</li> <li>• Creating competitive advantages</li> <li>• Encouraging increased innovation in reputation to minimize risk</li> <li>• Increasing creation of the corporate culture</li> <li>• Minimizing company impact</li> <li>• Securing Social License to operate</li> <li>• Putting in system company commitments and activities</li> </ul> <p><b>How tool was implemented:</b> by company employees with assistance from the tool creators and NGOs or civil society organizations and 3rd party auditing</p> <p><b>Time for tool implementation:</b> 6 months to 1 year</p> <p><b>Most often used with:</b> AA1000 (Accountability), Fairtrade Standards (Fairtrade Labelling Organisations Int.), Q Res, A Guide to Human Rights Impact Assessment and Management (IBLF, UNGC), A Human Rights Framework (BLIHR, IBLF, OHCHR), BSCI Code of Conduct (BITC), Human Rights Compliance Assessment Tool (Danish Institute for Human Rights), The Labour Principles of the UN Global Compact - A Guide for Business (ILO, UNGC)</p>
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## 21. The Prince of Wales International Business Leaders Forum (IBLF)

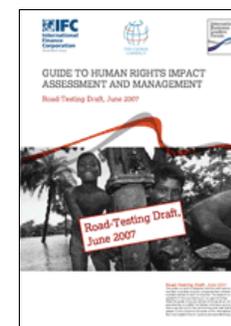


**The Prince of Wales International Business Leaders' Forum (IBLF)** is an independent, not-for-profit global organisation working with business leaders to deliver innovative solutions to sustainable development challenges worldwide. The organisation has led the field in advocating and promoting business leadership in corporate responsibility and development since our launch in 1990.

**IBLF** is supported by a network of over 60 global and national companies from Europe, America, Asia and the Middle East. These businesses are leaders in their sectors, and often in the fields of social and environmental accountability, community investment, stakeholder consultation and partnerships.

Over the past two decades, they have worked with business, governments, and civil society in over 90 countries - both in developing countries and emerging markets, as well as the major financial hubs where companies are headquartered.

### 21.1.A Guide To Human Rights Impact Assessment And Management



#### 1. Key Data

<b>Origin of the Initiative</b>	Multi-stakeholder initiative: International Business Leaders Forum, International Finance Cooperation, UN Global Compact
<b>Year of Development</b>	Road Testing Draft version published 2007, the updated and revised version will be available as online tool in June 2010
<b>Accessibility</b>	Free, registration
<b>Availability</b>	Free download, no costs
<b>Language</b>	English
<b>Contact</b>	<a href="mailto:desiree.abrahams@iblf.org">desiree.abrahams@iblf.org</a> ; <a href="mailto:ywyss@ifc.org">ywyss@ifc.org</a>
<b>Website</b>	<a href="http://www.guidetohria.org/home">http://www.guidetohria.org/home</a>

#### 2. Aim and Function of the Tool

<b>Type</b>	Human Rights Impact Assessment
<b>Aim</b>	The Guide aims to support the integration of human rights risk management into ongoing business operations.
<b>Function</b>	<p>It provides a comprehensive methodology and concrete instructions on how to conduct a human rights impact assessment (HRIA), structured according to an eight-step process:</p> <ul style="list-style-type: none"> <li>• Step 1: Determine whether a full human rights impact assessment is needed</li> <li>• Step 2: Identify and clarify the business project context</li> <li>• Step 3: Set the baseline – articulate the current local picture and conditions</li> <li>• Step 4: Consult with stakeholders to verify the human rights challenges</li> <li>• Step 5: Assess the human rights impacts and consequences</li> <li>• Step 6: Present the assessment findings and recommendations to management</li> <li>• Step 7: Implement a human rights management process</li> <li>• Step 8: Monitor, evaluate and report on the management</li> </ul>

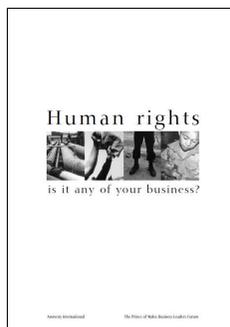
	<p>process</p> <p>Each step includes specific questions that need to be considered. Some sections comprise additional explanation (e.g. on the concept of the sphere of influence) or provide case examples (e.g. examples of civil and political rights and potential company risks).</p> <p>In its <b>appendices 1 and 5</b> the Guide includes a very useful list of links.</p> <p><b>Appendix 2</b> briefly outlines the risks and challenges of operating in conflict or weak governance zones.</p> <p><b>Appendix 3</b> lists key human rights considerations for specific business sectors (extractive sector - oil, gas and mining, pharmaceutical and chemical, construction and infrastructure, technology and telecommunications, food and beverage, retail, garment, footwear, homeware, toys, transport, tourism, banking and business services, agriculture). It explains human rights fundamentals for businesses including the obligations to respect, protect, fulfil and promote, and refers to some specifically problematic areas (migrant workers, conflict zones, complicity, and corruption).</p> <p><b>Appendix 4</b> provides a summary of human rights issues for workers, communities and customers. The charts provide information about international legal standards and give examples of potential emerging human rights issues.</p>
<b>Monitoring</b>	Yes. The Guide contains recommendations for developing monitoring and evaluation in the project management process (see step 8).
<b>Target Group</b>	Companies According to LARRGE evaluation also: consultants
<b>3. Practicability and Flexibility</b>	
<b>Specific sector</b>	All sectors
<b>Specific region</b>	All regions
<b>Size of the company</b>	Large, medium and small companies (MNCs and SMEs)
<b>Case Studies/Best Practice</b>	Yes
<b>Interactivity of the Tool</b>	The tool has gone through an intense road-testing phase (2007-2010). Participating companies received advice and support from IBLF human rights experts on how to best use the Guide. In addition, the HRIA website hosts a quarterly online discussion series on HIRA-related issues.
<b>Human Rights knowledge Required</b>	Advanced. Human and labour rights experts may have to be consulted and be involved in the process.
<b>Flexibility of the Tool</b>	The Guide is very flexible and can be adapted to specific circumstances and company situations.
<b>4. Normative Framework</b>	
<b>Human Rights</b>	<ul style="list-style-type: none"> <li>• Convention against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment</li> <li>• Convention on the Elimination of All Forms of Discrimination against Women</li> <li>• Convention on the Elimination of All Forms of Racial Discrimination,</li> </ul>

	<ul style="list-style-type: none"> <li>• Convention on the Rights of Persons with Disabilities</li> <li>• Convention on the Rights of the Child</li> <li>• IFC Performance Standards</li> <li>• International Covenant on Civil and Political Rights</li> <li>• International Covenant on Economic, Social and Cultural Rights,</li> <li>• Universal Declaration on Human Rights</li> </ul>
<b>Labour Rights</b>	<ul style="list-style-type: none"> <li>• ILO Convention on Indigenous and Tribal Peoples (no.169)</li> <li>• ILO Declaration on Fundamental Principles and Rights at Work</li> <li>• ILO Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy</li> </ul>
<b>5. Scope of the Tool</b>	
<b>Human Rights</b>	<p><b>Productive and freely chosen work</b></p> <ul style="list-style-type: none"> <li>✓ Right to work</li> <li>✓ Prohibition of forced or compulsory labour</li> <li>✓ Prohibition of child labour</li> </ul> <p><b>Rights at work including the core labour standards</b></p> <ul style="list-style-type: none"> <li>✓ Equality and non-discrimination between women and men, gender issues</li> <li>✓ Equality and non-discrimination concerning all other groups</li> <li>✓ Diversity management</li> <li>✓ Right to education</li> <li>✓ Safe and healthy working conditions</li> <li>✓ Further rights at work</li> <li>✓ Fair wages</li> <li>✓ Equal pay for equal work</li> <li>✓ Decent living</li> <li>✓ Rest &amp; leisure, annual leave</li> <li>✓ Reasonable limitation of working hours</li> <li>✓ Permanent employment relationship</li> <li>✓ Right to privacy</li> <li>✓ Right to strike</li> <li>✓ Right to form and join trade unions</li> <li>✓ Grievance procedures and remediation</li> </ul> <p><b>Social protection</b></p> <ul style="list-style-type: none"> <li>✓ Right to social security including social insurance, pensions</li> <li>✓ Mitigation of adverse employment effects</li> </ul> <p><b>Social dialogue</b></p> <ul style="list-style-type: none"> <li>✓ Freedom of association and right to collective bargaining</li> <li>✓ Tripartite consultation</li> </ul> <p><b>External impact</b></p> <ul style="list-style-type: none"> <li>✓ Right to an adequate standard of living</li> <li>✓ Security issues, private property protection</li> <li>✓ Right to the highest attainable standard of physical and mental health</li> </ul>
	<b>Key Words</b>

	<ul style="list-style-type: none"> <li>• Freedom of expression / - of the press / access to information</li> <li>• Freedom of conscience and religion</li> <li>• Health and wellbeing</li> <li>• Indigenous peoples</li> <li>• Local communities</li> <li>• Minorities</li> <li>• Monitoring / auditing</li> <li>• Natural resources</li> <li>• Physical abuse / threats</li> <li>• Property</li> <li>• Recruitment and employment practices</li> <li>• Resettlement / land management</li> <li>• Stakeholder engagement</li> <li>• Supply chain management</li> <li>• Torture</li> <li>• Working conditions</li> </ul>
<b>6. Company Responsibility</b>	
<b>Concepts of Sphere of Influence, Complicity</b>	The Guide uses the concept of a company's "sphere of influence". It distinguishes between different types of company influence, ranging from the core business and the core stakeholders to wider society and national governments. In this context, it also gives guidance on the nature of business relationships (ownership, chains of command, control, due diligence etc.).
<b>Supply Chain</b>	Yes. Obligations concerning the supply chain are integrated with those concerning the rights of workers and the advice on creating a code of conduct.
<b>Human Rights Impact Assessment</b>	Yes. Human rights impact assessments are the key focus of the Guide.
<b>Specific Guidance on Individual Company Responsibility</b>	Yes. It: <ul style="list-style-type: none"> <li>• provides guiding questions to assess the situation of human rights in a given country. It lists case examples on issues of civil and political, social, economic and cultural rights and potential consequences for the company.</li> <li>• gives a brief overview of prevalent human rights issues in key industry sectors to raise awareness of potential risks</li> <li>• gives guidance on assessing the specific human rights implications of a project</li> </ul>
<b>7. User experience</b>	
<b>LARRGE Evaluation</b>	The Guide for HRIA is a very useful and comprehensive tool for conducting thorough human rights impact assessments, and for developing strategies for integrating them into the management process. It raises awareness of potential risks in the process and provides best practice examples. Use the tool as an instruction and resource book for conducting thorough human rights impact assessments. Note the valuable appendices and links.
<b>User Evaluation</b>	<b>Why tool was used:</b> Consistency with recommendations from the UNGC; good way to learn from best practice; reduce the use of external consultants and experts <b>How tool was discovered:</b> industry associations, relations with NGOs/civil society organizations, industry conferences <b>Tool was relevant for:</b> <ul style="list-style-type: none"> <li>• Raising awareness on human rights responsibilities</li> <li>• Promoting the culture of dialogue with stakeholders on the ground</li> </ul>

	<ul style="list-style-type: none"> <li>• Monitoring of the supply chain concerning forced or forbidden child labour</li> <li>• Creating competitive advantages</li> <li>• Encouraging increased innovation in reputation to minimize risk</li> <li>• Increasing creation of the corporate culture</li> <li>• Minimizing company impact</li> <li>• Securing Social License to operate</li> </ul> <p><b>How tool was implemented:</b> By company employees with assistance from the tool creators NGOs or civil society organizations <b>Time for tool implementation:</b> 6-12 months <b>Most often used with:</b> A Human Rights Framework (BLIHR, IBLF, OHCHR), BSCI Code of Conduct (BITC), Human Rights Compliance Assessment Tool (Danish Institute for Human Rights), SA 8000 Standard (Social Accountability International), The Labour Principles of the UN Global Compact - A Guide for Business (ILO, UNGC)</p> <p>The Guide was also subject to an extensive <b>public consultation</b> online survey launched by IBLF, IFC and the Global Compact. Please see the summarised results on the website (<a href="http://www.guidetohria.org/wiki?wiki=NX7X4G308831&amp;top=NFTMG1334731">http://www.guidetohria.org/wiki?wiki=NX7X4G308831&amp;top=NFTMG1334731</a>)</p>
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## 21.2. Human Rights- Is It Any Of Your Business?



### 1. Key Data

<b>Origin of the Initiative</b>	Multi-stakeholder initiative: The Prince of Wales Business Leaders Forum (IBLF), Amnesty International (AI)
<b>Year of Development</b>	2000
<b>Accessibility</b>	Free
<b>Availability</b>	Download summary for free, hardcopy on purchase
<b>Language</b>	English
<b>Contact</b>	info@iblf.org
<b>Website</b>	<a href="http://www.iblf.org/resources/Publications.jsp?pager.offset=6&amp;orderby=keyword&amp;keyword=Human%20Rights%20and%20Conflict">http://www.iblf.org/resources/Publications.jsp?pager.offset=6&amp;orderby=keyword&amp;keyword=Human%20Rights%20and%20Conflict</a>

### 2. Aim and Function of the Tool

<b>Type</b>	General Guidance, Human Rights Risk Assessment, Human Rights Impact Assessment
<b>Focus</b>	Conflict zones, stakeholder engagement, decent work
<b>Aim</b>	The purpose of the tool is to inform companies about a range of human rights problems they may confront in their business practice. In this regard, its aim is to assist company managers in developing and implementing explicit human rights policies as part of their core business principles and operations.
<b>Function</b>	<p>The Guide offers companies practical advice on systematically tackling key human rights risks and dilemmas. It translates human rights into the business context and explains their legal background. Chapters cover the following:</p> <ul style="list-style-type: none"> <li>• Overview section</li> <li>• Risks and dilemmas (e.g. conflict zones, security forces, land rights, indigenous peoples, labour rights)</li> <li>• Principles to practice (key elements and case studies)</li> <li>• Drivers of change (shareholder pressure, transparency and disclosure, social reporting and auditing, regulatory and normative pressure)</li> </ul> <p>In addition, the Guide offers a broad range of detailed case studies (see also chapter on case studies) and lessons learned from the</p>

	company perspective. The resource section contains a checklist and guidelines on good corporate practice.
<b>Monitoring</b>	Yes. The Guide explicitly underlines the importance of monitoring and refers to both internal monitoring and complaints procedures for workers and other stakeholders, as well as independent external verification and auditing.
<b>Target Group</b>	Companies, consultants
<b>3. Practicability and Flexibility</b>	
<b>Specific sector</b>	All sectors (specific focus on extractive industries, clothing and manufacturing)
<b>Specific region</b>	All regions
<b>Company size</b>	Large, medium
<b>Case Studies/Best Practice</b>	Yes, the tool contains a broad range of detailed case studies.
<b>Interactivity</b>	The Guide is not conceived as an interactive tool.
<b>Human rights knowledge required</b>	Basic. Human rights challenges and considerations are well explained.
<b>Flexibility</b>	The Guide has not been designed for adaptation to specific company situations. However, companies might find similar problems in the case studies and use these experiences as inspiration for good practice.
<b>4. Normative Framework</b>	
<b>Human Rights</b>	<ul style="list-style-type: none"> <li>• UN Convention on the Rights of the Child</li> <li>• International Covenant on Civil and Political Rights</li> <li>• International Covenant on Economic, Social and Cultural Rights</li> <li>• UN Draft Declaration on the Rights of Indigenous Peoples</li> <li>• Universal Declaration on Human Rights</li> </ul>
<b>Labour Rights</b>	<ul style="list-style-type: none"> <li>• ILO Convention on Discrimination (no. 111),</li> <li>• ILO Convention on Equal Remuneration (no. 100)</li> <li>• ILO Convention on Forced Labour (no.29)</li> <li>• ILO Convention on Freedom of Association and Protection of the Right to Organise (no.87)</li> <li>• ILO Convention on Indigenous and Tribal Peoples (no.169)</li> <li>• ILO Convention on Indigenous and Tribal Peoples (no. 107)</li> <li>• ILO Convention on the Right to Organise and Collective Bargaining (no.89)</li> <li>• ILO Convention on Minimum Age (no. 138)</li> <li>• ILO Convention on the Right to Organise and Collective Bargaining (no.98)</li> <li>• ILO Convention on the Worst Forms of Child Labour (no. 182)</li> <li>• ILO Minimum Wage Fixing Convention (no. 131)</li> <li>• ILO Convention on Occupational Safety and Health and the Working Environment (no. 155)</li> </ul>
<b>National Law</b>	Compliance with national laws and regulations in the country of operation.
<b>5. Scope of the Tool</b>	
<b>Human Rights</b>	<p><b>Productive and freely chosen work</b></p> <ul style="list-style-type: none"> <li>✓ Right to work</li> </ul>

	<ul style="list-style-type: none"> <li>✓ Prohibition of forced or compulsory labour</li> <li>✓ Prohibition of child labour</li> </ul> <p><b>Rights at work including the core labour standards</b></p> <ul style="list-style-type: none"> <li>✓ Right to equal treatment and non-discrimination between women and men, gender issues</li> <li>✓ Right to equal treatment and non-discrimination concerning all other groups</li> <li>✓ Diversity management</li> <li>✓ Right to education</li> <li>✓ Right to safe and healthy working conditions</li> <li>✓ Right to fair wages</li> <li>✓ Right to equal pay for equal work</li> <li>✓ Right to decent living</li> <li>✓ Right to rest, leisure and annual leave</li> <li>✓ Right to reasonable limitation of working hours</li> <li>○ Right to permanent employment relationship</li> <li>○ Right to privacy</li> <li>✓ Right to strike</li> <li>✓ Right to form and join trade unions</li> <li>✓ Grievance procedures and remediation</li> </ul> <p><b>Social protection</b></p> <ul style="list-style-type: none"> <li>○ Right to social security including social insurance, pensions</li> <li>✓ Mitigation of adverse employment effects</li> </ul> <p><b>Social dialogue</b></p> <ul style="list-style-type: none"> <li>✓ Freedom of association and right to collective bargaining</li> <li>✓ Tripartite consultation</li> </ul> <p><b>External impact</b></p> <ul style="list-style-type: none"> <li>✓ Right to an adequate standard of living</li> <li>✓ Security issues, private property protection</li> <li>✓ Right to the highest attainable standard of physical and mental health</li> </ul>
<p><b>Keywords</b></p>	<ul style="list-style-type: none"> <li>• Arrest and detention</li> <li>• Armed groups</li> <li>• Capacity / capability building</li> <li>• Corporate- / organisational culture</li> <li>• Child labour</li> <li>• Collective bargaining</li> <li>• Compensation</li> <li>• Conflict</li> <li>• Corruption and bribery</li> <li>• Customers / consumers</li> <li>• Disappearances / kidnapping</li> <li>• Discrimination</li> <li>• Dispute resolution / grievance mechanism</li> <li>• Diversity / equal opportunities</li> <li>• Due diligence</li> <li>• Environment</li> <li>• Forced and bonded labour</li> <li>• Forced relocations</li> <li>• Freedom of assembly and association</li> <li>• Freedom of expression / - of the press / access to information</li> <li>• Harassment</li> </ul>

	<ul style="list-style-type: none"> <li>• Health and wellbeing</li> <li>• Indigenous peoples</li> <li>• Internal displacement / refugees</li> <li>• Local communities</li> <li>• Migrant workers</li> <li>• Minorities</li> <li>• Monitoring / auditing</li> <li>• Natural resources</li> <li>• Property</li> <li>• Recruitment and employment practices</li> <li>• Resettlement / land management</li> <li>• Safety</li> <li>• Security forces and arrangements</li> <li>• Social investment</li> <li>• Stakeholder engagement</li> <li>• Supply chain management</li> <li>• Training, skills and talent</li> <li>• Transparency / disclosure</li> <li>• Women's rights</li> <li>• Working conditions</li> <li>• Young workers</li> <li>• Remuneration</li> <li>• Home workers</li> </ul>
<p><b>6. Company Responsibility</b></p>	
<p><b>Concepts of Sphere of Influence, Complicity</b></p>	<p>Yes</p>
<p><b>Supply Chain</b></p>	<p>Yes, various aspects and recommendations on supply chain management are included in the thematic sections.</p>
<p><b>Human Rights Impact Assessment</b></p>	<p>Yes. The Guide provides a range of recommendations on human rights impact assessments, included in the different thematic sections (see also Overview chapter).</p>
<p><b>Specific Guidance on Individual Company Responsibility</b></p>	<p>The Guide is not a complete self-assessment tool that offers individual guidance on the challenges and problems of a specific company or operation. However, it works with targeted questions against which the company may assess its performance in various areas. The resource section includes a human rights checklist issued by the Norwegian Confederation of Business Industry.</p>
<p><b>7. User experience</b></p>	
<p><b>LARRGE Evaluation</b></p>	<p>Although the Guide was developed in 2000, and so does not reflect the latest developments in human rights and business, and while some charts may also be outdated, it still constitutes a very valuable tool for company practice. Its special focus on human rights dilemmas and the broad range of case studies makes it highly recommendable for companies requiring a thorough understanding of the variety of human rights challenges they may face.</p> <p>Use the tool to learn from business experience in tackling human rights risks and dilemmas, and for drawing up a corporate human rights strategy.</p>
<p><b>User Evaluation</b></p>	

### 21.3. Human Rights Translated: A Business Reference Guide



#### 1. Key Data

<b>Origin of the Initiative</b>	Multi-stakeholder initiative: Castan Centre for Human Rights Law, IBLF, OHCHR, Office of the UN Global Compact
<b>Year of Development</b>	2008
<b>Accessibility</b>	Free, no registration
<b>Availability</b>	Free
<b>Language</b>	English
<b>Contact</b>	<a href="mailto:info@iblf.org">info@iblf.org</a>
<b>Website</b>	<a href="http://human-rights.unglobalcompact.org/doc/human_rights_translated.pdf">http://human-rights.unglobalcompact.org/doc/human_rights_translated.pdf</a> <a href="http://www.iblf.org/docs/HumanRightsTranslated.pdf">http://www.iblf.org/docs/HumanRightsTranslated.pdf</a> <a href="http://www.iblf.org/docs/HumanRightsTransNavCard.pdf">http://www.iblf.org/docs/HumanRightsTransNavCard.pdf</a>

#### 2. Aim and Function of the Tool

<b>Type</b>	General Guidance
<b>Focus</b>	General
<b>Aim</b>	The aim of the Guide is to help clarify the relationship between companies and human rights by explaining human rights in the business context. It helps company managers to understand what stakeholders may expect of them, both in terms of strategic policy and implementation at the local level.
<b>Function</b>	The tool gives a thorough introduction to human rights in the business context and provides a 'glossary of key selected terms'.  The users are guided through each of the rights contained in the UN treaties, and are given a description of what each right means in general terms and how it may be relevant to a company's activities. Each description of a right is illustrated by case studies of corporate experiences and is supplemented by suggested practical actions. Some of these practical actions are policy or strategy-focused and give guidance on the integration of human rights due diligence processes within the company. Others are geared towards operational staff and are particularly relevant for those working on specific facilities or based in challenging locations. Where a right is particularly relevant to a certain type of business, specific suggestions are flagged.

	The 'Navigating the Guide' card provides users with a concise overview reference publication and helps with using the document.
<b>Monitoring</b>	No
<b>Target Group</b>	Companies According to LARRGE evaluation also: consultants
<b>3. Practicability and Flexibility</b>	
<b>Specific Sector</b>	All sectors
<b>Specific Region</b>	All regions
<b>Size of the Company</b>	All sizes
<b>Case Studies/Best Practice</b>	Yes. The case studies are not meant to represent the 'best' or 'worst' examples, but rather illustrate the real-life relevance of the right concerned. They are up to date as of August 2008. For recent developments, users can visit the Business and Human Rights Resource Centre (see below: Interactivity).
<b>Interactivity of the Tool</b>	The Guide is conceived as a reference tool. It is not interactive. Users can find more case studies and other information on the website <a href="http://www.businesshumanrights.org">www.businesshumanrights.org</a> .
<b>Flexibility of the Tool</b>	As a general guidance document on human rights, the guide has not been designed for adaptation to specific company situations.
<b>Human rights Knowledge Required</b>	No
<b>4. Normative Framework</b>	
<b>Human Rights</b>	<ul style="list-style-type: none"> <li>International Covenant on Civil and Political Rights (ICCPR)</li> <li>International Covenant on Economic, Social and Cultural Rights (ICESCR)</li> </ul>
<b>Labour Rights</b>	<ul style="list-style-type: none"> <li>ILO Convention concerning Termination of Employment at the Initiative of the Employer (no.158)</li> <li>ILO Convention on Discrimination (no. 111)</li> <li>ILO Convention on Employment Policy (no. 122)</li> <li>ILO Convention on Forced Labour (no.29)</li> <li>ILO Convention on Freedom of Association and the Protection of the Right to Organise (no. 87)</li> <li>ILO Convention on Holidays with Pay (no. 132)</li> <li>ILO Convention on Hours of Work (Commerce and Offices) (no. 30)</li> <li>ILO Convention on Hours of Work (Industry) (no. 1)</li> <li>ILO Convention on Indigenous and Tribal Peoples (no.169)</li> <li>ILO Convention on Labour Clauses (Public Contracts) (no. 94)</li> <li>ILO Convention on Labour Inspection (no. 81)</li> <li>ILO Convention on Minimum Age (no. 138)</li> <li>ILO Convention on Occupational Health Services (no. 161)</li> <li>ILO Convention on Occupational Safety and Health and the Working Environment (no. 155)</li> <li>ILO Convention on Protection of Wages (no. 95)</li> <li>ILO Convention on Social Security (Minimum Standards) (no. 102)</li> <li>ILO Convention on the Forty-Hour Week (no. 47)</li> <li>ILO Convention on the Right to Organise and Collective Bargaining (no. 98)</li> <li>ILO Convention on the Worst Forms of Child Labour (no. 182)</li> </ul>

	<ul style="list-style-type: none"> <li>• ILO Convention on Weekly Rest (Commerce and Offices) (no. 106)</li> <li>• ILO Convention on Weekly Rest (Industry) (no. 14)</li> <li>• ILO Declaration on Fundamental Principles and Rights at Work</li> <li>• ILO Minimum Wage Fixing Convention (no. 131)</li> </ul>
<b>National Laws</b>	No reference to national laws.
<b>5. Scope of the Tool</b>	
<b>Human Rights</b>	<p><b>Productive and freely chosen work</b></p> <ul style="list-style-type: none"> <li>✓ Right to work</li> <li>✓ Prohibition of forced or compulsory labour</li> <li>✓ Prohibition of child labour</li> </ul> <p><b>Rights at work including the core labour standards</b></p> <ul style="list-style-type: none"> <li>✓ Equality and non-discrimination between women and men, gender issues</li> <li>✓ Equality and non-discrimination concerning all other groups</li> <li>✓ Diversity management</li> <li>✓ Right to education</li> <li>✓ Safe and healthy working conditions</li> <li>✓ Further rights at work</li> <li>✓ Fair wages</li> <li>✓ Equal pay for equal work</li> <li>✓ Decent living</li> <li>✓ Rest &amp; leisure, annual leave</li> <li>✓ Reasonable limitation of working hours</li> <li>✓ Permanent employment relationship</li> <li>✓ Right to privacy</li> <li>✓ Right to strike</li> <li>✓ Right to form and join trade unions</li> <li>✓ Grievance procedures and remediation</li> </ul> <p><b>Social protection</b></p> <ul style="list-style-type: none"> <li>✓ Right to social security including social insurance, pensions <ul style="list-style-type: none"> <li>○ Mitigation of adverse employment effects</li> </ul> </li> </ul> <p><b>Social dialogue</b></p> <ul style="list-style-type: none"> <li>✓ Freedom of association and right to collective bargaining <ul style="list-style-type: none"> <li>○ Tripartite consultation</li> </ul> </li> </ul> <p><b>External impact</b></p> <ul style="list-style-type: none"> <li>✓ Right to an adequate standard of living</li> <li>✓ Security issues, private property protection</li> <li>✓ Right to the highest attainable standard of physical and mental health</li> </ul>
	<b>Keywords</b>

	<ul style="list-style-type: none"> <li>• Forced relocations</li> <li>• Freedom of assembly and association</li> <li>• Freedom of conscience and religion</li> <li>• Freedom of expression / - of the press / access to information</li> <li>• Freedom of movement (e.g. passport withholding)</li> <li>• Harassment</li> <li>• Health and wellbeing</li> <li>• Housing conditions</li> <li>• Indigenous peoples</li> <li>• Local communities</li> <li>• Minorities</li> <li>• Physical abuse / threats</li> <li>• Property</li> <li>• Resettlement / land management</li> <li>• Safety</li> <li>• Security forces and arrangements</li> <li>• Torture</li> <li>• Working conditions</li> </ul>
<b>6. Company Responsibility</b>	
<b>Concepts of Sphere of Influence, Complicity</b>	No. Complicity is explained in the glossary, but no detailed information is given on this topic.
<b>Supply Chain</b>	No
<b>Human Rights Impact Assessment</b>	The Guide refers to the necessity of conducting human rights impact assessments but does not give detailed guidance. Useful links can be found in the "Further Resources" section.
<b>Specific Guidance on Individual Company Responsibility</b>	No
<b>7. User Experience</b>	
<b>LARRGE Evaluation</b>	<p>The Guide provides a very useful and comprehensive reference tool that explains human rights obligations and challenges within the business context. Given its user-friendly and easily understandable structure it is also recommended as an introductory tool for learning about human rights and business linkages. The Guide goes beyond the focus of the LARRGE project, which specifically analyses Decent Work issues. It covers all human rights enshrined in the two UN Covenants and contains specific case examples.</p>
	<p>Use the Guide to enhance your understanding of human rights in the corporate context, and for learning from various illustrative case studies. See the section on "Further Resources" which includes links to:</p> <ul style="list-style-type: none"> <li>• country risk information,</li> <li>• impact assessments,</li> <li>• thematic issues (conflict contexts and security arrangements, corruption, health, medicines, indigenous people, land rights and resettlement, internet freedom and privacy),</li> <li>• industry sector initiatives and information about socially responsible investment.</li> </ul>
<b>User Evaluation</b>	<p><b>Why tool was used:</b> international recognition  <b>How tool was discovered:</b> industry associations, industry conferences, relations with NGOs/civil society organizations</p>

**Tool was relevant for:**

- Verifying compliance of business activities with the international labor standards
- How tool was implemented: by company employees with assistance from tool creators and NGOs or civil society organizations

**Time for tool implementation:** 6-12 months

**Most often used with:** A Guide to Human Rights Impact Assessment and Management (IBLF, UNGC), Human Rights Compliance Assessment Tool (Danish Institute for Human Rights), SA 8000 Standard (Social Accountability International), The Labour Principles of the UN Global Compact - A Guide for Business (ILO, UNGC)

## 22. UN Global Compact Office (UNGC)



Launched in July 2000, the **UN Global Compact** is a both a policy platform and a practical framework for companies that are committed to sustainability and responsible business practices. As a leadership initiative endorsed by chief executives, it seeks to align business operations and strategies everywhere with ten universally accepted principles in the areas of human rights, labour, environment and anti-corruption.

Through a wide spectrum of specialized workstreams, management tools, resources, and topical programs, the **UN Global Compact** aims to advance two complementary objectives:

Mainstream the ten principles in business activities around the world  
Catalyze actions in support of broader UN goals, including the Millennium Development Goals (MDGs)

## 22.1. Human Rights And Business Learning Tool



### 1. Key Data

<b>Origin of the Initiative</b>	UN Global Compact, Office of the High Commissioner for Human Rights (OHCHR), UN System Staff College (UNSSC)
<b>Year of Development</b>	2007
<b>Accessibility</b>	Free
<b>Availability</b>	Free
<b>Language</b>	English
<b>Contact</b>	<a href="mailto:globalcompact@un.org">globalcompact@un.org</a>
<b>Website</b>	<a href="http://www.unssc.org/web/hrb/Default2.asp">http://www.unssc.org/web/hrb/Default2.asp</a>

### 2. Aim and Function of the Tool

<b>Type</b>	General Guidance, Human Rights Training
<b>Focus</b>	General
<b>Aim</b>	This tool aims at supporting managers and CSR professionals to understand what human rights are and how they are relevant to their business operations by means of an e-learning course. It helps companies to participate in the UN Global Compact and to integrate its principles into their everyday business.
<b>Function</b>	<p>The Human Rights and Business Learning Tool outlines the historical development of the human rights regime, and illustrates key aspects of what is meant by human rights. The tool focuses on the two Global Compact human rights principles and related concepts of spheres of influence and complicity.</p> <p>The e-learning tool is divided into three modules, Introduction to Human Rights (Module 1), Sphere of Influence (Module 2) and Complicity (Module 3).</p> <p>Module 1 equips users with knowledge on the key components of internationally accepted human rights standards and principles and enables them to apply this knowledge to understanding and analyzing human rights issues and situations encountered in the work of a company. It features the following 6 subsections:</p> <ol style="list-style-type: none"> <li>1. What are Human Rights: introduces what is meant by human rights and examines in greater depth the sources of human rights</li> <li>2. Three stories about human rights are presented to explore the</li> </ol>

- relevance of human rights to business
- 3. Values of the international community to follow a human rights framework are explained
- 4. What Does this Mean for Business: outlines what all of this means in practice for business
- 5. Implementation and enforcement mechanisms
- 6. Review of learning covered in the module

Module 2 begins by looking at the origin of the term sphere of influence and its evolution over time. It describe the concept and use of sphere of influence in relation to CSR and enables the users to apply it in order to better understand corporate human rights responsibilities. Five subsections take in turn the specific components of a company's sphere of influence:

1. Workplace
2. Supply chain
3. Marketplace
4. Community
5. Government

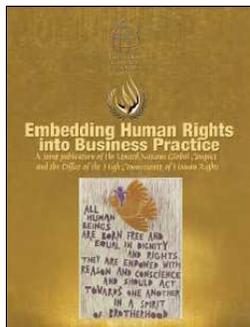
Module 3 focuses on complicity in human rights abuses, which is of most relevance to larger companies, in particular those which operate in countries where conflict and human rights abuses are prevalent and those in sectors with the greatest potential impacts (e.g. the extractives sector). On completing the module the users will be able to describe the concept and use of complicity in relation to corporate responsibility for human rights abuses, explain different situations where complicity could occur and identify where their own company's operations risks of complicity might exist.

<b>Monitoring</b>	No
<b>Target Group</b>	Companies
<b>3. Practicability and Flexibility</b>	
<b>Specific sector</b>	All sectors
<b>Specific region</b>	All regions
<b>Company size</b>	Small, medium and large
<b>Case Studies/Best Practice</b>	Yes
<b>Interactivity</b>	Yes
<b>Human rights knowledge required</b>	No
<b>Flexibility</b>	No
<b>4. Normative Framework</b>	
<b>Human Rights</b>	<ul style="list-style-type: none"> <li>• Universal Declaration of Human Rights (UDHR)</li> <li>• International Covenant on Civil and Political Rights</li> <li>• International Covenant on Economic, Social and Cultural Rights</li> <li>• UN Convention against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment,</li> <li>• UN Convention on the Elimination of All Forms of Discrimination</li> </ul>

	<ul style="list-style-type: none"> <li>against Women</li> <li>UN Convention on the Elimination of All Forms of Racial Discrimination</li> <li>UN Convention on the Rights of the Child</li> <li>International Convention on the Protection of the Rights of All Migrant Workers and Members of their Families</li> <li>UN Declaration on the Rights of Indigenous Peoples</li> <li>European Convention for the Protection of Human Rights and Fundamental Freedoms incl. Additional Protocols</li> <li>American Convention on Human Rights incl. Additional Protocols</li> <li>African Charter on Human and Peoples' Rights</li> </ul>
<b>Labour Rights</b>	<ul style="list-style-type: none"> <li>ILO Convention on Freedom of Association and Protection of the Right to Organise (no. 87)</li> <li>ILO Convention on the Right to Organise and Collective Bargaining (no. 98)</li> <li>ILO Convention on Forced Labour (no. 29)</li> <li>ILO Convention on the Abolition of Forced Labour (no. 105)</li> <li>ILO Convention on Discrimination (no. 111)</li> <li>ILO Convention on Equal Remuneration (no. 100)</li> <li>ILO Convention on Minimum Age (no. 138)</li> <li>ILO Convention on the Worst Forms of Child Labour (no. 182)</li> </ul>
<b>National Law</b>	Compliance with national laws and regulations in the country of operation.
<b>5. Scope of the Tool</b>	
<b>Human Rights</b>	<p><b>Productive and freely chosen work</b></p> <ul style="list-style-type: none"> <li>✓ Right to work</li> <li>✓ Prohibition of forced or compulsory labour</li> <li>✓ Prohibition of child labour</li> </ul> <p><b>Rights at work including the core labour standards</b></p> <ul style="list-style-type: none"> <li>✓ Equality and non-discrimination between women and men, gender issues</li> <li>✓ Equality and non discrimination concerning all other groups                             <ul style="list-style-type: none"> <li>o Diversity Management</li> </ul> </li> <li>✓ Right to education</li> <li>✓ Safe and healthy working conditions</li> <li>✓ Right to fair wages</li> <li>✓ Right to equal pay for equal work</li> <li>✓ Right to decent living</li> <li>✓ Right to rest, leisure and annual leave</li> <li>✓ Right to reasonable limitation of working hours</li> <li>✓ Right to permanent employment relationship</li> <li>✓ Right to privacy</li> <li>✓ Right to strike</li> <li>✓ Right to form and join trade unions</li> <li>✓ Grievance procedures and remediation</li> </ul> <p><b>Social protection</b></p> <ul style="list-style-type: none"> <li>o Right to social security including social insurance, pensions</li> <li>o Mitigation of adverse employment effects</li> </ul> <p><b>Social dialogue</b></p> <ul style="list-style-type: none"> <li>✓ Freedom of association and right to collective bargaining</li> <li>o Tripartite consultation</li> </ul> <p><b>External impact</b></p>

	<ul style="list-style-type: none"> <li>✓ Right to an adequate standard of living</li> <li>✓ Security issues, private property protection</li> <li>✓ Right to the highest attainable standard of physical and mental health</li> </ul>
<b>Keywords</b>	<ul style="list-style-type: none"> <li>• Child labour</li> <li>• Collective bargaining</li> <li>• Customers / consumers</li> <li>• Data protection and privacy</li> <li>• Democracy / relations to government</li> <li>• Discrimination</li> <li>• Dispute resolution / grievance mechanism</li> <li>• Forced and bonded labour</li> <li>• Forced relocations</li> <li>• Freedom of assembly and association</li> <li>• Freedom of conscience and religion</li> <li>• Freedom of expression / - of the press / access to information</li> <li>• Freedom of movement (e.g. passport withholding)</li> <li>• Harassment</li> <li>• Health and wellbeing</li> <li>• Indigenous peoples</li> <li>• Local communities</li> <li>• Resettlement / land management</li> <li>• Supply chain management</li> </ul>
<b>6. Company Responsibility</b>	
<b>Concepts of Sphere of Influence, Complicity</b>	Yes. Module 2 addresses in detail the concept of sphere of influence; Module 3 is dedicated to introducing the complicity concept.
<b>Supply Chain</b>	Yes
<b>Human Rights Impact Assessment</b>	No
<b>Specific Guidance on Individual Company Responsibility</b>	No. This is a general learning tool that cannot as such be applied or adapted to a particular company's situation.
<b>7. User experience</b>	
<b>LARRGE Evaluation</b>	The Human Rights and Business Learning Tool constitutes an entry level web-based interactive learning course for companies on human rights and business. It is a highly recommendable tool which offers essential information to assist managers and other business personnel in appreciating the human rights elements of their work. Use it as a foundation upon which your company can act to enhance the knowledge and understanding of its workforce about human rights and thereby strengthen the integration of human rights into their corporate culture.
<b>User Evaluation</b>	

## 22.2. Embedding Human Rights In Business Practice I



### 1. Key Data

<b>Origin of the Initiative</b>	Office of the UN Global Compact, Office of the UN High Commissioner of Human Rights
<b>Year of Development</b>	2004
<b>Accessibility</b>	Free
<b>Availability</b>	Free
<b>Language</b>	English
<b>Contact</b>	<a href="mailto:wynhoven@un.org">wynhoven@un.org</a>
<b>Website</b>	<a href="http://www.unglobalcompact.org/docs/issues_doc/human_rights/Resources/embedding.pdf">http://www.unglobalcompact.org/docs/issues_doc/human_rights/Resources/embedding.pdf</a>

### 2. Aim and Function of the Tool

<b>Type</b>	General Guidance
<b>Focus</b>	General
<b>Aim</b>	The publication is intended as a learning document. It aims at shedding light on the theoretical and practical meaning of the Global Compact's two human rights principles, as well as to offer guidance to companies on how to implement them.
<b>Function</b>	Embedding Human Rights in Business Practice provides a resource book that enhances the understanding and practical meaning of the UN Global Compact Principles. In its first section it contains five key articles by internationally renowned experts including the OHCHR, which outline the foundations of companies' human rights responsibilities and explain the concepts of sphere of influence and complicity. Moreover it contains five very detailed case studies (Hewlett Packard, BP, BHP Billiton, Novo Nordisk and Total), which cover human rights policies and processes, supply chain issues and stakeholder engagement.
<b>Monitoring</b>	No
<b>Target Group</b>	Companies

According to LARRGE evaluation: Consultants

### 3. Practicability and Flexibility

<b>Specific sector</b>	All sectors
<b>Specific region</b>	All regions
<b>Company size</b>	Medium, large
<b>Case Studies/Best Practice</b>	Yes
<b>Interactivity</b>	No. The Guide is conceived as a resource book.
<b>Human rights knowledge required</b>	No
<b>Flexibility</b>	The Guide is conceived as a learning and resource document. It cannot be flexibly adapted to the individual company situation. Companies may however adjust the outlined strategies to their case.

### 4. Normative Framework

<b>Human Rights</b>	<ul style="list-style-type: none"> <li>International Covenant on Civil and Political Rights</li> <li>International Covenant on Economic, Social and Cultural Rights,</li> <li>OECD Guidelines for Multinational Enterprises</li> <li>UN Draft Norms on the Responsibility of TNCs and Other Business Enterprises with Regard to Human Rights</li> <li>UN Global Compact</li> <li>Universal Declaration on Human Rights</li> </ul>
<b>Labour Rights</b>	<ul style="list-style-type: none"> <li>ILO Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy</li> </ul>
<b>National Law</b>	Compliance with national laws and regulations in the country of operation.

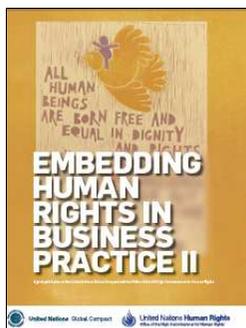
### 5. Scope of the Tool

<b>Human Rights</b>	<b>Productive and freely chosen work</b> <ul style="list-style-type: none"> <li>✓ Right to work</li> <li>✓ Prohibition of forced or compulsory labour</li> <li>✓ Prohibition of child labour</li> </ul>
	<b>Rights at work including the core labour standards</b> <ul style="list-style-type: none"> <li>✓ Right to equal treatment and non-discrimination between women and men, gender issues</li> <li>✓ Right to equal treatment and non-discrimination concerning all other groups</li> <li>✓ Diversity Management</li> <li>✓ Right to education</li> <li>✓ Right to safe and healthy working conditions</li> <li>✓ Right to fair wages</li> <li>✓ Right to equal pay for equal work</li> <li>✓ Right to decent living</li> <li>✓ Right to rest, leisure and annual leave</li> <li>✓ Right to reasonable limitation of working hours</li> <li>✓ Right to permanent employment relationship</li> <li>✓ Right to privacy</li> <li>✓ Right to strike</li> <li>✓ Right to form and join trade unions</li> </ul>

	<ul style="list-style-type: none"> <li>✓ Grievance procedures and remediation</li> </ul> <p><b>Social protection</b></p> <ul style="list-style-type: none"> <li>○ Right to social security including social insurance, pensions</li> <li>○ Mitigation of adverse employment effects</li> </ul> <p><b>Social dialogue</b></p> <ul style="list-style-type: none"> <li>✓ Freedom of association and right to collective bargaining</li> <li>○ Tripartite consultation</li> </ul> <p><b>External impact</b></p> <ul style="list-style-type: none"> <li>✓ Right to an adequate standard of living</li> <li>✓ Security issues, private property protection</li> <li>✓ Right to the highest attainable standard of physical and mental health</li> </ul>
<b>Keywords</b>	<ul style="list-style-type: none"> <li>• Arrest and detention</li> <li>• Capacity / capability building</li> <li>• Child labour</li> <li>• Collective bargaining</li> <li>• Compensation</li> <li>• Conflict</li> <li>• Data protection and privacy</li> <li>• Democracy / relations to government</li> <li>• Disciplinary measures</li> <li>• Discrimination</li> <li>• Dispute resolution / grievance mechanism</li> <li>• Diversity / equal opportunities</li> <li>• Due diligence</li> <li>• Environment</li> <li>• Forced and bonded labour</li> <li>• Forced relocations</li> <li>• Freedom of assembly and association</li> <li>• Freedom of movement (e.g. passport withholding)</li> <li>• Harassment</li> <li>• Health and wellbeing</li> <li>• Indigenous peoples</li> <li>• Local communities</li> <li>• Natural resources</li> <li>• Physical abuse / threats</li> <li>• Property</li> <li>• Recruitment and employment practices</li> <li>• Resettlement / land management</li> <li>• Safety</li> <li>• Stakeholder engagement</li> <li>• Supply chain management</li> <li>• Training, skills and talent</li> <li>• Transparency / disclosure</li> <li>• Working conditions</li> <li>• Workers' representation</li> <li>•</li> </ul>
<b>6. Company Responsibility</b>	
<b>Concepts of Sphere of Influence, Complicity</b>	Yes. The Guide contains a detailed explanation and description of the concepts of sphere of influence and complicity that support companies in assessing their individual responsibility (see OHCHR briefing paper on the UNGC and Human Rights).

<b>Supply Chain</b>	Yes
<b>Human Rights Impact Assessment</b>	Yes. Key steps to conduct human rights impact assessments are explained in the OHCHR briefing paper on the UNGC and Human Rights.
<b>Specific Guidance on Individual Company Responsibility</b>	No.
<b>7. User experience</b>	
<b>LARRGE Evaluation</b>	Embedding Human Rights I is a very valuable resource book to learn more about the concepts of a company's sphere of influence and complicity, which are explained by various international experts. The publication contains some very detailed and thorough case studies (see function above), which give users an excellent opportunity to learn from other processes, failures and successes. Some studies also include questionnaires and assessment tools. The case examples cover a broad range over recurring business challenges and offer therefore very valuable experiences for companies.
<b>User Evaluation</b>	

### 22.3. Embedding Human Rights In Business Practice II



#### 1. Key Data

<b>Origin of the Initiative</b>	Office of the UN Global Compact, Office of the UN High Commissioner of Human Rights
<b>Year of Development</b>	2007
<b>Accessibility</b>	Free
<b>Availability</b>	Free
<b>Language</b>	English
<b>Contact</b>	<a href="mailto:wynhoven@un.org">wynhoven@un.org</a>
<b>Website</b>	<a href="http://www.unglobalcompact.org/docs/news_events/8.1/EHRBPII_Final.pdf">http://www.unglobalcompact.org/docs/news_events/8.1/EHRBPII_Final.pdf</a>

#### 2. Aim and Function of the Tool

<b>Type</b>	General Guidance
<b>Focus</b>	General
<b>Aim</b>	The second volume Embedding Human Rights II builds on and reinforces the idea of Embedding Human Rights I. It is equally conceived as a learning and resource book on the implementation of the two Global Compact principles. The aims of the series are: (1) to help demonstrate the relevance of human rights for business everywhere; (2) to help establish the business case for human rights; and (3) to inspire businesses all over the world to raise the level of their human rights performance.
<b>Function</b>	Embedding Human Rights in Business Practice II explores the practical application of the principles using case studies. It offers detailed examples of what businesses from all over the world are doing to implement human rights within their own operations and spheres of influence, and how they are doing it.  It includes twenty case studies about the experiences of the following companies: ABB, Achilles, AngloGold Ashanti, AREVA, Asocolflores, Barloworld, BASF, Eskom, İpek Kağıt, Ketchum, MAS Holdings, Newmont, NIKE, Novartis, Sasol, Shell, Starbucks, Titan, Volkswagen and Westpac.

- The questions and issues explored in the second volume include:
- What is the business case for adopting a proactive approach in dealing with human rights issues?
  - How can companies formulate comprehensive human rights policies, and what are the benefits of doing so?
  - What are the boundaries of a company's human rights responsibilities?
  - What are the success factors for integration of human rights concerns into business practices?
  - What methodologies are available to decide if and how to operate in a country with weak governance and/or serious human rights concerns?
  - What are the risks, challenges and opportunities in engaging in multi-stakeholder dialogue?
  - What are examples of strategies for more effectively tackling human rights issues in the supply chain?

Each case study addresses one or more areas in the Human Rights Management Framework: Getting started, strategy, policy, processes and procedures, communications, training, measuring impact and auditing, and reporting. An index indicates which areas are addressed in each case study.

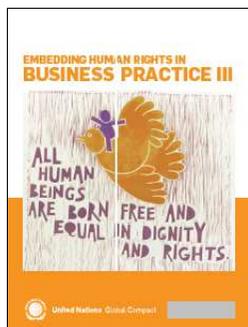
<b>Monitoring</b>	No
<b>Target Group</b>	Companies, non-governmental organisations/civil society, academics
<b>3. Practicability and Flexibility</b>	
<b>Specific sector</b>	All sectors
<b>Specific region</b>	All regions
<b>Company size</b>	Medium, large
<b>Case Studies/Best Practice</b>	Yes
<b>Interactivity</b>	No. The Guide is conceived as a resource book.
<b>Human rights knowledge required</b>	No
<b>Flexibility</b>	The Guide is conceived as a learning and resource document. It cannot be flexibly adapted to the individual company situation. Companies may however adjust the outlined strategies to their case.
<b>4. Normative Framework</b>	
<b>Human Rights</b>	<ul style="list-style-type: none"> <li>• International Covenant on Civil and Political Rights</li> <li>• International Covenant on Economic, Social and Cultural Rights,</li> <li>• OECD Guidelines for Multinational Enterprises</li> <li>• UN Draft Norms on the Responsibility of TNCs and Other Business Enterprises with Regard to Human Rights</li> <li>• UN Global Compact</li> <li>• Universal Declaration on Human Rights</li> </ul>
<b>Labour Rights</b>	<ul style="list-style-type: none"> <li>• ILO Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy</li> </ul>
<b>National Law</b>	Compliance with national laws and regulations in the country of operation.

**5. Scope of the Tool**

<b>Human Rights</b>	<p><b>Productive and freely chosen work</b></p> <ul style="list-style-type: none"> <li>✓ Right to work</li> <li>✓ Prohibition of forced or compulsory labour</li> <li>✓ Prohibition of child labour</li> </ul> <p><b>Rights at work including the core labour standards</b></p> <ul style="list-style-type: none"> <li>✓ Right to equal treatment and non-discrimination between women and men, gender issues</li> <li>✓ Right to equal treatment and non-discrimination concerning all other groups</li> <li>✓ Diversity Management</li> <li>✓ Right to education</li> <li>✓ Right to safe and healthy working conditions</li> <li>✓ Right to fair wages</li> <li>✓ Right to equal pay for equal work</li> <li>✓ Right to decent living</li> <li>✓ Right to rest, leisure and annual leave</li> <li>✓ Right to reasonable limitation of working hours</li> <li>✓ Right to permanent employment relationship</li> <li>✓ Right to privacy</li> <li>✓ Right to strike</li> <li>✓ Right to form and join trade unions</li> <li>✓ Grievance procedures and remediation</li> </ul> <p><b>Social protection</b></p> <ul style="list-style-type: none"> <li>o Right to social security including social insurance, pensions</li> <li>o Mitigation of adverse employment effects</li> </ul> <p><b>Social dialogue</b></p> <ul style="list-style-type: none"> <li>✓ Freedom of association and right to collective bargaining</li> <li>o Tripartite consultation</li> </ul> <p><b>External impact</b></p> <ul style="list-style-type: none"> <li>✓ Right to an adequate standard of living</li> <li>✓ Security issues, private property protection</li> <li>✓ Right to the highest attainable standard of physical and mental health</li> </ul>
<b>Keywords</b>	<ul style="list-style-type: none"> <li>• Capacity / capability building</li> <li>• Child labour</li> <li>• Collective bargaining</li> <li>• Compensation</li> <li>• Conflict</li> <li>• Corporate- / organisational culture</li> <li>• Data protection and privacy</li> <li>• Discrimination</li> <li>• Diversity / equal opportunities</li> <li>• Environment</li> <li>• Forced and bonded labour</li> <li>• Freedom of assembly and association</li> <li>• Freedom of movement (e.g. passport withholding)</li> <li>• Health and wellbeing</li> <li>• Indigenous peoples</li> <li>• Local communities</li> <li>• Monitoring / auditing</li> <li>• Property / intellectual property</li> </ul>

	<ul style="list-style-type: none"> <li>• Recruitment and employment practices</li> <li>• Remuneration</li> <li>• Social investment</li> <li>• Stakeholder engagement</li> <li>• Supply chain management</li> <li>• Trafficking in human beings</li> <li>• Training, skills and talent</li> <li>• Transparency / disclosure</li> <li>• Women's rights</li> <li>• Workers' representation</li> <li>• Working conditions</li> </ul>
<b>6. Company Responsibility</b>	
<b>Concepts of Sphere of Influence, Complicity</b>	Yes. The Guide is based on these principles, for detailed explanation refer to Embedding I.
<b>Supply Chain</b>	Yes
<b>Human Rights Impact Assessment</b>	Yes
<b>Specific Guidance on Individual Company Responsibility</b>	No.
<b>7. User experience</b>	
<b>LARRGE Evaluation</b>	Embedding Human Rights II expands and continues the idea of Embedding I. This publication contains no theoretical and analytical background but focuses specifically on 20 in-depth case studies (see above). The case studies further complete the range of human rights studies addressed by the first Guide. Users are given the unique opportunity to learn from various approaches and to benefit from successful strategies and lessons learned.
<b>User Evaluation</b>	

## 22.4. Embedding Human Rights In Business Practice III



### 1. Key Data

<b>Origin of the Initiative</b>	Office of the UN Global Compact, Office of the UN High Commissioner of Human Rights
<b>Year of Development</b>	2009
<b>Accessibility</b>	Free
<b>Availability</b>	Free
<b>Language</b>	English
<b>Contact</b>	<a href="mailto:wynhoven@un.org">wynhoven@un.org</a>
<b>Website</b>	<a href="http://www.unglobalcompact.org/docs/issues_doc/human_rights/Resources/EHRBIII.pdf">http://www.unglobalcompact.org/docs/issues_doc/human_rights/Resources/EHRBIII.pdf</a>

### 2. Aim and Function of the Tool

<b>Type</b>	General Guidance
<b>Focus</b>	General
<b>Aim</b>	The third volume Embedding Human Rights III builds on and reinforces the ideas of Embedding Human Rights I and II. It is equally conceived as a learning and resource book on the implementation of the two Global Compact principles. The aims of the series are: (1) to help demonstrate the relevance of human rights for business everywhere; (2) to help establish the business case for human rights; and (3) to inspire businesses all over the world to raise the level of their human rights performance. All case studies in the third volume underwent peer review before publication.
<b>Function</b>	Embedding Human Rights in Business Practice III offers detailed examples of what businesses are doing to implement human rights within their own operations and spheres of influence. The third volume of Embedding Human Rights in Business Practice includes eight case studies detailing the experiences of companies in a diverse array of sectors operating in all corners of the world. The companies whose practices are the subject of case studies in this volume are OMV, Ford and Cadbury, ASN, Endesa, Lexmark, Xstrata, and Engro Chemical.

In particular, this volume looks at both (1) higher-order principles and rationales that lie behind a company's engagement with human rights and (2) on the-ground implementation. In terms of the former, the case studies in this volume pose and respond to questions like:

- What is the business case for proactive human rights policies and practices?
- How does a business determine the scope or the boundaries of its human rights responsibilities as related to its particular operations?
- What does complicity in human rights abuse mean, in practical terms, for a business?

Beyond these higher level questions, this volume also explores more concrete issues regarding on-the-ground application and implementation of human rights policies. For example, this volume asks:

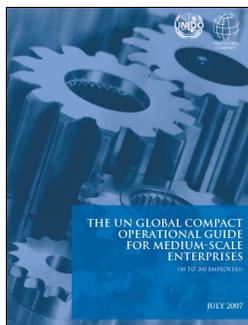
- What strategies and approaches are the most effective in managing human rights risks and realizing business opportunities from supporting human rights?
- How can companies ensure that respect for human rights is incorporated into day-to-day business practices?
- How can employee awareness of human rights be sharpened and behaviour changed where necessary?
- What can a company do to improve its stakeholder relations on human rights and
- what are the challenges and opportunities associated with multi-stakeholder dialogue?

<b>Monitoring</b>	No
<b>Target Group</b>	Companies, non-governmental organisations/civil society, academics
<b>3. Practicability and Flexibility</b>	
<b>Specific sector</b>	All sectors
<b>Specific region</b>	All regions
<b>Company size</b>	Medium, large
<b>Case Studies/Best Practice</b>	Yes
<b>Interactivity</b>	No. The Guide is conceived as a resource book.
<b>Human rights knowledge required</b>	No
<b>Flexibility</b>	The Guide is conceived as a learning and resource publication. It cannot be flexibly adapted to the individual company situation. Companies may however adjust the outlined strategies to their case.
<b>4. Normative Framework</b>	
<b>Human Rights</b>	<ul style="list-style-type: none"> <li>• International Covenant on Economic, Social and Cultural Rights,</li> <li>• OECD Guidelines for Multinational Enterprises</li> <li>• UN Draft Norms on the Responsibility of TNCs and Other Business Enterprises with Regard to Human Rights</li> </ul>

	<ul style="list-style-type: none"> <li>• UN Global Compact</li> <li>• Universal Declaration on Human Rights</li> <li>• European Convention for the Protection of Human Rights and Fundamental Freedoms</li> </ul>
<b>Labour Rights</b>	<ul style="list-style-type: none"> <li>• ILO Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy</li> </ul>
<b>National Law</b>	Compliance with national laws and regulations in the country of operation.
<b>5. Scope of the Tool</b>	
<b>Human Rights</b>	<p><b>Productive and freely chosen work</b></p> <ul style="list-style-type: none"> <li>✓ Right to work</li> <li>✓ Prohibition of forced or compulsory labour</li> <li>✓ Prohibition of child labour</li> </ul> <p><b>Rights at work including the core labour standards</b></p> <ul style="list-style-type: none"> <li>✓ Right to equal treatment and non-discrimination between women and men, gender issues</li> <li>✓ Right to equal treatment and non-discrimination concerning all other groups</li> <li>✓ Diversity Management                             <ul style="list-style-type: none"> <li>o Right to education</li> </ul> </li> <li>✓ Right to safe and healthy working conditions</li> <li>✓ Right to fair wages</li> <li>✓ Right to equal pay for equal work</li> <li>✓ Right to decent living</li> <li>✓ Right to rest, leisure and annual leave</li> <li>✓ Right to reasonable limitation of working hours</li> <li>✓ Right to permanent employment relationship                             <ul style="list-style-type: none"> <li>o Right to privacy</li> <li>o Right to strike</li> <li>o Right to form and join trade unions</li> <li>o Grievance procedures and remediation</li> </ul> </li> </ul> <p><b>Social protection</b></p> <ul style="list-style-type: none"> <li>✓ Right to social security including social insurance, pensions                             <ul style="list-style-type: none"> <li>o Mitigation of adverse employment effects</li> </ul> </li> </ul> <p><b>Social dialogue</b></p> <ul style="list-style-type: none"> <li>o Freedom of association and right to collective bargaining</li> <li>o Tripartite consultation</li> </ul> <p><b>External impact</b></p> <ul style="list-style-type: none"> <li>✓ Right to an adequate standard of living</li> <li>✓ Security issues, private property protection</li> <li>✓ Right to the highest attainable standard of physical and mental health</li> </ul>
	<b>Keywords</b>

	<ul style="list-style-type: none"> <li>• Freedom of expression / - of the press / access to information</li> <li>• Health and wellbeing</li> <li>• Monitoring / auditing</li> <li>• Property / intellectual property</li> <li>• Remuneration</li> <li>• Resettlement / land management</li> <li>• Safety</li> <li>• Security forces and arrangements</li> <li>• Social investment</li> <li>• Supply chain management</li> <li>• Torture</li> <li>• Training, skills and talent</li> <li>• Transparency / disclosure</li> <li>• Women's rights</li> <li>• Working conditions</li> <li>• Young workers</li> </ul>
<b>6. Company Responsibility</b>	
<b>Concepts of Sphere of Influence, Complicity</b>	Yes. The Guide is based on these principles, for detailed explanation refer to Embedding I.
<b>Supply Chain</b>	Yes
<b>Human Rights Impact Assessment</b>	Yes
<b>Specific Guidance on Individual Company Responsibility</b>	No
<b>7. User experience</b>	
<b>LARRGE Evaluation</b>	<p>Embedding Human Rights III offers 8 new case studies (see above) that complete and deepen the human rights issues covered by the first two volumes.</p> <p>Again this publication contains no theoretical and analytical chapters but focuses specifically on detailed case experiences. Users are given the unique opportunity to learn from various approaches and to benefit from successful strategies and lessons learned. Together the three volumes of Embedding Human Rights provide the biggest and most detailed and compilation of CSR case studies, which have collected key expertise from all over the world.</p>

## 22.5. The UN Global Compact Operational Guide For Medium-Scale Enterprises



### 1. Key Data

<b>Origin of the Initiative</b>	UN Global Compact, United Nations Industrial Development Organization (UNIDO)
<b>Year of Development</b>	2007
<b>Accessibility</b>	Free
<b>Availability</b>	Free
<b>Language</b>	English
<b>Contact</b>	<a href="mailto:unglobalcompact@un.org">unglobalcompact@un.org</a>
<b>Website</b>	<a href="http://www.unglobalcompact.org/docs/news_events/8.1/Operational_guide_ME.pdf">http://www.unglobalcompact.org/docs/news_events/8.1/Operational_guide_ME.pdf</a>

### 2. Aim and Function of the Tool

<b>Type</b>	General Guidance
<b>Focus</b>	Support for SMEs
<b>Aim</b>	<p>This guide is one of four publications prepared with the clear objective of increasing the number of active SMEs in the UN Global Compact and assisting them in implementing its Ten Principles. The other (forthcoming) publications include:</p> <ul style="list-style-type: none"> <li>• a Guide for Managers of Small-Scale Businesses, which primarily functions as an awareness-raising instrument and briefly elucidates the Compact's benefits for SMEs;</li> <li>• a Report and Recommendations on SMEs, which should be considered as a reference book for all working with SMEs within the Global Compact wide "network of networks"; and</li> <li>• a forthcoming Resources and Tools Guide, where an updated "state-of-the-art" annotated review of the existing literature can be found along with links and access to a comprehensive list of resources.</li> </ul>
<b>Function</b>	An international taskforce on SMEs and corporate citizenship, consisting of experts from companies, Global Compact focal points and other relevant organizations, have reviewed existing material on the implementation of the Global Compact principles and the work of

SMEs and produced these operational guidelines for medium-sized enterprises, (i.e. companies with 50-200 employees).

In nine sequences the guide gives a general explanation of the UN Global Compact and the procedure of participation in it by offering advice on preparing to comply with human rights in the business context. It introduces a couple of questions which a company should pose to itself when seeking to engage in the Global Compact. It provides an overview on how to implement human rights, labour and environmental issues as well as anti-corruption measures and explains the involvement of stakeholders. Furthermore, it gives advice on the communication of progress of the implementation of human rights principles.

<b>Monitoring</b>	No
<b>Target Group</b>	Companies
<b>3. Practicability and Flexibility</b>	
<b>Specific sector</b>	All sectors
<b>Specific region</b>	All regions
<b>Company size</b>	Medium
<b>Case Studies/Best Practice</b>	No
<b>Interactivity</b>	No
<b>Human rights knowledge required</b>	No
<b>Flexibility</b>	No
<b>4. Normative Framework</b>	
<b>Human Rights</b>	<ul style="list-style-type: none"> <li>• UN Global Compact</li> </ul>
<b>Labour Rights</b>	No reference
<b>National Law</b>	No reference
<b>5. Scope of the Tool</b>	
<b>Human Rights</b>	<p><b>Productive and freely chosen work</b></p> <ul style="list-style-type: none"> <li>✓ Right to work</li> <li>✓ Prohibition of forced or compulsory labour</li> <li>✓ Prohibition of child labour</li> </ul>
	<p><b>Rights at work including the core labour standards</b></p> <ul style="list-style-type: none"> <li>✓ Equality and non-discrimination between women and men, gender issues</li> <li>✓ Equality and non discrimination concerning all other groups</li> <li>✓ Diversity Management</li> <li>✓ Right to education</li> <li>✓ Safe and healthy working conditions</li> <li>✓ Further Rights at work</li> <li>✓ Fair wages</li> <li>✓ Equal pay for equal work</li> <li>✓ Decent living</li> <li>✓ Rest &amp; leisure, annual leave</li> <li>✓ Reasonable limitation of working hours</li> </ul>

	<ul style="list-style-type: none"> <li>✓ Permanent employment relationship</li> <li>✓ Right to privacy</li> <li>✓ Right to strike</li> <li>✓ Right to form and join trade unions</li> <li>✓ Grievance procedures and remediation</li> </ul> <p><b>Social protection</b></p> <ul style="list-style-type: none"> <li>✓ Right to social security including social insurance, pensions</li> <li>✓ Mitigation of adverse employment effects</li> </ul> <p><b>Social dialogue</b></p> <ul style="list-style-type: none"> <li>✓ Freedom of association and right to collective bargaining             <ul style="list-style-type: none"> <li>○ Tripartite consultation</li> </ul> </li> </ul> <p><b>External impact</b></p> <ul style="list-style-type: none"> <li>✓ Right to an adequate standard of living             <ul style="list-style-type: none"> <li>○ Security issues, private property protection</li> </ul> </li> <li>✓ Right to the highest attainable standard of physical and mental health</li> </ul>
<b>Keywords</b>	<ul style="list-style-type: none"> <li>• Child labour</li> <li>• Collective bargaining</li> <li>• Compensation</li> <li>• Corporate- / organisational culture</li> <li>• Corruption and bribery</li> <li>• Discrimination</li> <li>• Dispute resolution / grievance mechanism</li> <li>• Diversity / equal opportunities</li> <li>• Environment</li> <li>• Forced and bonded labour</li> <li>• Harassment</li> <li>• Health and wellbeing</li> <li>• Local communities</li> <li>• Monitoring / auditing</li> <li>• Monitoring / auditing</li> <li>• Remuneration</li> <li>• Safety</li> <li>• Stakeholder engagement</li> <li>• Social investment</li> <li>• Supply chain management</li> <li>• Training, skills and talent</li> <li>• Workers' representation</li> <li>• Working conditions</li> </ul>
<b>6. Company Responsibility</b>	
<b>Concepts of Sphere of Influence, Complicity</b>	No explanations on the concepts are included, although the UN Global Compact asks companies to embrace, support and enact its principles within their sphere of influence.
<b>Supply Chain</b>	Scarce reference without further explanation or guidance.
<b>Human Rights Impact Assessment</b>	No
<b>Specific Guidance on Individual Company Responsibility</b>	No

**7. User experience**

<b>LARRGE Evaluation</b>	<p>The guide for medium-sized companies is an easy-to-follow guide based on the journey that a company of this size needs to follow to become a good performer in the United Nations Global Compact. It constitutes a first step towards the creation within the Global Compact of a space where SMEs can exchange best practices and help in the advancement of the Global Compact's initiative. It has been created as a living document that is to be updated in the future on the basis of new insights and experiences. The guide addresses human rights in context of how to get started and which points a company should pay attention to, but no in-depth guidance on specific human rights issues are given.</p> <p>Use the tool as a general introduction for engagement with human rights in your company. For further information you may turn towards the Global Compact's local networks which can help you prepare for your engagement.</p>
<b>User Evaluation</b>	

## 23. United Nations Children’s Fund (UNICEF)

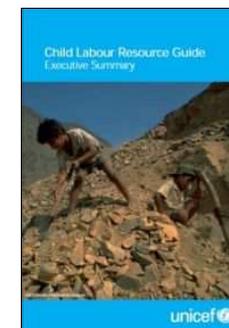


UNICEF is the driving force that helps build a world where the rights of every child are realized.

**UNICEF** was created to work with others to overcome the obstacles that poverty, violence, disease and discrimination place in a child's path. We believe that we can, together, advance the cause of humanity.

**UNICEF** advocates for measures to give children the best start in life, because proper care at the youngest age forms the strongest foundation for a person's future.

### 23.1. Child Labour Resource Guide



#### 1. Key Data

<b>Origin of the Initiative</b>	UNICEF
<b>Year of Development</b>	2005
<b>Accessibility</b>	Free
<b>Availability</b>	Free
<b>Language</b>	English
<b>Contact</b>	<a href="mailto:infoqueries@unicef.org.uk">infoqueries@unicef.org.uk</a>
<b>Website</b>	<a href="http://www.unicef.org.uk/campaigns/publications/clrg/index.asp">http://www.unicef.org.uk/campaigns/publications/clrg/index.asp</a>

#### 2. Aim and Function of the Tool

<b>Type</b>	General Guidance
<b>Focus</b>	Child labour
<b>Aim</b>	This Guide has been designed to help businesses establish an appropriate response when they suspect or find that children might be working for them or their suppliers. It will also help businesses entering new markets or product areas identify child labour risks.
<b>Function</b>	<p>The Guide offers a basic step-by-step approach to managing child labour risk responsibly, and illustrates why shareholders care about child labour.</p> <p>The executive summary explains why children work, the types of labour they are involved in, and discusses the numbers of children believed to be working today. The six appendices provide in-depth information on particular aspects of child labour:</p> <ul style="list-style-type: none"> <li>• <b>Appendix 1</b> considers international legal standards on child labour. It highlights the relevance of these standards for business and explains why their priorities and processes should be taken into account when action against child labour is being considered.</li> </ul>

	<ul style="list-style-type: none"> <li>• <b>Appendix 2</b> examines different types of standards and codes of conduct on corporate social responsibility, with specific reference to child labour. Organisations under the spotlight include businesses, trade unions, individual governments and the UN.</li> <li>• <b>Appendix 3</b> presents examples of competing companies that have cooperated in order to reduce the number of children in manufacturing for export (garment or apparel industry, sporting goods, hand-knotted carpets, cultivation of cocoa).</li> <li>• <b>Appendix 4</b> highlights the extent to which businesses can investigate, monitor and verify the codes or standards they establish.</li> <li>• <b>Appendix 5</b> explores domestic law on child labour in two contrasting countries – India and the UK. Unpicking the complexities of domestic legislation, it looks at how these countries are protecting their children.</li> <li>• <b>Appendix 6</b> considers the examples of four major international companies that have adopted codes excluding the use of under-age child workers by their suppliers.</li> </ul>
<b>Monitoring</b>	Yes, the Guide refers to monitoring and auditing requirements within the context of a comprehensive child labour management structure (see also appendices).
<b>Target Group</b>	Companies, Consultants, Trade Unions
<b>3. Practicability and Flexibility</b>	
<b>Specific sector</b>	All sectors
<b>Specific region</b>	All regions
<b>Company size</b>	Large, medium
<b>Case Studies/Best Practice</b>	Yes, see especially appendices 3 and 6.
<b>Interactivity</b>	No. The Guide is conceived as a resource book.
<b>Human rights knowledge required</b>	Advanced.
<b>Flexibility</b>	The tool constitutes a guidance document and cannot therefore be adapted to individual company situations. However, case studies may help companies in designing their corporate strategy.
<b>4. Normative Framework</b>	
<b>Human Rights</b>	<ul style="list-style-type: none"> <li>• UN Convention on the Rights of the Child</li> <li>• International Covenant on Economic, Social and Cultural Rights</li> <li>• UN Draft Norms on the Responsibility of TNCs and Other Business Enterprises with Regard to Human Rights</li> <li>• Universal Declaration on Human Rights</li> </ul>
<b>Labour Rights</b>	<ul style="list-style-type: none"> <li>• ILO Convention on Forced Labour (no.29)</li> <li>• ILO Convention on Minimum Age (no. 138)</li> <li>• ILO Convention on the Abolition of Forced Labour (no.105)</li> <li>• ILO Convention on the Worst Forms of Child Labour (no. 182)</li> <li>• ILO Declaration on Fundamental Principles and Rights at Work</li> </ul>
<b>National Law</b>	Compliance with national laws and regulations in the country of operation.

**5. Scope of the Tool**

<b>Human Rights</b>	<p><b>Productive and freely chosen work</b></p> <ul style="list-style-type: none"> <li>✓ Right to work</li> <li>✓ Prohibition of forced or compulsory labour</li> <li>✓ Prohibition of child labour</li> </ul> <p><b>Rights at work including the core labour standards</b></p> <ul style="list-style-type: none"> <li>✓ Right to equal treatment and non-discrimination between women and men, gender issues</li> <li>✓ Right to equal treatment and non-discrimination concerning all other groups</li> <li>✓ Diversity management</li> <li>✓ Right to education</li> <li>✓ Right to safe and healthy working conditions</li> <li>✓ Right to fair wages</li> <li>✓ Right to equal pay for equal work</li> <li>✓ Right to decent living</li> <li>✓ Right to rest, leisure and annual leave</li> <li>✓ Right to reasonable limitation of working hours</li> <li>○ Right to permanent employment relationship</li> <li>○ Right to privacy</li> <li>○ Right to strike</li> <li>✓ Right to form and join trade unions</li> <li>○ Grievance procedures and remediation</li> </ul> <p><b>Social protection</b></p> <ul style="list-style-type: none"> <li>✓ Right to social security including social insurance, pensions</li> <li>○ Mitigation of adverse employment effects</li> </ul> <p><b>Social dialogue</b></p> <ul style="list-style-type: none"> <li>✓ Freedom of association and right to collective bargaining</li> <li>○ Tripartite consultation</li> </ul> <p><b>External impact</b></p> <ul style="list-style-type: none"> <li>○ Right to an adequate standard of living</li> <li>○ Security issues, private property protection</li> <li>○ Right to the highest attainable standard of physical and mental health</li> </ul>
	<p><b>Keywords</b></p> <ul style="list-style-type: none"> <li>• Child labour</li> <li>• Discrimination</li> <li>• Forced and bonded labour</li> <li>• Freedom of expression / - of the press / access to information</li> <li>• Harassment</li> <li>• Health and wellbeing</li> <li>• Indigenous peoples</li> <li>• Legal protection gaps</li> <li>• Local communities</li> <li>• Migrant workers</li> <li>• Minorities</li> <li>• Physical abuse / threats</li> <li>• Recruitment and employment practices</li> <li>• Social investment</li> <li>• Stakeholder engagement</li> <li>• Supply chain management</li> <li>• Trafficking in human beings</li> <li>• Working conditions</li> </ul>

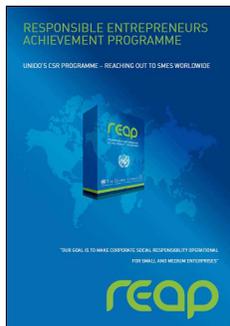
	<ul style="list-style-type: none"> <li>• Young workers</li> </ul>
<b>6. Company Responsibility</b>	
<b>Concepts of Sphere of Influence, Complicity</b>	No
<b>Supply Chain</b>	Yes
<b>Human Rights Impact Assessment</b>	Yes, it very briefly outlines the key elements of a child labour risk assessment and analysis (see executive summary). However, to conduct a thorough impact assessment you might have to consult other specific impact assessment tools.
<b>Specific Guidance on Individual Company Responsibility</b>	No
<b>7. User experience</b>	
<b>LARRGE Evaluation</b>	<p>The Guide covers a broad range of issues and gives extensive background information on the complexities of child labour. It provides recommendations for the establishment of a child labour management system and explains the legal background. Moreover, it includes comparative evaluations and quality assessments of various codes of conducts and initiatives in the sector. It provides information about successful sector and stakeholder cooperation as well as monitoring and verification strategies.</p> <p>Use the Guide to gain in depth-knowledge about child labour issues and to learn about various approaches that currently exist in this field. The numerous case studies and analyses will deepen your understanding of practical challenges, and may help in setting up your company strategy. See the appendix on "further information" for links to other child labour and CSR organisations.</p>
<b>User Evaluation</b>	

## 24. United Nations Industrial Development Organisation (UNIDO)



The **United Nations Industrial Development Organization (UNIDO)** is a specialized agency of the United Nations. Its mandate is to promote and accelerate sustainable industrial development in developing countries and economies in transition, and work towards improving living conditions in the world's poorest countries by drawing on its combined global resources and expertise. In recent years, **UNIDO** has assumed an enhanced role in the global development agenda by focusing its activities on poverty reduction, inclusive globalization and environmental sustainability.

### 24.1. Responsible Entrepreneurs Achievement Programme (REAP)



#### 1. Key Data

<b>Origin of the Initiative</b>	United Nations Industrial Development Organization (UNIDO)
<b>Year of Development</b>	2001 – development of REAP Software (emerged from UNIDO Business Partnership Programme and UNIDO Cleaner Production Programme, repeated improvements of software, training methodology and approach as such) 2006 – development of REAP training material for business consultants
<b>Accessibility</b>	Free (basic information only)
<b>Availability</b>	Subject to a charge for consulting (see below). Lists of qualified business consultants on different continents are provided at UNIDO's website.
<b>Language</b>	English
<b>Contact</b>	<a href="mailto:reap@unido.org">reap@unido.org</a>
<b>Website</b>	<a href="http://www.unido.org/index.php?id=o42159">http://www.unido.org/index.php?id=o42159</a> (01.04.2010)

#### 2. Aim and Function of the Tool

<b>Type</b>	General Guidance, Human Rights Risk Assessment, Human Rights Reporting
<b>Focus</b>	CSR management, support for SMEs, supply chain
<b>Aim</b>	The Responsible Entrepreneurs Achievement Programme (REAP) is a CSR-based management and reporting tool that was developed to assist small and medium-sized enterprises in their efforts to implement CSR approaches and operation methods, thereby aligning economic, social and environmental aspects of business.
<b>Function</b>	The REAP tool consists of two elements: <ul style="list-style-type: none"> <li>• The REAP Software is used for analysis, measuring, benchmarking and reporting purposes;</li> <li>• The REAP consulting process for implementation.</li> </ul> <p>The assessment and reporting software is at the heart of the REAP consulting process. It supports companies in documenting their economic, environmental and social achievements and helps generating CSR reports to the UN Global Compact or for other interested stakeholders. It allows for a CSR-related risk assessment</p>

(internally as well as along supply chains) and supports strategic performance improvements.

It is being disseminated worldwide via a network of trained and qualified local CSR consultants from various types of business support and advisory institutions (public or private) who have to undergo a one-week training on the REAP methodology before becoming a certified UNIDO expert.

The REAP software allows the consultants to assess where a company stands by means of entering the data they receive from the company, which is both quantitative (basic economic data, accidents statistics, the labour contract situation) and qualitative data. Based on that, the consultant decides for the methodological approach appropriate for the company. There is a big folder of different booklets and guides that range from the more general guidance to particular SME problem areas, such as human or labour rights. These are again subdivided into different issues from which the consultant picks the right one according to the company's needs/problems.

- provide SMEs with management information regarding their CSR performance (documenting financial, social and environmental performance as well as implemented measures for improvement)
- develop an action plan for SMEs to implement CSR or improve their ethical performance in specific domains
- track achievements during the consulting process by creating a picture to the situation before and after the intervention (track changes in various CSR domains periodically)
- create CSR reports and other marketing and positioning documents to help SMEs gain access to global supply chains (provide information on CSR performance improvements to relevant stakeholders)

<b>Monitoring</b>	Yes. REAP monitors performance and progress of CSR principles in the company.
<b>Target Group</b>	Consultants, employees (supply chain managers), governmental and public organisations, business support organisations, intermediaries, networks

#### 3. Practicability and Flexibility

<b>Specific sector</b>	All sectors
<b>Specific region</b>	All regions
<b>Company size</b>	Small and medium-sized enterprises, large companies for their supply chain management
<b>Case Studies/Best Practice</b>	Yes. The REAP software as such is based on best practices in responsible supply chain management and the 10 principles of the UN Global Compact in the field of human rights, labour standards, environment and anti-corruption, etc. Moreover, large companies working with the tool are provided with benchmarking reports on CSR performance and case study collections.
<b>Interactivity</b>	Yes. The REAP software can only be used in combination with a REAP counsel, who analyzes the company data and turns that information into useful recommendations for action to improve CSR performance of the company. The consulting process should usually be maintained over a period of at least 6 months.

<b>Human rights knowledge required</b>	No.
<b>Flexibility</b>	Yes. Firstly, REAP features different CSR issues SMEs can focus on. In the social domain these are: employee satisfaction, working hours, wages, disciplinary measures, health and safety, child labour, forced and bonded labour, freedom of association, discrimination, harassment and abuse. There is also a special issue on anti-corruption as well as several topics in the environmental domain (see also under "Function" above). Secondly, REAP support provided for large companies (i.e. multinational corporations, MNCs) differs from that offered to SMEs and thus responds to the particular needs businesses of different size have.
<b>4. Normative Framework</b>	
<b>Human Rights</b>	<ul style="list-style-type: none"> <li>UN Global Compact</li> </ul>
<b>Labour Rights</b>	None. REAP is based on international standards in the social and environmental domains, e.g. OHSAS 18001 (Occupational Health and Safety Assessment Systems).
<b>National Law</b>	None. REAP is based on international standards in the social and environmental domains, e.g. OHSAS 18001 (Occupational Health and Safety Assessment Systems).
<b>5. Scope of the Tool</b>	
<b>Human Rights</b>	<b>Productive and freely chosen work</b> <ul style="list-style-type: none"> <li>Right to work</li> <li>✓ Prohibition of forced or compulsory labour</li> <li>✓ Prohibition of child labour</li> </ul>
	<b>Rights at work including the core labour standards</b> <ul style="list-style-type: none"> <li>✓ Right to equal treatment and non-discrimination between women and men, gender issues</li> <li>✓ Right to equal treatment and non-discrimination concerning all other groups</li> <li>✓ Diversity Management</li> <li>✓ Right to education</li> <li>✓ Right to safe and healthy working conditions</li> <li>✓ Right to fair wages</li> <li>✓ Right to equal pay for equal work</li> <li>✓ Right to decent living</li> <li>✓ Right to rest, leisure and annual leave</li> <li>✓ Right to reasonable limitation of working hours</li> <li>✓ Right to permanent employment relationship</li> <li>✓ Right to privacy</li> <li>✓ Right to strike</li> <li>✓ Right to form and join trade unions</li> <li>✓ Grievance procedures and remediation</li> </ul>
	<b>Social protection</b> <ul style="list-style-type: none"> <li>Right to social security including social insurance, pensions</li> <li>✓ Mitigation of adverse employment effects</li> </ul>
	<b>Social dialogue</b> <ul style="list-style-type: none"> <li>✓ Freedom of association and right to collective bargaining</li> <li>○ Tripartite consultation</li> </ul>

	<b>External impact</b> <ul style="list-style-type: none"> <li>Right to an adequate standard of living</li> <li>Security issues, private property protection</li> <li>Right to the highest attainable standard of physical and mental health</li> </ul>
<b>Keywords</b>	<ul style="list-style-type: none"> <li>Child labour</li> <li>Collective bargaining</li> <li>Corruption and bribery</li> <li>Customers / consumers</li> <li>Disciplinary measures</li> <li>Discrimination</li> <li>Diversity / equal opportunities</li> <li>Environment</li> <li>Forced and bonded labour</li> <li>Freedom of assembly and association</li> <li>Harassment</li> <li>Health and wellbeing</li> <li>Monitoring / auditing</li> <li>Physical abuse / threats</li> <li>Recruitment and employment practices</li> <li>Remuneration</li> <li>Safety</li> <li>Stakeholder engagement</li> <li>Supply chain management</li> <li>Working conditions</li> <li>Workers' representation</li> </ul>
<b>6. Company Responsibility</b>	
<b>Concepts of Sphere of Influence, Complicity</b>	No
<b>Supply Chain</b>	Yes. For MNCs aiming to implement CSR across supply chains, REAP is a valuable tool for benchmarking the performance of business partners in different areas and documenting the efforts undertaken in that respect. Thus, for SMEs REAP facilitates market access as they become eligible business partners for international companies with CSR focused supplier codes.
<b>Human Rights Impact Assessment</b>	No.
<b>Specific Guidance on Individual Company Responsibility</b>	Yes. While the software provides the information required for planning CSR activities to be implemented, the local REAP expert analyzes the data and turns that information into useful recommendations for action to improve CSR performance of the company. In contrast to the initial assessment, which can be performed within a few days, the process of improving a company's CSR performance may take months.
<b>7. User experience</b>	
<b>LARRGE Evaluation</b>	REAP is a well-conceived tool to comprehensively integrate CSR in business practice of small and medium-sized enterprises, covering economic, environmental and social aspects as reflected in approved international standards. It is perfectly tailored to the situation of SMEs, however, similarly useful for bigger companies to manage their supply chains. The real value-added for users of the REAP tool is the counselling process. Companies are being advised and accompanied

	<p>throughout the implementation of CSR measures. This is also a weakness of the tool, since it requires a one week training course in order to become a REAP consultant for the UNIDO and training capacities are limited. There are considerations to modify the strategy in terms of this, like going through the train-the-trainer approach or even making the tool publicly available for consultants without training.</p> <p>Use REAP to assess your companies CSR performance, to implement a CSR concept that is in line with your core business strategy and to position your company in global value chains. Apply it for standardized reporting and global benchmarking purposes.</p>
<b>User Evaluation</b>	

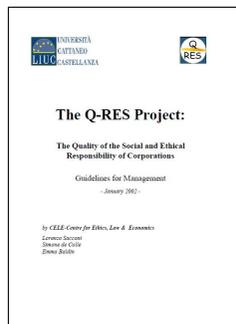
## 25. University Carlo Cattaneo (LIUC)



The Università Carlo Cattaneo (LIUC) is an independent, state-recognised institution situated in the small town of Castellanza.

The **University** is an important example of the tradition for initiative and entrepreneurship in this part of Italy. It was founded on the initiative of the Industrial Association of the Province of Varese (UNIVA) and was immediately recognised for its close relationships with the business world. Today its three Faculties - **Economics, Engineering and Law** - are open to a limited number of students (about 2,500 in total). All courses are interdisciplinary with cross-faculty teaching in order to provide students with a broad based education and overall understanding of the different business functions.

## 25.1. Q-RES Guidelines For Management



### 1. Key Data

<b>Origin of the Initiative</b>	University Carlo Cattaneo, Castellanza (Centre for Ethics, Law & Economics) The Institute of Social and Ethical AccountAbility; SIGMA Project; Centre for Business Ethics
<b>Year of Development</b>	1999, revised 2002
<b>Accessibility</b>	Free
<b>Availability</b>	Free
<b>Language</b>	English, Italian
<b>Contact</b>	<a href="mailto:info@gres.it">info@gres.it</a>
<b>Website</b>	<a href="http://www.gres.it">http://www.gres.it</a>

### 2. Aim and Function of the Tool

<b>Type</b>	General Guidance
<b>Focus</b>	Corporate culture CSR management
<b>Aim</b>	<p>The Q-RES project aims to promote a management framework for corporate social and ethical responsibility based on the idea of the social contract between a company and its stakeholders, by developing a type of quality standard that is externally verifiable.</p> <p>Each of the six presented steps aims to increase the stakeholders' trust towards the company.</p> <p>The guidelines define criteria for each social and ethical responsibility management tool considering emerging international standards and best practice. Q-RES Guidelines are directed to management of business organisations willing to undertake an improvement process to implement and manage social and ethical responsibility.</p>
<b>Function</b>	<p>The Q-RES Standard encompasses</p> <ul style="list-style-type: none"> <li>the Q-RES model and tools for the management of ethical and social responsibility of organizations</li> <li>the management system for ethical and social responsibility</li> </ul> <p>The Q-RES management system comprises six management tools for</p>

improving the social and ethical responsibility of corporations:

1. Corporate ethical vision: a concept that the company offers to its stakeholders; It defines and makes explicit the concept of justice of the company, from which arises the criterion to balance stakeholders' claims. The concept of a social contract between the company and its stakeholders is expressed.
2. Code of ethics: principles defining the companies' rights and duties towards their stakeholders; the code of ethics can help to address issues such as discretionary power, corporate governance and reputation.
3. Ethical Training and Communication: to identify and manage CSR issues; directed to the company employees and it aims to enable each organisation member to apply moral reasoning tools to discuss and tackle ethical questions connected with corporate activities as well as to help provide the company and its employees to reach an agreement supporting compliance with principles, values and rules of conduct.
4. Organizational systems of implementation and control: supporting implementation and internal monitoring; The company needs organisational resources and monitoring systems to support ethics implementation, monitor compliance and improve ethical performance.
5. Social and ethical accountability: for the relation between performance and commitments; to support governance and strategic management as well as to communicate and engage in dialog with stakeholders
6. External verification and certification by independent third parties to ensure credibility

For each tool the guidelines offer:

- a brief description of the tool
- the function of the tool, discussing a rationale for adaption and the key issues addressed by the tool
- the key content elements
- the methodology by describing the process for introducing the tool within the organisations: steps, competencies and management responsibilities
- a framework of observable and empirically verifiable elements for external auditing
- excellence criteria

<b>Monitoring</b>	No, but external verification is recommended as the last tool. It is explained on how to best enable an effective external verification.
<b>Target Group</b>	<ul style="list-style-type: none"> <li>• Companies</li> <li>• According to LARRGE evaluation also consultants</li> </ul>

### 3. Practicability and Flexibility

<b>Specific sector</b>	All sectors
<b>Specific region</b>	All regions
<b>Company size</b>	All sizes
<b>Case Studies/Best Practice</b>	Yes. Each of the six tools is presented with a set of best practice examples and/or reference models.

<b>Interactivity</b>	No
<b>Human rights knowledge required</b>	No
<b>Flexibility</b>	No
<b>4. Normative Framework</b>	
<b>Human Rights</b>	<ul style="list-style-type: none"> <li>• UN Global Compact</li> <li>• OECD Guidelines for Multinationals</li> </ul>
<b>Labour Rights</b>	No reference to ILO conventions.
<b>National Law</b>	No reference to national laws.
<b>5. Scope of the Tool</b>	
<b>Human Rights</b>	<p><b>Productive and freely chosen work</b></p> <ul style="list-style-type: none"> <li>✓ Right to work</li> <li>✓ Prohibition of forced or compulsory labour</li> <li>✓ Prohibition of child labour</li> </ul> <p><b>Rights at work including the core labour standards</b></p> <ul style="list-style-type: none"> <li>✓ Equality and non-discrimination between women and men, gender issues</li> <li>✓ Equality and non discrimination concerning all other groups</li> <li>✓ Diversity Management</li> <li>✓ Right to education</li> <li>✓ Safe and healthy working conditions</li> <li>✓ Fair wages</li> <li>✓ Equal pay for equal work</li> <li>✓ Decent living</li> <li>✓ Rest &amp; leisure, annual leave</li> <li>✓ Reasonable limitation of working hours</li> <li>✓ Permanent employment relationship</li> <li>✓ Right to privacy</li> <li>✓ Right to strike</li> <li>✓ Right to form and join trade unions</li> <li>✓ Grievance procedures and remediation</li> </ul> <p><b>Social protection</b></p> <ul style="list-style-type: none"> <li>✓ Right to social security including social insurance, pensions</li> <li>✓ Mitigation of adverse employment effects</li> </ul> <p><b>Social dialogue</b></p> <ul style="list-style-type: none"> <li>✓ Freedom of association and right to collective bargaining</li> <li>✓ Tripartite consultation</li> </ul> <p><b>External impact</b></p> <ul style="list-style-type: none"> <li>o Right to an adequate standard of living</li> <li>o Security issues, private property protection</li> <li>o Right to the highest attainable standard of physical and mental health</li> </ul>
	<b>Keywords</b>

	<ul style="list-style-type: none"> <li>• Training, skills and talent</li> <li>• Transparency / disclosure</li> </ul>
<b>6. Company Responsibility</b>	
<b>Concepts of Sphere of Influence, Complicity</b>	No
<b>Supply Chain</b>	Yes
<b>Human Rights Impact Assessment</b>	No
<b>Specific Guidance on Individual Company Responsibility</b>	Yes
<b>7. User experience</b>	
<b>LARRGE Evaluation</b>	<p>The Q-RES management system refers to the UN Global Compact and the OECD Guidelines for Multinationals and therefore implies a sound human rights basis. Moreover, it is combinable with other well-established standards, like AA1000 or SA8000, which can be applied to check the Q-RES tool. Specific criteria of excellence have been developed for this purpose.</p> <p>A further strength of the tool is to be seen in the comprehensive learning aspect throughout the tool implementation process. Implementation may take considerable time (minimum: six months, as indicated by the tool developer), however, serious CSR engagement of business does not work out with quick fix solutions.</p> <p>Use the tool for introducing a sound and all-comprehensive ethical and CSR management system by means of a participatory approach and benefit from improved understanding of the underlying concepts of CSR you will gain in the development of a common management model for your firm.</p>
<b>User Evaluation</b>	<p><b>Why tool was used:</b> relations with NGOs/civil society organizations</p> <p><b>Tool was relevant for:</b> Systemizing commitments and activities</p> <p><b>How tool was implemented:</b> by company employees with assistance from tool creators</p> <p><b>Time for tool implementation:</b> more than 1 year</p> <p><b>Most often used with:</b> AA1000 (Accountability), Fairtrade Standards (Fairtrade Labelling Organisations Int.), SA 8000 Standard (Social Accountability International)</p>

# LARRGE Part 3

## Annex I: Rights Description

### Work related Human Rights and Labour Rights

<b>Right to work</b>	The right to work includes the right of everyone to the opportunity to gain his living by freely chosen or accepted work including the right not to be deprived of work unfairly (ICESCR Art 6, General Comment No. 18, E/C.12/GC/18, ILO Tripartite Declaration).
<b>Prohibition of forced or compulsory labour</b>	Forced or compulsory labour is defined as all work or service which is exacted from any person under the menace of any penalty and for which the said person has not offered himself voluntarily (ILO Convention No. 29); Forced or compulsory labour is prohibited as a means of political coercion or education or as a punishment for holding or expressing political views or views ideologically opposed to the established political, social or economic system; as a method of mobilizing and using labour for purposes of economic development; as a means of labour discipline; as a punishment for having participated in strikes; and as a means of racial, social, national or religious discrimination. (ICCPR Art 8, ILO Convention No. 105).
<b>Prohibition of child labour</b>	Child labour refers to children who are engaged in work that could be harmful to them. The term refers to all children under 18 involved in the "worst forms of child labour", all children aged under 12 taking part in economic activity and all 12- to 14-year-olds engaged in more than light work. The ILO Convention No. 182 on the Worst Forms of Child Labour applies to all children under 18 and defines the "worst forms of child labour" as <ul style="list-style-type: none"> <li>o slavery or practices similar to slavery, such as the sale and trafficking of children, debt bondage and serfdom and forced or compulsory labour, including forced or compulsory recruitment of children for use in armed conflict;</li> <li>o child prostitution and pornography; using children for illicit activities, in particular for the production and trafficking of drugs;</li> <li>o and hazardous work which is likely to harm the health, safety or morals of children.</li> </ul> (ICCPR Art 8, CRC, ILO Convention No. 138. and 182).
<b>Right to equal treatment and non-discrimination between women and men, gender issues</b>	Discrimination against women is any distinction, exclusion or restriction made on the basis of sex which has the effect or purpose of impairing or nullifying the recognition, enjoyment or exercise of rights by women, irrespective of their marital status, on a basis of equality of men and women, of human rights and fundamental freedoms in the political, economic, social, cultural, civil or any other field: including equal pay for equal work; equal working conditions; equal opportunities for women and men to be promoted; maternity protection (including reconciliation of professional and family responsibilities); right to housing; right to education; right to the highest attainable standard of health; right to join trade unions; right to social security, etc. It equally includes the protection of vulnerable female groups (e.g. domestic workers, female dominated industries); (ICESCR Art 3, General Comment No.16 E/C.12/2005/4; ILO Conventions No. 100, 156, ILO Tripartite Declaration).
<b>Right to equal treatment and non-discrimination concerning all</b>	Discrimination against all other groups is any distinction, exclusion or restriction made on the basis of race, colour, religion, political or other opinion, language, social origin, property, birth or other status in respect of employment and occupation (including the rights mentioned under gender issues, see above). It also includes the protection of vulnerable groups.

<b>other groups</b>	(ICESCR Art 2, ILO Convention No. 111, ILO Tripartite Declaration).
<b>Diversity Management</b>	Diversity is a process intended to create and maintain a positive work environment where the similarities and differences of individuals are valued, so that all can reach their potential and maximize their contributions to an organization's strategic goals and objectives. (US Government Accountability Office, GAO)
<b>Right to education</b>	Everyone has the right to education. Education shall be free, at least in the elementary and fundamental stages. Elementary education shall be compulsory. Technical and professional education shall be made generally available and higher education shall be equally accessible to all on the basis of merit. Education shall be directed to the full development of the human personality and to the strengthening of respect for human rights and fundamental freedoms. (UDHR Art. 26)
<b>Right to safe and healthy working conditions</b>	The ILO Constitution sets forth the principle that workers should be protected from sickness, disease and injury arising from their employment (ICESCR Art 7, ILO Conventions No. 155, 161, 187, ILO Tripartite Declaration).
<b>Right to fair wages</b>	Everyone has the right to the enjoyment of just and favourable conditions of work which ensure fair wages including a minimum wage that covers the living expenses of the employee and his /her family members and that relates reasonably to the general level of wages earned and the living standard of other social groups, regular pay and compensation overtime. See also "rights at work" (ICESCR Art. 7, ILO Conventions No. 131, 95, 117, 47, 106)
<b>Right to equal pay for equal work</b>	Everyone has the right to the enjoyment of just and favourable conditions of work which ensure equal pay for equal work and for work of equal value. Individuals doing the same work or work that demands the same high work criteria such as knowledge and skills, effort and stress, responsibility and conditions prevailing in the working environment should receive the same remuneration (ICESCR Art. 7, ILO Convention No. 100).
<b>Right to decent living</b>	Everyone has the right to the enjoyment of just and favourable conditions of work which ensure a decent living (which is an adequate standard of living that enables to live in conditions fit for human beings) for themselves and their families. See also "Right to an adequate standard of living" (ICESCR Art. 7).
<b>Right to rest, leisure and annual leave</b>	All employed staff shall be entitled to an uninterrupted weekly rest period comprising not less than 24 hours in the course of each period of seven days. The traditions and customs of religious minorities shall, as far as possible, be respected. (ILO Conventions No. 14, 106). Workers shall also be entitled to an annual paid holiday of a specified minimum length; the holiday shall in no case be less than three working weeks for one year of service. (ILO Convention No. 132)
<b>Right to reasonable limitation of working hours</b>	The time during which the persons employed are at the disposal of the employer (which does not include rest periods) shall not exceed eight hours in the day and forty-eight in the week. This limit of hours of work may be exceeded, for example, in those processes which are required by reason of the nature of the process to be carried on continuously by a succession of shifts. But the working hours shall not exceed fifty-six in the week on the average (ILO Convention No. 30)
<b>Right to permanent employment relationship</b>	A permanent employment agreement is a contract with an employee for full time or part time work for an indeterminate period. Having a permanent contract does not mean a job for life, as employees can be dismissed or laid off. Permanent workers have protections offered by federal and provincial employment legislation and their contracts are generally considered to be the most secure. ( <a href="http://hrcouncil.ca/hr-toolkit/right-people-nonstandard.cfm">http://hrcouncil.ca/hr-toolkit/right-people-nonstandard.cfm</a> )
<b>Right to privacy</b>	The right of every person to be protected against arbitrary or unlawful interference with his privacy, family, home or correspondence as well as against unlawful attacks on his honour and reputation. (ICCPR Art 17, General Comment No.16).

<b>Right to strike</b>	The right to strike applies, provided that it is exercised in conformity with the laws of the particular country (ICESCR Art 8).
<b>Right to form and to join trade unions</b>	It includes the right of everyone to form trade unions and join the trade union of his choice, subject only to the rules of the organization concerned, for the promotion and protection of his economic and social interests (ICESCR Art 8, ILO Conventions No. 87, 98, ILO Tripartite Declaration).
<b>Grievance procedures and remediation</b>	See below "Dispute resolution/ grievance mechanisms"
<b>Right to social security including social insurance</b>	The right of everyone to social security, including social insurance. Therefore a social system should be available and accessible that provides for the coverage of health care, sickness, oldness, unemployment, employment injury, family and child support, maternity, disability, survivors and orphans (ICESCR, Art 9, General Comment No. 19, E/C.12/GC/19, ILO Conventions No. 102, 118, 157).
<b>Mitigation of adverse employment effects</b>	In considering changes in operations which would have major employment effects, MNCs should provide reasonable notice to governments, representatives of workers in order to mitigate adverse effects (ILO Tripartite Declaration, 26).
<b>Freedom of association and collective bargaining</b>	The right of workers and employers to form and join organizations of their choice is an integral part of a free and open society. It is a basic civil liberty that serves as a building block for social and economic progress. Linked to this is the effective recognition of the right to collective bargaining. Voice and representation are an important part of decent work. (e.g. <a href="http://www.ilo.org/global/About_the_ILO/Mainpillars/Theightsatwork/lang--en/index.htm">http://www.ilo.org/global/About_the_ILO/Mainpillars/Theightsatwork/lang--en/index.htm</a> , ILO Conventions No. 87 and 98, ILO Tripartite Declaration)
<b>Tripartite consultation (social dialogue)</b>	The ILO underlines the importance of cooperation between governments, employers' organizations and workers' organizations in fostering social and economic progress. Dialogue among and between the governments and the two social partners promotes consensus building and democratic involvement of those with vital stakes in the world of work. ( <a href="http://www.ilo.org/global/Themes/Workers_and_Employers_Organizations/lang--en/index.htm">http://www.ilo.org/global/Themes/Workers_and_Employers_Organizations/lang--en/index.htm</a> , ILO Conventions No. 144, 152).
<b>Right to an adequate standard of living</b>	The right of everyone to an adequate standard of living for himself and his family includes the rights to adequate food, clothing and housing (ICESCR Art 11, General Comments No. 4, 7, 11, 15).
<b>Security issues, private property protection</b>	Every natural or legal person is entitled to the peaceful enjoyment of his possessions. No one shall be deprived of his possessions except in the public interest and subject to the conditions provided by law and by the general principles of international law. (ECHR, Prot. No. 1, UDHR Art 17) Everyone has the right to liberty and security of person. (ICCPR Art 9, General Comment No. 8).
<b>Right to the highest attainable standard of physical and mental health</b>	Everyone has the right to a standard of living adequate for the health of himself and of his family, including food, clothing, housing and medical care and necessary social services (UDHR). The State parties recognize the right of everyone to the highest attainable standard of physical and mental health (ICESCR Art 12). The right to health embraces a wide range of socio-economic factors that promote conditions in which people can lead a healthy life, and extends to the underlying determinants of health, such as food and nutrition, housing, access to safe and potable water and adequate sanitation, safe and healthy working conditions, and a healthy environment (General Comment No. 14).

## Annex II: Framework for Analysis

### LARRGE Framework for Tool Analysis

1. Key Data	
<b>Origin of the Initiative</b>	Organisation that has developed the tool
<b>Year of Development</b>	When a tool has been launched, along with further information on the elaboration process
<b>Accessibility</b>	<ul style="list-style-type: none"> <li>o Free access</li> <li>o Registration</li> </ul>
<b>Availability</b>	<ul style="list-style-type: none"> <li>o Free</li> <li>o For purchase</li> </ul>
<b>Language</b>	Language(s) in which the tool is provided
<b>Contact</b>	Contact email
<b>Website</b>	Website or Pdf
2. Aim and Function of the Tool	
<b>Type</b>	<p>The sort of "action" the tool may be used for. The various types are described in the section on research methodology:</p> <ul style="list-style-type: none"> <li>• Benchmarking</li> <li>• General Guidance</li> <li>• Human Rights Compliance Assessment</li> <li>• Human Rights Impact Assessment</li> <li>• Human Rights Monitoring</li> <li>• Human Rights Reporting</li> <li>• Human Rights Risk Assessment</li> <li>• Human Rights Training</li> <li>• Self-Assessment</li> </ul>
<b>Focus</b>	<p>The thematic emphasis of some specific tools:</p> <ul style="list-style-type: none"> <li>• Child labour</li> <li>• Conflict zones</li> <li>• Corporate culture</li> <li>• CSR management</li> <li>• Decent Work</li> <li>• Development solutions and poverty alleviation</li> <li>• Diversity Management</li> <li>• Fair hiring process</li> <li>• Gender equality</li> <li>• General</li> <li>• Grievance mechanism</li> <li>• Hours of work</li> </ul>

	<ul style="list-style-type: none"> <li>Labour migration</li> <li>Retrenchment</li> <li>Stakeholder engagement</li> </ul>
	<ul style="list-style-type: none"> <li>Supply chain</li> <li>Support for SMEs</li> <li>Wellbeing at work</li> <li>Workers' representation and participation</li> </ul>
<b>Aim</b>	The overall aim of the tool
<b>Function</b>	The function and structure of the tool
<b>Monitoring</b>	Whether the tool provides for any kind of validation of its implementation, or at least helps companies in reporting
<b>Target Group</b>	<p>Potential users of the tool, both those explicitly addressed by the tools (companies) and those additionally identified in the course of the LARRGE evaluation (e.g. consultants):</p> <ul style="list-style-type: none"> <li>Academics</li> <li>Auditors</li> <li>Business support organisations</li> <li>Companies</li> <li>Consultants</li> <li>CSR experts</li> <li>Employees</li> <li>Employers' organisations</li> <li>Governmental and public organisations</li> <li>ILO staff</li> <li>Intermediaries</li> <li>Networks</li> <li>Non-governmental organisations/civil society</li> <li>Policy makers</li> <li>Trade unions</li> <li>Trainers</li> </ul>
<b>3. Practicability and Flexibility</b>	
<b>Specific sector</b>	<p>kind of business sector(s) the tool has primarily been designed for (e.g. extractive sector):</p> <ul style="list-style-type: none"> <li>All sectors</li> <li><i>Primary</i> <ul style="list-style-type: none"> <li>Agriculture</li> <li>Fisheries</li> <li>Coffee Industry</li> <li>Forestry</li> </ul> </li> <li><i>Secondary (industry, extractive)</i> <ul style="list-style-type: none"> <li>Oil, gas, mining</li> <li>Energy</li> <li>Electronic</li> <li>Manufacturing</li> <li>Consumer goods</li> <li>Clothing</li> <li>Aerospace and Defence</li> <li>Construction</li> <li>Automotive and Logistics</li> <li>Biotechnology</li> </ul> </li> </ul>

	<p>Pharmaceuticals and Healthcare IT</p> <ul style="list-style-type: none"> <li><i>Tertiary</i> <ul style="list-style-type: none"> <li>Services</li> <li>Education and Training</li> <li>Financial Services and Banking</li> <li>Retail</li> <li>Telecommunications</li> <li>Tourism and Leisure</li> <li>Transport</li> <li>Trade</li> </ul> </li> <li><i>Public</i></li> </ul>
<b>Specific region</b>	Geographic location on which the tool focuses
<b>Company size</b>	Large, medium and/or small enterprises
<b>Case Studies/Best Practice</b>	Whether a tool contains examples of companies' good practices and case studies
<b>Interactivity</b>	Whether the tool provides for an interactive version (e.g. web-based self-assessment)
<b>Human rights knowledge required</b>	<p>Whether a tool may be used as a basic start-up tool or requires a certain level of expertise on human rights:</p> <p>No knowledge Basic knowledge Advanced knowledge</p>
<b>Flexibility</b>	Whether the tool can be flexibly adapted to the individual company situation (e.g. Human Rights Compliance Assessment, Danish Institute)
<b>4. Normative Framework</b>	
<b>Human Rights</b>	<p>Human rights conventions and standards to which the tool refers: e.g.:</p> <ul style="list-style-type: none"> <li>International Covenant on Civil and Political Rights</li> <li>International Covenant on Economic, Social and Cultural Rights,</li> <li>UN Convention on the Elimination of All Forms of Discrimination against Women</li> <li>UN Convention on the Elimination of All Forms of Racial Discrimination</li> <li>UN Convention on the Rights of Persons with Disabilities</li> <li>UN Convention on the Rights of the Child</li> <li>UN Declaration on the Rights of Indigenous Peoples</li> <li>UN Draft Norms on the Responsibility of TNCs and Other Business Enterprises with Regard to Human Rights</li> <li>UN Global Compact</li> </ul>
<b>Labour Rights</b>	<p>Labour rights conventions and standards to which the tool refers: e.g.</p> <ul style="list-style-type: none"> <li>ILO Convention on Discrimination (no. 111),</li> <li>ILO Convention on Equal Remuneration (no. 100),</li> </ul>

	<ul style="list-style-type: none"> <li>• ILO Convention on Forced Labour (no.29)</li> <li>• ILO Convention on Freedom of Association and Protection of the Right to Organise (no.87),</li> <li>• ILO Convention on Indigenous and Tribal Peoples (no.169)</li> <li>• ILO Convention on Migrant Workers (Supplementary Provisions) Convention (no.143)</li> </ul>
	<ul style="list-style-type: none"> <li>• ILO Convention on Migration for Employment (no.97)</li> <li>• ILO Convention on Minimum Age (no. 138)</li> </ul>
<b>National Law</b>	Whether the tool refers to the compliance with national laws
<b>5. Scope of the Tool</b>	
<b>Human Rights</b>	<p>The scope displays which human and labour rights covered in the Decent Work Agenda are targeted by the tool:</p> <p><b>Productive and freely chosen work</b></p> <ul style="list-style-type: none"> <li>○ Right to work</li> <li>○ Prohibition of forced or compulsory labour</li> <li>○ Prohibition of child labour</li> </ul> <p><b>Rights at work including the core labour standards</b></p> <ul style="list-style-type: none"> <li>○ Right to equal treatment and non-discrimination between women and men, gender issues</li> <li>○ Right to equal treatment and non-discrimination concerning all other groups</li> <li>○ Diversity Management</li> <li>○ Right to education</li> <li>○ Right to safe and healthy working conditions</li> <li>○ Right to fair wages</li> <li>○ Right to equal pay for equal work</li> <li>○ Right to decent living</li> <li>○ Right to rest, leisure and annual leave</li> <li>○ Right to reasonable limitation of working hours</li> <li>○ Right to permanent employment relationship</li> <li>○ Right to privacy</li> <li>○ Right to strike</li> <li>○ Right to form and join trade unions</li> <li>○ Grievance procedures and remediation</li> </ul> <p><b>Social protection</b></p> <ul style="list-style-type: none"> <li>○ Right to social security including social insurance, pensions</li> <li>○ Mitigation of adverse employment effects</li> </ul> <p><b>Social dialogue</b></p> <ul style="list-style-type: none"> <li>○ Freedom of association and right to collective bargaining</li> <li>○ Tripartite consultation</li> </ul> <p><b>External impact</b></p> <ul style="list-style-type: none"> <li>○ Right to an adequate standard of living</li> <li>○ Security issues, private property protection</li> <li>○ Right to the highest attainable standard of physical and mental health</li> </ul>

	<p>Keywords list the human and labour rights issues addressed by the tool, e.g.</p> <ul style="list-style-type: none"> <li>• Apartheid</li> <li>• Armed groups</li> <li>• Arrest and detention</li> <li>• Black Economic Empowerment</li> <li>• Capacity / capability building</li> <li>• Child labour</li> <li>• Child soldiers</li> <li>• Collective bargaining</li> <li>• Compensation</li> <li>• Conflict</li> <li>• Copyright and patenting</li> <li>• Corporate- / organisational culture</li> <li>• Corruption and bribery</li> <li>• Customers / consumers</li> <li>• Data protection and privacy</li> <li>• Democracy / relations to government</li> <li>• Disappearances / kidnapping</li> <li>• Disciplinary measures</li> <li>• Discrimination</li> <li>• Dispute resolution / grievance mechanism</li> <li>• Diversity / equal opportunities</li> <li>• Due diligence</li> <li>• Environment</li> <li>• Export processing zones</li> <li>• Extrajudicial or unlawful killings</li> <li>• Forced and bonded labour</li> <li>• Forced relocations</li> <li>• Free Trade Agreements</li> <li>• Freedom of assembly and association</li> <li>• Freedom of conscience and religion</li> <li>• Freedom of expression / - of the press / access to information</li> <li>• Freedom of movement (e.g. passport withholding)</li> <li>• Harassment</li> <li>• Health and wellbeing</li> <li>• Home Workers</li> <li>• Housing conditions</li> <li>• Human rights defenders</li> <li>• Indigenous peoples</li> <li>• Internal displacement / refugees</li> <li>• Judicial effectiveness / -independence</li> <li>• Legal protection gaps</li> <li>• Local communities</li> <li>• Migrant workers</li> <li>• Minorities</li> <li>• Monitoring / auditing</li> <li>• Natural resources</li> <li>• Physical abuse / threats</li> <li>• Property / intellectual property</li> <li>• Recruitment and employment practices</li> <li>• Redundancy</li> <li>• Remuneration</li> <li>• Resettlement / land management</li> </ul>
<b>Keywords</b>	

	<ul style="list-style-type: none"> <li>• Retrenchment</li> <li>• Safety</li> </ul>
	<ul style="list-style-type: none"> <li>• Security forces and arrangements</li> <li>• Social investment</li> <li>• Stakeholder engagement</li> <li>• Supply chain management</li> <li>• Torture</li> <li>• Trafficking in human beings</li> <li>• Training, skills and talent</li> <li>• Transparency / disclosure</li> <li>• Women's rights</li> <li>• Workers' representation</li> <li>• Working conditions</li> <li>• Young workers</li> </ul>
<b>6. Company Responsibility</b>	
<b>Concepts of Sphere of Influence, Complicity</b>	Whether the tool refers to the concepts of a company's sphere of influence or the risk of corporate complicity
<b>Supply Chain</b>	Whether the tool addresses supply chain issues
<b>Human Rights Impact Assessment</b>	Whether the tool provides guidance on human rights impact assessments
<b>Specific Guidance on Individual Company Responsibility</b>	Allows users to filter those tools that offer concrete support to determine the individual duties and obligations of a company in a given business context (e.g. self-assessments)
<b>7. User experience</b>	
<b>LARRGE Evaluation</b>	Overall evaluation by the LARRGE team
<b>User Evaluation</b>	Results of the LARRGE company survey; individual stakeholder feedback

## Annex III: Survey Questionnaires

### COMPANY

#### I. COMPANY INFORMATION

Name of company: \_\_\_\_\_

##### Sector

- Primary (agriculture, fisheries)  
 Secondary (industry, extractive)  
 Tertiary (services)  
 Public sector

##### Size

- No. of Employees: \_\_\_\_\_  
 No. of Third-party/indirect staff: \_\_\_\_\_  
 No. of seasonal/temporary staff: \_\_\_\_\_  
 2008 revenue: \_\_\_\_\_  
 No. of worldwide work sites: \_\_\_\_\_  
 Regional sites:  
 Asia  South America  
 Europe  Africa  
 Middle East  Australia/S. Pacific  
 North America

#### II. TOOL IMPLEMENTATION PROCESS

1. CSR tool used:  
[checklist of all tools identified by BIM]
2. What were the company's reasons for choosing the above tools?
3. How did the company find out about the tool?  
 Industry association  
 Publication/advertising  
 Industry conference  
 Relations with NGOs/civil society organisations  
 Informally  
 Please specify: \_\_\_\_\_  
 Other: \_\_\_\_\_
4. Has the company used CSR tools, approaches or counselling not included above? If so, please specify
5. Is the company aware of the EU Decent Work Agenda?  
 Yes  No
6. Does the company have specific initiatives related to the EU Decent Work Agenda? If so, please specify
7. Type of tool:  
[checklist of all tool types identified by BIM]  
 Other: \_\_\_\_\_
8. What was the objective of implementing this tool in your company?
9. How was the tool implemented?  
 By company employees

- With assistance from the tool creators
- With assistance from NGOs or civil society organisations
- If so, please specify: \_\_\_\_\_  With assistance from labour organisations
- If so, please specify: \_\_\_\_\_
- Other: \_\_\_\_\_
- 10. How long was the process of tool implementation?
  - 1-3 months
  - 3-6 months
  - 6-12 months
  - More than 1 year
- 11. How easy was it to understand the tool?  
[rating graphic – 1 to 5. 1=very easy, 5=very difficult]
- 12. How easy was it to implement the tool?  
[rating graphic – 1 to 5. 1=very easy, 5=very difficult]
- 13. How well did the tool adapt to the specific problems faced by the company?  
[rating graphic – 1 to 5. 1=very well, 5=very poorly]
- 14. How significant was the tool in the company's CSR efforts?  
[rating graphic – 1 to 5. 1=The tool was a very small component of a larger CSR effort, 5=The tool was the company's only CSR initiative]
- 15. Overall, how would you rate the tool's effectiveness at meeting the company's objectives?  
[rating graphic – 1 to 5. 1=ineffective, 5=highly effective]
- 16. What were some strengths of the tool and the implementation process?
- 17. What were some weaknesses of the tool and the implementation process?
- 18. What changes has the company implemented as a result of implementing the tool?

### III. ADDITIONAL QUESTIONS

1. In your industry sector, what do you see as the three primary human rights challenges?
2. In your experience, what CSR approaches have been the most effective at meeting the company's objectives?
3. How could the EU better support CSR?
4. Additional comments

## NGO/CIVIL SOCIETY ORGANISATION

### I. ORGANISATION INFORMATION

Name of organisation: \_\_\_\_\_  
 2008 operating budget: \_\_\_\_\_  
 Number of staff members: \_\_\_\_\_  
 Primary location: \_\_\_\_\_

#### Profile

- Local
- National
- Regional
- International

#### Main focus:

- Human rights
- Labour rights
- Environment
- Local/regional development
- Sustainability
- CSR
- Other: \_\_\_\_\_

#### Main activities

- Advocacy
  - Research
  - Policy/government lobbying
  - Consultancy
  - Labour representation
  - Other: \_\_\_\_\_
- Does your organisation create CSR tools?  
 Yes  
 No
- If yes, please identify: \_\_\_\_\_

### II. EXPERIENCES WITH CSR TOOLS

1. Please describe the organisation's engagement with CSR tools
2. Which tools has the organisation used:  
[checklist of all tools identified by BIM]
3. What was the organisation's objective in the application of the tool?
4. Overall, how would you rate the tool's effectiveness at meeting the organisation's objectives  
[rating graphic – 1 to 5. 1=ineffective, 5=highly effective]
5. What were some strengths of the tool and the implementation process?
6. What were some weaknesses of the tool and the implementation process?

### III. CSR PRIORITIES

1. What should be the main objectives of in-company CSR tools?
2. What do you see as the three primary human rights challenges for business?
3. Is the organisation aware of the EU Decent Work Agenda?  
 Yes  No

4. What do you see as the three primary challenges for the implementation of the EU Decent Work Agenda?
5. How could CSR tools and approaches be adapted for the use of civil society organisations?
6. What improvements could be made to CSR tools and approaches to increase their impact on human rights and labour rights?
7. What role do you see NGOs/civil society playing in the implementation of CSR tools and approaches?
8. Ideally, what *processes* should CSR tools initiate within companies?
9. Ideally, what *outcomes* should CSR tools create within companies?
10. How could CSR better support the EU Decent Work Agenda?
11. How could the EU better support CSR efforts?

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Ludwig Boltzmann Institute of  
Human Rights

Freyung 6, 1. Hof, Stiege II  
A-1010 Vienna

phone +43-1-4277-24720  
fax +43-1-4277-27429  
email [csr.bim@univie.ac.at](mailto:csr.bim@univie.ac.at)  
web <http://bim.lbg.ac.at/>  
<http://www.larrge.eu>

**Authors:** Barbara Linder, Tom Sorell, Astrid Steinkellner

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