



**2017 United Nations Forum on
Business and Human Rights**

Geneva · 27 – 29 November







United Nations Annual Forum on
Business and Human Rights

Foro anual de Naciones Unidas sobre
las empresas y los derechos humanos

Forum annuel des Nations Unies sur
les entreprises et les droits de l'homme

联合国工商业与人权年度论坛

Форум ООН по вопросам предпринимательской
деятельности и прав человека

منتدى الأمم المتحدة السنوي حول الأعمال وحقوق الإنسان

UNITED NATIONS  NATIONS UNIES









WELCOME!

THIS IS A
UNIQUE
MULTISTAKEHOLDER
PLATFORM...

BUILDING A
BETTER UNDERSTANDING
OF



OPENING PLENARY

BUSINESS
MUST PLAY A ROLE
WITH GOVERNMENTS



KEY FACTORS FOR SUCCESS:
A SYNERGY
of ALL COMPONENTS
of SOCIETY
IS NEEDED



LEADERSHIP

HUMAN RIGHTS
AND WHY THEY MATTER!

NOT AN
OPTIONAL



KeyNote
Panel



INNOVATION



SUPPLY
CHAINS
MUST ENSURE THIS!

THE BUSINESS
WORLD MUST
IMPLEMENT THIS



HUMAN
TRAFFIC



THE GLOBAL
BORDERLESS
WORKFORCE
IS

VULNERABLE

IN SUPPLY CHAINS
RADICAL

TRANSPARENCY

WE NEED A
DIFFERENT, PROACTIVE

ENGAGEMENT

OXFAM AGAINST
INEQUALITY

INEQUALITY



OXFAM PROMOTING
THE BUSINESSES
THAT WORK FOR
HUMAN RIGHTS

WE NEED
BUSINESS
TO UNDERSTAND
THIS IS A
CRISIS!

PAY FOR
SCHOOLS!



TORTURE
ON THE WORKPLACE

UNFAIR
PAY

RAISE OUR
VOICES!



THERE IS A
CONFLICT OF INTEREST
PRIVATE SECTOR / GOVERNMENT...



COMMUNITY BASED
HUMAN RIGHTS
DUE DILIGENCE



NEED FOR
JOBS





EXPLORING ELEMENTS of EFFECTIVE REMEDY

ACCESS is KEY TO THE RIGHT TO THE REMEDY
IT MUST BE BOTTOM UP

IT IS MY RIGHT!

EFFECTIVENESS

OBJECTIVITY

MUST BE APPLIED, ON TOP OF THE SUBJECTIVE LENS

ALL BUSINESS HAVE TO RESPECT ALL HUMAN RIGHTS

EFFECTIVE REMEDY IS PART OF HUMAN RIGHTS



- PREVENTIVE
- REGRESSING THE ISSUE

WHAT DO YOU NEED?

MEANINGFUL CONSULTATIONS WITH THE RIGHTS HOLDERS

REMOVING BARRIERS

GUARANTEE of NON REPETITION

COLLECTIVE REPARATION for the COMMUNITY

RECOGNITION of WHAT HAS HAPPENED

SAY IT!

OPERATION DRIVEN INTERVENTIONS
THERE IS A PARADOX...

LACK of IMPLEMENTATION

WE CAN OPERATE WITHIN OUR MANDATE
CIVIL SOCIETY MUST WORK WITH US

SIMPLIFY REGULATIONS

SHOULD BE DONE BY THE STATE

PREVENTION

WE GIVE GUIDING PRINCIPLES

IT IS UP TO US TO CLOSE THE GAPS!

VICTIMS' PERSPECTIVES

Palestinian Context

PRECEDENTS IN THE COLONIAL CONQUESTS & SETTLEMENTS

A GEOGRAPHIC STRONGHOLD

- INTRODUCTION of JEWISH RELIGION
- INTRODUCTION of MULTINATIONAL COMPANIES

Colombia

3000 HUMAN RIGHTS VIOLATIONS

THE RESPONSIBILITY BELONGS TO THE GOVERNMENT

GENOCIDE

WHAT REMEDIES?



LOOKING AT THE CRIME IN THE BROADER CONTEXT

LACK of OBLIGATION for CORPORATIONS

300 KILLED

MULTINATIONALS

A DECISION FOR REPARATION

ACHIEVING DIGNIFIED GRAVES FOR THE VICTIMS

JUSTICE ON A GLOBAL LEVEL

CHANGE THE SYSTEM!

WHAT WOULD REMEDIES LOOK LIKE?

RIGHT of SELF-DETERMINATION

THERE ARE PENDING CIVIL ACTIONS

DEVELOPMENT ISSUES

THE EVIDENCE IS THERE, BUT HOW TO ENFORCE ACTION?

Congo

AN AUSTRALIAN/CANADIAN MINING COMPANY

73 KILLED

THE COMPANY COLLABORATED ACTIVELY TO THE MASSACRE

ATTEMPT to HAVE

JUSTICE

IN CANADA

IN AUSTRALIA

FINALLY, THE AFRICAN COMMISSION

CHILE

CANADIAN MINING COMPANIES looking for ELdORAdo
 DESTROYING THE AREA
 A COMMUNITY of SMALLHOLDER FARMERS



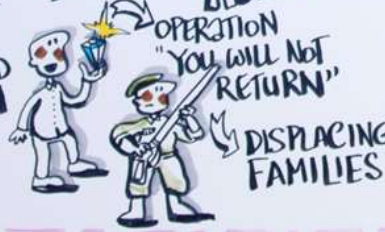
INDIA

MINING
 THE VILLAGE IS ISOLATED
 No MEDICAL ASSISTANCE
 BOUNDARY WALLS

ACCESS TO LAND!

ZIMBABWE

A PREDATORY STATE
 CHINESE COMPANIES NOT EFFECTIVELY REGULATED
 DIAMOND RUSH



TRANSPARENCY ADEQUACY



BANGLADESH

CREATING A UNION
 SOCIAL DIALOG
 LIST of REQUESTS
 MEETING WITH TRADE UNIONS, FACTORY OWNER,
 NEGOTIATING BONUSES, LEAVES,
 PROVIDING TRAINING TO FACTORY MANAGEMENT

LISTENING TO THE VOICES OF THE RIGHT HOLDERS, ESPECIALLY MINORITIES

EFFECTIVE REMEDY

INTEGRATING the VOICES of the AFFECTED COMMUNITIES

GLOBALIZATION

A PLAY GROUND FOR BIG CORPORATIONS...
 MINED BY CORRUPTION

IS A REMEDY ACCEPTABLE?

DIFFERENCES AMONG COUNTRIES

ARE NOT SO BIG... THIS HAPPENS EVERYWHERE!

FINDING WAYS FOR ALL WORKERS TO WORK TOGETHER

HUMAN RIGHTS ARE NOT VOLUNTARY!

NOT OPTIONAL

FEMALE LEADERSHIP

TWO DIFFERENT WORLDS
 WE ARE TIRED!



ACHIEVING BRANDS' SUPPORT

C&A H&M

WE NEED A SECOND CHAPTER of this TOOL

INTERNATIONAL PRESSURE ON ENTERPRISES TO ACT IN THE RIGHT WAY

OMBUDSMAN EMPRESARIAL - MEXICO

TRUST How To BUILD IT?

NEED TO ACT IN THE INTEREST OF THE PEOPLE

PEOPLE ORIENTED ACTION



FAST SHARING INFORMATION

TRANSPARENCY

SOCIAL DIALOG

EFFECTIVE COMMUNICATION

VICTIMS' PERSPECTIVES

INDIA

THE MOST IMPORTANT HUMAN RIGHT IS **HEALTH**

ASBESTHOSIS
IN A VILLAGE
IN INDIA



DIFFICULT
BREATHING

EVEN
CHILDREN!



How To HELP
THE YOUNG GENERATION?



A PING-PONG
AMONG
JURISDICTIONS

CONGO



CANADA



AUSTRALIA

NEED for
**CIVIL & CRIMINAL
RESPONSIBILITY**

THE "SLOW MOTION
BHOVAL"

A HUGE
CONTAMINATED
AREA



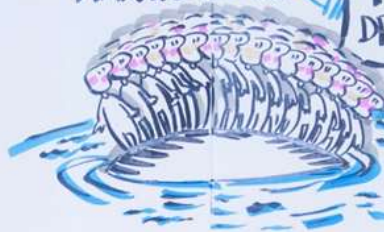
IT IS NECESSARY
TO GET

KNOWLEDGE



AUSTRALIA

MANUS ISLAND



100
DETAINED

UNRESTS -
1 DEAD,
70 INJURED

THE COMPANY
PLEADS NON GUILTY
COMING to A
SETTLEMENT

70'000'000



THE FIRST
ASBESTHOS VICTIM
DIED IN 1924...

NEARLY A CENTURY
LATER, PEOPLE
STILL DIE
of ASBESTHOS!



VICTIMS NEED
SOME KIND of

COMPENSATION

How CAN
THE UN
HELP LOCAL
FIGHTERS?



WHY DID YOU
DO IT?

IT'S MY
NATURE!

EFFECTIVE REMEDIES

SETTLEMENT AGREEMENTS

clear PROCEDURES

INTERNATIONAL FRAMEWORKS

BRASIL

A MINING DISASTER

RIO DO CARMO

RIO DOCE

SETTLEMENT AGREEMENT

ISSUES:

LEGITIMACY

EFFICACY

LEGALITY

Local COMMUNITY HAVE NOT BEEN TAKEN INTO ACCOUNT

How To change THE ROOTS of DISTRUST?

LACK of BALANCE of POWER



INNOVATIVE REMEDIES

NEED FOR INDEPENDENCE of PROCESS

ACCOUNTABILITY

TRANSPARENCY

WHAT EXACTLY ARE WE SETTLING?

A FISHERWOMAN TURNING INTO AN EMPLOYEE...

FIRST, DESPERATION

THEN, CREATING a MOVEMENT

INTIMIDATION FROM RENOVA

BLOCKING THE RAILWAYS

RENOVA - JUST ANOTHER ARM of the COMPANY - MERELY SYMBOLIC

JUDICIAL OVERSIGHT CAN BE FLAWED, TOO (BHOAL)

LISTENING to the VOICES of THOSE who HAVE SUFFERED

SOCIO-ECONOMIC DAMAGES TO BE ADDRESSED BY AN INDEPENDENT ENTITY

NEED FOR AN INDEPENDENT ARBITRATOR



VS



DOES IT HAVE TO BE EITHER WAITING A LONG TIME, FOR HAVING AN ADEQUATE COMPENSATION, OR HAVING LESS, QUICKLY?

RIGHTS HOLDERS



IMPROVING ACCESS to REMEDY for VICTIMS of MODERN SLAVERY in SUPPLY CHAINS

STRENGTHEN PPPs
A COMPLEX ISSUE
TRAINING AGENTS & SUPPLIERS IN THE FIELD
ENGAGE IN BUSINESS AT ALL LEVEL
IT IS A HUGE GLOBAL BUSINESS!

UNIONS
REMEDY IS RARE
CONDITIONS OFTEN CREATE BARRIERS

CONSISTENCY
of LAWS
ECONOMIC BARRIERS
STRUCTURAL BARRIERS
NEED for AN ENABLING ENVIRONMENT FOR UNIONS to WORK

GOVERNMENT COOPERATION
COMPREHENSIVE, MULTIDISCIPLINARY APPROACH NEEDED
COLLECTING STATISTICS
SEEKING SURVIVORS
BUILDING CAPACITIES IN AFFECTED COUNTRIES
REGULATIONS

A CALL TO ACTION
PROVISIONAL SUPPLY CHAINS CAN PLAY A KEY ROLE!
FINDING A MINIMUM COMMON DENOMINATOR

REPUTATIONAL RISK

PEER PRESSURE

THIS IS A SHARED CHALLENGE!

PROVIDING A NON BINDING FRAMEWORK

BALANCE PROCESS

CREATING WORKING GROUPS
EXPLORING COOPERATION OPPORTUNITIES
FLEXIBLE APPLICATION
INSPIRING NETWORKING

WE NEED **PARTNERSHIPS**

ETHICAL RECRUITMENT

TIMING
INFLUENTIAL COMMITTED BUSINESS
COMMITTED GOVERNMENT
WE HAVE AN ARCHITECTURE IN PLACE
IT CAN BE BINDING AT NATIONAL LEVEL

SLAVERY IS a **SYMPTOM**

KNOWLEDGE
IS THE FIRST STEP!

IT IS A **COLLABORATIVE PROCESS**

LIVING WAGES
COUNTRIES DEVELOPING A NATIONAL ACTION PLAN
COMPANY CAN ADDRESS THEM AS A COLLECTION of COMPANIES

END GLOBAL SLAVERY, NOW!
...AND IMPROVE OUR PERSPECTIVES ONCE OUT OF SLAVERY!

MAKING OPERATIONAL LEVEL GRIEVANCES WORK IN PRACTICE EXTRACTIVE INDUSTRIES

BP

HUMAN RIGHTS POLICIES

BUT WE NEED DATA!

GAP ASSESSMENT

VERY DIFFERENT ANSWERS

THERE IS NO NORM

HOW CERTIFIED & SYSTEMATIC ARE OUR PRACTICES?

NOT ALL GRIEVANCES ARE ABOUT A HUMAN RIGHTS VIOLATION

NOT ONE-SIZE-FITS-ALL

INTEGRATION OF SYSTEMS

RIO TINTO

AN INTERNAL MECHANISM

COMPULSORY COMMUNITY COMPLAINTS MECHANISM

COMPLAINTS

CORRECTIVE ACTIONS ARISE FROM

INVESTIGATION

PROTEST UNREST

DEALING WITH PROTESTS & UNREST

CORRECTIVE ACTION

ON THE GROUND

GRIEVANCE MECHANISMS ARE NOT THE NORM...

DESIGNED AFTER THE ACCIDENT HAS OCCURRED

THE PROJECT GETS INTERNAL BOYCOTT

LEGITIMACY

IN FRONT OF THE GOVERNMENT

OPENNESS & DIALOG

CANADIAN GOVERNMENT

HELPING PEOPLE IDENTIFY THE POSSIBLE MECHANISMS

FROM FOCUS ON PROCEDURES TO EARLY DETECTION & PREVENTION

LISTENING TO WEAK SIGNALS

TRAINED PEOPLE ON THE GROUND

NCP

AN EASY PROCESS

ENGAGING CIVIL SOCIETY

PREVENTION

RIGHT PROCESSES ON THE GROUND

EARLY ENGAGEMENT

BUILDING CONSENSUS

CONVERSATION WITH GOVERNMENT

DIFFERENT OPTIONS

CREATING ROUNDTABLES

WITH ALL STAKEHOLDERS

TRUST

PUT YOURSELF IN THEIR SHOES!

CREATING A MORE STABLE ENVIRONMENT

EXTERNAL ADVISORS

INVOLVING THIRD PARTIES

ONLY IN COMPLEX ISSUES

PROCESS LIFE-CYCLE

CHECKING WITH COMMUNITY MEMBERS, CONTINUOUSLY CHECKING

GOOD

MULTISTAKEHOLDER INVOLVEMENT

IT IS ABOUT PEOPLE ON THE GROUND

RECONSTRUCTING THE IDENTITY OF LOCAL COMMUNITIES

PATAGONIA

GREAT PIPELINES, MISSING INSTITUTIONS

ACKNOWLEDGE

HERE'S YOUR ROUND TABLE!

INDEPENDENT PARTIES ONLY USED WHEN NECESSARY

CONVENING

NGOS, UNIVERSITY, OTHER ENTITIES

SUPPORTING FROM LOCAL OR FOREIGN GOVERNMENTS

ONGOING VALUE

COMPENSATION ISSUES

WHAT TO DO WHEN LOCAL LAWS ARE NOT COMPLETE?

BUSINESS HAS A ROLE TO PLAY IN

INCLUSION



ETHICAL ADVERTISING

PUSHING ADVERTISING TOWARDS "GOOD" MEDIA

MAKE HATE UNPROFITABLE!

A MOVEMENT

PUSHING THE MONEY INVESTMENT WHERE OUR HEART IS!

BEN & JERRY!

HOW DO WE

SCALE UP?

IS THIS AN UTOPIA?

REFUGEE'S ICE CREAM

CAMPAGNING FOR REFUGEES

BEING **EQUITABLE, FAIR & JUST**



IKEA

STARTING A REFUGEE INCLUSION PROGRAM

108 OVER 3 YEARS

WE'RE HIGHLY MOTIVATED!



GETTING IN CONTACT WITH SWISS SOCIETY

WE STAND FOR **DIVERSITY**

IN THE WORKFORCE



RIPE REUSIONS ON UNILEVER

AN INCREASING FOCUS ON CLIMATE RIGHTS & MIGRANTS

I LIKE THOSE BEN & JERRY'S



PROMOTING INCLUSION and COUNTERING ANTI-MIGRANT NARRATIVES

EXPORTING the project TO OTHER COUNTRIES

SWITZERLAND Has a STRONG RIGHT WING

QUANTIFICATION

No KPIs

NEGATIVE REACTIONS



UNCONSCIOUS BIAS

A SPECIAL TRAINING AGAINST IT



NGOs & BUSINESS



NOT JUST A CASHCOW!

ADVERTISING & ETHICS

MAKING A CONSCIOUS EFFORT TO REPRESENT MIGRANTS RIGHT

RAISE AWARENESS ON WORKERS' CONDITIONS

PUSHING THE LEGAL REGIME IN THE RIGHT DIRECTION

OXFAM

Looking at 70 COMPANIES IN 7 DIFFERENT SECTORS

95% HAVE DIVERSITY & INCLUSION VALUE STATEMENTS

ONLY LOBBYING FOR TAXES...



... BUT NO LOBBYING...

HOW TO WORK ACROSS THE SUB-SPECTRUM of MIGRANTS?

WE NEED TO BRING THINGS TOGETHER...

FOCUSING ON POSITIVE INITIATIVES



SUPPORTING INCLUSION AS A COMPANY

SUPPLY CHAIN

BUSINESS MUST PLAY A BIG ROLE

LANGUAGE EVIDENCE DISCUSSION



AMNESTY INTERNATIONAL

LOOKING AT PROGRESS MADE

28 COMPANIES

ASSESSING WITH 5 CRITERIA INTERNATIONAL STANDARDS

POLICIES HAVE BEEN PUT IN PLACE, IMPLEMENTATION IS BEHIND....

THIS AFFECTS MITIGATION & IMPLEMENTATION OF REMEDIATION

INDIVIDUAL RESPONSIBILITY

FAIR WAGE

SAFETY

TRANSPARENCY

INDIVIDUAL RESPONSIBILITY FOR COMPANIES TO ACT

COLLABORATIVE INVESTOR ENGAGEMENT on CHILD LABOUR in the COBALT SUPPLY CHAIN

CHINA

OECD RULES
OWN RULES

RESPONSIBLE COBALT INITIATIVE

TO PREVENT THIS TO HAPPEN

SAMSUNG SDI

THE MARKET FOR LITHIUM BATTERIES IS GROWING FAST

CREATING A DUE DILIGENCE POLICY

RESPONSIBLE MINERALS INITIATIVE

PROVIDING TOOLS

CONDUCT YOUR DUE DILIGENCE!

LEVERAGING EXPERTISE

HELPING CONSOLIDATING EFFORTS

CREATING FRAMEWORKS FOR INDEPENDENT VALIDATION



Scalability

CHALLENGES

COMPLEX SUPPLY CHAIN

WHERE DOES COBALT COME FROM?

INVESTORS

A FINANCIAL & A SOCIAL DUTY



FAIR INSURANCE

13 INVESTORS

IDENTIFYING 30 COMPANIES TO WORK WITH

COLLABORATIVE ACTION WITH GOVERNMENTS

RAISING SPECIFIC RECOMMENDATIONS WITH THE CONGOLESE GOVERNMENT

INTERRELATED ISSUES



RCI LINKING ALL THE SUPPLY CHAIN TOGETHER

ADDRESSING PROBLEMS AT THE ROOTS - TRANSPARENCY IS NOT ENOUGH



A STEEP LEARNING CURVE FOR BATTERY INDUSTRIES

EXECUTIVE MANAGEMENT COMMITMENT FROM COMPANIES

DRC GOVERNMENT

SHOULD BE HERE!

RESOLVING GRIEVANCES IN THE MINING INDUSTRY IN SOUTH AFRICA

MINING IS
DESTROYING THE
ENVIRONMENT

NO RESPECT
FOR THE
COMMUNITY

LIVESTOCK
DYING

AIR
POLLUTION

WATER
POLLUTION

GRIEVANCES
ARE TOO
DIFFICULT TO
FILL

CHAMBER
OF MINES

THE MAJORITY
OF MINING INCOME
GOES TO THE FISCUS

THERE HAVE
BEEN MISAPPROPRIATIONS
OF ROYALTIES

AT LOCAL LEVEL
THE COMMUNITY STILL
IS NOT GETTING THE
THINGS IT NEEDS

MINING COMPANIES
LACK
TRANSPARENCY

SANITATION

INFRASTRUCTURE

THE REMEDIES
ARE NOT THERE

HELPING
COMMUNITIES
REACH AN
EQUAL
RELATIONSHIP

SERVICE
INDEPENDENT

WE NEED A
PARADIGM SHIFT

LACK OF TRUST
HAS HISTORICAL ROOTS

WE NEED TO OPEN A

SOCIAL DIALOG

GOVERNMENT

COMMUNITIES HAVE
NO ACCESS TO

JUSTICE

TRIBAL CHIEFS
BEING
INSTRUMENTALISED

CREDIBILITY

• APPRECIATING THE
POWER DYNAMICS

• EMPOWERED ENOUGH
TO DELIVER OUTCOME



TALKING TO
ENTITIES THAT
HAVE DIFFERENT
POWER...

WE MUST
INNOVATE,
WITH SOLUTIONS
THAT COMMUNITIES
WANT

HERE A FEW
INNOVATIVE
IDEAS!



WHY IS
THE STATUS QUO
STILL EXISTING?

FACILITATED
DIALOG
FAIRFOOD

A QUICK PROCESS



FIGHTING AN
ENVIRONMENT OF
HUGE

INEQUALITIES

ACCESS TO
EXPERTS
FOR THE COMMUNITY



A BOUQUET
OF REMEDIES

INVOLVING
INDUSTRY

SOLUTIONS
FOR THE
COMMUNITY

INVOLVING
GOVERNMENT



MAKING OPERATIONAL-LEVEL GRIEVANCE MECHANISMS WORK in PRACTICE

REMEDIES & GRIEVANCE MECHANISM CAN'T BE LESS IMPORTANT THAN THE REST!

WE NEED TO CONSIDER THE WHOLE ECOSYSTEM

FAIR FOOD PROGRAM
CODE of CONDUCT

WORKERS ARE PROTECTED



ICJ
IMPROVING THE EFFECTIVENESS

MOST GRIEVANCE POLICIES DEVELOPED AFTER THE COMP ANY WAS OPERATING

A MIX of EMPIRICAL & DESK RESEARCHES



FACILITATE PRACTICE

GUIDANCE DOCUMENTS

Should GRIEVANCES ADDRESS ALL, or JUST A SPECIFIC ISSUE?

FOLLOW-UP

INTERFACE WITH OTHER REMEDIES



STATOIL NORWAY

EVERYONE SHOULD HAVE ACCESS TO REMEDY



DIFFERENT STAGES of LEARNING!

DIALOG WITH COMMUNITIES

EFFECTIVENESS CRITERIA



BEST PRACTICES

& LEARNING BY DOING

PERCEIVED vs REAL

PERCEPTIONS MUST BE HEARD

THEN HELP BY COMMUNITIES

OPEN LINE

LARGE COMPANIES HAVE THE POWER TO CHANGE THINGS IN THEIR SUPPLY CHAIN

HOW FREE ARE COMPLAINANTS?

DATA PRIVACY



ACCESSIBILITY

FACE TO FACE ENGAGEMENT IS KEY



WHERE DOES THE SOURCING HAPPEN?

CONSUMERS HAVE A ROLE, TOO!



THIS IS A BAD DIAMOND!

COMPLAINANTS ARE ABOVE ALL PERSONS



THERE IS NO SILVER BULLET
LOCAL APPROACH

LEVERAGE SUPPLY CHAIN

THIS CAN'T BE DEALT WITH IN ISOLATION

RISK ASSESSMENT TRACKING

RECEIVING TONS of REQUESTS

CHILD LABOR IN COTE D'IVOIRE

TURKEY-MIGRANT WORKERS

SEAFOOD IN THAILAND

NESTLE

DIFFERENT KINDS of ISSUES



OTHER MECHANISMS SHOULD STEP UP
CRIMINAL PROCEDURES
THERE COULD BE OTHER THINGS THAT COULD BE DONE



TOTALITARIAN REGIMES

CONNECTED TO FREEDOM of EXPRESSION

TRUST

A LOT CAN BE DONE BY COMPANIES!

A PRIVATE LEGAL SYSTEM

FOR POOR PEOPLE, THAT CAN'T BE HELPED EFFECTIVELY BY STATE LEGAL SYSTEM

PERCEIVED vs REAL

PERCEPTIONS MUST BE HEARD

THEN HELP BY COMMUNITIES

OPEN LINE

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