

# Benchmarking Business and Human Rights

*12 May 2015 at 9 am EDT*



United Nations Global Compact



# Agenda

## 1. Welcome Remarks

- Shubha Chandra, *United Nations Global Compact*

## 2. Benchmarking Business and Human Rights

- Damiano de Felice, *Measuring Business and Human Rights*

## 3. Behind the Brands

- Erinch Sahan, *Oxfam Behind the Brands*

## 4. The Access to Medicine Index

- Wim Leereveld, *Access to Medicine Index*

## 5. Corporate Human Rights Benchmark

- Margaret Wachenfeld, *Corporate Human Rights Benchmark*

## 6. Question & Answer

## 7. Closing Remarks

- Shubha Chandra, *United Nations Global Compact*
- Damiano de Felice, *Measuring Business and Human Rights*



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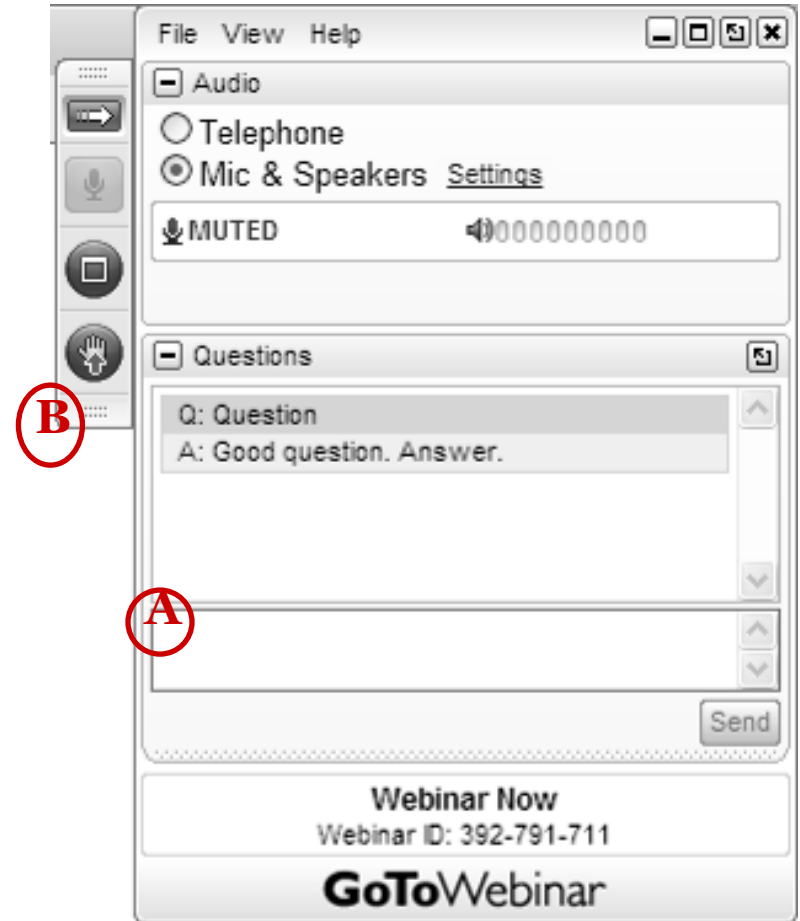


# Questions

**Technical Difficulties:** If you have technical issues, please let us know by typing a message in the Questions pane (A). You can raise your hand (B) if we do not respond.

**Q&A:** We will be taking questions on content at the end, but you can send them to us throughout the webinar by using the Questions pane (A). **Please specify to whom the question should be directed.**

**Example:** *Question for John Doe: What is Human Trafficking?*



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# UNITED NATIONS GLOBAL COMPACT

8,000+

Business participants

4,000+

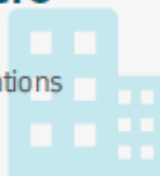
Non-business participants

28,000+

Disclosure reports submitted

## Stakeholders

Business  
Industry Associations  
Investors  
Civil Society  
Labour  
Academia  
Government



## Global Network

Europe

Latin America

North America

Asia & Oceania

Africa

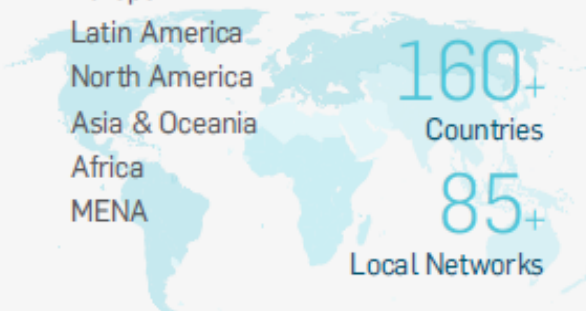
MENA

160+

Countries

85+

Local Networks



## Platforms & Programmes

- Human Rights & Labour
- Women's Empowerment Principles
- Children's Rights and Business Principles
- Child Labour Platform
- Caring for Climate
- CEO Water Mandate
- Food + Agriculture Business Principles
- Anti-Corruption
- Business for Peace
- Business for the Rule of Law
- Business and Education
- Supply Chain Sustainability
- Global Compact LEAD



## Business Partnership Hubs

- Water
- Climate and Energy
- Social Enterprise
- Anti-Corruption Collective Action
- UN-Business Partnership



## Sister Initiatives

- Global Compact Cities Programme
- Principles for Responsible Investment (PRI)
- Principles for Responsible Management Education (PRME)
- Sustainable Stock Exchanges (SSE)



# Relationship between the UN Global Compact's Principles and the Guiding Principles

## HUMAN RIGHTS

- Principle 1 Businesses should support and respect the protection of internationally proclaimed human rights; and  
Principle 2 make sure that they are not complicit in human rights abuses.

## LABOUR

- Principle 3 Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;  
Principle 4 the elimination of all forms of forced and compulsory labour;  
Principle 5 the effective abolition of child labour; and  
Principle 6 the elimination of discrimination in respect of employment and occupation.

## ENVIRONMENT

- Principle 7 Businesses should support a precautionary approach to environmental challenges;  
Principle 8 undertake initiatives to promote greater environmental responsibility; and  
Principle 9 encourage the development and diffusion of environmentally friendly technologies.

## ANTI-CORRUPTION

- Principle 10 Businesses should work against corruption in all its forms, including extortion and bribery.

The same minimum requirement to **RESPECT** human rights as in the Guiding Principles

Voluntary opportunity to also **SUPPORT** human rights through:

- core business
- strategic social investment / philanthropy
- public policy advocacy
- partnerships / other forms of collective action

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United Nations Global Compact





United Nations Global Compact

**“Benchmarking  
Business and Human Rights”**

*12 May 2015*

Damiano de Felice – Co-Director, MB&HR

# Mission of MB&HR



Background:

Increasing use of indicators

VS

Diffuse scepticism

Solutions:

- 1) Evidence-based research  
(mapping initiatives, exploring challenges, proposing solutions)
- 2) Platform for open discussion  
(LSE blog)
- 3) Pro bono advisory services





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MEASURING  
**B&HR**



About

Team

Contributors

Analysis of initiatives

Events

◀ Dan Bross – No more reporting standards: Please

Phil Bloomer – The potential of measuring business and human rights ▶

Mar  
12  
2014

## Bennett Freeman – Investors and human rights

Damiano de Felice

*This post was contributed by Bennett Freeman, Senior Vice President for Sustainability Research and Policy for Calvert Investments and a Trustee of the Institute for Human Rights and Business. Bennett also served as U.S. Deputy Assistant Secretary of State for Democracy, Human Rights and Labor under President Clinton.*

Human rights have been a concern to certain investors – especially socially responsible and faith-based investors – for over three decades. The recent death of Nelson Mandela reminded us that South Africa divestment was the cause that crystallized – and galvanized – not only the power of investment to change the world but also the contribution that investors could make to the liberation of a people and nation from apartheid. That divestment movement had its echo in the face of another morally compelling human rights challenge on the same continent ten years ago, when the genocide in Darfur spurred divestment from companies supporting the government of Sudan.

The moral and political impetus behind these movements – along with the growing climate crisis – has

### MB&HR

Measuring Business & Human Rights is a research project that aims to advance the capacity of business managers and corporate stakeholders to assess the extent to which companies meet their responsibility to respect human rights.

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Richard Howitt – Measuring business respect for human rights: How do we promote legitimacy?

Bennett Freeman – Investors and human rights

Mar  
12  
2014

## Dan Bross – No more reporting standards: Please

Damiano de Felice

*This post was contributed by Dan Bross, Senior Director of Corporate Citizenship at Microsoft*

Trust is a word that is getting lots of “play” currently. Trust in government – trust in corporations – and of course trust in each of us as individuals. Last month in Davos, Edelman released their [2014 Trust Barometer](#) showing that “business has recovered trust from the crisis period because it is seen as having made demonstrable strides in transparency, supply chain and product quality.” As I’ve [written before](#), trust is earned and organizations cannot expect to be trusted inherently.

That is especially true in the area of human rights. When issues of human dignity and freedom are on the line, a company’s statement about their commitment to human rights can easily come off as platitudes. To speak with any credibility, companies must demonstrate their commitment to human rights through actions – not just words. As outlined in the UN Guiding Principles on Business and Human Rights, companies have a responsibility to analyze their human rights impacts and have processes in place to minimize negative impacts and to seek opportunities to advance their obligation

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# Increasing interest in measuring b&hr



Not only rankings, but also:

- Management tools
- Reporting frameworks
- Sustainable investment indices
- Multi-stakeholder initiatives
- Certification schemes
- Human rights impact assessment tools

# What is a good human rights measure?



## *Validity*

Do we really measure what we want to measure?

## *Emancipatory potential*

Do indicators, ratings, indices, etc., empower potential human rights victims?

# The 4 challenges/1



## Challenge 1 - Normative questions

- *How to translate the GPs in operational indicators?*
- *How to weigh different dimensions of human rights abuses (frequency, severity, etc.)?*

## Challenge 2 - Methodological issues

- *How to take into account potentially omitted variables (e.g., lack of transparency)?*
- *What range to use: 0-5 or 0-100?*



# The 4 challenges/2



## Challenge 3 - Practical difficulties

- *Should we use only self-reported corporate data?*
- *How to assess the validity of third-party allegations?*

## Challenge 4- Political risks

- *Will seemingly-objective measures make contestation more difficult?*
- *Will indicators give unwarranted prominence to easily-measurable (but not more important) issue?*

# Ranking business and human rights



Access to Medicine Index, Behind the Brands and CHRB, but not only...

- Access to Seeds Index
- Responsible Mining Index
- Cotton Sourcing Snapshot, Mining the Disclosures Report, Responsible Supply Chain Benchmark
- Corporate Equality Index
- Ranking Digital Rights, Who Has Your Back?
- Dow Jones Sustainability Indexes and FTSE4Good

# Conclusion



*“Addressing such challenges in implementing human rights due diligence ... may require innovative approaches. Good practices and lessons learned in this field should be identified and shared with other stakeholders”  
(A/HRC/23/32, §33)*

This is the purpose of **MB&HR**.





For more information:

[ddefelice@atmindex.org](mailto:ddefelice@atmindex.org)

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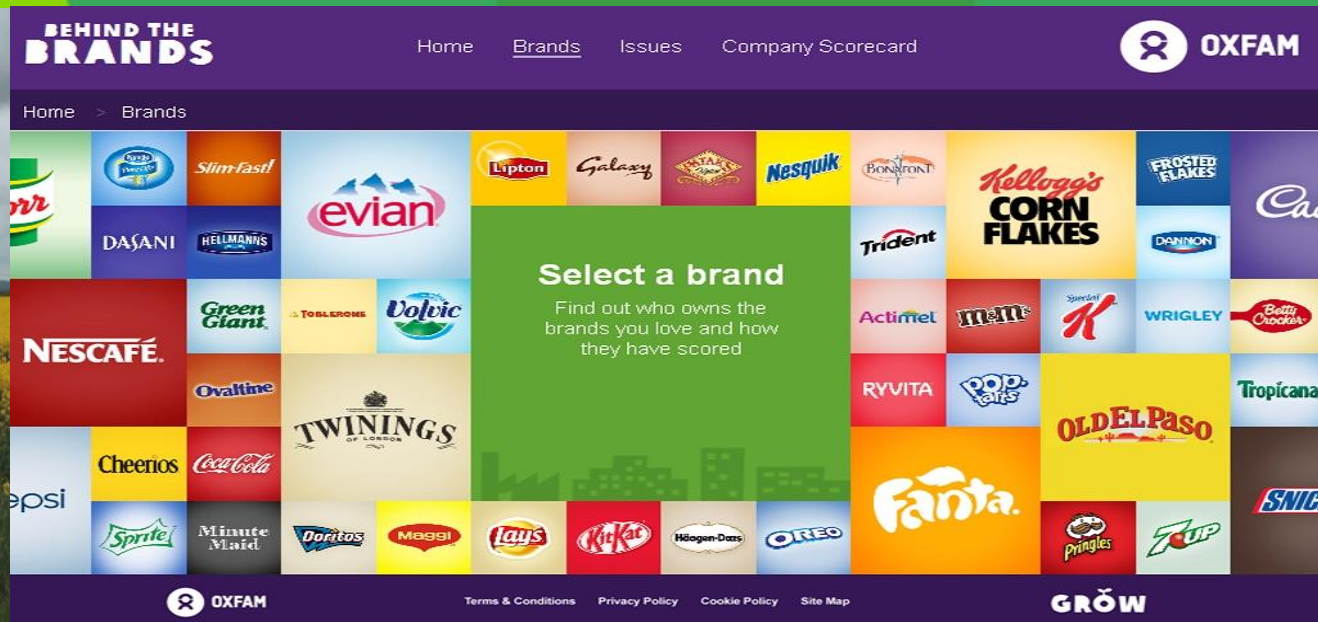


# Behind the Brands

## 8 Principles from Oxfam's scorecard & campaign on big food



Erinch Sahan  
19 May 2015













# 1. Race to the top

*Leverage the competitive spirit*

## BEHIND THE BRANDS: FOOD COMPANIES SCORECARD

0 - 1 Very poor    2 - 3 Poor    4 - 5 Some progress    6 - 7 Fair    8 - 10 Good

Rank	Company	Score	Land	Women	Farmers	Workers	Climate	Transparency	Water	Total
1		71%	7	5	8	8	9	7	6	50/70
2		69%	8	5	7	6	8	7	7	48/70
3		54%	8	6	2	6	6	5	5	38/70
4		43%	7	2	2	3	6	5	5	30/70
5		40%	2	5	4	4	6	4	3	28/70
6		37%	3	6	4	3	4	4	2	26/70
7		34%	2	3	2	2	7	5	3	24/70
= 8		31%	2	1	2	3	6	5	3	22/70
= 8		31%	2	2	2	2	5	4	5	22/70
10		30%	3	2	3	4	4	3	2	21/70

Updated March 2015.

The latest version of this scorecard is available at <http://oxfam.org/behindthebrands>

GROW



OXFAM

## 2. Critical Friend

*highlight good & bad*





# 3. Deep engagement *with companies & industry*



# 4. Prioritise Credibility

## *with industry, investors & thought leaders*

BEHIND THE BRANDS – INVESTOR STATEMENT

Signatories as of September 14, 2013

As investors, we are increasingly struck by the risks and opportunities presented by a range of global sustainability challenges, such as poverty and climate change. The Food and Beverage Sector faces a particularly difficult set of sustainability challenges. Given its dependence on land, water, proximity to local communities and exposure to volatile commodity prices, we recognize that several social and environmental forces are at play – such as climate change and resulting water scarcity, the poverty and gender inequity of small scale production that magnifies inefficiencies, and lack of suitable water and land tenure protections for communities and producers.

Due to a lack of transparency within the sector, it is difficult to fully evaluate the risk and opportunity that our companies bear within their supply chains. We welcome Oxfam's efforts to improve transparency and accountability within the Sector. Oxfam's Behind the Brands project evaluates the supply chain policies of the ten largest food and beverage companies in comparison with their peers. The scorecard examines company policies in seven areas critical to sustainable agricultural production: women, small-scale farmers, farm workers, water, land, climate change, and transparency.

While the scorecard rankings show some companies performing better than others, all companies within the sector have low scores. The data show there is a broad and urgent need for significant improvement across the sector.

We support Oxfam's call for adequate protection for local communities from land and natural resource displacement, with policies in place to ensure the equal treatment of women. And we back the need for urgent action to tackle agricultural greenhouse gas emissions as part of efforts across the highest emitting sectors of the economy.

We will work closely with our companies to achieve the changes necessary to positively impact the communities and environments at source. The areas identified in the Behind the Brands report provide a strong basis for that engagement.

Behind The Brands will run for at least three years, with a dynamic, online scorecard, which will be updated on a regular basis. We hope this will promote a "race to the top"; a race within which we want to participate.

There is a clear and growing consumer interest in understanding the impacts made by the supply chains of the brands they purchase. Consumers and investors recognise the problems identified as real and urgent. We will continue to engage with this project to support improved policies and practices that guarantee future commodity supplies and to reduce social and environmental risks - all as part of the process of establishing sustainable business models in the Food and Beverage sector for the 21<sup>st</sup> Century.

Aviva  
BNP Paribas  
Boston Common Asset Management LLC  
Calvert Investments  
Catholic Health Partners  
Christian Brothers Investment Services  
Co-operative Asset Management  
Dignity Health  
Domini Social Investments  
Everence Financial and the Praxis Mutual Fund  
F&C Investments  
Fresh Pond Capital  
GES Investment Services  
Goodfunds Wealth Management  
Interfaith Center on Corporate Responsibility  
Mercy Investment Services  
Midwest Coalition for Responsible Investment  
Newground Social Investments  
Northwest Coalition for Responsible Investment  
Pax World Management LLC  
Sisters of Charity of Cincinnati  
Saint Joseph Health System  
Sustainalytics  
The Social Justice Committee of the Unitarian Universalist Congregation at Shelter Rock  
The Sustainability Group of Loring, Wolcott & Coolidge  
Tri-State Coalition for Responsible Investment  
Trillium Asset Management LLC  
Unitarian Universalist Association  
Unitarian Universalist Service Committee  
Veris Wealth Partners  
Walden Asset Management, a division of Boston Trust & Investment Management Company  
WHEB Asset Management  
Zevin Asset Management

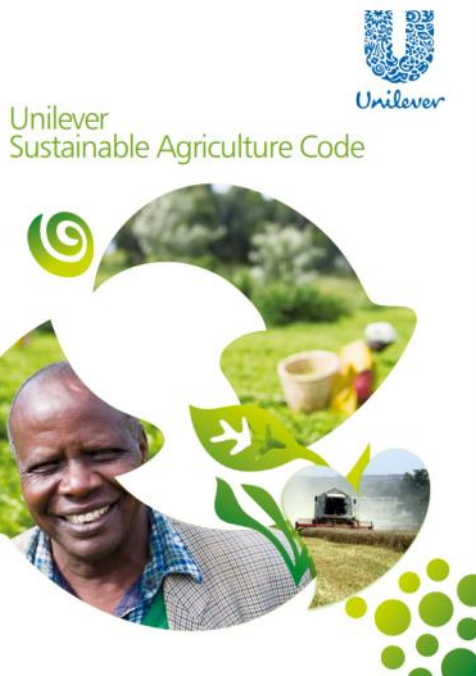
**Total number of organizations: 33**

**Total AUM: over \$1.4 trillion USD**



# 5. Public Information Only

*Assessed publicly available data only  
(to incentivise transparency)*



Associated  
British Foods  
plc

## CORPORATE RESPONSIBILITY REPORT 2013

**Coca-Cola** Sustainable Agricultural Guiding Principles  
April 2013

Agriculture is at the heart of the sustainability challenge. Population growth and increasing standards of living create additional demand for food and agricultural products. In an era marked by scarcer resources, greater demand, and price volatility, water, food and energy demands increasingly intersect with businesses, communities and farmers.



Investor CDP 2013 Information Request  
PepsiCo, Inc.

Module: Introduction

Page: Introduction

0.1

Introduction

Please give a general description and introduction to your organization



**Nestlé General Responsible Sourcing Guidelines  
for Materials of Agriculture, Forestry, Fishery and Aquaculture Origin**

**A Framework for Continuous Improvement**



# 6. Full Transparency

## *Scorecard Details Fully Disclosed*

Code

W3

W3.1

W3.2

W3.3

W3.3.1

W3.3.2


W3.4

W3.5

W3.6

W3.7

W3.8



About | Behind the Brands x

www.behindthebrands.org/en/about

Nestle

PepsiCo

Unilever

Mondelez

Coca-Cola

Mars

Danone


Associated British Foods (ABF)

General Mills

Kellogg's

### THE ISSUES


The Scorecard looks at seven themes, weighing each theme equally. The seven themes are:



1. Transparency at a corporate level
2. Women farm workers and small-scale producers in the supply chain
3. Workers on farms in the supply chain
4. Farmers (small-scale) growing the commodities
5. Land, both rights and access to land and sustainable use of it
6. Water, both rights and access to water resources and sustainable use of it
7. Climate, both relating to reducing green house gas emissions and helping farmers adapt to climate change

### THE INDICATORS


The Scorecard approaches six of the seven themes (all except transparency) in a similar way. Within these six themes, the indicators are grouped into four indicator categories (each worth one quarter of the score available for that theme): (i) awareness; (ii) knowledge; (iii) commitments; and (iv) supply chain management.



Oxfam is committed to being fully transparent and accountable for all its relationships with companies including the Big 10 in the context of the Behind the Brands campaign.


#### OPEN DATASHEETS

Interactive Excel spreadsheet of indicator data (MS Excel)  
Access the raw data used to create our scorecard. All indicators, categories and scores organised by theme and company.



#### A GUIDE TO UNDERSTANDING OUR DATA


Behind the Brands methodology summary (PDF - English language only)  
A more detailed version of this page and the ideal companion to understanding the indicator data.



#### THE SCORECARD

The latest version of our companies scorecard as a print-quality PDF.

Behind the Brands Companies Scorecard - March 2015 (PDF)



Read what the top ten food and beverage companies had to say about

*key = regularity + indicator changes within reason*





# 8. Engage the Public

*Information must be accessible, need to simplify*

BEHIND THE BRANDS

Home Brands Issues Company leaderboard About the campaign Campaign news

OXFAM

OWNED BY

**FROSTED FLAKES**

**Kellogg's**

*Coca-Cola Sprite Pepsi Oasis*

OVERALL SCORE

**28%**

## STOP LAND GRABS

Farmers are being kicked off their land to supply sugar for big food companies - like Coke, Pepsi and Associated British Foods - who own some of our favourite brands...

**COCA-COLA**

> THE WORLD'S BIGGEST BUYER OF SUGAR AND OWNER OF HOUSEHOLD NAMES INCLUDING:



**PEPSICO**

> SELLS 18% OF ALL SOFT DRINKS WORLDWIDE AND PRODUCES FAMILY FAVOURITES LIKE THESE:



**ASSOCIATED BRITISH FOODS**

> THE BIGGEST SUGAR PRODUCER IN AFRICA IS BEHIND SOME OF OUR BEST-LOVED BRANDS:



www.behindthebrands.org

GRÖW FOOD, LIFE, PLANET

OXFAM

YOU SPOKE UP WITH FARMERS LIKE ANGELA.

OXFAM



**LISTENED**



**STOP THE SUGAR RUSH**

TELL COKE, PEPSI AND ASSOCIATED BRITISH FOODS TO MAKE SURE THEIR SUGAR DOESN'T LEAD TO LAND GRABS

www.behindthebrands.org

GRÖW FOOD, LIFE, PLANET

OXFAM

# Final Thoughts & Lessons

- **Race to top** strongest among leaders
- Some evidence of **race from the bottom**
- Focus **one issue at a time** works to trigger change
- **Companies resist quantification** of qualitative social issues
- Tension between **improving indicators vs moving goal-posts**
- **3<sup>rd</sup> party assurance** might strengthen credibility
- Policy analysis great to show blind-spots, but is it able to **assess practice** when companies advance?
- **Engagement is onerous** for them & us (manage carefully)
- **Align timings** with key internal & external opportunities
- Allow **targets to help shape indicators**
- Provide many **opportunities to engage** & correct assessments
- **Repetition** is key – one off assessments easy to ignore





# Thank you



**Erinch Sahan**

[esahan@oxfam.org.uk](mailto:esahan@oxfam.org.uk)

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# The Access to Medicine Index



**5 billion people  
have access to medicine.  
2 billion to go.**



# Framework For Analysis 2014

7 Technical Areas

## 4 Strategic Pillars

25%  
Commitments

25%  
Transparency

40%  
Performance

10%  
Innovation

10%

General Access to Medicine Management

10%

Public Policy and Market Influence

20%

Research and Development

25%

Equitable Pricing, Manufacturing and Distribution

15%

Patents and Licensing

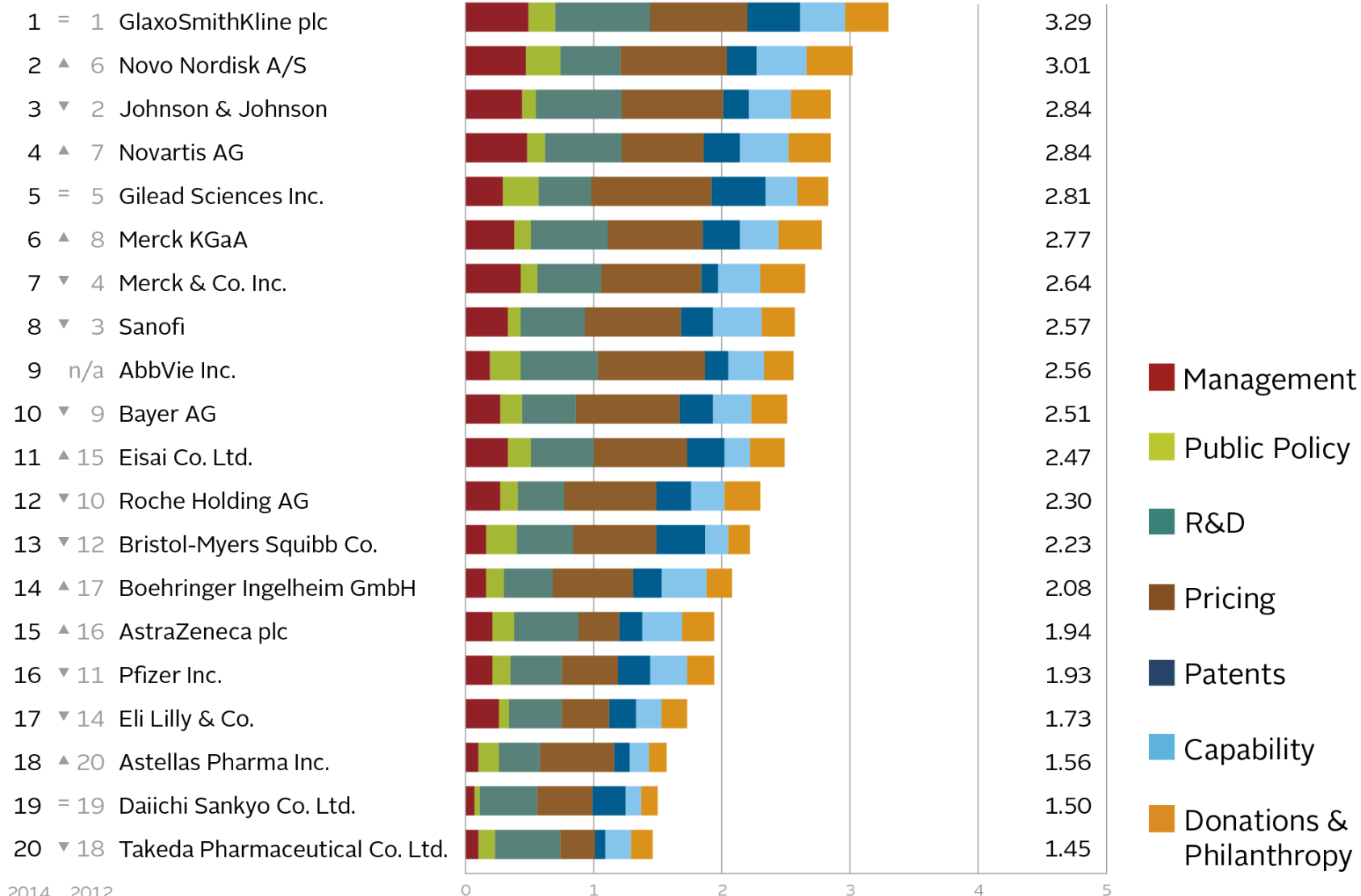
10%

Capability Advancement in Product Development and Distribution

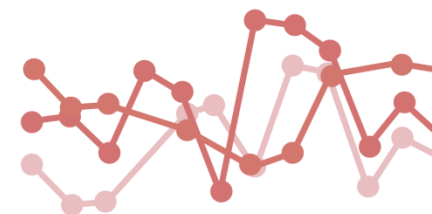
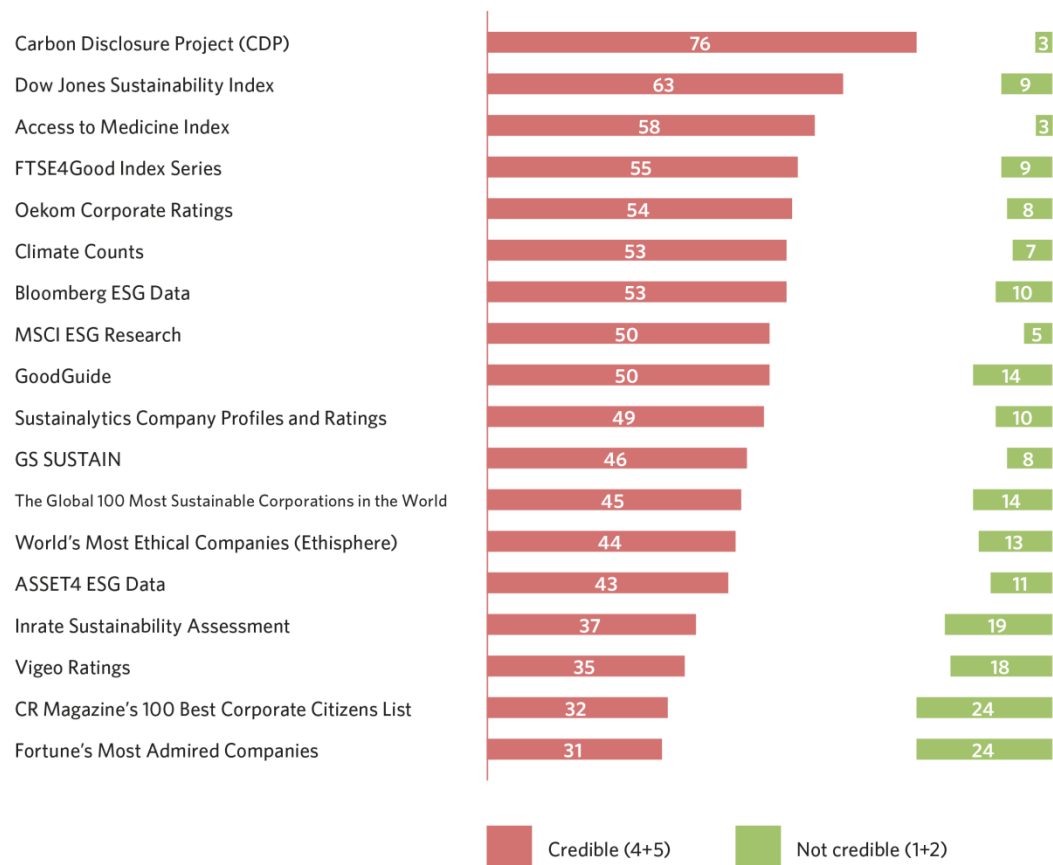
10%

Product Donations & Philanthropic Activities

# 2014 Overall Ranking



*Experts deem the CDP, Dow Jones Sustainability Index and Access to Medicine Index as the three most credible ratings.*



### Question

How credible do you find the following ratings and rankings to be?

Please use the 5-point scale provided, where 1 is "not at all credible" and 5 is "very credible," or choose "not familiar."

The 2013 Ratings Survey

*Polling the Experts*

A GlobeScan/SustainAbility Survey

**Is the pharmaceutical industry  
improving with regard to access  
to medicine?**



## Global Health



## Investors

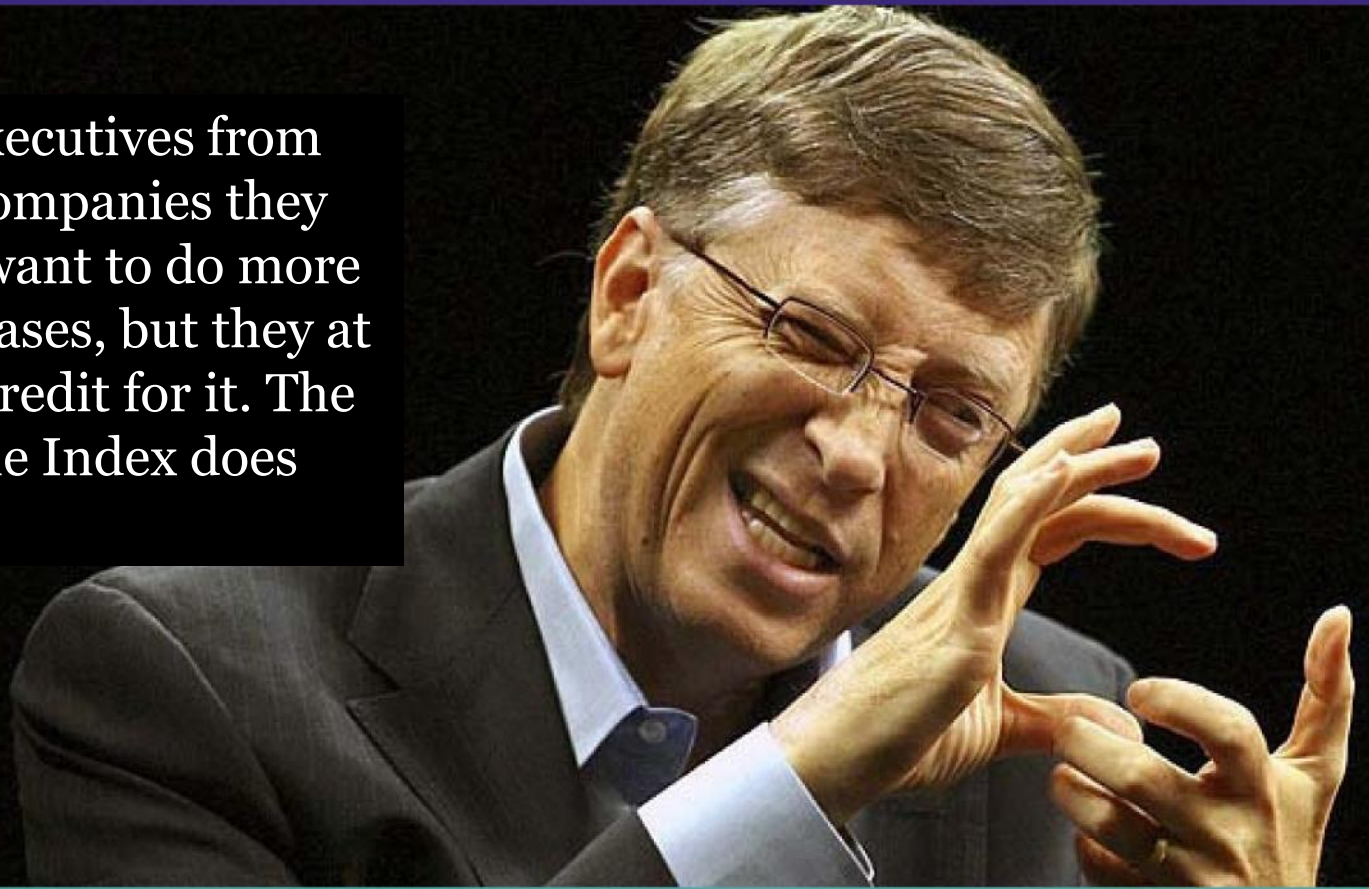


## Pharma Companies



“When I talk to executives from pharmaceutical companies they tell me that they want to do more for neglected diseases, but they at least need to get credit for it. The Access to Medicine Index does exactly that.”

Bill Gates





*“The Access to Medicine Index  
is a very important project.  
What gets measured, gets done.”*

*Dr. Margaret Chan  
Director-General World Health Organization*



**Thank You**

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Business & Human Rights  
Resource Centre



EIRIS



# Corporate Human Rights Benchmark (CHRB)

Margaret Wachenfeld

Director of Research and Legal Affairs,  
Institute for Human Rights and Business

12 May 2015

UN Global Compact Webinar

## Vision and Purpose

- A public, open source benchmark of corporate human rights policy and performance
- Bringing the benefits of competition and transparency to improving the corporate responsibility to respect human rights
- Advancing the discussion about companies and human rights

# Rationale

- Market based approach
  - The No. 1 choice of CEOs surveyed about what would make the biggest difference in helping fulfill their corporate responsibility to respect?
    - “Public benchmarking on human rights performance”
- 2014 Survey by the Economist Intelligence Unit
- Creates greater leverage for company management, policy-makers, investors, communities and consumers



### Investors

A practical means to integrate human rights considerations

A starting point for more detailed engagement with companies

### Companies

An internal driver and focus for human rights related work

A framework for dialogue with investors and other stakeholders

## Expected Impact

### Stakeholders

Public data, greater transparency and chance to engage with companies

### Overall impact

Raises human rights up the corporate agenda commensurate with increasing attention from stakeholders, policymakers

Advances impact of the UN Guiding Principles on Business and Human Rights

## Methodology

- UN Guiding Principles on Business and Human Rights as a floor and not a ceiling
- Also building on other initiatives already underway in the relevant sectors
- Combination of publically available information and information that companies disclose
- General policy and process indicators & sector specific indicators
- Initially focusing on 3 sectors: Apparel, Food/Agriculture, Extractives
- Target to benchmark 500 companies by 2017



# Timeframe

May – June  
2015

- Finalise Development of Methodology 1.0

July – Sept  
2015

- Global Stakeholder Consultations on the Methodology

Sept – Oct  
2015

- Revisions to Methodology 1.0

November  
2015

- Publication of the CHRB Methodology 1.0 & Consultation Process

March 2016

- First pilot ranking



## For further information:

**Website:** <http://business-humanrights.org/en/corporate-human-rights-benchmark>

### Email:

Vicky Dodman - CHRB Programme Manager  
[Vicky.Dodman@corporatebenchmark.org](mailto:Vicky.Dodman@corporatebenchmark.org)

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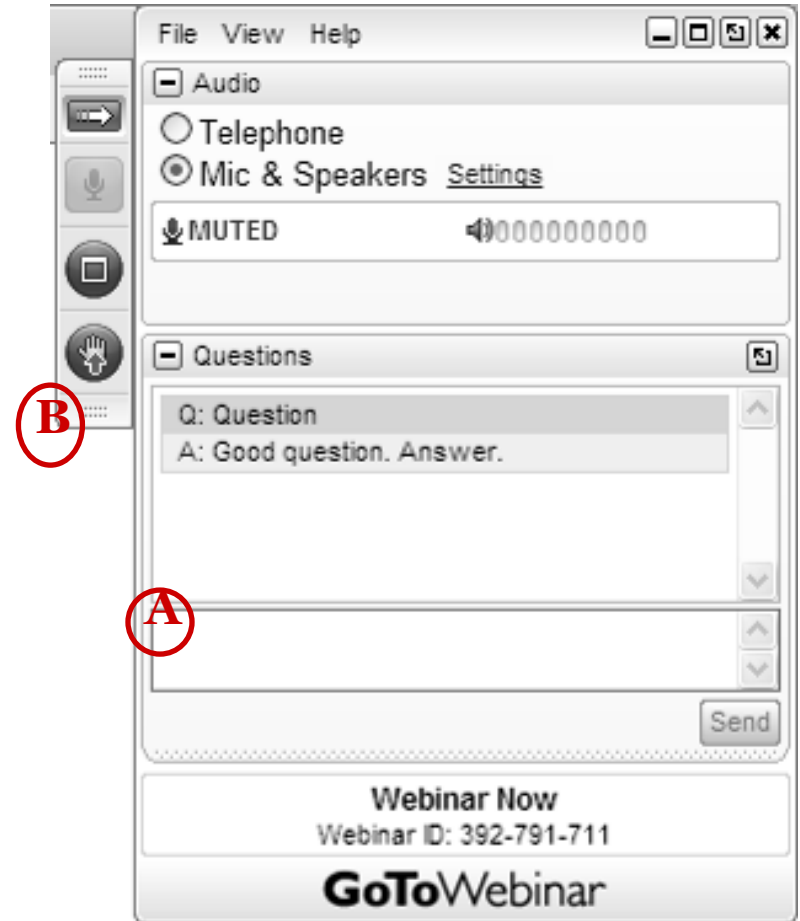


# Questions

**Technical Difficulties:** If you have technical issues, please let us know by typing a message in the Questions pane (A). You can raise your hand (B) if we do not respond.

**Q&A:** We will be taking questions on content at the end, but you can send them to us throughout the webinar by using the Questions pane (A). **Please specify to whom the question should be directed.**

**Example:** *Question for John Doe: What is Human Trafficking?*



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# Agenda

## 1. Welcome Remarks

- Shubha Chandra, *United Nations Global Compact*

## 2. Benchmarking Business and Human Rights

- Damiano de Felice, *Measuring Business and Human Rights*

## 3. Behind the Brands

- Erinch Sahan, *Oxfam Behind the Brands*

## 4. The Access to Medicine Index

- Wim Leereveld, *Access to Medicine Index*

## 5. Corporate Human Rights Benchmark

- Margaret Wachenfeld, *Corporate Human Rights Benchmark*

## 6. Question & Answer

## 7. Closing Remarks

- Shubha Chandra, *United Nations Global Compact*
- Damiano de Felice, *Measuring Business and Human Rights*



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## Questions?

- **Shubha Chandra, Manager, Human Rights, Legal & Policy, UN Global Compact** [chandra@unglobalcompact.org](mailto:chandra@unglobalcompact.org)
- **Damiano de Felice, Co-Director, Measuring Business and Human Rights** [ddefelice@atmindex.org](mailto:ddefelice@atmindex.org)

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