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HCBM SOCIAL SUSTAINABILITY PRINCIPLES RESEARCH – LITERATURE REVIEW & BIBLIOGRAPHY

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HCBM INTRODUCTION

There is substantial public and private-sector effort to identify business models that are economically, ethically, socially and environmentally sustainable, under the widely-held understanding and justification that socially-responsible policies ultimately result in higher profit margins. These new models promise establishment of a new level-playing field based on rules for doing business in a more sustainable way which should practically operate as alternatives to the current fundamentally profit-centric model. This is not a new emergence but the result of 20+ years of sustainable development and CSR movements, involving multilateral institutions, governments, business, civil society and many stakeholders from global to local level.

The growing business interest in the expanding sustainability agenda is demonstrated by voluntary and mandatory social and environmentally-friendly business initiatives implemented in recent years. **But despite the broad effort to build a harmonized set of fundamental principles for doing business in a sustainable, socially, environmentally and ethically responsible way, a siloed mentality and lack of incentives and coordination, both within the company and externally among its stakeholders in the external “business ecosystem” are still limiting the collective impacts and progress towards the SDGs.**

Moreover, while many of the existing sustainability, ESG and CSR initiatives offer guiding principles and best practices on corporate governance, or provide “**socially-sensitive**” financial instruments, they do not include or develop either a framework or any sort of holistic, comprehensive approach, that incorporates corporate governance solutions and company performance policies together with external ecosystem of fiscal policies, financial mechanisms, procurement policies, and other elements enabling sustainable business development.

The Human Centered Business Model (HCBM) aims to create an innovative and alternative approach to doing business that combines – on an equal level of importance – **profit seeking** with the wider integrity dimensions of **social and environmental sustainability and ethics**. In this view, the HCBM shifts social and environmental interests from “tertiary” or “external” interests to “primary corporate goals”.

The HCBM is centered on human beings and the environment in which we live and brings sustainable value and long-term benefits to the company and its shareholders and to the broader communities. This is achieved through shifting company’s social and environmental interests from “tertiary” or “external” interests to primary corporate goals that stand alongside the drive for profit. The HCBM approach is based on the idea that there are no trade-off between economic, financial, environmental social and ethical goals, and that supporting the latter will bolster the former.

The HCBM takes a holistic approach that addresses not only the internal systems within the Human-Centered Enterprise (HCE) but also the external context by creating an enabling, sustainable and competitive “business ecosystem” that includes fiscal, financial, legal and regulatory regimes, procurement conditions, and stakeholder relationships.

The Model’s framework is built upon a common set of Economic, Social, Environmental and Ethical/Integrity Principles and is composed of legal/governance, financial, fiscal, and procurement pillars in a new relationship with the stakeholders of the business ecosystem where the enterprise operates. The HCBM builds upon important work already done by other valuable initiatives looking at synergies and existing good practices that might support and inspire the details of the Model.

The HCBM Principles are the result of an extensive research to build a global inventory of normative regulatory and voluntary sustainability frameworks addressing sustainability business practices. The core principles are compatible/aligned with **existing economic, social, environmental and ethical international and regional legal instruments and with principles voluntarily adopted by the private sector.**

HCBM principles and targets will be complemented with performance indicators, selected from existing standards and good practice indicators and metrics. The HCBM pays special attention and tailored solutions to Medium, Small, and Micro Enterprises (MSMEs).

The HCBM Social Principles are rooted in broadly accepted principles for human rights and fair labor practices such as:

- a) respect of human rights in its many aspects including respect of human dignity, right to integrity, right to equality, right to privacy, right to freedom, right to work, right to health and non-complicity in HR abuses;
- b) adequate wages and dignified standard of living in its several aspects including wages that guarantee an adequate standard of living for the health and well-being of workers and their family, wages that guarantee the right to security in the event of unemployment, sickness, disability, widowhood, old age;
- c) just and favorable work conditions to ensure a safe and healthy work environment including providing appropriate measures to ensure that pregnant women are not obliged to perform work that will be prejudicial to the health of the mother or the child; guaranteeing maternity leave;
- d) equal treatment and equal employment opportunity including no discrimination for sex identity/orientation, or race or skin color, national extraction or social origin, disability, religion, or political opinions; equal pay for equal work; positive discrimination for employment of disadvantaged groups; prohibition of forced labor and child labor;
- e) freedom of association and Right to Collective Bargaining including respect the exercise of the right to strike;
- f) respect of leisure and paid leave, including parental leave

SOCIAL SUSTAINABILITY – LITERATURE REVIEW AND BIBLIOGRAPHY

Purpose and Methodology of the Literature Review

This literature review is part of the research on HCBM Social Sustainability Guiding Principles, Targets and Performance Indicators.

The purpose of the literature review is to collect, select and organize, in an accessible resource base, existing knowledge, case studies, good practices and tools on Socially Sustainable Principles.

The resources base and bibliography will be posted on-line and will be instrumental for the development of two research papers and the selection of proposed HCBM principles, targets and performance indicators.

The literature review included collection, analysis, and storage, in electronic format, of relevant articles, studies, news and other information materials relevant to the HCBM Social Sustainability Principles.

The focus is on materials published after 2010 in selected countries in Europe, South America and North America. Specifically, the literature review covers:

- A bibliographic research with focus on Europe (including a general literature review on UK, Germany and Benelux, and expanded literature review on the European Union, Spain, Italy and France, where the research identified specific practices, regulations and cultural elements that are of particular relevance to the HCBM) and North America (Canada and the USA); Detailed literature review and case studies on Nordic Countries (Sweden, Norway and Finland) and Brazil;

Special attention is given to information concerning Small and Medium Enterprises (SMEs).

Within the outlined above topic areas, the literature review focuses specifically on private sector performance and practices, including:

- a) Regulatory and voluntary frameworks, codes, standards, initiatives and platforms affecting or/and addressing the implementation of Social Sustainability;
- b) Tools for Social Sustainability and Human Rights (HR) in the private sector (including tools concerning Respect of Human Rights in the SME sector);
- c) Information and cases on practices from the financial sector addressing the Social Sustainability Principles and Respect of Human Rights;
- d) Information and cases on rating agencies' practices addressing the Social Sustainability Principles and Respect of Human Rights (including a specific section on rating agencies and SMEs);
- e) Information and cases on private sector practices addressing the Social Sustainability Principles and Respect of Human Rights.

The selection of companies for case studies is based on four criteria: 1) the company is a leader in one or more aspects of Social Sustainability; 2) it should hold top positions on one or more of the lists of best CSR/sustainability companies by the main CSR ranking platforms; 3) availability of internal contacts within the company who can provide up to date information; 4) company involvement in OECD initiatives.

The review pays attention predominantly to materials with practical business application geared toward the business reader and information user involved in the practical implementation of sustainable business practices.

The output consists in a literature review with bibliography paper. The paper comprises of three structural elements: 1) an introduction or background information section; 2) the body of the review containing an outline of findings organized thematically, including a brief summary and describing of each group key findings; and 4) bibliography.

A digital library folder is provided with materials in electronic format corresponding with the bibliographic listing. The digital library includes in separate sub-folders:

- Regulatory and voluntary frameworks, codes, standards, initiatives and platforms affecting or/and addressing the implementation of Social Sustainability and particularly the Social Sustainability Principle Respect of Human Rights;
- Tools for Human Rights (HR) due diligence;
- Information and cases on practices from the financial sector addressing the Social Sustainability Principle Respect of Human Rights;

- Information and cases on rating agencies' practices addressing the Social Sustainability Principle Respect of Human Rights;
- Information and cases on private sector practices addressing the Social Sustainability Principle Respect of Human Rights.

Digital library materials concerning the SME Sector are organized in a separate **SMEs** sub-folder.

Background and History of Social Sustainability

Sustainable development (SD) was introduced as a concept in 1987 in a report from the United Nations Commission on Environment and Development, also known as the Brundtland report¹. The report stated that “Humanity has the ability to make development sustainable - to ensure that it meets the needs of the present without compromising the ability of future generations to meet their own needs”. In 1992, at the Earth Summit in Rio de Janeiro, this definition was adopted as the universal definition of sustainable development, and currently it continues to be the most widely applied among the growing number of SD definitions.

Consistent across most interpretations and applications of sustainability² is a focus on economic, environmental, and social priorities, a three-pillar approach referred to in different contexts as ‘the triple bottom line’ (economic, social, environmental), the 3 E’s (economy, ecology, equity), or the 3 P’s (prosperity, planet, people)³.

Despite the extensive body of literature on the social pillar of sustainability⁴, there is still need for a better understanding of the meanings and interpretations of that concept. There is no single blueprint definition to social sustainability, and the definitions that exist are often derived according to discipline specific criteria or study perspectives.

From a UN perspective, after the 1997 Kyoto Conference on Climate change, a key milestone for defining the social aspects of sustainability was represented by the Millennium Development Goals (MDGs) established in 2000 for the period 2000–2015. The MDGs focused on a set of rights and needs encompassing a number of social sustainability themes such as poverty, health and discrimination. A 20-year follow-up to the 1992 Earth Summit took place in Rio de Janeiro in 2012 through the United Nations Conference on Sustainable Development (UNCSD) where the UN galvanized a process to develop a new set of Sustainable Development Goals (SDGs) which will carry on the momentum generated by the MDGs and fit into a global development framework beyond 2015. In September 2015, the UN General Assembly approved the Sustainable Development Goals (SDGs) and set up the 2015-2030 global development agenda that emphasized the importance of both social and environmental concerns and the need for a more comprehensive definition of the role of business for sustainable development.

¹ World Commission on Environment and Development. 1987. *Our Common Future*. Oxford: Oxford University Press. <http://www.un-documents.net/our-common-future.pdf>

² Atkinson, G.; Dietz, S.; Neumayer, E.; Agarwala, M. 2014. *Handbook of Sustainable Development: Second Edition*. Edward Elgar Publishing: Cheltenham, UK.

³ In recent years, some scholars suggested ethics as additional pillar (Gemma Burford, Elona Hoover, Ismael Velas, Svatava Janoušková, Alicia Jimenez, Georgia Piggot, Dimity Podger and Marie K. Harder. 2013. Bringing the “Missing Pillar” into Sustainable Development Goals: Towards Intersubjective Values-Based Indicators. *Sustainability*, 5, 3035-3059; doi:10.3390/su5073035. <http://www.mdpi.com/2071-1050/5/7/3035>)

⁴ Boström, M. 2012. SSPP: A missing pillar? Challenges in theorizing and practicing social sustainability: Introduction to the special issue. *Sustain. Sci. Pract. Policy*, 2012, 8. <http://search.proquest.com/openview/a6ee08a077db2455766c0d8cc8556cb9/1?pq-origsite=gscholar> (accessed on 10 April 2018).

From a corporate perspective, as defined by the UN [Global Compact \(GC\)](#), social sustainability is about identifying and managing business impacts, both positive and negative, on people⁵. It is about understanding and addressing the company's impacts on its labor force, contractors, suppliers, clients, and on the communities and the society in general. It is also about proactive contributions toward human development and wellbeing now and in the future. In practical terms, within the company, social sustainability involves such prominent areas as human rights, fair labor practices, and health, safety, and wellness. It also involves more nuanced areas such as diversity, equity, work-life balance, and empowerment. Outside the company, social sustainability involves community engagement and impacts, product responsibility (including product performance, safety, and standards), philanthropy, and volunteerism among others.

Social sustainability is characterized often as the least quantifiable part of sustainability. The challenges in defining and measuring social sustainability result from the complexity of the context specific social issues, diversity of legitimate meanings, and a reluctance to engage diverse and local sources of knowledge in both academic and practical business research leading to lack of cross-disciplinary communication.

The HCBM Social Sustainability Principles are bringing together the most widely accepted and applied social principles for business performance and impacts. In this respect the HCBM is an attempt to address the above challenges by introducing a framework of social sustainability principles that represents the best knowledge and practice in the social sustainability field.

Another challenge facing the social sustainability is the complexity of interrelations among the various social issues and among the social and the environmental, economic and ethical sustainability aspects of business. The multidimensionality of sustainability has been reiterated by the Rio+20 and the UN Sustainable Development Solutions Network (SDSN) clearly expressed and highlighted the need for an integrated approach towards sustainability at a systems level in the document An Action Agenda for Sustainable Development (SDSN 2013⁶), according to which “the challenges addressed by the proposed SDGs are inherently integrated”.

The HCBM represents in practical terms the concept of integrated sustainability at the company level as it requires that HCEs to put profit on the same priority level as social, environmental and ethical principles. In this respect the HCEs are expected to address all main dimensions of sustainability simultaneously: the economic dimension, in terms of ensuring long term economic and financial performance; the Social dimension, by creating value for the society; the Environmental dimension, through a responsible management and re-construction of natural resources; and the so called Ethical/Integrity dimension introduced by the HCBM that represents ethical and legal compliance and impacts of the HCEs. Furthermore, The HCBM extends the integrated sustainability approach to include the company stakeholders and the external “business ecosystem” as they too are expected to take into account and follow on the HCBM Social, Environmental and Ethical/Integrity principles.

Regional and National Perspective - Governmental Frameworks and Approaches Supporting and Enabling Implementation of Social Sustainability by Companies

⁵ <https://www.unglobalcompact.org/what-is-gc/our-work/social>

⁶ United Nations Sustainable Development Solutions Network (UNSDN) (2013) An action agenda for sustainable development. <http://www.unsdnsn.org/files/2013/06/130613-SDSN-An-ActionAgenda-for-Sustainable-Development-FINAL.pdf>

The establishment of global, regional and national, socially sustainable principles, frameworks, standards and practices relevant to business as well as to other organizations in the last two centuries is rooted in the development and evolution of legal and regulatory initiatives backed up by human rights and labor movements in Europe and North America.

Europe

Originally, the treaties of Paris and of Rome establishing the predecessors of what is now the European Union did not contain any explicit provisions concerning social law. The **Treaty of Paris** (1951) establishing the **European Coal and Steel Community (ECSC)** and the **Treaties of Rome** (1957) establishing the **European Economic Community (EEC)**⁷ and the **European Atomic Energy Community (EAEC)** intended to facilitate economic cooperation, which consisted in the creation of an internal market without barriers between the individual member states. Accordingly, “workers” were mentioned in these treaties only as beneficiaries of an economic freedom – the free movement of persons. Against this backdrop, it was the **European Court of Justice (ECJ)**⁸ which firstly gave the TEC a social meaning. For one thing, this concerned the mentioned provisions of the free movement of workers across Europe. The Court also started to apply a “social” form of reasoning for the interpretation of what is now art 157 of the **Treaty on the Functioning of the European Union (TFEU)**, which prescribed equal pay for men and women within the Community. In the 70s, against the background of an ever-increasing “race to the bottom” in the social field, the European Commission drafted its first **Social Action Programme**, introducing a common set of minimum standards of social law, which would prevent economic competition from stimulating or even forcing the individual states to lower their original national standards. In 1989, the **Charter of Fundamental Social Rights of Workers** established a non-binding set of principles in the social sphere, followed by the 1992 **Agreement on Social Policy**, which was annexed as a protocol to the **Maastricht Treaty (Treaty on the European Union (TEU))**⁹. The provisions of the protocol were inserted into the TEC by the **Treaty of Amsterdam** in 1997. Since then, primary law has developed significantly with a view to fundamental social rights, with the **2001 EU Charter of Fundamental Rights (CFR)** becoming binding with the entry into force of the **Treaty of Lisbon**¹⁰ in 2010.

In recent years, the political programme of the EU has increasingly focused on presenting social aims on an equal footing with economic ones. A prominent example is the **2000 Lisbon Strategy** with its aim of making the EU “the most competitive and dynamic knowledge-based economy in the world capable of sustainable economic growth with more and better jobs and greater social cohesion”, and the follow-up **Europe 2020 Strategy** under the heading of “smart, sustainable, inclusive growth”. Most recently, with the announcement of the **10 EC Priorities for 2015-2019**¹¹, jobs and employment, labor mobility and fairer labor markets have become key policy areas where the EU has undertaken recent activities.

⁷ The TEC has been renamed the “**Treaty on the Functioning of the Union**” – TFEU in 2010 with the Lisbon Treaty.

⁸ Currently Court of Justice of the European Union (CJEU)

⁹ This agreement already contained the competence provisions that can now be found in the Social Chapter of the TFEU, ie it gave the Council of the EU a legislative competence for a range of social law issues.

¹⁰ The **Lisbon Treaty** amended the Treaty on European Union (TEU) and the Treaty Establishing the European Community (TEC). The TEU has kept its previous title. The TEC has been renamed the “**Treaty on the Functioning of the Union**” - TFEU.

¹¹ (https://ec.europa.eu/commission/priorities_en)

The European Parliament has underlined that “the European Union’s internal human rights record has a direct impact on its credibility and ability to implement an effective external human rights policy”¹² Therefore, the EU ensures that its own internal human rights regime conforms to UN standards, to which all its Member States have committed themselves, and which it promotes abroad.

Historically, the European Convention on Human Rights (ECHR) (formally the Convention for the Protection of Human Rights and Fundamental Freedoms) is the first instrument implemented multilaterally by European states to give effect to certain of the rights stated in the Universal Declaration of Human Rights and make them binding. The ECHR is an international treaty to protect human rights and fundamental freedoms in Europe. Drafted in 1950 by the then newly formed Council of Europe¹³ the convention entered into force on 3 September 1953. All Council of Europe member states are party to the Convention and new members are expected to ratify the convention at the earliest opportunity.

The Charter of Fundamental Rights of the European Union (CFR) proclaimed on 7 December 2000 by the European Parliament, the Council of Ministers and the European Commission, is the cornerstone legal document addressing the human rights aspects of the EU and its members’ policies. On 1 December 2009 the **Lisbon Treaty** conferred legally binding status on the CFR, obliging the institutions of the EU (and the Member States when implementing and interpreting EU Law) to respect the rights that it enumerates¹⁴.

According to the OHCHR review of EU Human Rights Law¹⁵, while the terminology used by the EU has been that of ‘fundamental rights’, rather than ‘human rights’, there is in fact no real difference between the two. Different labels, such as ‘fundamental freedoms’, ‘civil liberties’, or ‘civil rights’ have also been applied to the collection of values referred to as ‘human rights’¹⁶. The fact that ‘fundamental rights’ coincides conceptually and legally with ‘human rights’ is clear also from the approach of the CJEU, which draws on ‘human rights’ treaties, as well as on the main EU human rights legal document **Charter of Fundamental Rights of the European Union (CFR)**, which is made up predominantly of ‘human rights’ featuring in the **European Convention on Human Rights (ECHR)**¹⁷ (hereafter “the European Convention”) as well as UN human rights treaties.

In 2012, the European Union introduced two new landmark strategic policy tools for human rights and democracy in external relations: The Strategic Framework on Human Rights and Democracy and the 2012-2014 Action Plan. The first Action Plan was envisioned to last until 2014, after which a new AP would be drafted building upon experiences and evaluations of the previous one. The second Action Plan, introduced in July 2015 covers a longer period from 2015 to 2019. It is divided into five sections:

¹² European Parliament resolution of 7 May 2009 on the Annual Report on Human Rights in the World 2008 and the European Union’s policy on the matter, P6_TA(2009)0385, para. E.

¹³ The Council of Europe (CoE; French: *Conseil de l'Europe*), founded in 1949, is an international organisation whose stated aim is to uphold human rights, democracy and the rule of law in Europe, that is different from the Council of the European Union or the European Council

¹⁴ Article 6(1) TFEU

¹⁵ in their recent publication THE EUROPEAN UNION AND INTERNATIONAL HUMAN RIGHTS LAW, OHCHR Regional Office, Europe, (http://www.europe.ohchr.org/Documents/Publications/EU_and_International_Law.pdf)

¹⁶ McCorquodale (ed.), Human Rights (International Library of Essays in Law and Legal Theory: Second Series (2003)

¹⁷ Since its adoption in 1950 the Convention has been amended a number of times and supplemented with many rights in addition to those set forth in the original text – the latest text of the Convention is amended per provisions of Protocol No. 14 (CETS no. 194) as from its entry into force on 1 June 2010, see <https://www.echr.coe.int/Pages/home.aspx?p=basictexts&c>

‘Boosting Ownership of Local Actors’, ‘Addressing Human Rights Challenges’, ‘Ensuring a Comprehensive Human Rights Approach to Conflicts and Crises’, ‘Fostering Better Coherence and Consistency’ and ‘A More Effective EU Human Rights and Democracy Support Policy’.

Consumer protection and data protection are two policy areas of relevance to the HCBM, included in the Justice and Fundamental Rights social priority area as part of the [10 EC Priorities for 2015-2019](#). In 2012 the European Commission adopted the **European consumer agenda**, that identifies the key measures needed to empower consumers and to maximise their participation. The **General Data Protection Regulation (GDPR)**, agreed upon by the European Parliament and Council in April 2016, replaced the **Data Protection Directive 95/46/ec** in Spring 2018 as the primary law regulating how companies protect EU citizens' personal **data**. As of May 2018, with the entry into force of the General Data Protection Regulation, there is one set of data protection rules for all companies operating in the EU, wherever they are based.

EU Sustainable Development Strategy

With its objectives of economic development, social cohesion, democratic societies and a commitment to sustainable development, firmly anchored in the European Treaties, the EU has a strong starting position and track record in the practical implementation of sustainable development. The EU has been committed to the Millennium Development Goals (MDG)¹⁸ since their adoption and has progressively adapted its development policy to help achieve them. Furthermore, the EU and its members have played an important role in shaping the UN SDGs and the 2030 Agenda for implementation of the SDGs¹⁹, through public consultations, dialogue with partners and in-depth research. Yet, successful future actions towards the SDGs require right policy choices.

The EU Commission's current, strategic approach for achieving sustainable development in Europe and around the world is presented in the following interlinked documents:

- a) [EU Agenda 2030 for sustainable development](#) is presented in the EC Communication on **Next steps for a Sustainable European Future (EC 2016)** and its accompanying document **Key European action supporting the 2030 Agenda and the Sustainable Development Goals (European Commission 2016)**, where actions on the economic, social, and environmental dimensions of sustainable development, as well as on the level of governance, are proposed to take place within the EU and globally.
- b) **New European Consensus on Development (EC, 2016)**, proposing a shared vision and framework for development cooperation for the EU and its Member States, aligned with the EU 2030 Agenda and backed up by a **JOINT STATEMENT BY THE COUNCIL AND THE REPRESENTATIVES OF THE GOVERNMENTS OF THE MEMBER STATES MEETING WITHIN THE COUNCIL, THE EUROPEAN PARLIAMENT AND THE EUROPEAN COMMISSION (European Council, Parliament and Commission, 2017)**.

¹⁸ In 2000, the Millennium Development Goals, or MDGs, were put in place by the international community to reduce poverty and improve the lives of people in developing countries. However, progress on the MDGs has been unequal around the world. The Millennium Declaration and the MDGs expired at the end of 2015.

¹⁹ The 2030 Agenda for Sustainable Development, including the Sustainable Development Goals (SDGs), builds on the MDGs and addresses the new challenges facing the global community. The adoption of the 2030 Agenda and its SDGs, along with a set of **17 SDGs** and **169 associated targets**, represent a change of paradigm of the international policies on development cooperation.

- c) Communication on a renewed partnership with African, Caribbean and Pacific (ACP) countries (European Commission 2016), proposes building blocks for a new, sustainable phase in EU-ACP relations after the Cotonou Partnership Agreement²⁰ expires in 2020.

The EU has [committed to implement the SDGs both in its internal and external policies](#). A main challenge in the SDGs implementation is ensuring flow of investment capital necessary for the transformation of the EU economy, as well as for the social and cultural transformations as part of the progress towards SDGs. To address this challenge, the High-Level Expert Group on Sustainable Finance (HLEG) was established in December 2016 by the European Commission to develop a comprehensive and overarching sustainable finance strategy for the European Union through its [Capital Markets Union \(CMU\) Action Plan](#) as part of the implementation of the [EU Agenda for sustainable development](#) and the stipulations of the 2015 Paris Accord. On January 30 2018, the HLEG published its final report [Financing a Sustainable European Economy](#) where it makes strategic recommendations for implementing a financial system designed to support the sustainable development agenda of the EU.

CSR in EU – the social business agenda

The Commission has defined CSR as [the responsibility of enterprises for their impact on society](#). CSR is expected to be company led, while public authorities play a supporting role through a smart mix of voluntary policy measures and, where necessary, complementary regulation. The Commission provides a variety of resources and tools for companies to assist them in the [practical implementation of CSR](#)

The [European Commission Strategy on CSR](#), adopted since 2011, promotes CSR in the EU and presents Guidelines and Principles that are built upon and encourage enterprises to adhere to the globally accepted and most widely applied initiatives, codes, standards and frameworks for sustainable business development and CSR²¹, such as:

- [United Nations Global Compact](#)

²⁰ The ACP-EU Partnership Agreement, signed in Cotonou on 23 June 2000, was concluded for a 20-year period from 2000 to 2020. It is the most comprehensive partnership agreement between developing countries and the EU. Since 2000, it has been the framework for EU's relations with 79 countries from Africa, the Caribbean and the Pacific (ACP). In 2010, ACP-EU cooperation has been adapted to new challenges such as climate change, food security, regional integration, State fragility and aid effectiveness (https://ec.europa.eu/europeaid/regions/african-caribbean-and-pacific-acp-region/cotonou-agreement_en)

²¹ In October 2011, the European Commission adopted its strategy on corporate social responsibility (CSR). The strategy places a strong emphasis on a core set of internationally recognised CSR guidelines and principles. The European Commission refers to these instruments as “an evolving and recently strengthened global framework for CSR.” As part of its strategy, the European Commission invites large enterprises to make a commitment to take account of these instruments when developing their own policies on CSR and announces an intention to monitor such commitments for enterprises with more than 1.000 employees. The core set of 5 internationally recognised CSR guidelines and principles identified by the European Commission in its Communication on CSR adopted in October 2011 include: the 10 principles of the UN Global Compact; the OECD Guidelines for Multinational Enterprises; the ISO 26000 Guidance Standard; the ILO Tripartite Declaration of Principles concerning Multinational Enterprises on Social Policy (ILO MNE Declaration); and the UN Guiding Principles on Business and Human Rights. The analysis also took account of some additional instruments that many companies are known to refer to: the Universal Declaration on Human Rights; the ILO Core Conventions and the Declaration on Fundamental Principles and Rights at Work (collectively referred to in this paper as the Instruments of the ILO); and the Global Reporting Initiative.

- [United Nations Guiding Principles on Business and Human Rights](#)
- [ISO 26000 Guidance Standard on Social Responsibility](#)
- [International Labour Organization Tripartite Declaration of Principles concerning Multinational Enterprises on Social Policy](#)
- [OECD Guidelines for Multinational Enterprises](#)
- [The Global Reporting Initiative \(GRI\)](#).

A key theme in the EU CSR debate is the EU policy on company disclosure of CSR information and specifically on CSR reporting. In 2001, Regulation 761/2001 opened the [EU Eco-Management and Audit Scheme \(EMAS\)](#), a management tool for voluntary environmental performance reporting. In 2002, the European Multi-Stakeholder's Forum on CSR recommended that CSR reporting remain strictly voluntary. In 2005 the EU updates the Modernisation Directive to include disclosure requirements for corporations, specifically the following: "the analysis shall include both financial and, where appropriate, nonfinancial key performance indicators relevant to the particular business, including information relating to environmental and employee matters."

The **EC Communication "A renewed EU strategy 2011-14 for Corporate Social Responsibility"** (COM (2011) 681) outlined the most recent EU's policies on CSR and eight priority areas for action. One key area for action that continues to be a priority EU CSR policy area is **Improving Company Disclosure of Social and Environmental Information**, through establishment of a process and mechanism for CSR reporting and disclosure of credible social, environmental, governance information together with financial information about companies' performance. Two directives set the course towards comprehensive, integrated financial and extra-financial business reporting in the EU:

- **Directive 2013/34/EU of the European Parliament and of the Council of 26 June 2013 on the annual financial statements, consolidated financial statements and related reports of certain types of undertakings (the Accounting Directive)** (European Parliament and Council. 2013) encourages the EU Member States to provide for different accounting and disclosure requirements, and reporting obligations, including with respect to the contents of the management report and the inclusion of a 'corporate governance statement', for so-called micro-entities, small and medium-sized companies, and large undertakings in accordance with the "think small first" principle.
- In 2014 the European Parliament passed a vote to require mandatory disclosure of non-financial and diversity information by certain large companies and groups on a 'comply or explain' basis. This vote amends Directive 2013/34/EU with a new so called EU [Directive on disclosure of non-financial and diversity information by certain large companies](#) (European Commission.2014) and affects all European-based "Public Interest Entities" (PIEs) of 500 employees or more as well as parent companies. It requires member states to have the relevant legislation in place as of December 2016. It is expected the first company reports will be published in 2018 covering financial year 2017-2019.

The development of strong Medium Small and Microenterprise (MSMEs) sector has always been among the EU sustainable growth priorities and the European Commission has long recognised the need for policy and legislation to be designed with MSMEs in mind (European Communities.2002). In 2008 the EC launched [The Small Business Act \(SBA\)](#)²² - an overarching framework for the EU policy on MSMEs

²² The SBA comprises a set of common principles to guide SME policy as well as a number of proposed actions to translate the principles into practice. It focuses on promoting entrepreneurship, anchoring the Think Small First principle in policy-making and supporting SMEs' growth. The implementation and monitoring of the "Small Business Act" is ensured by the Commission and Member States, within the Lisbon Strategy for Growth and Jobs.

aiming to improve the approach to entrepreneurship in Europe, simplify the regulatory and policy environment for MSMEs by anchoring the **Think Small First principle**²³ in policy-making, and remove the remaining barriers to the SMME development. Based on the 2011 SBA implementation review, the SBA has been integrated in the **Europe 2020 Strategy** and its **Flagship Initiatives**²⁴ that will help SMEs achieve sustainable growth.

Since CSR was created primarily by and for larger companies, several EU public policy initiatives aim to: familiarize SMEs with the CSR concept through practical approaches such as good practice examples, guides and tools; to generate information for policymakers on the key CSR challenges SMEs face; and to build the capacity of the EU MSME sector and engage it actively in the EU sustainable economic development.

In recent years a number of mechanisms have been established for provision of financial support and investments for sustainable development with focus on social development, entrepreneurship and employment especially through SME development.

For example, the **European Investment Fund (EIF)**, part of the European Investment Bank group, has a central mission to support Europe's small and medium-sized businesses (SMEs) by helping them to access finance. In this role, EIF fosters EU objectives in support of innovation, research and development, entrepreneurship, growth, and employment.

The European Commission's **Programme for Employment and Social Innovation ("EaSI")** aims at supporting the EU's objective of high level employment, adequate social protection, fighting against social exclusion and poverty and improving working conditions. The microfinance and social entrepreneurship axis²⁵ of the EaSI programme provides support to financial intermediaries that offer microloans to entrepreneurs or finance to social enterprises.

The European Commission supported the design of a widely accepted voluntary **European Code of Good Conduct for Microcredit Provision** that sets out and promotes best practice guidelines for the young and growing European microcredit market. Many other initiatives, tools and guides in support of the MSME sector are made available through the site <https://ec.europa.eu/growth/smes/> and other EU sites addressing EU growth, enterprise development, CSR, business SDGs and sustainability.

Within the EU different member states have different social laws, as well as different labor, social and CSR priorities and policies, reflecting the different cultures and context and have applied various approaches and solutions, for example: taking a more regulatory CSR approach in France; fostering a partnership-oriented CSR strategy which is typical of the Nordic nations; focusing on a multi-stakeholder CSR model in the Mediterranean countries, such as in Italy.

France

French Employment Law dates from the ninetieth century after the repeal of the legislation that outlawed the trade unions. The freedom of association given to the unions and the right to strike afforded to the employees resulted in permanent pressure on the employers to improve of the workers' rights. The

²³ The Think Small First principle calls on policy-makers at all levels, from the Union down to the local, to consider and take into account the needs and interests of SMEs from the earliest moment in policy formulation.

²⁴ Europe Strategy 2020 has identified new engines to boost growth and jobs. Three priority areas are addressed by 7 **flagship initiatives**: **Smart growth** (Digital agenda for Europe; Innovation Union; Youth on the move), **Sustainable growth** (Resource efficient Europe; An industrial policy for the globalisation era), **Inclusive growth** (An agenda for new skills and jobs; European platform against poverty)

²⁵ <http://ec.europa.eu/social/main.jsp?catId=952&intPageId=3510&langId=en>

1898 law establishes the principles of *mutualisme*, as they are found today in French law; *mutuelles*—organizations for collective social insurance—were permitted to offer loans to any French person, even if at the beginning, interest rates were too high for the average person.

Alongside the movement for mutual, private social insurance, legislators pushed state-sponsored social aid, which tended to nurture the principle of national solidarity. The law of 15 July 1893, instituted free medical assistance; the law of 9 April 1898, considerably facilitated the worker compensation claims; the law of 27 June 1904, created the *service départemental d'aide sociale à l'enfance*, a childbirth assistance program; and on 14 July 1905, an elderly and disabled persons assistance program was initiated. France also had, by the 1900s, the most extensive network of child welfare clinics and free or subsidized milk supplies in the world.^[1]

French movements for human rights unfolded in parallel with and closely linked to the development of the French labor laws. France signed and ratified the [Universal Declaration of Human Rights](#) in 1948 as well as all [Geneva Conventions](#).

The Constitution of the IVth Republic, adopted by referendum in 1946, a constitutional state obligation to provide financial assistance to those deemed most socially vulnerable, most notably women, children, and retired workers. The *régime général*, or unified social security program, would gradually be extended by various laws, including:

- 9 April 1947: extended social security to government workers
- 17 January 1948: established three retiree insurance programs for non-salaried, non-farm employees (artisans, industrial and commercial workers, and among the liberal professions)
- 25 January 1961: established mandatory health insurance for farmers, allowing them choice among providers.
- 12 July 1966: established maternity health insurance for non-salaried, non-farm workers, managed by the CANAM
- 25 October 1972: protection enforcement of salaried farm-workers against work-related accidents, written into law
- 4 July 1975: universalized retiree insurance mandatory for working population
- 28 July 1999: the complete institutionalization of universal health care.

The employment statutes have fundamental role as they constitute the basis of the French Employment Law. The statutes are grouped in the elaborate [French Code of Labour](#) and the Code of Social Security.

As part of the revision of the **Labour code** initiated by the previous government, on 22 September 2017 the government launched the French Labor Law reform <http://www.gouvernement.fr/en/labour-law-reform> that aims to bring about the convergence of social and economic performance.

The French “**National Plan for the Implementation of the United Nations Guiding Principles on Business and Human Rights**” was drafted on the basis of recommendations issued by the National Consultative Commission on Human Rights (CNCDH), and work conducted by the National CSR Platform, created in June 2013 to be a forum for dialogue and cooperation for the different actors of French society.

France’s CSR policy, which was launched in the early 2000s, is focused on implementing a legal framework to govern the social and environmental transparency of businesses. A number of laws and regulations affecting CSR were passed in 2001:

- The Law on Employment and Saving Plan of 19 February 2001, which asks fund managers to take into account social, environmental and ethical considerations in the choice of investments.
- The Law on New Economic Regulations of 15 May 2001, which requires listed companies to introduce environmental and social information within their yearly reports to shareholders.

- The Law on Retirement Reserve Funds of 17 July 2001, which requires environmental and social information to be introduced in the yearly reports of retirement funds.
- In 2001 the Law on Public Pension Reserve Funds requires disclosure on how firm investment policy guidelines have addressed social, ethical, and environmental considerations.⁴⁵ (Harvard Kennedy School. 2015)

In 2013 the [French Platform for promoting global action on CSR \(la Plateforme RSE\)](#) was launched and brought together all stakeholders in France's CSR strategy (representing the State – elected members of parliament, regional authorities and administrations –, businesses, employees, non-profit organizations and NGOs, and academics and universities). The French national platform targets companies in addition to financial actors, employees and consumers, and it is supported by the State and regional actors.

The [Preparatory Document for the French National Plan for the Development of Corporate Social Responsibility](#) (French Government. 2013) states that “CSR is an economic, social and environmental global societal matter for France, as the impact of corporate activities on the environment and on societies knows no border. The national policy supporting CSR is part of the more general framework reference of France's policy for the mainstreaming of sustainable development issues. It contributes to three challenges of the 2012-2013 national sustainable development strategy in particular: sustainable consumption and production, and international challenges in terms of sustainable development and world poverty.”

The **Act of 31 July 2014** aims to scale up the **social and solidarity-based economy (SSE)** by establishing a clear legal framework. The Act recognizes the SSE as a sustainable business model that drives social innovation and adopts a local approach, with its activities making a key contribution to sustainable development through CSR.

The **Hamon Act of 31 July 2015** aims to boost recognition of the SSE as a specific business model, consolidate the network of SSE actors, empower employees, bring about a cooperative revolution, and reinforce local sustainable development policies.

On February 21, 2017, the French National Assembly (Assemblée nationale) adopted proposed legislation [defining a “duty of vigilance” or “duty of care” law for parent companies and their subcontractors](#). The law provides that multinational firms carrying out all or part of their activity on French territory shall establish mechanisms to prevent human rights violations and environmental damages throughout their supply chain.

In 2018 the French [Business Growth and Transformation Action Plan \(PACTE\)](#) was launched. Directed at both employees and business owners, PACTE is the outcome of collaborative work and extensive consultations involving French governmental institutions, enterprises, trade unions and trade federations, and the general public. The PACTE consultations included 626 meetings with institutions and companies, consultations with 38 trade unions and trade federations, and collected 63000 votes during the online public consultation poll. PACTE has 70 measures, including for example: streamlining workforce thresholds for SMEs; rethinking the company's role in the society; creating companies online; etc. The plan also includes regulatory and non-regulatory as well as tax measures that will be included in the 2019 French Budget Bill.

Germany

The German Basic Law (Enders. 2010) guarantees freedom of association (Art. 9 para. 3) as well as free choice of occupation and prohibition of forced labour (Art. 12). It also establishes the principle of equal treatment and in particular obliges the state to support the effective realization of gender equality (Art. 3).

According to the National Labour Law Profile for Federal Republic of Germany by ILO: the major sources of labour law are Federal legislation, collective agreements, works agreements and case law. There is not one consolidated Labour Code; minimum labour standards are laid down in separate Acts on various labour related issues, which are supplemented by the government's ordinances.

The following Acts may be considered key:

- The Civil Code adopted on 18.08.1896 and last amended on 02.11.2000 defines the employment relationship. However, matters like dismissals, illness and holidays are treated in the specific Acts mentioned below.
- The Works Constitution Act adopted on 23.12.1988 and last amended on 19.12.1998 regulates co-operation between employers and employees.
- The Act on Collective Agreements adopted on 25.08.1969 and last amended on 29.10.1974 governs collective agreements.

The respect of human rights is enshrined in the German Basic Law (Enders.2010). Germany is also committed to protecting people worldwide from violations of their rights and basic freedom. The German government adopted the National Action Plan on Business and Human Rights on 21 December 2016, after a consultation process with civil society, business and government representatives.

The **Federal Ministry for Employment and Social Affairs** plays an important role as the center for all CSR issues and has launched initiatives, such as:

- Round-table for a Code of Conduct for German enterprises doing business in developing countries, in particular, regarding standards for local suppliers;
- the Federal Government took decisions with regard to: indication of the regions of origin of consumer products; introduction of additional publication obligations for enterprises with regard to their compliance with environmental and social standards; and introduction of the obligation that suppliers of German enterprises comply with environmental and social standards.

The **Council for Sustainable Development**, an advisor to the government with regard to CSR, presented in 2006 the report “Corporate Responsibility in a Globalized World – a German Profile of CSR”. In 2009 the government established a **multi-stakeholder forum on CSR** which in June 2010 adopted a recommendation for a national action plan on CSR. In October 2010, Germany's first **National Engagement Strategy and the National Strategy for CSR (Action Plan for CSR)** was launched.

German government support for CSR and CSR reporting: In 2002, in Section 115, **The Insurance Supervision Act** states that pension fund trustees must inform the beneficiaries in writing whether and how ecological, ethical and social needs have been considered in the investment decisions.⁴⁸ In 2004, **The Reform Act on Accounting Regulations (BillReg)** requires that companies examine and report on key financial and non-financial indicators that materially affect the development or performance of the company in their annual report. ([Harvard Kennedy School. 2012](#))

In 2011, The German Council for Sustainable Development (GCSD) develops a **German Sustainability Code**, based on the Sustainability Reporting Guidelines of GRI and the European Federation of Financial Analyst Societies (EFFAS). It includes 20 criteria and 27 GRI Performance Indicators that describe what should be taken into account in sustainability and reporting analysis and provides the reporting organizations with a comparable reporting form, the so-called declaration of conformity. ([Harvard Kennedy School. 2015](#)). The Code was further renamed to **Sustainability Code** and updated to integrate current developments in 2017 (German Sustainability Council.2017). In 2014 the GCSD released a German Sustainability Code guidance for SMEs (German Sustainability Council.2014).

In 2007, Deutsche Börse establishes the [DAXglobal Sarasin Sustainability Germany Index](#) which monitors companies that meet sustainability requirements of the [Sarasin Sustainability Matrix](#). This is followed by the release in 2011 by Deutsche Börse of a two-tier system, where companies are listed according to their level of best ESG practices. The [Prime Standard Segment](#) lists companies with better records of robust governance practices, quarterly financial reporting, and other issues. In its present development, though, the Standard companies in the Prime segment do not necessarily have best practices on ESG issues.
(http://aei.pitt.edu/43368/1/Mullerat_CSR_Europa.pdf) and (Harvard Kennedy School.2015)

Italy

Italy does not have a unified labor code. Labor legislation is wide ranging, with a number of laws, regulations and statutes which have an important bearing on labor relations. The [Constitution of Italy](#) (articles 35-47) contains some declarations of principle in regards to fair pay, the maximum working hours, annual paid vacation, the protection of women and minors on the job, social insurance for old age, illness, invalidity, industrial diseases and accidents, on Freedom of Association, and the right to strike. The main legislation which regulates the social obligations of employers is contained in the **Workers' Statute**. The **Workers' Statute of 1970** has been recently modified so the following social issues are being addressed in a more comprehensive way by the current Italian legal system:

- **Non-discrimination, equal treatment and gender equality**
 - Under Italian law, there are a series of legislative measures aimed at protecting equal opportunities in the workplace.
 - Equal treatment in the areas of employment and division of labour is guaranteed by the legislative decree on equal treatment. The measures transpose the EC Directive on equal treatment against every form of discrimination related to religion, personal beliefs, disabilities, age and sexual orientation.
- **Health and safety at work**
 - Health and safety rules in the working environment are set out in the Decree on safety at work.
 - Companies with more than 10 employees who are not particularly exposed to H&S risks can assess these through self-certification. A risk assessment report has to be provided.

In **2006 the Italian Decree Law 198/2006** – Equal Opportunities Code was enacted. The **Jobs Act 2015** introduced controversial changes to labor law with the aim to reduce barriers to employment by making it easier to dismiss workers. In general, the current Italian labour policy, social policies and equal opportunities, are in line with the international standards and those by the International Labour Organisation (ILO) as well as provisions of the Italian Constitution and of the ordinary legislation, regulating labour relations.

Following on the adoption by the EU Foreign Affairs Council, on 25th June 2012, of the “Strategic Framework on Human Rights and Democracy” and its “Action Plan”, the Italian government released on 20 March 2014 the [“Foundations of the Italian Action Plan on the UN Guiding Principles on Business and Human Rights”](#) (defined in compliance with the European Commission Communication COM (2011) 681). This Plan stands besides other Plans already adopted by the Italian government: the “National Plan against violence on women and stalking (2010-13)”, “National Action Plan on Women, Peace and Security” (2010-13) – defined according to UN Security Council Resolution 1325 (2000) and currently being updated; “National Plan against Racism” (currently being finalized); “First National Strategy for the Integration of the Roma, Sinti and Travellers Communities” (2012-2020) – drafted according to the 2011 EU framework for the national integration of the Roma communities (European

Commission Communication COM (2011) 173); “First National Strategy for the Prevention and Contrast to Discrimination based on Sexual Orientation and Gender Identity” (2013-2015). The plan outlines policies, priorities and directions for action concerning the duty of state to protect human rights (agricultural policies; environmental and sustainable development policies; labor and equal opportunities; policies for MNEs; economical operations of enterprises; foreign direct investment and export credits; public procurement; freedom of religion or creed; training policies for public administration) and for access to remedy measures.

Italian businesses can exercise their corporate social responsibility by adopting accounts for social relations, the environmental and sustainability, by using socially responsible management systems, or by reporting performance of its corporate social responsibility. The following standards and certificates are widely used to increase company’s social and environmental responsibility:

- **SA8000** is the most widely used certification for **ethical and social responsibility** of a company, it particularly relates to respect for human rights, workers' rights, protection against exploitation of minors, security guarantees and a healthy workplace;
- **Environmental Product Declaration (EPD)** - aims to improve communication on the environment between producers and manufacturers and between distributors and consumers.;
- **ISO 14000** - for businesses wanting to reduce their impact on the environment.
- **Eco Management and Audit Scheme (EMAS)** and **ECOLABEL** schemes guide businesses in environmental policy.

In order to comply with the **legislation on occupational health and safety (OHAS)** and as part of their risk management strategy, many companies implement an **Occupational Health and Safety Management System (OHSMS)** and **OHSAS 18001 assessment standard** for occupational health and safety management systems.

The adoption of social accounts and CSR reporting (publicly available CSR/social report to company’s stakeholders) http://www.pi.camcom.it/uploads/2008_10_23_12_48_29.pdf (Italian) is still a voluntary choice in Italy, not a legal obligation.

The general framework for CSR behaviour and strategies consists of the **EC Green Paper 2001**. Within this framework, three main issues can be highlighted: spontaneous experiences from companies and other players; the innovative project called **CSR - Social Commitment**, developed by the Ministry of Labour and Social Affairs; and a survey that is the starting point of an ongoing process of investigation regarding CSR attitudes in Italy. CSR topics are high in the agenda and include corporate governance and measuring CSR progress and diversity. Impronta Etica, an Italian business network for CSR, and the employment agency Obiettivo Lavoro, are leading a **CSR Laboratory** on recruitment and ethical management of foreign workers.

SMEs play an important role in local communities and the Italian economy as a whole. An Italian contribution to the CSR theory and practice is the “territorial model company” (doing CSR Italian way) present in Italy in zones whose values in terms of know-how, sense of belonging to a local community, to the same culture, inspire entrepreneurial behavior. A recent piece of research, which centered on various cases involving Italian SMEs, allowed verifying an important connection between orientation towards sustainability of companies led by entrepreneurs (“champions of CSR”) and the sharing of those values typical of their local context (Harvey, Van Luijk and Corbetta, 1991; Peraro and Vecchiato, 2007).

The financial and banking sectors are a particularly important driver of CSR movement in Italy. Numerous financing schemes in Italy and the EU support competitiveness and social cohesion with

specific focus on MSMEs. These funds are aimed at various activities and are allocated in accordance with the National Strategic Framework Programme for regional development. Many programs are funded through EU investment schemes.

Spain

Spanish companies consider corporate reputation, competitive advantage and industry trends to be the major driving forces of CSR. Initiatives undertaken by the EU have influenced companies' decision to implement CSR. Associations and forums that bring together the heads of leading corporations, business schools and other academic institutions, NGOs and the media are actively practising and promoting CSR. In Spain the work of saving banks ('cajas de ahorro'), now transformed into banks, has been remarkable, since these organizations, active and powerful in the financial industry, devote a great portion of their incomes to social causes. There are several centres devoted to the dissemination of CSR. The Chair for CSR, a joint venture of "la Caixa" and the business school IESE, must be highlighted. Media groups, like Media Responsible, dedicated to the promotion and dissemination of business responsibility and sustainability need also to be mentioned.

In 2007 the Spanish Parliament passes the '**Law of Equality**,' requiring listed companies to nominate women to 40 percent of all board seats. The government will take compliance into account in the awarding of public contracts. In addition, the Spanish Securities and Exchange Commission's (CNMV) Corporate Governance Code recommends that listed company boards include women with appropriate business backgrounds when seeking additional directors. Companies that do not follow the recommendation must provide an explanation.

In March 2011, **The Sustainable Economy Law (Act)** was launched in Spain, requiring that government-sponsored commercial companies and state-owned business enterprises, "attached to the central government," shall adapt strategic plans to file annual corporate governance and sustainability reports in accordance with generally accepted standards, and must mention whether this information has been examined by an independent third party. If the corporation has more than one thousand employees, this report must also be sent to the Spanish CSR Council. The law suggests that the government will make available a set of indicators for self-evaluation in accordance with international standards on social responsibility. Chapter VI of this law creates incentives for companies, in particular SMEs, to incorporate or develop CSR policies.

In 2015, The Spanish Corporate Governance Code ('the Code') for listed companies is revised, including a call for at least 30 percent female representation on boards of directors by 2020. Compliance continues to be voluntary and subject to the 'comply or explain' principle.

Since the vast majority of Spanish companies have fewer than 50 employees, it is important for the government to foster a culture of CSR among SMEs in particular. In February 2010 the Ministry of Labour and Immigration issued an **order on the promotion of CSR with particular reference to SMEs**. Based on the order, awards are granted for activities to promote CSR issues. The focus of the order is on the development of studies, seminars, conferences and reports to disseminate CSR issues among SMEs. Even non-public and non-economic entities are leading CSR initiatives to become references in the country. This is the case, for instance, of the Monastery of Poblet, a Cistercian monastery of 32 monks in Catalonia—one of the elements of the World Cultural Inheritance- that has engaged in a process of ecological conversion with an ecological management of water, energy, food, waste and improved landscape. (http://aei.pitt.edu/43368/1/Mullerat_CSR_Europa.pdf) and (Harvard Kennedy School.2015)

Denmark

Denmark has also been active in the CSR field for a long time. CSR in Denmark evolved from emphasizing the promotion of ‘the inclusive labour market’ to the emphasis on an ‘international approach to CSR’ and ‘strategic CSR’, which is a key concept in the Government Strategy to Promote CSR as launched in May 2008. The government stressed that CSR shall be approached using the framework provided by the UN Global Compact, appreciating also the Global Compact proposed ‘principle-based approach’.

The Copenhagen Centre is an autonomous institution established by the Danish government in 1998 to encourage voluntary partnerships between government and business so as to promote social cohesion and opportunities for the less privileged to be self-supporting, active and productive citizens. In May 2008 the government published its “**Action Plan for CSR**”. The aim is twofold: to promote CSR among businesses, and to promote sustainable growth both domestically and internationally. The action plan comprises 30 initiatives in four areas: propagating business-driven social responsibility; promoting businesses’ social responsibility through government activities; the corporate sector’s climate responsibility; and marketing Denmark for responsible growth.

In 2008, the parliament passed a law requiring all large companies to publicly report on their CSR. While the law does not require the 1,100 companies it impacts to actually be socially responsible, the hope is that by requiring companies to be more transparent about their CSR efforts, public pressure and desire for competitive advantage will motivate companies to enhance their “triple bottom line” of people, planet and profit. In 2008 also, the Danish government launched a web-based tool, the “**Climate Compass**”, which offers guidance to companies preparing a climate strategy that reduces their GHG emissions step by step. The Climate Compass also presents case studies disseminating information on how companies have reduced their climate impact and used it to strengthen their competitiveness.

In 1996, Denmark begins requiring companies with “significant environmental impacts” to publish green accounts. The **2001 Danish Financial Statements Act** requires companies to disclose in their management report their use of environmental resources, if it is material to providing a true and fair view of the company’s financial position. This law is expanded in 2009 to include CSR in general. Under section 99A, state-owned companies and companies with total assets of more than EUR 19 million, revenues more than EUR 38 million, and more than 250 employees, must report on their responsibility to society (CSR) and are encouraged to do so using the GRI Sustainability Reporting Guidelines. (Harvard Kennedy School. 2015)

In 2000, was launched the **Danish Social Index**, developed by the Ministry of Social Affairs in collaboration with the consultancy and audit firm, KPMG, and the Socialforskningsinstituttet, with the support of Det Nationale Netværk (national network of business executives). The Social Index is a tool for measuring the degree to which a company lives up to its social responsibilities. It is a self-evaluation tool forcing the company to reflect on its social commitment and the results.

(http://aei.pitt.edu/43368/1/Mullerat_CSR_Europa.pdf) and (Harvard Kennedy School.2015)

UK

The UK is justly considered to be a leader in CSR and home to some of the world’s leading thinkers, practitioners and campaigners in this field. In 1999, the Combined Code (the Turnbull Report) was issued according to which all listed companies must comply; and the Pension Review 2000 called for institutional investors to consider their position on SRI. The 2000 Stakeholder Pension Schemes

Regulations state that managers must provide a written statement of the principles governing their decisions about investments, which must include, “the extent (if at all) to which social, environmental or ethical considerations are taken into account in the selection, retention and realization of investments.” The government also appointed a minister for CSR.

The government published a sustainable development strategy in 2005 and a sustainable procurement action plan in 2007. The released in 2006 British Companies Act mandates that companies listed on the London Stock Exchange disclose, in their annual Business Review, information on environmental, workplace, social and community matters “to the extent that they are important to understanding the company’s business.” The Companies Act compelled directors to act in the interests of the company’s shareholders, by taking into account the wider interests of stakeholders. It also required companies to provide information in their annual report on their strategies, performance and risks (the so-called Business Review). Quoted companies additionally should disclose, to the extent necessary for an understanding of the business, information on environmental, workplace, social and community matters in their annual reviews, as well as information about any policies in relation to these matters and about the effectiveness of those policies. (Harvard Kennedy School.2015)

The UK has passed a number of regulations designed to complement voluntary initiatives to encourage CSR, such as the law that makes it illegal to bribe someone overseas, pursuant to the OECD Convention on bribery of foreign public officials. The UK’s Climate Change Act of 2008 has created a new approach to managing and responding to climate change. The Act sets legally binding GHG emission reduction targets for 2020 (reducing GHG emissions by 34 %) and for 2050 (by at least 80 %).

In 2009, The UK-based Social Stock Exchange (SSE) aims to combine profitable trading with social or environmental missions, and includes healthcare, first world development projects, clean technologies and help for disadvantaged communities. Its mission is to lower the cost of capital raising for companies with a social purpose.

In 2012, The Deputy Prime Minister announces that London Stock Exchange Listed companies will be required to report their annual greenhouse gas emissions, effective April 2013. The UK is the first nation to establish mandatory inclusion of businesses’ emissions data in their annual reports. Previously, the Carbon Reduction Commitment (CRC) of 2010 had required companies that use more than 6,000MWh per year to measure and report on all their emissions related to energy use to the Environmental Agency or face financial or other penalties.

The Financial Reporting Council (FRC) in the UK finalized its guidance on companies' disclosures on environmental, social, and diversity issues in 2013. The new Strategic Report replaced the existing 'business review' section of annual reports and requires companies to provide a complete picture of their business activity, including social effects, calling into question what is material in business reporting.

Also, in 2013, The Social Value Act places a duty on public bodies to consider social, economic and environmental well-being of stakeholders ahead of a procurement. The Act applies to the provision of services, or the provision of services together with the purchase or hire of goods or the carrying out of works.

In 2014, The UK Financial Reporting Council (FRC) issues an updated version of the UK Corporate Governance Code to include a new requirement for companies to tailor executive pay to long-term company performance and allow for cash to be clawed back in the event of poor results.

Nordic countries

The Nordic model has been the object of much attention in recent years in regard with the fact that the Nordic countries score better than most other Western countries when it comes to economic development, social relationships, distribution and employment (Jon Erik Dølvik, Tone Fløtten, Jon M. Hippe & Bård Jordfald, 2014)

The Scandinavian countries are often called ‘welfare states’ where the state intervenes in all aspects of life including issues of economy. The view that government must act as arbiter of business responsibilities to society is well expanded. Scandinavians accept that in the past, government successfully controlled externalities regarding the environment, safety at work and competition provisions. The model of non-shareholder interest representatives is also expansively used in Scandinavia with particular emphasis on employee representation. This model is also imposed by state regulation and necessitates the representation of employees, the local community, consumers and the environment, in the company’s meetings. The Nordic countries share many common traits, including small, open economies, generous welfare states, and highly organized labour markets. The main challenges these countries will have to cope with towards 2030 are identified and discussed in the final report by the Nordic research project NorMod 2030 (Jon Erik Dølvik, Tone Fløtten, Jon M. Hippe & Bård Jordfald. 2015).

The Nordic Council, integrated by Denmark, Finland, Iceland, Norway and Sweden plays important role in making CSR a routine element of the Nordic companies’ business agenda. In 2010 it launched the [Nordic CSR Compass tool](#) – an informational instrument that is intended to foster responsible supply chain management and to give SMEs guidance on creating codes of conduct.

Sweden

The Swedish model is a strategy for inclusive growth. The objective is to increase prosperity to the benefit of all, while safeguarding the autonomy and independence of citizens ([Government Office of Sweden, Ministry of Finance.2017](#)). The current **Swedish Labor-related Legislation** includes (Teknikföretagen, 2012):

- Employee’s Organizations Acts
 - Employment Protection Act (Lagen (1982:80) om anställningsskydd, LAS)
 - Board Representation (Private Sector Employees) Act (Lag (1987:1245) om styrelserepresentation för de privatanställda)
 - Trade Union Representatives (Status at the Workplace) Act (Lagen (1974:358) om facklig förtroendeställning på arbetsplatsen (förtroendemannalagen))
 - The Employment (Co-Determination in the Workplace) Act (Swedish acronym MBL or medbestämmandelagen) concerns the relationship between the employer and the employees through their local employees’ organisation.
- Discrimination Acts
 - Discrimination Act (Diskrimineringslagen 2008:567)
 - Act on Discrimination against Part-time Employees and Fixed Term Employment (Lag (2002:293) om förbud mot diskriminering av deltidsarbetande arbetstagare och arbetstagare med tidsbegränsad anställning)
- Right to Time Off Acts
 - Annual Leave Act (Semesterlag (1977:480))
 - Employee’s Right to Educational Leave Act (Lag (1974:981) om arbetstagares rätt till ledighet för utbildning (studieledighetslagen))
 - Parental Leave Act Föräldraledighetslag (1995:584)

- Right to Leave to Conduct a Business Operation Act (Lag (1997:1293) om rätt till ledighet för att bedriva näringsverksamhet)
- Dependency Leave (Lag (1998:209) om rätt till ledighet av trängande familjeskäl)
- Compassionate Leave Act (Lag (1988:1465) om ersättning och ledighet för närståendevård; Lag (2008:565) om rätt till ledighet för att på grund av sjukdom prova annat arbete)
- Other
 - Act on Measures to Promote Employment (Lagen (1974:13) om vissa anställningsfrämjande åtgärder)
 - Right to Employees Inventions Act (Lag (1949:345) om rätten till arbetstagaruppfinningar)
 - National Insurance Act (Socialförsäkringsbalken)
 - Labour Disputes (Judicial Procedure) Act (Lag (1974:371) om rättegången i arbetstvister)
 - Sick Pay Act (Lagen (1991:1047) om sjuklön)
 - Working Hours Act (Arbetsbetslag (1982:673))
 - Work Environment Act (Arbetsmiljölagen (1977:1160))

Sweden has a long experience on the CSR movement. Since 1979, it has carried on a continuous dialogue with the social partners concerning CSR. The [Action Plan for Business and Human Rights](#) was released in August 2015 by the Ministry of Foreign Affairs, Sweden. It was followed by the industrial policy for corporate social responsibility, launched in 2016 by the Swedish Government, with the objective to strengthen competitiveness and create more jobs and growing companies. The government distributed **a handbook on the Guidelines to the business community** based on internationally agreed conventions in human rights, core labour standards, sustainable development and corruption. The Swedish Government Communication (Communication 2015/16:69) on sustainable business, submitted to the Riksdag in December 2015 laid the ground work for a more ambitious and cohesive sustainable business policy.

On the basis of the Government's Communication on sustainable business, the Swedish Ministry of Enterprise and Innovation releases the guide "Sustainable business – business" where it presents the government's expectations, views and actions for sustainable business and brings together practical advice and tools for companies seeking to develop their sustainable business efforts. The primary target group is Swedish companies – large, medium-sized and small – as well as other groups interested in sustainable business.

One of the main financial supporters of CSR in Sweden are the Swedish International Development Cooperation Agency, the Swedish Business Development Agency and the Swedish Consumer Agency. There are also three major corporate partnerships working towards CSR: Swedish Partnership for Global Responsibility, CSR Sweden, and UN's Global Compact.

Since 1999, Sweden Accounting Act obliges companies to ask for permit or report under Swedish Environmental Code on their impact on the surrounding environment and whether the impacts have direct or indirect impact on their financial or future performance. Fines may be imposed if the company fails to report.

Since January 2008, all 55 Swedish state-owned companies have been required to publish a sustainability report in accordance with the GRI guidelines. The sustainability reports need to be quality assured by independent checks. Reporting for state-owned companies is independent of size or industry and is based on the "comply or explain" principle. The financial report is required to explain how the GRI guidelines have been applied and to comment on any deviations. (Government Office of Sweden.2007) In addition

in 2007 the OMX publishes its Wholeheartedly Proud Policy, reserving the right to delist companies who violate ethical norms.

Sweden is one of few countries focused on identifying the challenges facing its nation and country in a longer-term, up to 2050. As early as 1973, Sweden appointed a Minister of State to review the role of future studies. The Commission on the Future of Sweden, set up in 2011 submitted its report in March 2013 and outlined the challenges facing Sweden up to 2020 and 2050. In November 2014, Sweden established its “[Ministry of the Future](#)” headed up by Kristina Persson as Minister for Strategic Development and Nordic Cooperation, it has a mandate to think about public policy in the very long term.(Virginie Ma-Dupont. 2016)

Swedish policy promoting CSR has a global focus and is based on an active trade policy for greater openness and freer trade and a foreign policy that strongly emphasises the importance of human rights and sustainable development. The Swedish Consumer Agency (SCA) promotes awareness among, most of all, consumers on CSR through training materials and the organisation of round tables with stakeholders, including representatives from producing countries. Through the Partnership for Global Responsibility (hence called Global Responsibility), within the Ministry of Foreign Affairs, Sweden encourages Swedish companies to adhere to the OECD Guidelines for Multinational Enterprises and the UN Global Compact's ten principles regarding human rights, labour rights, anti-corruption and environmental issues. Through the Swedish International Development Agency (SIDA), Sweden supports a range of activities that aim to create the essential conditions for change, sustainable development and global responsibility. SIDA is encouraging businesses to take social and environmental responsibility regarding working conditions in relation to combating poverty. SIDA is assessing to what extent companies' social and environmental responsibilities are taken into account in public procurement.

Finland

According to the [ILO](#) the structure and role of the Finnish labour regulation reflects many of the central features of the so called Nordic model of industrial relations. Thus, the Finnish labour market is characterised by a high level of organisation on both the employee and the employer side, and an important role played by collective bargaining in labour regulation. The basis of the regulation lies, however, in comprehensive and detailed labour legislation which is complemented by collective agreements. The basic regulation of *individual labour relations* has in Finland traditionally been codified in a statute called the Employment Contracts Act. The first Act bearing this name was passed 1922 and was replaced by the 1970 Act, which in turn has recently been repealed by the 2000 Statute (Act 55/2000, in force as from 1 July 2001).

Aspects of the individual labour relationship are regulated in separate statutes such as the Labour Safety Act (1958), the Annual Holidays Act (1973). The Hours of Work Act (1996), The Study Leave Act (1979), and the Act on Equality between Men and Women (1986).

The *collective regulation* of terms and conditions of employment takes place within the framework of the Collective Agreements Act (1946) which defines the competence of parties to collective agreements and the legal effects of such agreements. Worker participation at the enterprise level is based on the Co-operation Within Undertakings Act (1978), the Act on the Representation of the Personnel in the Administration of Enterprises (1990), and the Act on Personnel Funds (1989).

The prohibition to discriminate on the ground of sex, age, origin, language, religion, conviction, opinion, health, disability or other such ground is laid down in Sec. 6 of the Constitution. The Employment Contracts Act, 2:2, repeats the main content of the provision, adding trade union activity to the list of

grounds on which discrimination within the employment relationship is forbidden. The discrimination ban must be observed also in hiring new employees. Furthermore, the provision of the Employment Contracts Act imposes on the employer a duty to treat his employees impartially in other respects as well, unless an exception is warranted by justified reasons.

Trade union freedom, comprising also the right not to belong to an association or to resign from one, is guaranteed by the Constitution, the Employment Contract Act, and also the Criminal Code. Trade unions as well as employers' associations are governed by the general rules of the Associations Act (1989)

Human rights in Finland are freedom of speech, religion, association, and assembly as upheld in law and in practice. Individuals are guaranteed basic rights under the constitution, by **legislative** acts, and in **treaties** relating to human rights ratified by the Finnish government (Freedom House.2013). In 2012 Finland submitted to the EU its **first National Action Plan for implementation of UN Guiding Principles on Business and HR**, updated in 2014 (Government of Finland.2014). The **2014 Human Rights Report of Finland** sets out the Government's policies on Finland's national and international fundamental and human rights activities (Government of Finland. 2015). It is followed by the **2017 HR Report**. The Government accepted a **National Action Plan on Fundamental and Human Rights for 2017–2019** on 16 February 2017 (Ministry of Justice of Finland. 2017).

In the guidelines approved by the Ministry of Trade and Industry (www.ktm.fi) in February 2004, CSR is seen as a significant competitive advantage and part of national competitiveness strategy of Finland. The guidelines of the Ministry of Trade and Industry aim at promoting CSR at a local, regional and international level through the **Corporate Responsibility Finland programme**. Among other things, the programme aims to assist SMEs, raise the profile of CSR, encourage and provide clearer guidance on CSR reporting.

The **Finnish Committee on International Investment and Multinational Enterprises (MONIKA)**, a governmental organisation which discusses and encourages corporate responsibility, and provides an Advisory Board on International Investment and Multinational Enterprises, has been developed by a decree adopted by the Finnish Government on 1 May 2004 into a cooperative organ for the government, the business community, trade unions and NGOs.

Finnish Business & Society (FiBS) is an enterprise network that was established in 2002 with the mission to promote financially, socially and ecologically sustainable business in Finland. FiBS encourages Finnish companies to embrace CSR in their strategic planning and day-to-day management - thereby forging social responsibility into a compelling success factor in the competition for customers, personnel and investors.

Since 2005, the **Confederation of Finnish Industries (EK)** has had a working group on corporate responsibility and has been exploring ways to factor the CSR into business know-how. Since June 2001, companies, organisations, unions and officials together with the church have formed the Finnish Ethical Forum in which to discuss questions of business ethics and CSR.

ICC Finland, the Finnish National Committee of the global business organization, International Chambers of Commerce (ICC), promotes the international ICC business codes and practices addressing extortion and bribery, environmental management, commercial communication and CR in general.

The government's **programme for sustainable development**, based on the **National Implementation Plan for the 2030 Agenda** presented in February 2017, aims at ecological sustainability and at creating the necessary economic, social and cultural prerequisites. Additionally, the programme states strategic goals and lines of action for important areas of sustainable development. This programme is implemented

by the ministries and other public administration organisations. The **Finnish National Commission on Sustainable Development** acts as a forum where different stakeholders present their ideas, goals and programmes and engage in a broad debate about sustainability. The Commission will monitor and assess the implementation of Agenda 2030 in Finland.

The 2017, report by Government of Finland on implementation of Agenda 2030 for Sustainable Development (Prime Minister's Office. 2017) presents the Government's plans for a carbon-neutral, resource-wise and competent Finland where non-discrimination and equality are secured by 2030.

Norway

In 2013, The Norwegian government passes legislation, effective in June, which requires large companies to disclose information on how they integrate social responsibility into their business strategies. The regulation endorses the GRI Guidelines and UN Global Compact Principles; it exempts companies that already publish CSR reports using these frameworks. The government's 2009 White Paper on CSR had similarly promoted GRI's guidelines.

The 2007 Norwegian Code of Practice for Corporate Governance issued by the Norwegian Corporate Governance Board, mandates that companies listed on OsloBørs publish a statement on the companies' principles for corporate governance in accordance with the Norwegian Code of Practice for Corporate Governance, or the equivalent code for companies with a primary listing on a foreign stock exchange. The purpose of the Code of Practice is to clarify the respective roles of shareholders, boards of directors and executive officers beyond the requirements of the legislation.

In 2006, in a government-mandated law, ASAs (publicly listed companies over a certain size) are mandated to make women 40 percent of their boards or risk dissolution. The Norwegian Accounting Act from 1998 requires the inclusion of working environment, gender equality and environmental issues in the Director's report. It does not specify principles or indicators the companies should report against. Moreover, it does not require third party verification nor impose penalties or fines for noncompliance.

North America

Canada

The 1991 The Bank Act requires banks and other financial institutions with equity of CDN\$1 billion or more to publish an annual statement describing their contributions to the Canadian economy and society. (Harvard Kennedy School. 2015)

In 2015, The securities regulatory authorities in Canada announced changes to the Disclosure of Corporate Governance Practices and Corporate Governance Disclosure to increase transparency for investors and other stakeholders regarding the representation of women on boards of directors and in senior management. Also, in 2015, The Ontario Pension Benefits Act was amended, and now requires pension plan administrators to establish a statement of investment policies and procedures (SIPPs) that contains "information about whether environmental, social and governance factors are incorporated into the plan's investment policies and procedures and, if so, how those factors are incorporated."

In 2013 Canada launches SVX, the Social Venture Exchange, one of the first social stock exchanges. It self-describes as a private investment platform made to connect impact ventures funds and investors. (Harvard Kennedy School. 2015)

USA

The notion of CSR emerged in the US as a reaction to the rapid growth of capitalism, which appeared in the 1870s. At the beginning of the 20th century, the appearance of large corporations and the era of the ‘robber barons’ (businessmen who illegally amassed large fortunes) led to the development of the antitrust movement and the corporate social contract doctrine. In response to such phenomenon, corporations emphasized philanthropy and some forms of CSR in order to sustain that government regulation was unnecessary. As corporations grew, the US government assumed responsibility for correcting social behaviour of big corporations as early as the 1890s and it passed laws on child labour, safety at industrial sites and on workers’ rights to form trusts. American corporations became more aware of their public responsibilities after the US Supreme Court declaration in 1906 “the corporation is a creature of the state. It is assumed incorporate for the benefit of the public. It receives special privileges and franchises and holds them subject to proper government supervision”.

The government passed legislation on labour protection, public utilities and banking services during the 19th and in the early 20th centuries. Trying to distance themselves from government intervention, entrepreneurs like Lowell, Ford and Rockefeller laid education in the centre of the relationship between individual and corporate responsibility. In a modern econometric comparative study of the stock performance between the US and the EU made by Urs von Arx and Andreas Ziegler, such investigators reached the conclusion that environmental and social activities of a firm compared with other firms within the industry are valued by financial markets in both regions. However, there are some differences, for instance, the respective positive effects on average monthly stock returns appear to be more robust in the US than in Europe. Some US commentators disagree with the evolution taken by CSR in the EU especially after the EC Strategy 2011-2014 in October 2011). They consider that pursuant to such strategy, corporations are no longer business but “rather an agency administering the distribution of “shared value” to its “triple bottom line” constituencies: its shareholders, stakeholders (including employees, customers and suppliers) and society at large”, particularly when ISO 26000 Guidance Standard on Social Responsibility extends its reach to global commercial networks providing goods and services to EU companies and commands to extend CSR into a nation “sphere of influence” and to “avoid complicity” (http://aei.pitt.edu/43368/1/Mullerat_CSR_Europa.pdf)

In 2003, The New York Stock Exchange adopts corporate governance rules requiring that listed companies “adopt and disclose a code of business conduct and ethics.” In 2013 NYSE Euronext joins the United Nations’ Sustainable Stock Exchanges (SSE) Initiative. It is the only carbon neutral exchange group. NYSE-Listed companies make up 87% of both CDP’s S&P 500 Disclosure Leadership Index and the Dow Jones Sustainability Index. The same year, NYSE Governance Services launches suite of integrated resources (including “a range of training programs, advisory services, benchmarking analysis and scorecards, exclusive access to peer-to-peer events and thought leadership on key governance topics for company directors and C-level executives”) for private and public companies looking to advance their corporate governance, risk, ethics, and compliance practices.

South America

Brazil

The first social balance sheet in Brazil was compiled in 1986 by Nitrofértil, a company acquired by Petrobras. In the ‘80s, FIDES17 developed a voluntary model for reporting which encouraged companies to report on their community involvement, environment and workers.

In May 1997, the former Federal Congress Representative Marta Suplicy (PT/São Paulo) introduced to the Federal Congress a bill (projeto de lei 3116/1997) that would require all companies with over 100 employees to report their social information. The proposal was not approved, however, since the supporters of the bill were not re-elected. In 1999 Congress Representative Paulo Rocha (PT/ Pará) resumed the discussion, but Bill 32/1999 remained under consideration by the Commission of Economy, Trade and Industry of the Federal Congress at least until 2010 (UNEP, GRI. 2010).

The absence of a regulatory framework has not prevented the practice of reporting non-financial information to move ahead in the country. In 2000, the **Instituto Ethos** proposed indicators for the integration of corporate social responsibility practices into strategic planning and company performance. Concurrent with this movement, Brazil experienced the opening of its markets. As a result, companies had to adapt their management style to suit the international standards of corporate governance.

The establishment of administrative councils, the formulation of codes of ethics and the managerial accountability to shareholders, encouraged by organisations such as the **IBGC**, has played a determinant role for the development of reporting practices in Brazil. In the '90s, the **Total Quality Movement** made inroads in the country along with the spread of certifications such as the ISO. This made clear not only the importance of the standardization of processes, but also prompted for a more efficient practice of resource management in balancing with ecosystems. These movements provided the basis for the reporting of non-financial information. However, throughout the '90s social and environmental agendas followed parallel paths and only began to converge in the early 2000s. One of the reasons for this was the **IPCC** scientific findings concerning climate change and its serious impacts on civilization. The phenomenon revealed a correlation between economic, environmental and social crises, clearly confirming the urgency of developing business models based on the triple bottom line. The social and environmental performance of a business has become such a determinant vector in the decision-making process of different stakeholders that the **Bolsa de Valores de São Paulo (São Paulo Stock Exchange)**, today **BMF/Bovespa**, created special listing segments, such as **Novo Mercado (New Market)** and the **Corporate Sustainability Index (ISE)**. However, the definitive integration of the reporting of economic, social and environmental information only occurred after the launching of the Global Reporting Initiative G3 guidelines in 2006. The GRI framework was able to integrate the various demands for information in a single tool, in this way attaining the preference of Brazilian companies. The improvement of tools for collecting and reporting non-financial information in a systematic way is crucial for the disentanglement of the whole exercise in Brazil. This is demonstrated in the survey by **Ideia Sustentável “Sustainability Reporting: evolution, trends and scenarios”**. The survey, which investigates three periods in the history of sustainability reporting: past, present and future, finds that the majority of companies (30 out of 50 respondents) began publishing sustainability reports from 2002 to 2005, a period that coincides with the spread of the GRI in Brazil.

The Brazilian Stock Exchange has a pioneer role in promoting CSR and CSR reporting, with the launch in 2000 of the Bovespa's 'Novo Mercado,' an index for listed companies that voluntarily adopt corporate governance practices in addition to those required by law. In 2012, Bovespa releases 'comply or explain' recommendations for all listed companies, encouraging them to state whether they publish a regular sustainability report and where it is available, or explain why not.¹⁹ (Harvard Kennedy School. 2015)

Multilateral Organizations and Frameworks Guiding and Supporting Social Sustainability

The global multilateral development system (MDS) is a set of institutions and norms that have guided development cooperation since the second world war. It enables a collective response for solving a particular problem that is preferred and more effective comparing to individual country responses. But to

be effective, multilateralism must be a choice that is made because it is the most effective or efficient instrument available to a government. (Bruce Jenks and Homi Kharas. 2016)

Initially, it was designed to share the financial burden of development cooperation and to implement programs of support in an effective way. It was organized by a small group of like-minded countries with a common vision and principles that can be summarized as follows: doing no harm to others, solidarity with developing countries, and sharing the burden of investing in global public goods.

In the second half of 2015, the MDS witnessed an extraordinary array of significant developments, which in aggregate present a major challenge for the future direction of the MDS. These include the adoption of Agenda 2030, the adoption of the Paris agreement on climate, reviews of the international communities' response to the Ebola outbreak, major U.N. reports on the future of peacekeeping and peacebuilding, preparations for the World Humanitarian Summit, the emergence of major new international financial institutions, and the virtual disbandment of the Doha trade framework. Each of these events tells us something important about the current evolution of the MDS. (Bruce Jenks and Homi Kharas. 2016)

Currently the MDS comprises of well over 200 major organisations and funds, including both multilateral aid agencies and multilateral development finance institutions. The UN system of funds, programmes and related entities including the International Finance Institutions (IFIs), such as the World Bank Group, are some of the key multilateral development actors. But the MDS is continuing to evolve in order to accommodate emerging state powers and non-state actors (business, civil society, and others) as well as the need to broaden responsibility for collective responses.

United Nations (UN)

From its birth in 1945, the United Nations has as one of its main priorities to “achieve international co-operation in solving international problems of an economic, social, cultural, or humanitarian character and in promoting and encouraging respect for human rights and for fundamental freedoms for all without distinction as to race, sex, language, or religion.”

The [UN development system](#) consists of **Funds and Programmes**²⁶ and **Specialized Agencies**²⁷ that develop, implement and manage many thousands of initiatives globally. In addition, there are many UN bodies and initiatives, created by UN Funds and Programmes or UN Agencies with specific tasks, for example: UN's [Intergovernmental Panel on Climate Change](#) (UN IPCC); UNEP Finance Initiative; etc. A great number of UN bodies and agencies are leading on or involved in the UN work on social sustainability: the [UN Department of Economic and Social Affairs](#) works closely with governments

²⁶ Examples of Funds and Programmes are: UNDP (United Nations Development Programme), UNEP (United Nations Environment Programme), UNFPA (United Nations Population Fund), UNICEF (United Nations Children's Fund) and WFP (World Food Programme). UN Funds and Programmes are directly under the authority of the General Assembly and the Secretary-General and are entirely funded through voluntary contributions by UN member states. They have been charged with operational activities at country level, i.e. policy advisory functions, consultancy for governments and project implementation.

²⁷ Examples of Major Specialized Agencies are: the World Bank Group, WHO (World Health organization), FAO (Food and Agricultural organization), ILO (International Labour organization), IFAD (International Fund for Agricultural Development), UNIDO (United Nations Industrial Development organization) and UNESCO (United Nations Educational, Scientific and Cultural Organization), which all deal normatively and operationally with development issues. The Specialized Agencies are bound only contractually to the UN and do not receive binding directives from the General Assembly or the Secretary-General. They have their own membership, their own governing structure and collect assessed (mandatory) contributions from their member states with regard to core (normative) functions. The Specialized Agencies have the mandate for global norm and standard-setting.

and stakeholders to help countries around the world to meet their economic, social and environmental goals; The [United Nations Development Programme](#) works with people at all levels of society to help build nations that can withstand crisis and drive and sustain growth that improves the quality of life for everyone. Many UN agencies work on specific aspects of development, such as the [World Health Organization](#), the [Food and Agriculture Organization](#), [UNICEF](#), [UNESCO](#) and the [UN Environment Programme](#).

UN and Sustainable Development Goals (SDGs)

In September 2015, convened by the UN with a view to supporting sustainable development at the global level, more than 150 heads of states adopted a set of [Sustainable Development Goals \(SDGs\)](#) to end poverty, protect the planet and ensure prosperity for all as part of the ambitious [2030 Agenda for Sustainable Development](#).

The SDGs cover all social, environmental and developmental issues, in both developed and developing countries. Each of the 17 SDGs contains a number of interconnected targets, which results in a truly cross-cutting approach in implementation of activities, monitoring, evaluation and reporting on progress towards the SDGs. (Leadership Council Sustainable Development Solutions Network, 2015). The [UN Statistical Commission](#)²⁸ has the primary responsibility for metrics in the UN. The final proposed [list of SDGs indicators](#) was provided by the Inter-Agency and Expert Group on Sustainable Development Goal Indicators in 2016.

[The UN Division on Sustainable Development \(DESA\)](#) provides leadership in promoting and coordinating implementation of internationally agreed development goals, including the seventeen Sustainable Development Goals (SDGs). DESA's online [Sustainable Development Knowledge Platform](#) and social media outlets provide wide access to information and knowledge for sustainable development to the UN Member States, Major Groups and other stakeholders, as well as the general public.

One of the positive impacts of the SDGs is bringing focus and attention to the social aspects of sustainability and CSR and creating a momentum for collaborative work on social impact and social business performance metrics and tools. For example, The [Practical Impact Alliance \(PIA\)](#) network is one of many players working across industries and geographies on market-driven social impact initiatives and tools linked to the UN SDGs process and agenda.

UN and Human Rights

The promotion and protection of human rights is a guiding principle of the UN Organization and one of its important priorities. In 1948, the [Universal Declaration of Human Rights](#) brought human rights into the realm of international law. Since then, The UN has diligently protected human rights through legal instruments and diverse activities.

There are a total of five intergovernmental charter-based UN bodies on human rights²⁹ including The [Human Rights Council](#), the principal United Nations intergovernmental body responsible for human

²⁸ The Commission consists of 24 member countries of the United Nations elected by the United Nations Economic and Social Council (ECOSOC) on the basis of an equitable geographical distribution across the UN's regional blocs.

²⁹ [Human Rights Council](#), [Universal Periodic Review](#), [Commission on Human Rights](#) (replaced by the Human Rights Council in 2006), Special Procedures of the Human Rights Council, [Human Rights Council Complaint Procedure](#)

rights and a subsidiary of the UN General Assembly. **Ten treaty-based bodies**³⁰ monitor State Parties' compliance with the core international human rights treaties and the [Special Procedures](#) of the Human Rights Council.

The UN [Office of the UN High Commissioner for Human Rights \(OHCHR\)](#) supports the work of the United Nations human rights mechanisms and bodies.

The UN Charter

The [Charter of the United Nations](#) was signed on 26 June 1945, at the conclusion of the United Nations Conference on International Organization and came into force on 24 October 1945. The **Statute of the International Court of Justice** is an integral part of the Charter.

International Bill of Human Rights

The **International Bill of Human Rights** consists of the [Universal Declaration of Human Rights](#), the International Covenant on Economic, Social and Cultural Rights, and the International Covenant on Civil and Political Rights and its two Optional Protocols. The Universal Declaration of Human Rights (UDHR) is a milestone document in the history of human rights. Drafted by representatives with different legal and cultural backgrounds from all regions of the world, the Declaration was proclaimed by the United Nations General Assembly in Paris on 10 December 1948 ([General Assembly resolution 217 A](#)) as a common standard of achievements for all peoples and all nations. It sets out, for the first time, fundamental human rights to be universally protected and it has been translated into over 500 languages.

The United Nations have adopted many legally binding international human rights treaties and agreements. Through these instruments, the principles and rights they outline become legal obligations on those States choosing to be bound by them. The framework also establishes legal and other mechanisms to hold governments accountable in the event they violate human rights. **The instruments of the international human rights framework are the Universal Declaration of Human Rights and six core human rights treaties.** Every country in the world has ratified at least one of these, and many have ratified most of them. These treaties are important tools for holding governments accountable for the respect for, protection of and realization of the rights of individuals in their country.

Also relevant to HCBM are other treaties, declarations and conventions addressing: prevention of discrimination, rights of women, rights of the child, rights of older persons, rights of persons with disabilities, right to social welfare, right to work and to fair conditions of employment, rights to health, freedom of association and other HR issues.

UN "Protect, Respect and Remedy" Framework and Guiding Principles on Business and HR

³⁰ [Human Rights Committee \(CCPR\)](#), [Committee on Economic, Social and Cultural Rights \(CESCR\)](#), [Committee on the Elimination of Racial Discrimination \(CERD\)](#), [Committee on the Elimination of Discrimination against Women \(CEDAW\)](#), [Committee against Torture \(CAT\)](#), [Subcommittee on Prevention of Torture \(SPT\)](#), [Committee on the Rights of the Child \(CRC\)](#), [Committee on Migrant Workers \(CMW\)](#), [Committee on the Rights of Persons with Disabilities \(CRPD\)](#), [Committee on Enforced Disappearances \(CED\)](#)

The UN Special Representative John Ruggie proposed the framework on business & human rights to the UN Human Rights Council in June 2008, resting on three pillars:

1. **The State duty to protect human rights** against abuse by third parties, including business, through appropriate policies, legislation, regulations and adjudication;
2. **The corporate responsibility to respect human rights**, meaning to act with due diligence to avoid infringing on the rights of others and address adverse impacts with which they are involved;
3. **The need for greater access to effective remedy**, both judicial and non-judicial, for victims of business-related human rights abuse.

The Human Rights Council unanimously approved the Framework in 2008. Also in 2008, the Human Rights Council extended the Special Representative's mandate until 2011 with the task of "operationalizing" and "promoting" the Framework. In March 2011, Special Representative Ruggie issued ["Guiding Principles on Business and Human Rights: Implementing the United Nations 'Protect, Respect and Remedy' Framework"](#).

The particular human rights of workers are addressed by the **International Labour Organization (ILO)**. The ILO Declaration on Fundamental Principles and Rights at Work commits all its member States to four categories of principles and rights: freedom of association and the right to collective bargaining; the elimination of compulsory labour; the abolition of child labour; and the elimination of discrimination in respect of employment and occupation. These are covered by the eight core conventions of the ILO.

International Labor Organization (ILO)

The [International Labour Organization \(ILO\)](#) is a specialized agency within the UN system recognised as the competent international body to negotiate labour standards with the goal of achieving "coherence" in global economic policy-making. Since 1919, the International Labour Organization has maintained and developed a system of [international labour standards](#) aimed at promoting opportunities for women and men to obtain decent and productive work, in conditions of freedom, equity, security and dignity.

International labour standards are legal instruments drawn up by the ILO's constituents (governments, employers and workers) and setting out basic principles and rights at work. They are either conventions, which are legally binding international treaties that may be ratified by member states, or recommendations, which serve as non-binding guidelines.

ILO Declaration on Fundamental Principles and Rights at Work

In 1998, the 86th International Labour Conference adopted the [Declaration on Fundamental Principles and Rights at Work](#) and its four fundamental principles:

- (a) freedom of association and the effective recognition of the right to collective bargaining;
- (b) the elimination of all forms of forced or compulsory labour;
- (c) the effective abolition of child labour;
- (d) the elimination of discrimination in respect of employment and occupation.:

The ILO asserts that its members have an obligation to work towards fully respecting these principles, embodied in relevant ILO conventions.

ILO Conventions

The ILO's Governing Body has identified eight conventions as "fundamental", covering subjects that are considered as fundamental principles and rights at work, also covered in the ILO's [Declaration on Fundamental Principles and Rights at Work](#) (1998). The eight **fundamental Conventions** are:

1. [Freedom of Association and Protection of the Right to Organise Convention, 1948 \(No. 87\)](#)
2. [Right to Organise and Collective Bargaining Convention, 1949 \(No. 98\)](#)
3. [Forced Labour Convention, 1930 \(No. 29\)](#)
4. [Abolition of Forced Labour Convention, 1957 \(No. 105\)](#)
5. [Minimum Age Convention, 1973 \(No. 138\)](#)
6. [Worst Forms of Child Labour Convention, 1999 \(No. 182\)](#)
7. [Equal Remuneration Convention, 1951 \(No. 100\)](#)
8. [Discrimination \(Employment and Occupation\) Convention, 1958 \(No. 111\)](#)

The ILO's Governing Body has also designated another four conventions as "priority" instruments, thereby encouraging member states to ratify them because of their importance for the functioning of the international labour standards system. The four **governance Conventions** are:

1. [Labour Inspection Convention, 1947 \(No. 81\)](#)
2. [Employment Policy Convention, 1964 \(No. 122\)](#)
3. [Labour Inspection \(Agriculture\) Convention, 1969 \(No. 129\)](#)
4. [Tripartite Consultation \(International Labour Standards\) Convention, 1976 \(No. 144\)](#)

The ILO Declaration on Social Justice for a Fair Globalization

The Social Justice Declaration, adopted on 10 June 2008, is the third major statement of principles and policies adopted by the International Labour Conference. It builds on the [Declaration concerning the aims and purposes of the ILO](#) (Declaration of Philadelphia) (1944) and the [ILO Declaration on Fundamental Principles and Rights at Work](#) (1998). The Social Justice Declaration institutionalizes the concept of [decent work](#) recognized since 1999, placing it at the core of the Organization's policies to reach its constitutional objectives.

The Tripartite Declaration of Principles Concerning Multinational Enterprises and Social Policy (MNE Declaration)

The [MNE Declaration](#) facilitates outreach and understanding of the Decent Work Agenda in the private sector.

The MNE Declaration was adopted close to 40 years ago (amended in 2000 and 2006) and revised in 2017. Its principles are addressed to MNEs, governments, and employers' and workers' organizations and cover areas such as employment, training, conditions of work and life, and industrial relations as well as general policies. All principles build on international labour standards (ILO conventions and recommendations).

United Nations International Children's Fund (UNICEF)

Building on the 'Protect, Respect and Remedy' framework, set out in the United Nations Guiding Principles on Business and Human Rights (UNGPs), UNICEF engages governments, companies and civil society to place children's rights at the heart of the corporate social responsibility agenda.

Committee on the **Rights of the Child General Comment No. 16** (2013) on State obligations regarding the impact of the business sector on children's rights outlines that all businesses must meet their responsibilities regarding children's rights and States must ensure they do so.

The goal of UNICEF's children's rights and business agenda is to promote the corporate responsibility to respect and support children's rights in the workplace, marketplace and community in conjunction with the government duty to protect and safeguard children's rights.

UNICEF engages with business on children's rights through global, regional as well as national frameworks, networks and initiatives. UNICEF makes available standards, tools and knowledge on CSR, on the basis of which individual companies can design their own internal policies and procedures that comply with child rights. UNICEF's National Committees and country offices are building on thorough analysis and thematic priorities, including promoting legislation and regulatory frameworks for CSR at the country level.

The [CSR within UNICEF](#) program refers to efforts towards positively changing business behaviour and practices as they affect children, positioning business within a web of relationships and obligations, intergovernmental standards and agreements, governmental regulation and policy, supply chains, multi-stakeholder business platforms and other key business influencers.

UN Conference on Trade and Development (UNCTAD)

UNCTAD is a permanent intergovernmental body established by the United Nations General Assembly in 1964 to deal with trade, entrepreneurship, enterprise development, MNC and value chain, investment, and development issues. The work on CSR covers research, consensus building and technical assistance activities and includes topics such as: International standards of Accounting and Reporting (ISAR); Sustainability and SDG Reporting; sustainable stock exchanges; Investment Policy Framework for SD; Gender and Development, trade, culture and environment.

UN World Tourism Organization (UNTO)

Supporting the **tourism** sector to adopt sustainability principles is at the heart of [UNWTO's](#) mandate.

The [Ethics & Social Responsibility Programme](#) of the World Tourism Organization (UNWTO), a specialised agency of the United Nations, is tasked with the promotion of responsible, sustainable and universally accessible tourism. Guided by the provisions of the [Global Code of Ethics for Tourism](#), the programme focuses on issues of **child protection**, **accessible tourism for all**, **corporate social responsibility**, **gender equality and empowerment**, and the promotion of **human rights and non-discrimination**.

To leverage transparent and responsible business practices, the UNWTO Secretariat initiated in 2011 a campaign geared towards the private sector by inviting tourism enterprises and their trade associations to adhere to the [Private Sector Commitment to the UNWTO Global Code of Ethics for Tourism](#).

Food and Agriculture Organization of the United Nations (FAO)

The **Food and Agriculture Organization of the United Nations (FAO)** is a specialized agency of the United Nations that leads international efforts to defeat hunger. FAO is a source of knowledge and

information, and helps developing countries in transition modernize and improve agriculture, forestry and fisheries practices, ensuring good nutrition and food security for all. FAO has developed an integrated approach to sustainability across agriculture, forestry and fisheries. FAO's common unified perspective takes into account social, economic and environmental considerations and ensures effectiveness of the actions on the ground in line with the best available science and best practices at country and community levels.

As part of its program activities FAO applies [Environmental and Social Standards](#) relate to the following areas:

- Natural Resource Management;
- Biodiversity, Ecosystems and Critical Habitats;
- Plant Genetic Resources for Food and Agriculture;
- Animal - Livestock and Aquatic - Genetic Resources for Food and Agriculture;
- Pest and Pesticide Management;
- Involuntary Resettlement and Displacement;
- Decent Work;
- Gender Equality;
- Indigenous Peoples and Cultural Heritage.

FAO is at the forefront of work towards [sustainable agriculture](#) by promoting protection and sustainable use of natural resources while meeting society's growing needs for decent work and resilient livelihoods.

FAO considers the Private Sector to be a key ally in the fight against hunger. In recent decades, the private sector has been instrumental in driving transformations in the governance of food and agriculture by new technological, knowledge-based, financial and managerial resources and innovation. [FAO's effective engagement with the private sector](#) can help the fight against hunger and malnutrition by enhancing FAO's work in agriculture, fishery, forestry, natural resource management, and the food value chain from farmer to consumer.

International Fund for Agricultural development (IFAD)

The [International Fund for Agricultural Development \(IFAD\)](#) is an international financial institution and a specialized agency of the United Nations dedicated to eradicating poverty and hunger in rural areas of developing countries. Nearly 40 years of experience around the globe has given IFAD a thorough understanding of the policies that enable successful rural transformation.

The [Farmers' Forum](#), established in 2005, is the overall framework of the partnership between IFAD and organizations run by smallholder farmers. The Forum facilitates a permanent process of consultation between these producer organizations, IFAD and governments, focusing on rural development and poverty reduction. At the global level, the Farmers' Forum facilitates an ongoing, bottom-up dialogue between producer organizations from all over the world, IFAD and the UN Member States.

The World Bank Group (WBG)

The World Bank is the largest development bank in the world and is an observer at the [United Nations Development Group](#). It provides low-interest loans, interest-free credit and grants with focus on improving education, health, and infrastructure with special attention to climate change, gender, fragile

economies and poorest countries. It also uses funds to modernize a country's financial sector, agriculture, and natural resources management. Established in 1944, the World Bank Group today comprises [five institutions](#) managed by their member countries, that make leveraged loans to developing countries. Its five organizations are:

- the [International Bank for Reconstruction and Development](#) (IBRD), established in 1945, which provides debt financing on the basis of sovereign guarantees;
- the [International Finance Corporation](#) (IFC), established in 1956, which provides various forms of financing without sovereign guarantees, primarily to the private sector;
- the [International Development Association](#) (IDA), established in 1960, which provides concessional financing (interest-free loans or grants), usually with sovereign guarantees;
- the [International Centre for Settlement of Investment Disputes](#) (ICSID), established in 1965, which works with governments to reduce investment risk;
- the [Multilateral Investment Guarantee Agency](#) (MIGA), established in 1988, which provides insurance against certain types of risk, including political risk, primarily to the private sector.

The Bank's stated purpose is to "bridge the economic divide between poor and rich countries." It does this by turning "rich country resources into poor country growth." It has a long-term vision to "achieve sustainable poverty reduction."

The **World Bank Group** has two ambitious twin goals: [ending extreme poverty](#) and [boosting shared prosperity](#). To achieve these goals, the Bank focuses on a number of areas, including:

- Overcome poverty by spurring growth, especially in Africa.
- Help reconstruct countries emerging from war, the biggest cause of extreme poverty.
- Provide a customized solution to help middle-income countries remain out of poverty.
- Spur governments to prevent climate change. It helps them control communicable diseases, especially HIV/AIDS, and malaria. It also manages international financial crises and promotes free trade.
- Work with the Arab League on three goals. They are to improve education, build infrastructure, and provide micro-loans to small businesses.
- Share its expertise with developing countries. Publicize its knowledge via reports and its interactive online database.

The World Bank Group's Global Practices bring together knowledge and expertise in 14 sectors and 5 global themes. A number of [World Bank development topics](#) are relevant to social sustainability and the HCBM and can be a valuable source of information, tools, guidelines and good practices for further improvement of the HCBM social sustainability pillar and for practical use by the HCEs:

- **[Community driven development](#):** The programs respond to a variety of urgent needs including access to clean water, rural roads, school and health clinic construction, nutrition programs for mothers and infants, and support for micro-enterprises.
- **[Financial inclusion](#):** The programs work towards ensuring that individuals and businesses have access to useful and affordable financial products and services that meet their needs – transactions, payments, savings, credit and insurance – delivered in a responsible and sustainable way.
- **[Jobs and development](#):** The project development objective is to improve economic opportunities of targeted vulnerable youth, and businesses in selected govern orates of the Borrower.

- **Labor markets**: The World Bank works with countries to design and implement labor regulations, income protection and active labor market programs that can be extended to a majority of the labor force. <http://www.worldbank.org/en/topic/labormarkets>
- **Disability Inclusion**: Including people with disabilities and expanding equitable opportunities are at the core of the World Bank's work to build sustainable, inclusive communities, aligned with the institution's goals to end extreme poverty and promote shared prosperity.
- **Gender**: The World Bank Group works with public- and private-sector clients to close gaps between males and females globally for lasting impact in tackling poverty and driving sustainable economic growth that benefits all. <http://www.worldbank.org/en/topic/gender/overview#1>
- **Global value chains**: **Helping developing countries to optimize their participation in GVC, including through** investment in education and vocational training to environment and urbanization, from ICT and infrastructure building to labor market mobility
- **Inequality and shared prosperity**: **work to increase the incomes and welfare of the less well-off wherever they are, be it in the poorest of nations or in thriving, middle-income countries.**
- **Land**: Improving tenure security for both men and women responds to the SDG's target of "all men and women having equal rights to ownership and control over land by 2030." Reaching this goal will require investing in independent and transferable rights to land for women in particular. Without a legal protection, women's property inheritance remains often endangered and cumbersome.
- **Skills development**: Foundational skills, such as literacy, provide critical scaffolding for young people and are a prerequisite for numeracy, problem solving, and socio-emotional skills. Unskilled workers are forced into unemployment or are stuck in unstable low-wage jobs that offer little career mobility or growth. As they age, they become increasingly vulnerable to job losses and labor market shocks.
- **Social development**: Social Development focuses on the need to "put people first" in development processes. It promotes social inclusion of the poor and vulnerable by empowering people, building cohesive and resilient societies.
- **Sustainable development**: The three pillars of sustainable development – economic growth, environmental stewardship, social inclusion – carry across all sectors of development

The WB introduced a new taxonomy of theme codes in July 2016 for all lending operations and Advisory Services and Analytics (ASA) products. Themes relevant to the HCBM social principles are: **Private sector development; Human development and gender; Social development and protection.**

International Finance Corporation (IFC)

The **International Finance Corporation (IFC)**, member of the World Bank Group, is the largest global development institution focused exclusively on the private sector in developing countries. It was established in 1956, as the private-sector arm of the World Bank Group, to advance economic development by investing in for-profit and commercial projects for poverty reduction and promoting development. Since 2009, the IFC has put its efforts to increase sustainable agriculture opportunities, increase access to financing for **microfinance** and business clients, advance infrastructure and help small businesses grow revenues.

IFC offers investment, advisory, and asset-management services to encourage private-sector development in developing countries. It applies financial resources, technical expertise, global experience, and innovative thinking to help its clients and partners overcome financial, operational, and other challenges. IFC is also a leading mobilizer of third-party resources for projects. As member of the World Bank Group IFC has set two goals to achieve by 2030: end extreme poverty and promote shared prosperity in every country.

The IFC partners with industry and other stakeholders to find innovative solutions that open up opportunities for economically, socially, and environmentally sustainable private investment—which, in turn, contribute to jobs and inclusive growth. IFC has a well-established platform of policies, standards, guides and tools that help its clients, from governments to small enterprises, understand and manage the environmental, social, and corporate governance (ESG) risks and opportunities they face. IFC's ESG policies, guidelines, and tools are widely adopted as market standards and embedded in operational policies by corporations, investors, financial intermediaries, stock exchanges, regulators, and countries and thus represent valuable resources for the HCBM social sustainability principles and for the practical implementation of the HCBM.

IFC Sustainability Framework

IFC's approach to sustainability is governed by IFC's [Sustainability Framework](#) and the [Corporate Governance methodology](#). They are designed to help IFC's clients improve their business performance, enhance transparency, engage with the people affected by the projects IFC finances, protect the environment, and achieve greater development impact.

IFC E&S Performance Standards(PS)

The [IFC's Environmental and Social Performance Standards](#) define IFC clients' responsibilities for managing their environmental and social risks and are of particular value for the HCBM practical implementation and the HCEs.

Environmental and Social Review Procedures Manual, IFC/WB Group 2016

The Environmental and Social Review Procedures (ESRP) Manual defines IFC management-approved tasks to achieve client compliance with the Policy and Performance Standards on Environmental and Social Sustainability, Access to Information Policy, and Environmental, Health and Safety (EHS) Guidelines. The Manual describes how IFC conducts its environmental and social due diligence for the business activities involving direct investments, investments through financial intermediaries, and Advisory projects.

The EHS Guidelines are technical reference documents with general and industry-specific examples of Good International Industry Practice (GIIP), as defined in [IFC's Performance Standard 3: Resource Efficiency and Pollution Prevention](#). IFC uses the EHS Guidelines as a technical source of information during project appraisal activities, as described in [IFC's Environmental and Social Review Procedures Manual](#).

Independent Evaluations Group (IEG)

The [Independent Evaluations Group \(IEG\)](#) is an independent unit within the [World Bank Group](#) charged with objectively evaluating the activities of the International Bank for Reconstruction and Development (IBRD) and International Development Association (IDA; collectively, the World Bank), the work of International Finance Corporation (IFC) in private sector development, and Multilateral Investment Guarantee Agency's (MIGA). It guarantees projects and services provide accountability, and determines **what works, what doesn't and why**.

IEG's evaluation [approach](#) reflects and is harmonized with internationally accepted evaluation norms and principles, such as the quality standards for development evaluation of the OECD Development

Assistance Committee, the good practice standards of the Evaluation Cooperation Group, and the norms and standards of the United Nations Evaluation Group.

The IEG has identified Strategic Engagement Areas matching key development challenges, three of which are addressed by the HCBM and HCEs and potentially will benefit from the IEG measuring and evaluation of development progress knowledge and expertise:

Economic Opportunities and Jobs: A key development challenge is generating growth that is inclusive, resilient and sustainable, and that creates jobs. Factors central to addressing this challenge include: macroeconomic stability, an enabling business environment, and the rule of law; capable public and private institutions; access to productive assets (land, knowledge, capital, infrastructure) and to markets; harnessing the powers of economic integration and technological change; and policies for creating jobs that are good for development and transformational for people's lives. This Strategic Engagement Area squarely addresses the public-private interface necessary for inclusive growth that creates jobs. Topics: Agriculture; Energy and Extractives; Social Protection and Labor; Trade and Competitiveness; Transport and Information and Communication Technologies; Jobs; Macroeconomics and Fiscal Management; Poverty Reduction; Public-Private Partnerships; Finance and Markets; Gender.

Sustained Service Delivery for the Poor: The 2004 World Development Report emphasized that services are failing poor people – in terms of access, quantity, and quality. Public spending typically benefits the rich more than the poor, money often fails to reach frontline service providers, and service quality is consistently low for poor people. But services can work, as illustrated by project-level evaluation work by IEG over the past decade. This Strategic Engagement Area assesses the models most commonly used for service delivery in different sectors, and compare their effectiveness in reaching the poor, in terms of quantity, quality, access, behavior change and impact, and the sustainability of services over time. Topics: Education; Fragility, Conflicts and Violence; Gender; Health, Nutrition and Population; Poverty Reduction; Social Protection; Social, Urban and Rural Resilience; Water.

Promoting Equity and Sustainability of Natural resources: Growth and poverty reduction requires sustainable management of natural resources, and mitigation of environmental externalities. In many cases, natural capital is over-exploited, with non-sustainable growth patterns. It is difficult for those affected – poor, diffuse, and without effective voice – to organize for more efficient and equitable resource management. This Strategic Engagement Area will assess how the WBG promotes sustainable patterns of consumption and production, and supports protecting and managing the natural resource base, including sustainable approaches to landscape management, water resources, energy efficiency, and climate change, in line with the twin goals and SDGs

Organization for Economic Cooperation and Development (OECD)

The mission of the Organisation for Economic Co-operation and Development (OECD) is to promote policies that will improve the economic and social well-being of people around the world.

In 1948, the OECD originated as the Organisation for European Economic Co-operation (OEEC), led by Robert Marjolin of France, to help administer the Marshall Plan (which was rejected by the Soviet Union and its satellite states). In 1961, the OEEC was reformed into the Organisation for Economic Co-operation and Development by the [Convention on the Organisation for Economic Co-operation and Development](#) and membership was extended to non-European states.

The **OECD** provides a forum in which governments can work together to share experiences and seeks solutions to common problems and works with governments to understand what drives economic, social and environmental change. For example, the [OECD Policy Coherence for Development](#) workstream

aims to strengthen the capacity of governments to design, implement and monitor coherent and integrated policies for sustainable development. It offers tools and guides for policy makers, including a [Framework for Policy Coherence for Sustainable Development](#). The OECD work addressing sustainable development issues, such as [Gender for sustainable development and merging policies for SD](#), entails fostering synergies across economic, social and environmental policy areas; identifying trade-offs and reconcile domestic and international objectives; and addressing the spill-overs of domestic policies on other countries and on future generations.

The OECD works with business, through the Business and Industry Advisory Committee to the OECD ([BIAC](#)), and with labour, through the Trade Union Advisory Committee ([TUAC](#)).

Various OECD programs, publications, activities and initiatives address practical aspects of business and social sustainability, for example: work on [Local Economic and Employment Development \(LEED\)](#); [Better Life Initiative](#) and well-being research on measuring impact of business on people's wellbeing and the quality of the working environment; research, analysis, comparison of data to predict future trends, recommendations and advice on [social impact investment](#), [financing for sustainable development](#), [SME development](#); setting up international standards on a wide range of issues, from gender to the safety of chemicals; and recommendation of policies designed to improve the quality of people's lives.

OECD Guidelines for Multinational Enterprises

The OECD Guidelines for Multinational Enterprises are the most comprehensive set of government-backed recommendations on responsible business conduct in existence today. The governments adhering to the Guidelines aim to encourage and maximize the positive impact MNEs can make to sustainable development and enduring social progress. **48 countries adhere to the Guidelines, including 35 OECD countries, and 13 non-OECD countries.** The Guidelines are part of the [OECD Declaration and Decisions on International Investment and Multinational Enterprises](#).

UN Initiatives, Codes, Frameworks, Standards and Instruments Relevant to the HCBM Social Principles

UN Global Compact (UNGC)

The [UNGC](#) is the largest policy initiative for businesses that are committed to aligning their operations and strategies with ten universally accepted principles in the areas of human rights, labor, environment and anti-corruption. The ten principles are derived from United Nations Declarations and Conventions. UNGC signatories are required to issue an annual Communication on Progress (COP), a public disclosure to stakeholders on progress made in implementing the ten principles. Violations of the COP policy (e.g. failure to issue a COP) can result in a signatory's status being changed to 'noncommunicating' and can eventually lead to expulsion.

GC Principles addressing 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.

GC Principles addressing 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.

The Global Compact is the United Nations global corporate responsibility initiative. The relationship between the Guiding Principles on Business and Human Rights and the Global Compact are outlined on the UNGC website (www.unglobalcompact.org/docs/issues_doc/human_rights/Resources/GPs_GC%20note.pdf (accessed 09 April 2018)). A range of tools and guidance materials, many of which are also relevant to small and medium-sized enterprises are also available on the website of the UNGC (<https://www.unglobalcompact.org/library>).

UN Agenda 2030 and Sustainable Development Goals (SDGs)

The Agenda 2030, the program for sustainable development currently endorsed by 193 member states of the United Nations is truly multilateral as it underlines the importance of a “goals, targets, and results” framework for every country, against which progress towards the SDGs can be transparently monitored.

The **UN [SDGs Goals - 17 Goals to Transform Our World](#)** Portal, was launched by the United Nations in 2015 as a convening platform for knowledge exchange and action on the SDGs by governments and all stakeholder groups and the general public. The SDGs Portal hosts different Agenda 2030 initiatives, including the [Partnerships for SDGs online platform](#) – the United Nations' global registry of voluntary commitments and multi-stakeholder partnerships, facilitating global engagement of all stakeholders in support of the implementation of the Sustainable Development Goals

[The UN Division on Sustainable Development \(DESA\)](#) provides leadership in promoting and coordinating implementation of internationally agreed development goals, including the seventeen Sustainable Development Goals (SDGs). DESA's online [Sustainable Development Knowledge Platform](#), linked to the UN SDGs portal, together with DESA's social media outlets provide wide access to information and knowledge for sustainable development to the UN Member States, Major Groups and other stakeholders, as well as the general public.

UN Guiding Principles on Business and Human Rights

The [Guiding Principles on Business and HR](#) were developed to put into operation the “[Protect, Respect and Remedy](#)” Framework. While they do not by themselves constitute a legally binding document, the Guiding Principles elaborate on the implications of existing standards and practices for States and businesses, and include points covered variously in international and domestic law.

International Labor Organization Tripartite Declaration of Principles Concerning Multinational Enterprises on Social Policy

The [MNE Declaration](#) is the only ILO instrument that provides direct guidance to enterprises on social policy and inclusive, responsible and sustainable workplace practices. It also provides guidance on “due diligence” processes – consistent with the UN Guiding Principles on Business and Human Rights – in achieving decent work, , sustainable businesses, more inclusive growth and better sharing of the benefits of FDI, particularly relevant for the achievement of [Sustainable Development Goal 8](#).

The latest revision has enriched the MNE Declaration by adding principles addressing specific decent work issues related to social security, forced labour, transition from the informal to the formal economy, wages, access to remedy and compensation of victims.

OECD Guidelines for Multinational Enterprises

[The OECD Guidelines](#) provide recommendations for responsible business performance in areas such as employment and industrial relations, human rights, environment, information disclosure, combating bribery, consumer interests, science and technology, competition, and taxation, in the international environment in compliance with applicable laws and the most internationally recognized standards. For this reason, the Guidelines has been updated on several occasions to bring it into line with changes to international law. Five updates took place between 1976 and 2011.

The UNEP Financial Initiative (UNEPFI)

The United Nations Environment Program Finance Initiative (UNEP FI) was created to act as a “platform associating the United Nations and the financial sector globally”. UNEP FI mission is to identify, promote, and realize the adoption of best environmental and sustainability practice at all levels of financial institution operations and through sustainable finance and sustainable banking to achieve balance of economic development, the welfare of people, and a sound environment. (UNEPFI, <https://firstforsustainability.org/sustainability/external-initiatives/sustainability-frameworks/united-nations-financial-initiative/>) Through peer-to-peer networks, research and training, publication of research reports and the organization of conferences and seminars, UNEP-FI promotes the adoption by financial institutions of the “[UNEP Statement of Commitment by Financial Institutions on Sustainable Development](#)” organized around a set of best social and environmental practices. All financial institutions wishing to join the UNEP Finance Initiative must adhere to the **Statement**. The UNEP FI has released a [Human Rights Guidance Tool for the Financial Sector](#), designed as an online signposting tool providing information on human rights risks for financial institutions.

Sustainable finance is defined as the provision of financial capital and risk management products to projects and businesses that promote, or do not harm, economic prosperity, environmental protection, and social justice. Sustainable banking can be defined as a decision by banks to provide products and services only to customers who take into consideration the environmental and social impacts of their activities. (Forum for the Future.2002; Bouma, Jeucken, and Klinkers. 2001).

The Equator Principles (EPs)

The [Equator Principles](#) is a voluntary code of conduct and a risk management framework, adopted by financial institutions, for determining, assessing and managing environmental and social risk in project finance, based on the eight IFC Performance Standards on Environmental and Social Sustainability (International Finance Corporation, 2011, 2012) to be met by IFC clients.

UN Principles for Responsible Investments (PRI)

The United Nations-supported [Principles for Responsible Investment \(PRI\) Initiative](#) is an international network of investors working together to put the six Principles for Responsible Investment into practice. Its goal is to understand the implications of sustainability for investors and support signatories to incorporate these issues into their investment decision making and ownership practices. The principles offer a menu of possible actions for incorporating ESG issues into investment practices across asset

classes. There are some mandatory indicators which represent the minimum set of public information that signatories are required to report and disclose as of 2013.

Sustainable Stock Exchanges Initiative (SSE)

The [Sustainable Stock Exchanges \(SSE\) initiative](#) is a peer-to-peer learning platform for exploring how exchanges, in collaboration with investors, regulators, and companies, can enhance corporate transparency – and ultimately performance – on ESG (environmental, social and corporate governance) issues and encourage sustainable investment. The SSE is organized by the UN Conference on Trade and Development (UNCTAD), the UN Global Compact, the UN Environment Programme Finance Initiative (UNEP FI), and the Principles for Responsible Investment (PRI).

The first meeting of the SSE was opened by UN Secretary General Ban Ki-Moon in New York City, USA in 2009. At the SSE 2012 Global Dialogue a new dimension to the initiative was launched, with the five participating stock exchanges making a public commitment to sustainability in their markets, thereby becoming SSE Partner Exchanges. The first five SSE Partner Exchanges, BM&FBOVESPA, the Egyptian Exchange, Johannesburg Stock Exchange, Borsa Istanbul and Nasdaq, are now joined by nearly all major stock exchanges worldwide from both developed and developing countries. In September 2015, the Sustainable Stock Exchanges Initiative (SSE) launched its Model Guidance for exchanges on sustainability reporting. At that time just under one third of stock exchanges around the world were providing guidance to issuers on reporting environmental, social and governance (ESG) information. Six months on, this number has now risen to almost 50 percent. The SSE has launched a campaign to close the ESG guidance gap. The goal is that the World Federation of Exchanges (WFE) member exchanges and the SSE Partner Exchanges will provide their listed companies with guidance on sustainability reporting by end of 2016.

International Initiatives, Frameworks, Standards and Instruments Relevant to the HCBM Social Principles

International Organization for Standardization (ISO)

The International Organization for Standardization (ISO) has developed more than 17,500 standards many of which deal with technical subjects across a multitude of sectors addressing issues of inter-operability, safety and health. In the last 20 years ISO standards have also addressed organisational and management aspects with the ISO 9000 series on quality management, ISO 14000 series on environmental management, ISO 22000 on food safety management, ISO 24510 standards on water supply and treatment services and the ISO 31000 standard on risk management. In the specific area of environmental reporting and communication, ISO's environmental management standard ISO 14001 addresses the policy for communication. In Europe, the regulatory approach of the EMAS standard, based on ISO 14001, indicates specific requirements for environmental reporting and communication. ISO 14063 gives further guidance to an organisation on general principles, policy, strategy and activities relating to both internal and external environmental communication. The ISO standards are applicable to any size organization, including [SMEs](#).

[ISO 26000](#) is a guidance standard on how business and organizations can operate in a socially responsible way. It helps clarify what social responsibility is, helps businesses and organizations translate principles into effective actions, and shares best practice on social responsibility. It is aimed at all types of organizations regardless of activity, size or location. The standard states that an organization should, at

appropriate intervals, report about its performance on social responsibility to the stakeholders affected. ISO 26000 represents broad international collaboration; representatives from government, NGOs, industry, consumer groups and labor organizations from around the world were involved in its development. ISO 26000 defines 7 ‘core subjects’: 1. Organizational governance, 2. Human rights, 3. Labour practices, 4. The environment 5. Fair operating practices, 6. Consumer issues, 7. Community involvement and development. www.iso.org/iso/home/standards/iso26000.htm

ISO 26000 brought a new category ISO standards linked to CSR, these include: [ISO 37001](#) on anti-bribery management systems designed to instil a culture of honesty, transparency and integrity in organizations, ISO 37101 on sustainable development and communities, and the [ISO 20400](#) whose sustainable procurement guidelines are fully based on ISO 26000. New projects are also in the works, including an International Workshop Agreement ([IWA 26](#)) aimed at helping organizations integrate the social responsibility principles of ISO 26000 with other ISO management systems standards.

The Global Reporting Initiative (GRI)

GRI is an international independent organization that has pioneered corporate sustainability reporting since 1997. GRI helps businesses, governments and other organizations understand and communicate the impact of business on critical sustainability issues such as climate change, human rights, corruption and many others. With thousands of reporters in over 90 countries, GRI provides trusted, globally accepted and widely used [standards on sustainability reporting](#), enabling organizations and their stakeholders to make better decisions based on information that matters. Currently, 39 countries and regions reference GRI in their sustainability reporting policies. GRI is built upon a unique multi-stakeholder principles and process, which ensure the participation and expertise of diverse stakeholders in the development of its standards. GRI’s mission is to empower decision-makers everywhere, through its standards and multi-stakeholder network, to take action towards a more sustainable economy and world. GRI is committed to continuously improving and increasing the use of the Guidelines, which are freely available to the public.

The GRI Standards include widely recognized international norms and normative frameworks on sustainability such as the United Nations Guiding Principles on Business and Human Rights, the ILO Conventions, the UN Global Compact Ten Principles, and the OECD Guidelines for Multinational Enterprises. The GRI Standards are aligned with the ISO 26000, ISO 9000, 14000 and 14001 and with the SDGs. www.globalreporting.org

GRI has established strong global multistakeholder support and endorsement from governments, the UN system, stock exchanges and other key stakeholder groups. For example, the Group Friends of Paragraph 47 The Group of Friends of Paragraph 47 is a government-led initiative formed in June 2012 following the acknowledgement of the importance of corporate sustainability reporting in Paragraph 47 of the outcome document of the United Nations Conference on Sustainable Development (Rio +20). The Group is composed of the governments of Argentina, Austria, Brazil, Chile, Colombia, Denmark, France, Norway, South Africa and Switzerland. The UN Environment Programme (UNEP) and the Global Reporting Initiative (GRI) provide support in a secretariat capacity. The Group’s Charter was published on 7 November 2012. It reaffirms the Group’s intention to contribute to the advancement of an international culture of corporate transparency and accountability. The key points are:

- i. The recognition that governments have a primary role to play in moving society towards a sustainable model of development, given their access to soft and hard instruments that can positively influence corporate behavior
- ii. The intention to bring governments and other stakeholders together to develop best practice examples of policy and regulation for promoting corporate sustainability reporting

- iii. That corporate sustainability reporting should become a widespread practice to allow for a transparent, wellfunctioning market economy and for the private sector to contribute to sustainable development
- iv. To promote the use of, and build upon, existing and widelyused sustainability reporting guidance, such as principles, indicators, and frameworks
- v. Developing countries and small and medium enterprises (SMEs) will be given particular attention in progressing on sustainability reporting if needed. For information on the Group's activities, please contact secretariat@paragraph47.org.

The International Integrated Reporting Council (IIRC)

[The International Integrated Reporting Council \(IIRC\)](#) is a global coalition of regulators, investors, companies, standard setters, the accounting profession and NGOs. The coalition is promoting communication about value creation as the next step in the evolution of corporate reporting. In 2014, the IIRC published an international Integrated Reporting <IR> Framework. Aimed primarily at producing information for long-term investors, this framework offers guiding principles and content elements that govern the content of an integrated report.

The Sustainability Accounting Standards Board (SASB)

[SASB](#) is an independent U.S. based organization incorporated in July, 2011 for the purpose of establishing industry-based sustainability accounting standards for the recognition and disclosure of material environmental, social and governance impacts by companies traded on U.S. exchanges. Currently SASB develops and maintains sustainability accounting standards for 79 industries in 11 sectors. SASB is also an ANSI accredited standards developer. SASB is not affiliated with FASB, GASB, IASB or any other accounting standards board. SASB believes that every investor has the right to material information. SASB democratizes the availability of information related to critical aspects of corporate sustainability performance and provides a basis for concerted action by companies, investors, regulators and the public in addressing environmental, social and governance issues.

World Federation of Exchanges (WFE)

Based on the **SSE Model Guidance**, the World Federation of Exchanges has created a set of recommendations to its member exchanges on how to implement their own sustainability policies. The WFE Guidance & Recommendations identify material ESG metrics which exchanges can incorporate into disclosure guidance to companies listed on their market. The metrics lay out 34 key performance indicators that are built off of the SSE guidance.

Social Accountability 8000

The [guideline SA8000 of Social Accountability](#) is a uniform, auditable standard for social accountability (labour standards in the supply chain) with a third-party assurance system and is based on the core conventions of the International Labour Organization (ILO).

Human Rights Reporting and Assurance Frameworks Initiative (RAFI)

The Human Rights Reporting and Assurance Frameworks Initiative (RAFI) developed the UNGP Reporting Framework that offers companies clear and straightforward guidance on the key questions

concerning HR that need to be answered by the company and how to answer these questions with relevant and meaningful information about their human rights policies, processes and performance. RAFI's work on development of the UNGP Reporting Framework was co-facilitated by Shift and Mazars through an open, global, consultative process involving representatives from over 200 companies, investor groups, civil society organizations, governments, assurance providers, lawyers and other expert organizations from all regions of the world. Consultations took place in Addis Ababa, Bangkok, Jakarta, London, Manila, Medellin, New York and Yangon.

The UN Guiding Principles Reporting Framework is the first of two guidance documents developed through the RAFI process, the second of which is Assurance Guidance for assurance providers and internal auditors, issued in 2017 following extensive consultations.

The Corporate Human Rights Benchmark

The [Corporate Human Rights Benchmark](#) is a unique collaboration led by investors and civil society organisations dedicated to creating the first open and public benchmark of corporate human rights performance. The Benchmark provides a comparative snapshot year-on-year of the largest companies on the planet, looking at the policies, processes, and practices they have in place to systematise their human rights approach and how they respond to serious allegations. This is a public good for all stakeholders.

The Business & Human Rights Resource Centre

[The Business & Human Rights Resource Centre](#) is an independent international human rights non-profit organization tracking the social & environmental impacts of over 6000 companies worldwide. It offers guidelines, tools and other resources on human rights to companies, produces continuous updates about human rights issues and impacts worldwide and seeks responses from companies regarding misconduct. Among the topics addressed are discrimination, poverty, labor, access to health, safety, gender, environment and trade.

The Association of Chartered Certified Accountants (ACCA)

[ACCA](#) publishes research and guides for business and sustainability. It has published a Guide to Best Practice in Environmental, Social and Sustainability Reporting on the World-Wide Web (ACCA & CorporateRegister.com, 2001). The ACCA global sustainability reporting awards have been replicated in many national level equivalents, advancing the quality of reporting world-wide.

Responsible Care

A global initiative of the International Council of Chemical Associations (ICCA), [Responsible Care](#) is a longstanding initiative of the chemical industry to improve health, safety and environmental performance, and to communicate with stakeholders about their products and processes. The new **Responsible Care Global Charter**, launched in 2006, includes provisions for improving monitoring and communication on progress against performance commitments by member companies.

Instituto Ethos, Brazil

[Ethos Institute for Business and Social Responsibility](#) is a non-governmental organization created in 1998 to mobilize, sensitize and help companies manage their business in a socially responsible way, making

them partners in building a sustainable and fair society. The Ethos Institute is setting the standards in Corporate Responsibility evaluation in Brazil. It offers a set of questionnaires that allows a systematic self-diagnosis and targeted improvement of the company's performance in terms of Corporate Responsibility. More than 500 Brazilian companies have adopted social policies and reported on their social performance while following the [guidelines and the indicators proposed by the Instituto Ethos](#).

Conceived by businessmen and executives from the private sector, Ethos Institute is a center for mobilization, organization of knowledge, exchange of experiences and development of tools that can help companies to analyze their management practices and deepen their commitment with corporate responsibility. It is today an international reference in the issue and develops projects in partnership with several bodies worldwide.

World Economic Forum (WEF)

Established in 1971 by Klaus Schwab, the [World Economic Forum](#) is bringing together annually at Davos, Switzerland, a powerful club of CEOs, heads of state, ministers and policy-makers, experts and academics, international organizations, youth, technology innovators and representatives of civil society in an impartial space with the aim of driving positive change. The forum promotes itself as the only global International Organization for Public-Private Cooperation and focuses on three strategic challenges: The [Fourth Industrial Revolution](#), including topics such as [closing the gender gap](#), [the future of work](#), jobs and employment; global consensus for global challenges; global security issues.

In addition to delivering reports on global economic trends and risks and research publications in the three key strategic challenges, the World Economic Forum offers guides, tools and best practices for companies to create social and business value. The aim of the recently launched WEF Global Challenge Initiative on Economic Growth and Social Inclusion is engagement of all stakeholders – governments, the private sector, experts, civil society leaders and social entrepreneurs – in the design and implementation of scalable solutions.

Verite

Established in 1995, [Verité](#) is a global, independent, non-profit organization that conducts research, advocacy, consulting, trainings, and assessments with a vision that people worldwide work under safe, fair, and legal conditions.

It provides the knowledge and tools to eliminate labor and human rights abuses in the global supply chains. Tools for companies are available at: <https://www.responsiblesourcingtool.org/>; <https://www.verite.org/commodity-atlas/>; <http://helpwanted.verite.org/helpwanted> and <http://knowledge.verite.org/#/map> (resources by region/country).

KnowTheChain (KTC)

Founded by Humanity United in 2013, KnowTheChain is a resource for businesses and investors interested in understanding and addressing forced labor abuses within their supply chains. It promotes compliance with the California Supply Chain Transparency Act (SB-657) and encourages companies to go beyond the law to meaningfully addressing human rights in their global supply chains. KnowTheChain benchmarks current corporate practices, develops insights, and provides practical resources that inform investor decisions and enable companies to comply with growing legal obligations while operating more transparently and responsibly – **see resources for companies on KTC website**

<https://knowthechain.org/resources/companies/> and the KTC sets of benchmarks
<https://knowthechain.org/benchmarks/>

Shift Project

Shift, a non-profit organization focused on human rights, is the leading center of expertise on the UN Guiding Principles on Business and Human Rights. It facilitates dialogue, builds capacity and develops new approaches with companies, government, civil society organizations and international institutions to enable them to implement the Guiding Principles. In 2015 Shift together with Mazars, an accounting consultancy, launched the [UN Guiding Principles Reporting Framework](#) that provides a concise set of questions, wholly aligned to **the Guiding Principles for Business and Human Rights**, for any company to learn and show how it is meeting its responsibility to respect human rights in practice.

The Guide on BHR was produced by Shift in close collaboration with companies, the Global Compact Network Netherlands and Oxfam.

Interfaith Center on Corporate Responsibility (ICCR)

The Interfaith Center on Corporate Responsibility (ICCR) is a coalition of shareholder advocates who view the management of their investments as a catalyst for social change through engaging with corporations on environmental, social and governance (ESG) issues of business performance and impacts. It brings together over 300 global institutional investors and as of 2018 represents more than \$400 billion in managed assets. Among the ICCR members are faith communities, asset management companies, labor unions, pension funds, NGOs and college and university endowment funds.

The ICCR pioneered the use of shareholder advocacy to press companies on environmental, **social**, and governance issues. Principal focus of the coalition is on human rights aspects of business performance and the social impacts of corporate operations and policies. A number of resources and tools addressing human rights issues and business are available on <http://www.iccr.org/iccrs-issues/human-rights>; <http://www.iccr.org/best-practice-guidance-ethical-recruitment-migrant-workers-0>

Topic Areas Relevant to HCBM Social Sustainability Principles

SMEs and Social Sustainability

Small and medium size businesses represent an important part of the global economy and employ a large part of the global workforce. Overall the SMEs have more agility than large multinationals to make meaningful change and show the benefits that can accrue from sustainable business practices. A number of surveys are exploring what is the business case of sustainability for the SMME sector, the challenges and opportunities of building socially sustainable SMEs and the practical experience of SMEs who build their business from scratch on the platform of sustainability.

In the last 10 years organizations focused on supporting better social and sustainability business performance and impacts have developed tools and practical guides tailored specifically to the needs of the SMME sector both in the developed countries and in the emerging economies.

CSR and Sustainability Reporting

Sustainability reporting requires companies to gather information about processes and impacts that they may not have measured before. This new data, in addition to creating greater transparency about firm performance, can provide firms with knowledge necessary to reduce their use of natural resources, increase efficiency and improve their operational performance.

In addition, sustainability reporting can prepare firms to avoid or mitigate environmental and social risks that might have material financial impacts on their business while delivering better business, social, environmental and financial value — creating a virtuous circle.

For reporting to be as useful as possible for managers, executives, analysts, shareholders and stakeholders, a unified standard that allows reports to be quickly assessed, fairly judged and simply compared is a critical asset. As firms worldwide have embraced sustainability reporting, the most widely adopted framework has been the Global Reporting Initiative (GRI) Sustainability Reporting Framework. A focus on sustainability helps organizations manage their social and environmental impacts and improve operating efficiency and natural resource stewardship, and it remains a vital component of shareholder, employee, and stakeholder relations.

A full 95% of the Global 250 issue sustainability reports. Firms continuously seek new ways to improve performance, protect reputational assets, and win shareholder and stakeholder trust. Sustainability disclosure can serve as a differentiator in competitive industries and foster investor confidence, trust and employee loyalty. Analysts often consider a company's sustainability disclosures in their assessment of management quality and efficiency, and reporting may provide firms better access to capital.

Socially responsible investment (SRI), responsible investment

An [investment](#) is considered socially responsible because of the nature of the business the company conducts. Common themes for socially responsible investments include avoiding investment in companies that produce or sell addictive substances (like alcohol, gambling and tobacco) and seeking out companies engaged in social justice, environmental sustainability and alternative energy/clean technology efforts. SRI is also known as **social investment**, **sustainable**, **socially conscious**, **"green"** or **ethical investing**,

According to the UN Principles for Responsible Investment (PRI) Initiative, responsible investment (RI) is an approach to investing that aims to incorporate environmental, social and governance (ESG) factors into investment decisions, to better manage risk and generate sustainable, long-term returns (<https://www.unpri.org/pri/what-is-responsible-investment>).

Responsible investment does not require ruling out investment in any sector or company. It simply involves including ESG information in investment decision-making, to ensure that all relevant factors are accounted for when assessing risk and return.

Examples of social factors in RI investment analysis and decision-making include:

- working conditions, including slavery and child labour
- local communities, including indigenous communities
- conflict
- health and safety
- employee relations and diversity

The business case for ESG investing is empirically very well founded by the combined findings of more than 2,000 individual studies showing a non-negative ESG and corporate financial performance (CFP) relationship, with the large majority of studies reporting positive financial performance impact, especially in a longer term (Gunnar Friede, Timo Busch & Alexander Bassen.2015).

Throughout the world, networks have emerged to promote socially responsible investment and the integration of ESG criteria in the financial industry. The **Social Investment Forum (SIF)** was the first created in the United States. Eurosif then followed in Europe in 2000. LatinSIF promotes SRI on the South American continent. Being a member of FrenchSIF and Eurosif, Novethic has partnered with the French SIF (FIR) on several initiatives.

Sustainability/ESG Rating Agencies

Extra financial or sustainability/ESG ratings consist of assessment of the Environmental, Social and Governance (ESG) performance of a company to award a final rating with which the ESG practices of the company can be compared to the ESG practices of other companies rated on the base of the same assessment and rating criteria. This rating is used especially by asset managers to manage Socially Responsible Investment (SRI) and Responsible Investment (RI) funds.

Over the last 20 years, specialized research agencies have been created that offer specific extra-financial research data for investors. The major research providers offering full ESG ratings according to Novethic (Novethic 2013;and www.novethic.com) are EIRIS-vigeo (United-Kingdom/France), MSCI ESG research (USA), oekom (Germany), Sustainalytics (Netherlands) Inrate (Switzerland) or EthiFinance (France).³¹ Furthermore, there are research agencies that focus on specific social or environmental or governance topics: ISS (Institutional Shareholder Services) focuses on ethics, MSCI-GMI research or Proxinvest have a focus on governance issues (board remuneration, minority shareholder rights, etc.), Trucost and the South Pole group are offering detailed carbon data of companies]. Additionally, specialized agencies like Global Engagement Services (GES) or Hermes EOS engage with companies on behalf of their investor clients.

The three leading international providers of financial services – Bloomberg, MSCI and Thomson Reuters – that have entered the market at the end the years 2000, have developed ESG integration as a promising new focus of their services. Furthermore, traditional ESG research providers are cooperating with specialized agencies, for instance Oekom Research and South Pole Group. An increasing number of specialist financial service companies have developed offers on ESG at company or fund level – Morningstar, MSCI, BNP Paribas securities services moving ESG data from niche to mainstream market. Finally, ESG considerations are starting to play an increasingly important role in the assessment models of traditional financial rating providers.

The SRI indices play an important role in influencing companies ESG strategy, as they are willing to be included in such indices. They highlight a positive assessment of their sustainable development policy, which in turn boosts their reputation.

Most SRI indices are established by ESG rating agencies which use their analysis methodology to select issuers included in the index. Agencies also often use a provider of traditional indices to create an SRI

³¹ In the past 5 years, there has been a consolidation of the market: in 2014 MSCI ESG Research acquired GMI Research; In 2015, Ethix SRI Advisors, a Swedish research agency, was taken over by the ISS (International Shareholder Service); the same year EIRIS and Vigeo announced their fusion. Moreover, traditional data providers like ThomsonReuters are partnering with specialized research agencies and Bloomberg partnered with Sustainalytics in 2014. (

index (e.g. Dow Jones for the DJSI, FTSE for the FTSE4GOOD). These indices can be used as a basis to compare the performance of SRI funds or even to build SRI index funds.

Some of the major SRI indices are: The Calvert Social Index by Calvert ; Global Sustainability Index, Life Sciences, Cleantech 100 by CRD Analytics; Domini 400 Social Index by Domini ; ECPI Indices by ECPI; FTSE4Good Index Series by EIRIS ; Gaia Index by Ethifinance ; Climate Innovation Indexes by Maplecroft ; MSCI ESG Indices and Barclays MSCI (Fixed Income Indices) by MSCI ; Global Challenges Index by oekom ; Responsibility Malaysia SRI Index, Responsibility Singapore SRI Index by OWW ; DJSI by SAM; Jantzi Social Index, STOXX Global ESG Leaders Indices by Sustainalytics; ASPI Eurozone, Ethibel Sustainability Index, Euronext Vigeo by Vigeo ; Thomson Reuters Index by Thomson Reuters.

In 2004, a voluntary European standard (CSRR-QS 2.1) was introduced on the quality and transparency of methodologies and processes used by ESG rating agencies. It has been formulated by the Association for Independent Corporate Sustainability and Responsibility Research (AI CSRR), founded in 2002 at the request of the European Commission to promote confidence in ESG analyses offered by specialised rating agencies. The CSRR-QS 2.1 standard was replaced in 2012 by a new standard [ARISTA 3.0](#), in order to include the assessment of new products and services developed by the rating agencies. Ten leading EU rating agencies (CAER, Ecodes, EIRIS, Ethifinance, GES, IMUG, oekom, Vigeo, KOCSR and Greeneye) have received ARISTA 3.0 certification, awarded for the 2012-2015 period.

Private Sector Practices, Cases and Tools Addressing Social Sustainability and the Social Sustainability Principles for Human Rights

From a business perspective, social sustainability is about understanding the impacts of corporations on people and society. A number of tools, guides and private sector good practices are provided through various CSR and sustainability platforms hosted by the UN (UNGC, UNEP, UNDP, UNFI, etc.) and other multilateral organizations (OECD, the World Bank Group, etc.), voluntary initiatives and standards (ASI8000, GRI, IIRC etc.), business networks and organizations (WBSCD, ACCA, etc.), think-tanks (WRI, CERES, etc.) international NGOs and civil society organizations (Oxfam, WWF, IUCN, etc.) and individual websites of companies, assistance-providers in sustainable business development, such as KPMG, PWC, E&Y and companies from various sectors acting as CSR and social sustainability innovators such as Unilever, IKEA, IBM, Nestle, Siemens, Patagonia, Nike, Sanergy, etc.

An inventory of business impact assessment tools addressing the SDGs, human rights and sustainability, product of the collaboration between GRI, WBSCD and the UNGC, is available as part of the **SDG Compass**. Some of the included in the inventory tools for social impact assessment include:

Base of the Pyramid Impact Assessment Framework (BoP IAF), by The William Davidson Institute at the University of Michigan (focused on SDG1);

Children's Rights in Impact Assessment, by the Danish Institute for Human Rights, and UNICEF (SDG 8) - designed to guide companies in assessing their policies and processes as they relate to their responsibility to respect children's rights and their commitment to support children's rights, based on the Children's Rights and Business Principles;

Corporate Human Rights Benchmark (CHRB) (under development) by Aviva Investors, Business and Human Rights Resource Centre, Calvert Investments, EIRIS, The Institute for Human Rights and Business, VBDO. (SDG 1,3,4, 5,8,10,11);

Gender Equality Principles self-assessment, San Francisco Department on the Status of Women, Calvert Group Ltd., Verite (SDG 5);

Human Rights and Business Country Guide, by the Danish Institute for Human Rights, (SDG 2,8,10);

Human Rights Compliance Assessment, by the Danish Institute for Human Rights, Human Rights & Business Project, Confederation of Danish Industries (DI), Danish Industrialization Fund for Developing Countries (IFU) (SDG 2,3,8,10,16);

Human Rights Impact Assessment and Management (HRIAM), by the International Business Leaders Forum (IBLF), International Finance Corporation (IFC), United Nations Global Compact, (SDG 2,8,10); **Impact Measurement Framework**, Initiative for Global Development, (SDG 2);

Impact Reporting & Investment Standards (IRIS), Global Impact Investing Network (GIIN), SDG 1-17 IRIS is the catalog of generally-accepted performance metrics that leading impact investors use to measure social, environmental, and financial success, evaluate deals, and grow the credibility of the impact investing industry;

Measuring Impact framework methodology, by WBCSD, IFC, (SDG 1)

Measuring Impact Framework designed to help companies understand their contribution to development and use this understanding to inform their operational and long-term investment decisions;

Measuring Socio-Economic Impact, by WBCSD, (SDG 8);

Poverty Assessment Tools, by USAID, EGAT, MD, The IRIS Center at the University of Maryland (SDG 1);

Progress out of poverty Index (PPI), Grameen Foundation, (SDG 1,10)

The Progress out of Poverty Index® (PPI®) is a poverty measurement tool for organizations and businesses with a mission to serve the poor. The PPI is statistically-sound, yet simple to use: the answers to 10 questions about a household's characteristics and asset ownership are scored to compute the likelihood that the household is living below the poverty line – or above by only a narrow margin. With the PPI, organizations can identify the clients, customers, or employees who are most likely to be poor or vulnerable to poverty, integrating objective poverty data into their assessments and strategic decision-making;

Social Hotspots Database/Portal (SHDB), New Earth + Walmart, Sustainability Consortium, UNEP, (SG 3,5,6,8,10,16)

The SHDB project offers an online database that allows users to browse data on social risks by sector, country, or risk theme. There are 227 countries and 57 economic sectors to choose from. The data comprehensively addresses social issues on human rights, working conditions, community impacts and governance issues, via a set of nearly 150 risk indicators grouped within 22 themes. Risks are also expressed, whenever relevant, by country and sector;

The Anti-Bribery Checklist, Transparency International, (SDG 16)

This checklist is based on TI's Business Principles for Countering Bribery and is designed for companies to assess their anti-corruption policy, implementation and monitoring and review mechanisms. It should be read in conjunction with Transparency International's Self-Evaluation Tool;

The Bribe Payers Index Transparency International, (SDG 16)

The Bribe Payers Index ranks the world's wealthiest countries by the propensity of their firms to bribe abroad and looks at which industrial sectors are the worst offenders. The index is based on the views of thousands of senior business executives from developed and developing countries;

UN Global Compact – Oxfam Poverty Footprint, Oxfam, UN Global Compact (SDG 1,3,4,5,8,10,16)

A partnership-based assessment tool that enables companies and civil society partners to understand impacts on poverty all along a companies value chain. The Poverty Footprint provides a comprehensive overview of factors that influence poverty, helps companies establish pro-poor business strategies, and promotes greater corporate transparency and meaningful stakeholder engagement;

Understanding and Measuring Women's Economic Empowerment, ICRW (International Center for Research on Women), DFID UK (Department for International Development), The ExxonMobil Foundation, The Bill and Melinda Gates Foundation, SDG 5

This document is intended as a conceptual guide, rather than an operational tool kit. Economic empowerment is a complex process, and the general framework presented here will have to be adapted to meet the needs of specific projects.

Human-Centered Business Model (HCBM) as an Example of Social Innovation

Historically, France is a country where social economy is strongly present through various forms of enterprises, such as associations, foundations, cooperative or mutual societies. The importance of the Social and Solidarity-based Enterprises (SSE) in France can be understood just by looking at the numbers: jobs creation due to the SSE rose by 23% between 2000 and 2010, whereas jobs created by the traditional economy only rose by 7%.

To be able to better support the SSE, France needed not only to rethink its regulatory framework in but also to develop a better general understanding of this type economy, including both requirements for solidarity construction and approaches for defining measurable significant social impact.

The SSE law proceeded to a reform of the solidarity accreditation, allowing commercial enterprises eligible for “classical” equity financing to enter the solidarity economy field. The new accreditation defined by the law can be obtained by new type of enterprises, that present (among others) these two key characteristics: they pursue the objective of creating a significant social impact, either by helping people in fragile situations, or by fighting exclusion and territorial inequalities; they can be financed through private equity in a classical way. The strengthening of this relatively new “asset class” constitutes a stake of major importance, for private investors specialised in social impact investing, but also for public support to these enterprises and investors. This public support can be manifold: fiscal, legal, financial, administrative.

The HCBM takes advantage of the important work being done in the field of social innovation and social and sustainable enterprise development, such as the French SSE and other initiatives and global frameworks. It also tries to find the international good practices that might support and inspire the details of the Model and looks for ways to incorporate them into the Model.

Furthermore, the **Human Centered Business Model (HCBM)** aims at offering a new and additional form of bringing environmental and social sustainability on a par with profit and makes them central to a business's development and governance. The HCBM takes a holistic approach that addresses the entire context needed for a sustainable and competitive “business ecosystem”, including fiscal, financial, legal and regulatory regimes, procurement conditions, and stakeholders relationship. The concept of the HCBM

arises from the conclusion that an entirely new business ecosystem is needed for the entrepreneurs who are sensitive to social, ethical and environmental impacts and who wish to run a for-profit business.

The HCBM approach is based on the idea that there no longer needs to be a trade-off between financial and social goals, and that supporting the latter will bolster the former through a practical business model that provides a real choice for entrepreneurs who are looking for an opportunity to conduct their enterprises in a sustainable way. The Model seeks to create an alternative approach to doing business that potentially combines – on an equal level of importance – profit seeking with the wider integrity dimensions of social and environmental sustainability (including, for example, notions of decent work, respect for territorial and local community integrity, sustainable environmental impact, and attention to inheritance issues for future generations).

The social impacts of an HCBM business, together with its environmental impacts will be criteria towards which managers, in compliance with their administrative duties, will strive for measured success. The Model will provide an additional way to bridge the gaps in the spectrum of business forms, from profit-maximizing enterprises on one side to not-for-profit organizations or volunteer associations, passing through the above-mentioned other possible forms.

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North America

Canada

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South America

Brazil

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United Nations (UN) – Sustainable Development

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Report of the Inter-Agency and Expert Group on Sustainable Development Goal Indicators (E/CN.3/2016/2/Rev.1) Annex IV “Final list of proposed Sustainable Development Goal indicators” <https://sustainabledevelopment.un.org/content/documents/11803Official-List-of-Proposed-SDG-Indicators.pdf>

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³² In November 2014, Sweden established its “[Ministry of the Future](#)” headed up by Kristina Persson as Minister for Strategic Development and Nordic Cooperation, it has a mandate to think about public policy in the very long term. (Virginie Ma-Dupont. 2016) In 2015 Kristina Persson established three analysis groups to assist the Secretariat for Strategic Development for the Future in its work on future issues for the Swedish government. The three analysis groups are Future of Work, Green Transition and Global Cooperation. Each group operates freely under two co-chairs.

<https://sustainabledevelopment.un.org/content/documents/2013150612-FINAL-SDSN-Indicator-Report1.pdf>

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United Nations Human Rights Office of the High Commissioner (UN HROHC). 1965. *International Convention on the Elimination of All Forms of Racial Discrimination (ICERD)*. <http://www.ohchr.org/EN/ProfessionalInterest/Pages/CERD.aspx> ;

United Nations Human Rights Office of the High Commissioner (UN HROHC). 1979. *Convention on the Elimination of All Forms of Discrimination against Women (CEDAW)* <http://www.ohchr.org/EN/ProfessionalInterest/Pages/CEDAW.aspx> .

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UN Conventions on Prevention of Discrimination:

Equal Remuneration Convention, 1951 (No. 100);

Discrimination (Employment and Occupation) Convention, 1958 (No. 111);

Declaration on Race and Racial Prejudice;

Convention against Discrimination in Education;

Protocol Instituting a Conciliation and Good Offices Commission to be responsible for seeking a settlement of any disputes which may arise between States Parties to the Convention against Discrimination in Education;

Declaration on the Elimination of All Forms of Intolerance and of Discrimination Based on Religion or Belief;

World Conference against Racism, 2001 (Durban Declaration and Programme of Action).

UN Conventions on Rights of Women

Optional Protocol to the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW-OP);

Declaration on the Protection of Women and Children in Emergency and Armed Conflict;

Declaration on the Elimination of Violence against Women.

UN Conventions on Rights of Child

Optional Protocol to the Convention on the Rights of the Child on the sale of children, child prostitution and child pornography (CRC-OPSC);

Optional Protocol to the Convention on the Rights of the Child on the involvement of children in armed conflict (CRC-OPAC);

Minimum Age Convention, 1973 (No. 138);

Worst Forms of Child Labour Convention, 1999 (No. 182).

UN Convention on Rights of Older Persons

United Nations Principles for Older Persons.

UN Conventions on Rights of Persons with Disabilities

Optional Protocol to the Convention on the Rights of Persons with Disabilities;

Declaration on the Rights of Mentally Retarded Persons;

Declaration on the Rights of Disabled Persons;

Principles for the protection of persons with mental illness and the improvement of mental health care;

Standard Rules on the Equalization of Opportunities for Persons with Disabilities.

UN Conventions on Social Welfare, Progress and Development

Declaration on Social Progress and Development;

Universal Declaration on the Eradication of Hunger and Malnutrition;

Declaration on the Use of Scientific and Technological Progress in the Interests of Peace and for the Benefit of Mankind;

Declaration on the Right of Peoples to Peace;

Declaration on the Right to Development;

Universal Declaration on the Human Genome and Human Rights;

Universal Declaration on Cultural Diversity.

UN Conventions on Promotion and Protection of Human Rights

Principles relating to the status of national institutions (The Paris Principles);

Declaration on the Right and Responsibility of Individuals, Groups and Organs of Society to Promote and Protect Universally Recognized Human Rights and Fundamental Freedoms;

United Nations Declaration on Human Rights Education and Training.

UN Convention on Right to Health

Declaration of Commitment on HIV/AIDS.

UN Convention on Right to Work and to fair Conditions of Employment

Employment Policy Convention, 1964 (No. 122).

UN Conventions on Freedom of Association

Freedom of Association and Protection of the Right to Organise Convention, 1948 (No. 87);

Right to Organise and Collective Bargaining Convention, 1949 (No. 98).

UN Conventions on Slavery and Slavery-like Practices and Forced Labor

Slavery Convention;

Protocol amending the Slavery Convention signed at Geneva on 25 September 1926;
Supplementary Convention on the Abolition of Slavery, the Slave Trade, and Institutions and Practices Similar to Slavery;

Forced Labour Convention, 1930 (No. 29);

Protocol of 2014 to the Forced Labour Convention, 1930;

Abolition of Forced Labour Convention, 1957 (No. 105);

Convention for the Suppression of the Traffic in Persons and of the Exploitation of the Prostitution of Others.

Protocol to Prevent, Suppress and Punish Trafficking in Persons, Especially Women and Children, supplementing the United Nations Convention against Transnational Organized Crime.

UN Convention on the Rights of Migrants

Protocol against the Smuggling of Migrants by Land, Sea and Air, supplementing the United Nations Convention against Transnational Organized Crime.

UN Conventions on Statelessness, Asylum and Refugees

Convention on the Reduction of Statelessness

Convention relating to the Status of Stateless Persons

Convention relating to the Status of Refugees

Protocol relating to the Status of Refugees

Declaration on the Human Rights of Individuals who are not nationals of the country in which they live

Other Documents Linked to the UN Conventions:

African Union. 1981. The African Charter on Human and Peoples' Rights (also known as the Banjul Charter <http://www.achpr.org/instruments/achpr/> and http://www.achpr.org/files/instruments/achpr/banjul_charter.pdf;

ILAB NA Agreement between Canada, the USA and the Mexican States on Labor and Cooperation <https://www.dol.gov/ilab/reports/pdf/naalc.htm> ;

Indicators for HR Guide

<http://www.ohchr.org/EN/NewsEvents/Pages/IndicatorsestentialtoolsinrealizationofHR.aspx>

http://www.ohchr.org/Documents/Publications/Human_rights_indicators_en.pdf

UN OHCHR Guiding Principles for Business and Human Rights

UN OHCHR. 2011. United Nations Guiding Principles on Business and Human Rights - Implementing the United Nations “Protect, Respect and Remedy” Framework.

http://www.ohchr.org/Documents/Publications/GuidingPrinciplesBusinessHR_EN.pdf

UN OCHR. 2011. Applications of the U.N. “Protect, Respect and Remedy” Framework.

<https://www.business-humanrights.org/sites/default/files/media/documents/applications-of-framework-jun-2011.pdf>

Ruggie, John. 2008. “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. <https://www.business-humanrights.org/sites/default/files/reports-and-materials/Ruggie-report-7-Apr-2008.pdf>

Reports and documents on the UN “Protect, Respect and Remedy” framework on business and HR:

<https://www.business-humanrights.org/en/un-secretary-generals-special-representative-on-business-human-rights/reports-to-un-human-rights-council/2008>

HR Guides for business:

http://www.ohchr.org/Documents/Publications/DevelopHumanRightsPolicy_en.pdf ;

<http://www.ohchr.org/Documents/Publications/GuideHRBusinessen.pdf>

International Labor Organization (ILO)

ILO. 2017. *Tripartite declaration of principles concerning multinational enterprises and social policy (MNE Declaration)*, 5th Edition (March 2017) http://www.ilo.org/wcmsp5/groups/public/---ed_emp/---emp_ent/---multi/documents/publication/wcms_094386.pdf

Alfred Wiskirchen and Christian Hess. 2001. *EMPLOYERS' HANDBOOK ON ILO STANDARDS-RELATED ACTIVITIES*, ILO Bureau for Employers' Activities (ACT/EMP) Geneva: International Labour Office. http://www.ilo.org/public/libdoc/ilo/2001/101B09_325_engl.pdf

ILO. 2016. “Code of practice on safety and health in ports (Revised 2016)”, Meeting of Experts to Adopt a Revised Code of Practice on Safety and Health in Ports, Geneva, 2016, Published by INTERNATIONAL LABOUR ORGANIZATION Sectoral Policies Department.

http://www.ilo.org/sector/activities/sectoral-meetings/WCMS_546257/lang--en/index.htm

ILO Resources for business available on the following topics (see

<http://www.ilo.org/empent/areas/business-helpdesk/tools-resources/lang--en/index.htm>):

[Child labour](#)

[Collective bargaining](#)

[Discrimination and Equality](#)

[Employment promotion](#)

[Forced labour](#)

[Freedom of association and the right to organize](#)

[Occupational safety and health \(OSH\)](#)

[Security of Employment](#)

[Wages and Benefits](#)

[Working time](#)

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UN World Tourism Organization (UNWTO)

UNWTO. **Global Code of Ethics for Tourism** <http://ethics.unwto.org/content/global-code-ethics-tourism>

UNWTO. 2011. Private Sector Commitment to the UNWTO Global Code of Ethics for Tourism. <http://www2.unwto.org/content/corporate-social-responsibility-initiatives>

The World Bank Group (WB)

The World Bank’s new ***Environmental and Social Framework (ESF)*** will go live on Internet in October 2018. It consists of the following documents:

[World Bank’s Vision for Sustainable Development;](#)

[World Bank’s Environmental and Social Policy for Investment Project Financing \(IPF\);](#)

[World Bank’s Environmental and Social Standards \(ESS\);](#)

[World Bank Directive on Addressing Risks and Impacts on Disadvantaged or Vulnerable Individuals or Groups](#)

International Bank for Reconstruction and Development (IBRD)/World Bank 2017. *The World Bank Environmental and Social Framework. (full)*. <http://documents.worldbank.org/curated/en/383011492423734099/pdf/114278-WP-REVISED-PUBLIC-Environmental-and-Social-Framework.pdf>

World Bank Environmental and Social Safeguard Policies. <http://www.worldbank.org/en/projects-operations/environmental-and-social-policies>

WB Safeguard Policies and Procedures relevant to the UCBM include:

Operational Manual OP 4.03 - Performance Standards for Private Sector Activities (Policies).
<https://policies.worldbank.org/sites/ppf3/PPFDocuments/Forms/DispPage.aspx?docid=1566&ver=current>

Operational Manual BP 4.03 - Performance Standards for Private Sector Activities (Procedures).
<https://policies.worldbank.org/sites/ppf3/PPFDocuments/Forms/DispPage.aspx?docid=1614&ver=current>

Operational Manual OP 4.00 - Piloting the Use of Borrower Systems to Address Environmental and Social Safeguard Issues in Bank-Supported Projects (Policies).
<https://policies.worldbank.org/sites/ppf3/PPFDocuments/Forms/DispPage.aspx?docid=1564&ver=current>

Operational Manual BP 4.00 - Piloting the Use of Borrower Systems to Address Environmental and Social Safeguard Issues in Bank-Supported Projects (Procedures).
<https://policies.worldbank.org/sites/ppf3/PPFDocuments/Forms/DispPage.aspx?docid=1610&ver=current>

Operational Manual OP 4.10 - Indigenous Peoples (Policies).
<https://policies.worldbank.org/sites/ppf3/PPFDocuments/Forms/DispPage.aspx?docid=1570&ver=current>

Operational Manual BP 4.10 - Indigenous Peoples (Procedures).
<https://policies.worldbank.org/sites/ppf3/PPFDocuments/Forms/DispPage.aspx?docid=1582&ver=current>

Operational Manual OP 4.12 - Involuntary Resettlement (Policies).
<https://policies.worldbank.org/sites/ppf3/PPFDocuments/Forms/DispPage.aspx?docid=1572&ver=current>

Operational Manual BP 4.12 - Involuntary Resettlement (Procedures).
<https://policies.worldbank.org/sites/ppf3/PPFDocuments/Forms/DispPage.aspx?docid=1584&ver=current>

Reports and documents of the WB Social Safeguards are available at:
<http://blogs.worldbank.org/category/tags/social-safeguards>

World Bank; Organisation for Economic Co-operation and Development. 2016. *Integrating Human Rights into Development: Donor Approaches, Experiences and Challenges*, Third Ed.. Washington, DC: World Bank. <https://openknowledge.worldbank.org/bitstream/handle/10986/25859/111914-WP-IntegratingHumanRightsIntoDevelopmentThirdEdition-PUBLIC.pdf?sequence=1&isAllowed=y>

McInerney-Lankford, Siobhan; Sano, Hans-Otto. 2010. *Human Rights Indicators in Development: An Introduction*. World Bank Study. Washington DC: World Bank.
<file:///F:/My%20Documents/WB%202017/SS%20contract%20MN/research%20HCBM%20SSP%20and%20HRP/products%20in%20progress%20and%20tools/lit%20review%20bibliography/WB%20study%20HR%20indicators%20in%20development%20projects.pdf>

The World Bank. 2012. *Social Protection and Labor Strategy 2012-2022 - Resilience, Equity and Opportunity*.
<file:///F:/My%20Documents/WB%202017/SS%20contract%20MN/research%20HCBM%20SSP%20and%20HRP/products%20in%20progress%20and%20tools/lit%20review%20bibliography/WB%20study%20HR%20indicators%20in%20development%20projects.pdf>

Other World Bank Policy Notes and Documents are also available at
http://web.worldbank.org/archive/website01536/WEB/0_CON-6.HTM

International Finance Corporation (IFC)

IFC Policies, Standards and Guidelines are available at:

http://www.ifc.org/wps/wcm/connect/topics_ext_content/ifc_external_corporate_site/sustainability-at-ifc/publications/publications_loe_sf_update-implementation

Below are selected documents relevant to HCBM and SSP:

[Sustainability Policy](#)

[Environmental and Social Performance Standards](#)

[Environmental, Health, and Safety Guidelines](#)

[Environmental and Social Review Procedures Manual](#)

[Access to Information Policy](#)

[Corporate Governance Methodology](#)

[Corporate Governance Development Framework](#)

[Environmental and Social Categorization](#)

[IFC SF Updated – Fact Sheet](#)

Annex A: [Summary of Key Challenge](#) in the Sustainability Policy and Performance Standards

[The Business Case for Sustainability \(IFC/2012\)](#)

IFC Performance Standards - relevant to SSP and HCBM:

[PS 1: ASSESSMENT AND MANAGEMENT OF ENVIRONMENTAL AND SOCIAL RISKS AND IMPACTS \(2012\)](#)

http://www.ifc.org/wps/wcm/connect/topics_ext_content/ifc_external_corporate_site/sustainability-at-ifc/policies-standards/performance-standards/ps1

[PS 2: LABOR AND WORKING CONDITIONS \(2012\)](#)

http://www.ifc.org/wps/wcm/connect/topics_ext_content/ifc_external_corporate_site/sustainability-at-ifc/policies-standards/performance-standards/ps2

[PS4: COMMUNITY HEALTH, SAFETY, AND SECURITY \(2012\)](#)

http://www.ifc.org/wps/wcm/connect/topics_ext_content/ifc_external_corporate_site/sustainability-at-ifc/policies-standards/performance-standards/ps4

[PS5: LAND ACQUISITION AND INVOLUNTARY RESETTLEMENT \(2012\)](#)

http://www.ifc.org/wps/wcm/connect/topics_ext_content/ifc_external_corporate_site/sustainability-at-ifc/policies-standards/performance-standards/ps5

[PS7: INDIGENOUS PEOPLES \(2012\)](#)

http://www.ifc.org/wps/wcm/connect/topics_ext_content/ifc_external_corporate_site/sustainability-at-ifc/policies-standards/performance-standards/ps7

[PS8: CULTURAL HERITAGE \(2012\)](#)

http://www.ifc.org/wps/wcm/connect/topics_ext_content/ifc_external_corporate_site/sustainability-at-ifc/policies-standards/performance-standards/ps8

Other IFC Resources:

IFC/WB Group. 2016. *Environmental and Social Review Procedures Manual*
http://www.ifc.org/wps/wcm/connect/d0db8c41-cfb0-45e9-b66a-522c88f270a5/ESRP_Oct2016.pdf?MOD=AJPERES

IFC. EH&S Guidelines

http://www.ifc.org/wps/wcm/connect/Topics_Ext_Content/IFC_External_Corporate_Site/Sustainability-At-IFC/Policies-Standards/EHS-Guidelines/

In addition to the listed above key IFC documents linked to SSP, the following resources will be also of interest, together with other resources recommended to corporate clients on IFC website:

What's the Business Case for Sustainability? (July 2012)
Understanding IFC's Environmental and Social Review Process [PDF]
Find out more about the 2009-2011 Review and Update of the Sustainability Framework
Performance Standards Community of Learning

Partnership Lets Work. <https://letswork.org/> and <https://www.letswork.org/wp-content/uploads/2014/08/Lets-Work-Brochure-2014-FINAL.pdf>

Partnership on [Harmonized Indicators for Private Sector Operations \(HIPSO\)](https://indicators.ifipartnership.org/).
<https://indicators.ifipartnership.org/>

Inclusive business - G20 Global Platform on Inclusive Business.
http://www.ifc.org/wps/wcm/connect/Topics_Ext_Content/IFC_External_Corporate_Site/Inclusive+Business

Development Impact
http://www.ifc.org/wps/wcm/connect/Topics_Ext_Content/IFC_External_Corporate_Site/Development+Impact/

Organization for Economic Cooperation and Development (OECD)

OECD. 2011. *OECD Guidelines for Multinational Enterprises*, OECD Publishing, Paris.
<http://dx.doi.org/10.1787/9789264115415-en>

OECD. 2016. *The Framework for Policy Coherence for Sustainable Development*. SG/PCD(2016)1.
[http://www.oecd.org/pcd/Framework_Generic%20Module_PCD\(2016\)1.pdf](http://www.oecd.org/pcd/Framework_Generic%20Module_PCD(2016)1.pdf)

OECD. 2018. “Gender for sustainable development AN INTEGRATED POLICY AGENDA”, Policy Brief. March 2018. <http://www.oecd.org/greengrowth/Gender-for-sustainable-development.pdf>

OECD. 2017. *The Pursuit of Gender Equality: An Uphill Battle*. OECD Publishing, Paris.
<http://dx.doi.org/10.1787/9789264281318-en> also https://read.oecd-ilibrary.org/social-issues-migration-health/the-pursuit-of-gender-equality_9789264281318-en#page243

OECD. 2018. *OECD DAC BLENDED FINANCE PRINCIPLES for Unlocking Commercial Finance for the Sustainable Development Goals*. OECD Publishing, Paris. <http://www.oecd.org/dac/financing-sustainable-development/development-finance-topics/OECD-Blended-Finance-Principles.pdf>

OECD. “OECD Guidelines for MNE Responsible Conduct Matters”. Brochure.
http://mneguidelines.oecd.org/MNEguidelines_RBCmatters.pdf

OECD. 2015. OECD Principles of Corporate Governance. <http://www.oecd.org/corporate/principles-corporate-governance.htm>

OECD. 2017. Methodology for Assessing the Implementation of the G20/OECD Principles of Corporate Governance. OECD Publishing Paris. https://www.oecd-ilibrary.org/governance/methodology-for-assessing-the-implementation-of-the-g20-oecd-principles-of-corporate-governance_9789264269965-en

CG of state owned enterprises: <http://www.oecd.org/daf/ca/guidelines-corporate-governance-soes.htm>

Corporate governance, value creation and growth: The bridge between finance and enterprise
<http://www.oecd.org/daf/ca/corporategovernancevaluecreationandgrowththebridgebetweenfinanceandenterprise.htm>

Other OECD Resources:

OECD and blended finance: <http://www.oecd.org/development/financing-sustainable-development/development-finance-topics/blended-finance.htm> ;

Principles: <http://www.oecd.org/dac/financing-sustainable-development/development-finance-topics/OECD-Blended-Finance-Principles.pdf>

OECD Social Impact Investment Initiative documents:

[Social Impact Investment](#)

[Private sector engagement in development co-operation](#)

[Financing for sustainable development](#)

Gender Equality at <http://www.oecd.org/gender/data/> ;

Employment: <http://www.oecd.org/gender/data/employment/> ;

Entrepreneurship <http://www.oecd.org/gender/data/entrepreneurship/#d.en.387805> ;

OECD Programme on Local Economic and Employment Development (LEED)

<http://www.oecd.org/employment/leed/>

OECD Social economy workstream linked to LEED: <http://www.oecd.org/cfe/leed/social-economy.htm>

OECD Better Life Initiative (see <http://www.oecd.org/statistics/better-life-initiative.htm>):

[Guidelines on Measuring the Quality of the Working Environment](#)

[Guidelines on Measuring Trust](#)

[Guidelines on Measuring Subjective Well-being](#)

[Guidelines for Micro Statistics on Household Wealth](#)

[Framework for Statistics on the Distribution of Household Income, Consumption and Wealth](#)

[Measuring Business Impacts on People’s Well-being](#)

Quality of jobs: measuring national scale <http://www.oecd.org/sdd/labour-stats/Job-quality-OECD.pdf>

OECD frameworks for:

- a) job quality measurement <https://www.oecd-ilibrary.org/docserver/5jrp02kjl1mr-en.pdf?expires=1522864762&id=id&accname=guest&checksum=891034A978A46ED5104C58288EB2FCBD;>
- b) and for enhancing job quality in emerging economies: https://read.oecd-ilibrary.org/employment/oecd-employment-outlook-2015_empl_outlook-2015-en#page213

Business and well-being workshop, 2017 results at:

<http://www.hec.edu/Knowledge/Point-of-View/Measuring-Business-Impact-on-Well-being-Utopia-or-the-Only-Way-to-Survive>

Framework for measuring well-being in Latin America and the Caribbean:

<http://www.oecd.org/statistics/oecd-workshop-on-measuring-business-impacts-on-peoples-well-being.htm> with more info

OECD and SMEs (documents below linked, also see: <http://www.oecd.org/industry/smes/>):

[OECD Bologna Process on SME & Entrepreneurship Policies](#)

[OECD Studies on SMEs and Entrepreneurship](#)

[OECD SME and Entrepreneurship Papers](#)

[Observer roundtable on SMEs](#)

[Declaration on Strengthening SMEs and Entrepreneurship](#)

[The Missing Entrepreneurs 2017](#)

[Small, Medium, Strong. Trends in SME Performance and Business Conditions](#)

[Policy brief on women's entrepreneurship](#)

[G20/OECD High-level Principles on SME Financing](#)

[New Approaches to SME and Entrepreneurship Financing](#)

[Intellectual Assets and Innovation: The SME Dimension](#)

[Skills Development and Training in SMEs](#)

[OECD Studies on SMEs and Entrepreneurship: Mexico](#)

[SME and Entrepreneurship Policy in Canada](#)

[SME and Entrepreneurship Policy in Italy](#)

[SME and Entrepreneurship Policy in Israel](#)

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[GRI 414: Supplier Social Assessment 2016 \(PDF 0.2MB\)](#)

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