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# ABBREVIATIONS AND ACRONYMS

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<b>BHR</b>	Business and Human Rights
<b>BHRCC</b>	Business & Human Rights Resource Centre
<b>CHRB</b>	Corporate Human Rights Benchmark
<b>CSR</b>	Corporate Social Responsibility
<b>EIA</b>	Environmental Impact Assessment
<b>GRI</b>	Global Reporting Initiative
<b>HRDD</b>	Human Rights Due Diligence
<b>HRIA</b>	Human Rights Impact Assessment
<b>HRSA</b>	Human Rights Self-Assessment
<b>ICCPR</b>	International Covenant on Civil and Political Rights
<b>ICECSR</b>	International Covenant on Economic, Social and Cultural Rights
<b>ILO</b>	International Labour Organization
<b>NAP</b>	National Action Plans
<b>NGO</b>	Non-governmental organization
<b>NHRI</b>	National Human Rights Institution
<b>OECD</b>	Organisation for Economic Co-operation and Development
<b>OHCHR</b>	Office of the United Nations High Commissioner for Human Rights
<b>PPE</b>	Personal Protective Equipment
<b>UNGC</b>	United Nations Global Compact
<b>UNGPs</b>	United Nations Guiding Principles on Business and Human Rights
<b>UNICEF</b>	United Nations Children's Fund
<b>US/USA</b>	United States of America
<b>WTO</b>	World Trade Organization

# OVERVIEW AND INTRODUCTION

In recent years, a rich dialogue has emerged around the role that business plays in shaping our environment, our well-being and our security. On the one hand, business is celebrated for making contributions to sustainable development through life-saving medicines and renewable energy technologies. On the other, business is vilified for promoting overconsumption, hastening natural resource depletion, and putting profit before human dignity. In early 2020, this dual-view of business intensified as the COVID-19 pandemic raised new questions about the role of business in times of crisis, and the conditions under which large corporations under stress should expect taxpayer rescue packages.

This Training Facilitation Guide ('training guide') provides training modules which clarify what is required to conduct human rights due diligence by focusing on the basics and sticking to internationally agreed principles and widely understood terminology.

In this context, there has been a rejuvenated campaign to address the prevalence of human rights abuses in business operations and global supply chains. Consumers, shareholders and business partners are demanding that enterprises do more to minimize harms and maximize social dividends, not only in times of economic expansion, but also as a response to present and future crises. For this reason, **there has been a significant push to make the practice of human rights due diligence (HRDD) mandatory** for businesses in some regions and countries.

**Today, the regulatory landscape is rapidly changing.** Governments are passing legislation requiring corporations to report on their human rights profile in the form of "mandatory human rights due diligence." Stock exchanges and securities regulators are demanding greater transparency on non-financial risk reporting. Litigation in some jurisdictions is leading to greater levels of liability for companies operating in third countries.

The trend towards greater disclosures and scrutiny are only increasing as taxpayers question the wisdom of government bailouts for companies that hide profits in tax havens, refuse liveable wage increases, resist carbon emission standards, and lobby against disclosure requirements on non-financial risks in supply chains. In some countries, **there is widespread belief that public support to private enterprise during times of crisis**

**should only go to those companies that practise and live by their commitments to responsible business.**

Business associations, law firms and management consultancies are responding to shifts in the public mood and the regulatory environment by deploying an array of tools and advisory services to help businesses manage their human rights risks. They are joining civil society and multilateral organizations in promoting the implementation of the United Nations Guiding Principles on Business and Human Rights (UNGPs) to help States and businesses meet the growing demand for socially and environmentally responsible business behaviour. The guidance provided by the UNGPs is especially timely, as calls grow louder for governments to include human rights due diligence as a key part of their corporate regulatory frameworks. Clearly, a deeper understanding of HRDD standards as clarified under the UNGPs is no longer optional.

Admittedly, there are a host of principles and internationally sanctioned guidance documents to be found, each claiming to be as important as the next. Of course, it does not help that the terminology and policy jargon employed does more to confuse than to clarify. For this reason, UNDP has provided the following training manual and approached the material in a unique way.

**The objective of these training modules is to clarify the requirements of HRDD by tacking closely to internationally agreed principles and widely understood terminology.** Applying a step-by-step approach, this allows for businesses to embark on HRDD as a stand-alone effort or as part of a pre-existing assessment process. The training modules are accompanied by a slide deck that follows the guide below to facilitate presentations. The training is also supported by the *Human Rights Self-Assessment Training Tool*.

Human rights due diligence requires companies to assess impacts and risks in their value chain, and act responsibly to prevent, mitigate and account for human rights abuses in which they may be involved through their own activities and business relationships.



## 1.1 UN Guiding Principles on Business and Human Rights

Unanimously endorsed by the Human Rights Council in 2011, the UNGPs are widely recognized as the world's most authoritative normative framework for addressing the adverse impacts of business on human rights. The UNGPs outline how the State and business share responsibility for human rights concerns, noting their complementary but differentiated roles. Composed of 31 principles, the UNGPs are divided into three "Pillars" consisting of:

1. The State duty to protect human rights
2. The corporate responsibility to respect human rights
3. The requirement for the State and businesses to provide access to effective remedy for victims of business-related abuse

Many experts cite the emergence of the UNGPs as the most important development driving responsible business practices over the last 20 years. Importantly though, **the UNGPs do not introduce new laws or regulations**. The UNGPs provide, instead, inclusive approaches, policy coherence, minimum standards and a **logical sequencing towards the assessment and management of human rights risks**.

This training guide focuses on Pillar 2, the corporate responsibility to respect human rights, which covers minimum standards for conducting HRDD. However, the guide begins with a discussion on the origins of the business and human rights agenda, to better differentiate HRDD from other compelling concepts, such as Corporate Social Responsibility or Responsible Business Conduct.

## 1.2 Introduction to the training guide

### Objective

The overall objective of the training guide is to help facilitators inform businesses on how to conduct HRDD according to international standards set by the UNGPs. More specifically, the trainings will help businesses to understand how to identify, prevent, mitigate and account for how they address their adverse human rights impacts.

In pursuit of this, the trainings will also provide an introductory understanding of the UNGPs and the basis for work in the area of Business and Human Rights.

### Target audience

This training module is **meant for businesspeople** working in different capacities, whether in senior leadership or middle management positions or in functional roles involving sales, supply chain management, legal and compliance, and social and environmental sustainability reporting. However, the training is not exclusive to people in the business sector. The training guide will be also useful to those organizations that

advocate for better due diligence practices, including UN entities, Civil Society Organizations (CSOs) or National Human Rights Institutions (NHRI).

### Audience size

This training was designed with both webinar and in-person modalities in mind. Ideally, either a webinar or in-person training using this training facilitation guide will be limited to **25 people**. A group larger than that will make it difficult to facilitate the discussions and complete the exercises and may slow down the training.

### Training modalities

The training is also designed so that it can be tailored to suit specific audiences according to their familiarity with the UNGPs. For example, "Part I – Introduction to Business and Human Rights" can be skipped when educating sustainability experts already well-versed in the material. The facilitator will also find some redundancy of material between sessions and modules, which allows the facilitator to pick and choose modalities. A short course and full-length training can be accommodated. Completing Part I and II of the training is estimated to take five full days. Facilitators might include consultants, CSO actors, staff at NHRIs, UN employees, among others. Trainings can be broken up with panel discussions involving local experts, or even field trips to places of operation to witness good practices.

This UNDP training package includes three items: 1) this training facilitation guide; 2) a slide deck that follows the training guide step by step for presentation purposes, and 3) a web-based Human Rights Self-Assessment Training Tool, which helps participants to understand how to identify and prioritize risks according to scale, scope, irremediability and likelihood factors. Items 2 and 3 are available only for UNDP staff. Should you be interested in UNDP training services, please contact [bizhumanrights.asia@undp.org](mailto:bizhumanrights.asia@undp.org).

### Organization

**The training is organized in two parts.** Part I is an introduction to the Business and Human Rights agenda. Part II is composed of a focused training on human rights due diligence.

Part I of the training provides an overall review of the wider framework of Business and Human Rights, including an introduction to the UNGPs. This section will help businesses to better understand the difference between Business and Human Rights (BHR) issues and Corporate Social Responsibility (CSR). Part I is divided into three modules:

- + Module 1: The Business Case
- + Module 2: Fundamentals of Business and Human Rights
- + Module 3: An Introduction to the UNGPs

At the end of Part I, participants will have a strong understanding of the basics of the UNGPs. Just as importantly, participants should better appreciate the origins of the Business and Human Rights agenda and its relevance to social justice movements of the past and its place in contemporary affairs. Part II is divided into two modules:


- + Module 1: An Introduction to Pillar 2
- + Module 2: Human Rights Due Diligence

Part II of the training provides a review of the four steps required to conduct HRDD:

- + Identifying and assessing actual and potential human rights impacts
- + Integrating and acting upon the findings
- + Tracking effectiveness of responses
- + Communicating how impacts are addressed







By the end of Part II, participants will be familiar with the concepts of due diligence, through both the training and having used the Human Rights Due Diligence Self-Assessment Training Tool for identifying and prioritizing risks.

## Methodology

As a content-delivery focused training, the HRDD Training Facilitation Guide is mostly based on lectures. To guide the facilitator in delivering the material, each module and section contains step-by-step guidance, background material, case studies, visuals and topic headings in the form of questions. These “question-headings” marked by the  signifier also serve as titles to slides provided in the accompanying slide deck.

The training also relies on survey software for quizzes, group work and other tools to enhance interactivity and help participants gain a deeper understanding of the topics discussed.

Details, notes and interactive components are marked in the guide as such:

	<b>Interactive component</b>
	<b>Time</b>
	<b>Learning objective</b>
	<b>Methodology</b>
	<b>Facilitator notes</b>
	<b>Procedure</b>

As noted above, the HRDD Training Facilitation Guide is **accompanied by a slide deck** that corresponds to the material below and assists in the facilitation of a live event. The training guide and the slide deck will be updated periodically. The training guide is further **complemented by the *Human Rights Self-Assessment Training Tool***.

## 1.3 Summary

As suggested above, every training must strike a balance between thoroughness and accessibility. This training is weighted slightly towards the latter as experience shows that many business professionals are not looking to UNDP as a partner to help them drill down deeply into their risk profiles and unpack corporate processes. Instead, they are looking to UNDP to learn more before bringing these matters back to their offices for further action. This fact aligns with UNDP’s unique value addition to the area of HRDD.



This material does not intend to be the standard on HRDD training guides. Instead, it aims to enrich the enabling environment for greater uptake of HRDD, so that enterprises, business consultancies and associations, as well as civil society organizations and government regulators, can speak the same language and articulate a pathway forward together.

# PART I: INTRODUCTION TO BUSINESS AND HUMAN RIGHTS

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