

OECD-FAO Guidance for Responsible Agricultural Supply Chains

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OECD-FAO Guidance
for Responsible Agricultural
Supply Chains

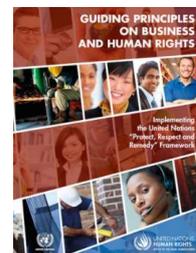
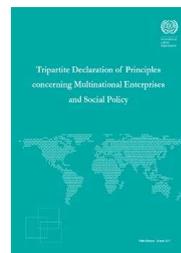
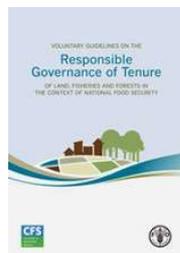
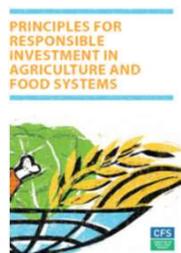


OECD-FAO Guidance for Responsible Agricultural Supply Chains

- Developed by OECD and FAO with a multi-stakeholder advisory group – launched in 2016
- Recommendations not regulation
- Provides practical recommendations for agri-business operating along the full value chain
- Focuses on due diligence as a framework to address risks in the sector



- The OECD-FAO Guidance was launched in 2016 following a detailed multi-stakeholder process over a three-year period.
- The Guidance promotes social and environmental risk reduction and supply chain due diligence while outlining how businesses can also contribute to sustainable development;
- The work is driven by the need to bring light to the specific risks that companies can have in the agricultural sector **and** the importance that food production can play in developing inclusive and resilient economies



The Guidance builds on international standards...

- OECD Guidelines for Multinational Enterprises
- Principles for Responsible Investment in Agriculture and Food Systems (CFS-RAI)
- Voluntary Guidelines on the Responsible Governance of Tenure (VGGT)
- UN Guiding Principles on Business and Human Rights (UNGPs)
- ILO MNE Declaration, among other long-standing international standards

Helps companies meet the SDGs

- The Guidance is a sector tool that references and builds on:
 - **the UN Guiding Principles on Business and Human Rights (UNGPs):** Endorsed by the UN Human Rights Council in 2011. Proposed by UN Special Representative on human rights and transnational corporations, John Ruggie
 - **CFS-RAI:** Endorsed by the CFS in October 2014. 10 principles: (1) food security and nutrition; (2) sustainable and inclusive economic development and poverty eradication; (3) gender equality and women's empowerment; (4) youth; (5) tenure of land, fisheries, and forests and access to water; (6) sustainable management of natural resources; (7) cultural heritage and traditional knowledge, and support diversity and innovation; (8) safe and healthy agriculture; (9) inclusive and transparent governance structures, processes, and grievance mechanisms; (10) impacts and accountability
 - **Voluntary Guidelines on the Responsible Governance of Tenure (VGGT):** Endorsed by the CFS in May 2012

- **IFC Performance Standards:** 8 standards to be applied by IFC clients for investment projects. Latest version released in 2012.
- **ILO Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy (MNE Declaration):** adopted 40 years ago, amended in 2000, 2006 and revised in 2017

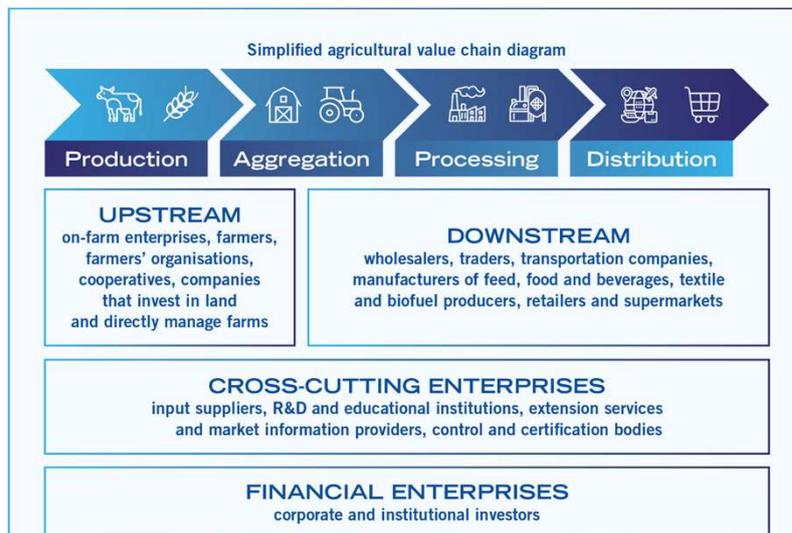
Audience and end-users of the OECD-FAO Guidance

- Governments, civil society organizations and other stakeholders, including affected communities
- Enterprises, both private and public, and small and medium-sized enterprises (SMEs)



Food and Agriculture
Organization of the
United Nations

- **Agricultural supply chains refer to the system encompassing all the activities and actors** (companies, organisations, stakeholders, information, resources, services, etc) **involved in producing agri-food products for consumer markets.**
- Accordingly, the Guidance can be used by **governments, civil society organizations and other stakeholders**, including the **media, academia, and affected communities.**
- In terms of business, the Guidance speaks to all types of agricultural enterprises, including both **private companies, state owned enterprises (SOEs), and small and medium enterprises.**



What does this look like when considering agricultural supply chains?

- From production to distribution, actors include:
 - Upstream
 - **On and off farm enterprises:** Farmers, including small to large family farms, as well as farmers' organisations, co-operatives and private enterprises; companies that invest in land and directly manage farms
 - Downstream
 - **Wholesalers, traders, transportation companies, food storage, processors and packagers, retailers and supermarkets**
 - Cross-cutting enterprises and supporting actors
 - Among others, **extension services and certification bodies**, while **financial institutions** are also critical in setting the tone and direction of responsible business conduct and development, particularly institutional investors, and multilateral development banks such as the World Bank, EBRD, and African Development Bank

Common sector risks included in the OECD-FAO Guidance

Comprehensive approach to risk management
 Actions companies can take to address each risk to external parties, i.e. impact on:

- **people** (human rights, labour rights, public health and safety, food security and nutrition, tenure rights)
- **the environment** (environmental protection, sustainable use of natural resources)
- **society** (governance, technology, innovation)
- **animal welfare**

Engaging with Indigenous People (Annex B)




Food and Agriculture Organization of the United Nations

- The OECD-FAO Guidance details extensively on the ways in which companies can bring about risks to the environment and societies in areas in which they operate
- The risks of adverse impacts vary across commodities and countries. For instance, certain risks related to cocoa production in Ghana and Ivory Coast include land tenure, gender, child labour, biodiversity, deforestation, and the use of chemicals, but can vary considerably to risks in the banana sector in several countries in Latin America
- The Guidance provides a tool for companies to help understand how they can impact, mitigate and remedy risks to people and the planet, considering the challenges in transitional and developing countries



Risk mitigation and
prevention in agricultural
supply chains
Human and labour rights

Example: Indigenous
peoples (Annex)

- Indigenous peoples may experience adverse impacts differently or more severely than other stakeholder groups, based on their relationship to the land, their culture and their socio-economic status.
- Consider local expectations, the risks posed to indigenous peoples and to the operations as a result of local opposition in countries where FPIC is not mandated
- Pursue an engagement strategy that meets the legitimate expectations of indigenous peoples to the extent that they do not violate domestic law
- The concept of FPIC is derived from indigenous peoples' self-governance, territorial and cultural rights and is necessary for the realisation of those rights



- Certain groups, such as indigenous peoples, are at **particular risk** to land acquisitions by enterprises
 - The OECD-FAO Guidance provides a special reference to indigenous groups in the annex of the Guidance and considers ways in which they can play a leading role in discussing their rights on topics concerning their heritage and ancestral lands through Free, Prior and Informed Consent (FPIC)
 - The concept of FPIC is derived from indigenous peoples' self-governance, territorial and cultural rights and is necessary for the realisation of those rights
 - The Guidance outlines the processes of FPIC and multi-stakeholder cooperation, and the ways in which enterprises can limit their footprint on the societies in which they work – before and after setting up business activities.
 - FPIC ultimately allows indigenous groups to give or withhold consent to a project that may affect them or their territories

How can the OECD-FAO Guidance help enterprises carry out due diligence?



Characteristics of due diligence

- **Preventive**
- **Risk-based:** Commensurate to the severity and likelihood of the impact, and prioritized accordingly
- **Flexible:** Nature and extent of due diligence **tailored** to company size, context, severity of adverse impacts, etc.
- **Dynamic** – ongoing, responsive and changing
- Informed by **engagement with stakeholders**
- **“Leverage”** is essential to prevent or mitigate adverse impacts directly linked to operations, products or services by a business relationship
- **Disengagement a last resort** and considering impacts of disengagement
- Due diligence **does not shift responsibilities**

Refer to OECD DD for RBC p. 16 to 19 **Mention what DD is NOT (check list, audit protocol etc)**

Due diligence is preventative – first and foremost avoid causing or contributing to harm. When cannot be avoided – mitigate, prevent recurrence and where relevant remediate

Due diligence involves multiple processes and objectives - interrelated processes – an integral part of decisions making and risk management. It can build off KYC processes, need to also build staff capacity

Due diligence is commensurate with risk – severity and likelihood of the adverse impact – high means DD should be extensive. Tailor approaches depending on how it affects different groups (gender)

Due diligence is can involve prioritization – often not feasible to address all impacts at once, prioritize based on severity and likelihood of impact. Triage. If causing or contributing to an adverse impact STOP and provide for remediation.

Due diligence is dynamic – on-going, responsive, changing. Feedback loops! Aim to progressively improve.

Due diligence does not shift responsibilities

Due diligence concerns internationally recognized standards of RBC

Due diligence is appropriate to an enterprise's circumstances – size of enterprise, context of operations, position in SC – Table 4

Due diligence can be adapted to deal with the limitations of working with business relationships

Due diligence is informed by engagement with stakeholders

Due diligence involves ongoing communication

Risk-based due diligence is...

WHAT?

the process

WHO?

enterprises should carry out to

WHAT?

identify, prevent, mitigate and
account for how they address

WHAT?

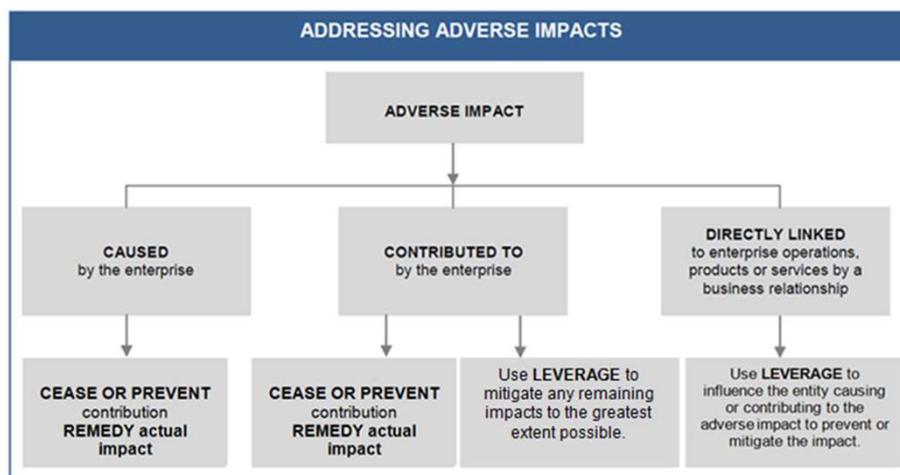
actual and potential adverse
impacts in

WHERE?

their **own operations**
their **supply chain**
other **business relationships**

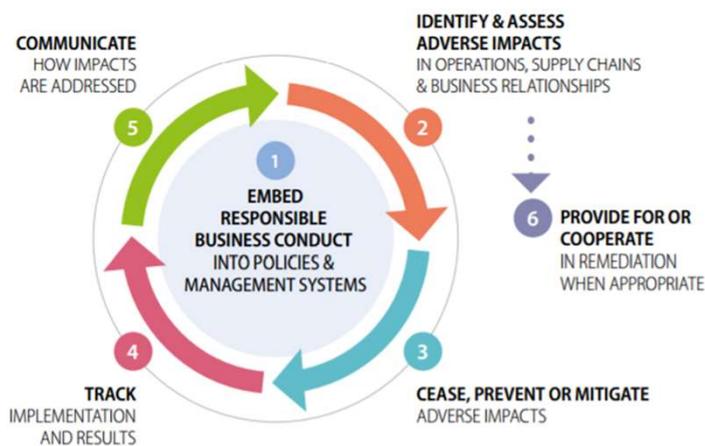


Levels of company responsibility



OECD framework for risk-based due diligence

Identify, assess, mitigate, prevent and address actual and potential adverse impacts



Implementation can be tailored to companies position and type of involvement in the supply chain, the context and the location of operations as well as size and capacities

Establish strong management systems: Policy, internal capacity, supplier and business partner engagement, system of internal controls and transparency, data collection, grievance mechanism

Identify, assess and prioritise risks in the supply chain: map supply chain - business partners and suppliers, prioritize based on severity of harm to external stakeholders – carry out enhanced checks when location, supplier or circumstance red flags are identified

Design and implement a strategy to respond to identified risks : inform senior management, build leverage individually or collaboratively, use existing networks to manage risk (e.g. industry, monitoring groups etc.), build internal and supplier capacity

Verify supply chain due diligence: independent assessment - potentially at identified control points in the supply chain

Report on supply chain due diligence: publicly report with due regard for commercial confidentiality and competitive concerns



Step 1: Embed RBC in enterprise policies and management systems



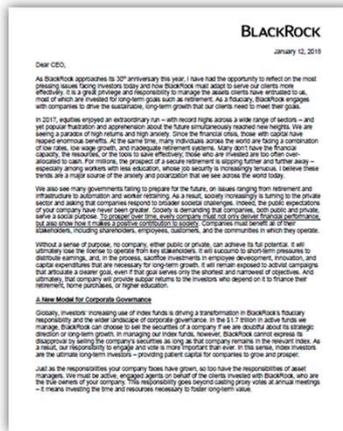
Model Supply Chain Policy for a Responsible Global Supply Chain of Minerals from Conflict-Affected and High-Risk Areas¹

Recognizing that risks of significant adverse impacts which may be associated with extracting, trading, handling and exporting minerals from conflict-affected and high-risk areas, and recognizing that we have the responsibility to respect human rights and not contribute to conflict, we commit to adopt, widely disseminate and incorporate in contracts and/or agreements with suppliers the following policy on responsible sourcing of minerals from conflict-affected and high-risk areas, as representing a common reference for conflict-sensitive sourcing practices and suppliers' risk awareness from the point of extraction until end use. We commit to refraining from any action which contributes to the financing of conflict and we commit to comply with relevant United Nations sanctions resolutions or, where applicable, domestic laws implementing such resolutions.

Regarding serious abuses associated with the extraction, transport or trade of minerals

1. While sourcing from, or operating in, conflict-affected and high-risk areas, we will neither tolerate nor by any means profit from, contribute to, assist with or facilitate the commission by any party of:
 - a) any forms of torture, cruel, inhuman and degrading treatment,
 - b) any forms of forced or compulsory labour, which means work or service which is exacted from any person under the menace of penalty and for which said person has not offered himself voluntarily.

¹ This Model Supply Chain Policy for a Responsible Global Supply Chain of Minerals from Conflict-Affected and High-Risk Areas is intended to provide a common reference for all actors throughout the entire mineral supply chain. Companies are encouraged to incorporate the model policy into their existing policies on corporate social responsibility, sustainability, or other alternative equivalents.



- Adopt a policy referencing the OECD recommendations including detailed commitments on most significant risks
- Tailored to local context or operations
- Communicate the policy to suppliers and incorporate due diligence expectations into contracts
- Appoint a knowledgeable staff member to be in charge of due diligence
- Keep records related to risks and due diligence actions

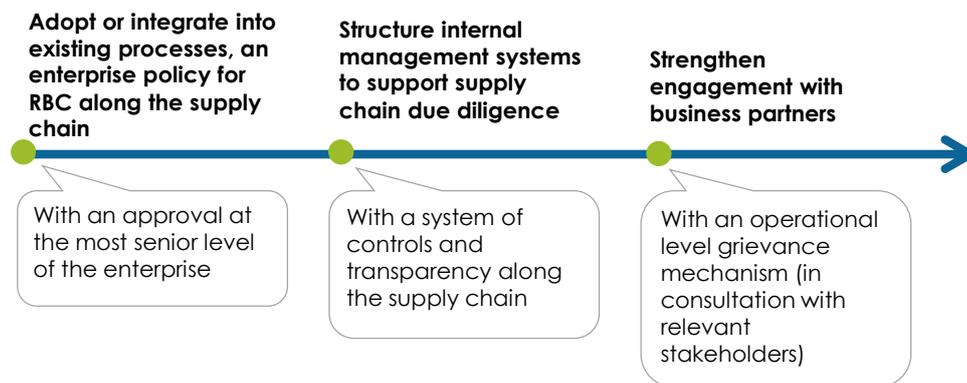
Embedding in the enterprises

Examples of departments and functions potentially relevant to implementing due diligence

- Sustainability/CSR - Human Resources - Worker representatives
- Operations – Legal- Compliance
- Procurement -Sales and marketing
- Community development - External affairs
- Risk management - Audit
- Senior Management - Board/Owners



Step 1: Embed RBC in enterprise policies and management systems



Embed the enterprise's policies on RBC issues into management systems so that they are implemented as part of the regular business processes

- Incentives
- Decision making
- Tone from the top/culture
- Functional alignment
- Resources

Incorporate RBC expectations and policies into engagement with suppliers and other business relationships.

A SME with limited leverage over its suppliers and limited resources to allocate towards building the capacity of suppliers to meet RBC requirements, may consider establishing robust prequalification processes whereby only suppliers that meet high thresholds of RBC are engaged. In doing so the SME reduces the extent of resources necessary in identifying, monitoring or preventing impacts once a supplier has been engaged.



Step 2: Identify and assess adverse impacts



Use in-house tools, external tools, stakeholders

Remember prioritisation.

Understanding types of risk - Gather info these dimensions.

- i) Sector – electronics supply chains risks (Manufacturing, worker health and safety, conflict minerals)
- ii) Product /Commodity chain – blue jeans, palm oil, cotton
- iii) Geography - where you have operations or suppliers (weak rule of law, conflict issues, pervasive corruption, human right or environmental adverse impacts)
- iv) Enterprise – Info about the business you are working with or are linked to (known corruption, misconduct, not implementing RBC)

How do you acquire that information?

From trusted sources (reports from government, IOs, NGOs, media, National Human Rights Institutions, other experts)

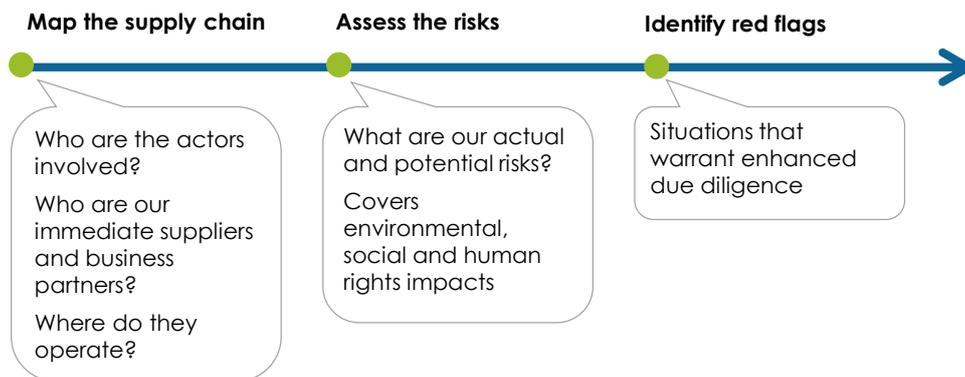
From Multiple sources – reports, people, hotline, media

Consult with stakeholders when you have gaps of knowledge

For human rights impact – engage and consult with those potentially affected – workers, worker representatives, trade unions to gather info. If you cannot consult directly with impacted rights holders, then find a credible alternative – independent experts, human rights defenders, CSOs.



Step 2: Identify, assess and prioritise risks in the supply chain



Some resources (not exhaustive)

General ESG/RBC risks

MVO Nederland country risks <https://www.mvorisicochecker.nl/en/world-map>

The [Global Map of Environmental & Social Risks in Agro-Commodity Production](#) – GMAP – is an online tool based on a unique methodology aligned with the supply chain requirements of the [IFC Performance Standards](#) on Environmental and Social Sustainability. Using publicly available data, GMAP analyzes environmental and social supply chain risks for approximately 250 country-commodity combinations in emerging markets and facilitates rapid agro-commodity trade financing and sourcing decisions. GMAP was originally piloted in 2013 and again in 2017, with feedback from both pilots incorporated into the update and expansion of GMAP to an [online platform](#). As of May 2019, GMAP also integrates data from Sustainability Map, developed by International Trade Centre (ITC), allowing users to identify applicable certification schemes covering risks flagged in GMAP. Forthcoming planned upgrades include expanding data related to low income and fragile/conflict-affected countries.

Human Rights

Our World in Data <https://ourworldindata.org/human-rights>

Amnesty International Country data <https://www.amnesty.org/en/countries/>

Deforestation & Biodiversity

Trase Earth – Deforestation/commodity supply chains <https://trase.earth/>

Global Forest Watch : <https://blog.globalforestwatch.org/data-and-research/world-lost-belgium-sized-area-of-primary-rainforests-last-year>

FAIRR <https://www.fairr.org/index/risk-factors-explained/deforestation-biodiversity-loss/?search=>

FERN (NGO) <https://www.fern.org/>

Land deals/conflict

Global Witness (Investigative NGO) <https://www.globalwitness.org/en/campaigns/land-deals/>

Corruption

Global Witness (investigate NGO) <https://www.globalwitness.org/en/campaigns/corruption-and-money-laundering/>

Transparency International <https://www.transparency.org/> - country database <https://www.transparency.org/country>

Labour/working conditions

FAIRR <https://www.fairr.org/index/risk-factors-explained/working-conditions/?search=>

Verite <https://www.verite.org/resources/> (Research)

Verite Force Labour Atlas – <https://www.verite.org/commodity-atlas/>

Child Labour

US Department of Labour List of Goods produced with Child Labour or Forced Labour 0- Annual list https://www.dol.gov/sites/default/files/documents/ilab/reports/child-labor/findings/TVPRR_Report2016.pdf

ILO - <https://www.ilo.org/global/statistics-and-databases/statistics-overview-and-topics/child-labor/lang--en/index.htm>

Our World in Data <https://ourworldindata.org/child-labor>

Conflict

Heidelberg Institute <https://hiik.de/conflict-barometer/?lang=en> and conflict database (beta version 2018) <https://hiik.de/data-and-maps/conflict-database/?lang=en>

Water risks

Water Risk Filter <https://waterriskfilter.panda.org/>

Aqueduct Atlas <http://www.wri.org/applications/maps/aqueduct-atlas/>

FAIRR <https://www.fairr.org/index/risk-factors-explained/water-scarcity-water-use/?search=>

Animal Welfare

FAIRR - <https://www.fairr.org/index/risk-factors-explained/animal-welfare/?search=>

Benchmarks

Know the Chain : <https://knowthechain.org/about-us/> (See 2018 benchmark of Food Companies - https://knowthechain.org/benchmarks/comparison_tool/5/ (38 companies)

Service provider – with tools you have to pay for

Verisk MapleCroft <https://www.maplecroft.com/risk-indices/human-rights-risk/> ,
<https://www.maplecroft.com/risk-indices/industry-risk/>



Assessing and prioritizing risks: Likelihood and severity

Prioritisation should be based on **likelihood** and **severity** of risk

- Severity is further understood in terms of scale, scope, irremediable character

In addition:

- Legal obligations
- Most significant business relationships (e.g. % of products sourced)
- Informed by stakeholders



Prioritisation is part of what we mean by risk-based.

Companies cannot address all risks immediately, so they need to focus on the most likely and severe risks.

Prioritise and conduct deeper assessment of these most likely /severe risks as a starting point (use in-depth reports, audits, Environmental Assessments). OHS inspections, assessments by 3rd parties, or assessments by MSIs

For human rights impact – engage and consult with those potentially affected – workers, worker representatives, trade unions to gather info. If you cannot consult directly with impacted rights holders, then find a credible alternative – independent experts, human rights defenders, CSOs.

When assessing human rights impacts – pay special attention to marginalised groups (minorities, migrants, young workers – different risks may be faced by women)

Severity of impacts are judged on : Scale (gravity of the impact), scope (reach of the impact – number of people), irremediable character (limits of the ability to restore to the situation before). For examples see OECD DDG for RBC (2018) Table 3 p. 43 and 44

Review the scoping exercise with new information (change of sourcing country, new supplier, new business acquired, new market, new clients)



Step 3: Cease, prevent, and mitigate



ACCORD
on Fire and Building Safety in Bangladesh



> 180
COMPANY SIGNATORIES



> 1600
FACTORIES



> 2 MILLION
WORKERS



Where an enterprise is causing or contributing to an adverse impact it should always stop the activities that are causing or contributing to the impact and develop and implement plans (like Corrective Action Plan) to PREVENT and MITIGATE and future impacts

- Assign senior responsibility to make sure of the above goal
- Create a road map - involve in-house legal counsel, and impacted and potentially impacted stakeholders in the plan
- Update policies
- Provide training to your workers and management
- Strengthen your management tracking systems – ideally create a system to flag risks before the negative impact happens
- Use leverage in the supply chain to persuade businesses to prevent and mitigate risks. Consider ways to build leverage: outreach from senior management, commercial incentives, cooperation with other actors to build collective leverage. Or include in new contracts, codes of conduct, written agreements
- Addressing systemic issues - Work with relevant authorities in specific countries. Disengaging from the business relationship – as a last resort or after failed attempts, or when impact is so severe and entity causing impact does not take immediate action. See Q39 in Annex (comply with law and international agreements, give enough time if possible)

IF causing or contributing to an adverse impact STOP the activities that are causing or

contributing to the impact and develop and implement plans to PREVENT and MITIGATE and future impacts

Can involve various actions:

O Modifying business operations or activities to prevent and mitigate adverse impacts linked to the enterprise's business relationships

O Using leverage to affect change in the practices of the entity that is causing the adverse impact(s) to the extent possible.

O Supporting business relationships in the prevention or mitigation of adverse impact(s).

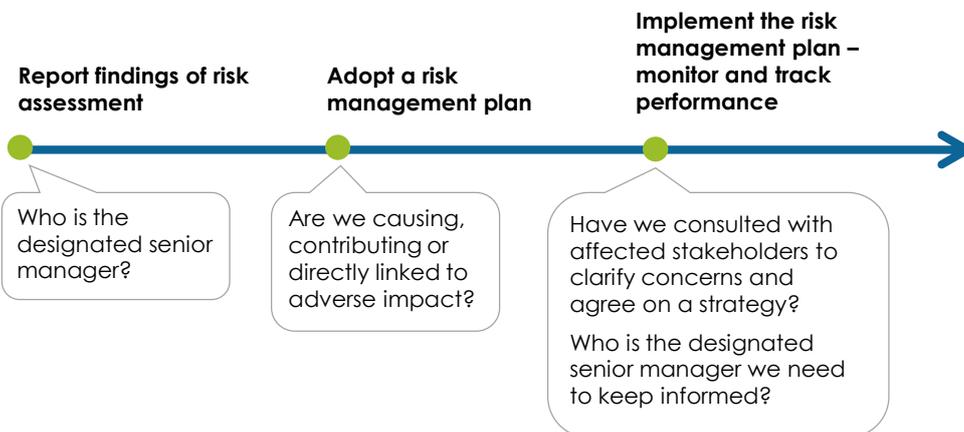
O Disengaging from the business relationship

O Addressing systemic issues.

If no leverage, make efforts to increase leverage.



Step 3: Design and implement a strategy to respond to identified risks



Focused on prevention

- A large variety of potential actions
- Applies across business relationships
- But risk based
- Can be collaborative and involve stakeholders.

Tools:

Supply Chain data management – across a range of commodities

<https://www.chainpoint.com/about-us/>

Fair Food programme <http://www.fairfoodprogram.org/about-the-fair-food-program/>

Worker-driven Social responsibility network (started by FFP above) <https://wsr-network.org/what-is-wsr/>

See examples <http://biz.sdg.humanrights.dk/case-catalogue>



Step 4: Track effectiveness of due diligence

Making sure due diligence is working

Evaluation should draw on all known information from on-going monitoring, assessments, issues raised through grievance mechanisms.

BSCI Audit Form used by SGS [Source: NY Times]



Verification may include audits, on-site investigations and consultation with various stakeholders (government authorities, civil society, affected communities, voice of women is adequately represented)



Verifying means tracking the implementation and effectiveness of your due diligence activities – i.e. how are you identifying, preventing and mitigating risks, and where appropriate supporting remediation.

This data should feed into internal plans for improvement

Some data may also be useful in external communications and reporting

Carry out periodic internal or 3rd party reviews or audits of the outcomes achieved, and communicate results at relevant levels of the enterprise

Useful to seek periodic reviews of relevant industry initiatives to make sure that their approach is aligned with the recommendations of the OECD

Track the implementation and effectiveness of the enterprise's due diligence activities, i.e. its measures to identify, prevent, mitigate and, where appropriate, support remediation of impacts, including with business relationships. In turn, use the lessons learned from tracking to improve these processes in the future.

Practically, this means

Monitoring of internal due diligence activities

Periodic assessments of certain business relationships

Stakeholder engagement

Integrate findings and feedback to improve due diligence activities

- Finding new risks?
- Adjusting grievance mechanisms?
- Improving audits?

Key questions and important references

- What information is tracked under due diligence?
- How can an enterprise track implementation and results: at site level & global level
- Who is involved in tracking implementation and results?
- How can an enterprise respond to the results of tracking?
- How to prioritise tracking activities?

1. Develop or adapt **systems to track** how it is responding to RBC risks and impacts and monitor implementation of any management plan against established objectives, goals and timelines

2. Identify **trends and patterns** that highlight recurring problems and issues that have been missed

3. **Feedback lessons learned** into improving due diligence and its outcomes in the future



Step 4: Verify supply chain due diligence

Verify, monitor and validate progress on due diligence and its effectiveness in the company's **own operations**

Are we doing what we said we would do? Is it working?

Verify, monitor and validate progress on due diligence and its effectiveness in the company's **supply chain**

Are our suppliers doing what they said they would do? How are we building supplier capacity to conduct due diligence?

Evaluation should draw on all known information from on-going monitoring, assessments, issues raised through grievance mechanisms



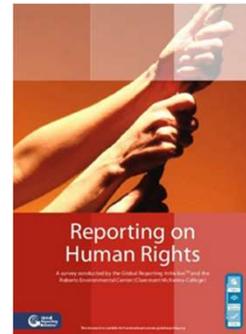
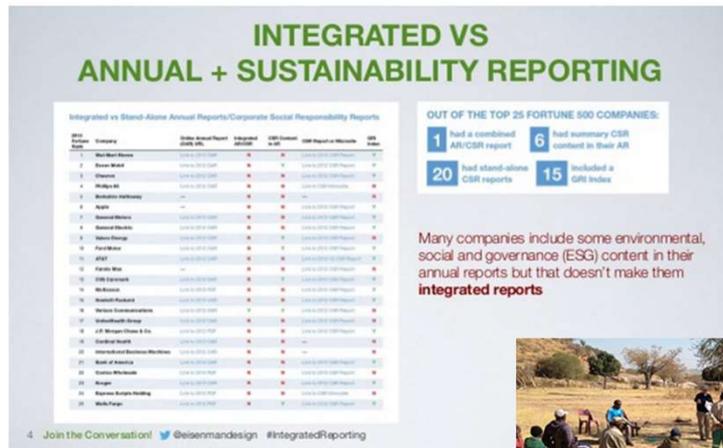
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Practically, this means

- ✓ Monitoring of internal due diligence activities
- ✓ Periodic assessments of certain business relationships
- ✓ Stakeholder engagement
- ✓ Integrate findings and feedback to improve due diligence activities
 - Finding new risks?
 - Adjusting grievance mechanisms?
 - Improving audits?



Step 5: Communicate externally



Companies need to communicate on relevant, accurate and timely information on your due diligence

- 1) Policies & Processes of due diligence
 - 2) Actual and potential risks found
 - 3) Activities to identify and address adverse impacts – including the findings of those activities
- Companies should take due regard of commercial confidentiality, competitive or security concerns

Companies can use existing reporting mechanisms – annual report, Sustainability report, other disclosure forms.

Make the report accessible ! Website, on the premises, in local languages

Be prepared to communicate with the affected communities.

Inform workers about exposure to hazardous substances

Disclose results of product or environmental testing for the protection of rights to life or health

Disclose info about hazardous substances necessary for the effective provision of medical treatment in the aftermath of an industrial disaster

Consider limiting access to sensitive info to those approved by the information provider

Provide explanation where possible for why info has not been shared

Use technology to provide aggregate info or access to certain individuals

Invite 3rd party/independent reviewers to review your due diligence process and disclose their findings publicly



Step 5: Report on supply chain due diligence

Publicly report on your supply chain due diligence policies and practices

- 
- Information on policy and risks covered – alignment to international standards, such as OECD, FAO, UNGPs, ILO, etc.
 - Due diligence management systems and verification reports of the due diligence process (Step 4)
 - Most significant risks and the process for assessing those risks, including justification for prioritisation of risks
 - Key components of the company's plan to prevent or mitigate risks
 - Process to provide access to remediation in its own operations and in its supply chain
 - How the enterprise engages meaningfully with stakeholders



Communication – What should enterprises report on?

Enterprises are recommended to provide information on:

- The most significant risks identified in their operations and supply chains
- How the enterprise assesses and prioritises these risks. Using “red flags” to indicate additional due diligence? Focusing on the most severe risks in terms of scale, scope and irremediability?
- Key components of the company’s plan to prevent or mitigate these risks, with measureable milestones and outcomes
- The company’s process to provide access to remediation in its own operations and in the supply chain
- How it has engaged with stakeholders in identifying and addressing these risks (the due diligence process)



Step 6: Provide for or cooperate in remediation

Network of National Contact Points for Responsible Business Conduct Intranet



When enterprise has CAUSED or CONTRIBUTED to actual adverse impact – they should address such impacts by providing for or cooperating in their remediation
Seek to restore affected person to situation before – remediation should be proportionate to the significance and scale of the adverse impact

For human rights impacts - Consult with and engage with impacted rights holders and their representatives to determine remedy

Assess level of satisfaction of those who have raised complaints with the process or outcomes

Examples:

- Apology
- Reinstatement of dismissed workers, recognition of trade union for collective bargaining
- Financial or non financial compensation (funds, educational programmes)
- Punitive sanctions- dismissal of staff responsible for wrongdoing

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- Addressing systemic issues - CHILD LABOUR

oWork across sectors

oWork with government

oIdentify exiting initiatives

o

Seek to restore affected person to situation before – remediation should be

proportionate to the significance and scale of the adverse impact

For human rights impacts - Consult with and engage with impacted rights holders and their representatives to determine remedy

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o

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Establish or co-operate in remediation schemes when appropriate



Remedy : Separate process enabled and supported by due diligence





Contact

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Thank you!

