



Human Rights Working Group

2017 Scope of Work

JANUARY – DECEMBER 2017

BSR's Human Rights Working Group is a global community of cross-industry practitioners sharing lessons and challenges implementing human rights in business.

Group Overview

In 2011, the UN Guiding Principles on Business and Human Rights ("Guiding Principles") established the global standard for corporate management of human rights risks and impacts. The Guiding Principles provide clarity on the corporate scope of responsibility, but they do not provide detailed guidance on how to implement the principles in practice.

BSR's Human Rights Working Group (HRWG) was established in 2012 to address this gap in operational guidance. The group has grown into an international community of company practitioners representing more than 40 global cross-industry companies sharing practical guidance, challenges, and lessons learned from implementing the Guiding Principles.

Companies at all points along the human rights implementation journey are welcome to join HRWG. The 2017 group will feature a mix of plenary discussions and breakout focus groups to connect companies working on similar issues during in-person meetings.

The group meets three times per year in three regional locations – the U.S., Europe, and Asia. All HRWG members are welcome to attend any of the meetings, and are encouraged to have regionally-based colleagues join in different locations. In addition, the group hosts monthly webinars and members receive a monthly newsletter with the latest trends, events, and reports on business and human rights.

2017 HRWG Objectives

The key objective of HRWG is to provide a forum for human rights practitioners to discuss challenges and solutions drawn from experience implementing the Guiding Principles. The group seeks to provide an inclusive shared learning space for companies at all points along the maturity curve. The 2017 objectives reflect growth in the group and the need to ensure that the group is helpful and relevant to all members.

Key objectives for 2017 include:

- Ensure that HRWG content and discussions is helpful for new companies to the group as well as for more advanced companies on business and human rights. We aim to achieve this by introducing more variety into our meetings through topic-focused breakout sessions and monthly webinars.
- Provide tangible outcomes from the in-person meetings. We strive to provide concrete action-oriented outcomes from the meeting. Shared learning is critical in this emerging space, and ensuring that tangible outputs are connected to the learning will advance progress for each participant more quickly.
- Provide regular insights on emerging trends, tools, case studies, and stakeholder expectations. In addition to BSR's ongoing research, we will achieve this by hosting emerging thought-leaders in the Business and Human Rights (BHR) field at our meetings and webinars.

Deliverables

- Three in-person regional meetings (two days each) in spring, summer, and fall of 2017
- Monthly webinars to discuss emerging trends, developments, and stakeholder expectations
- Monthly newsletter summarizing group activities and developments in the human rights space
- Meeting and webinar materials available for all in the group, including research, presentations, and meeting notes

Group Activities

IN PERSON MEETINGS: THREE REGIONAL MEETINGS

The group will host three regional meetings in the spring, summer, and fall in three locations: the U.S., Europe, and Asia. The regional meetings provide maximum opportunity for participation and provide expanded opportunities for face-to-face dialogue and regional capacity building. Each regional meeting will include the same content as the other meetings, although the participants and case studies may differ slightly depending on availability and attendance.

The regional meetings will be held in the following approximate dates and locations, with exact dates to be determined. Our meetings are hosted by HRWG members—please see the [pricing discounts for hosting](#) below.

- **U.S.**
 - Meeting 1: Washington D.C., March 2017
 - Meeting 2: **Need host**, East or West Coast, July 2017
 - Meeting 3: **Need host**, California, October 24-25, 2017 (BSR Conference week)
- **Europe**
 - Meeting 1: London (spring)
 - Meeting 2: **Need host**, September, 2017
 - Meeting 3: **Need host**, November, 2017
- **Asia**
 - Meeting 1: **Need host**, April, 2017
 - Meeting 2: **Need host**, August, 2017
 - Meeting 3: **Need host**, November, 2017

An important note: Any HRWG member may attend any or all of the regional meetings, and may send a regional representative from their company to attend regional meetings as well. The goal of regional meetings is to expand participation in the working group, and we aim to include as many people as possible from your company.

BSR will schedule each meeting at least three months in advance, and strive to align meetings with other events happening near the same time that are also relevant for working group members. As part of meeting planning, BSR will schedule 1:1 planning calls with meeting participants to ensure that content is relevant and helpful for all in the group.

IN-PERSON MEETING STRUCTURE & CONTENT

Each meeting will be two days, with a group networking dinner after the first day. The two-day meetings will include a mix of plenary group discussion, focused breakout sessions, and progress updates from group participants. The networking dinner often features a guest speaker on an emerging topic in business and human rights.

Meeting participants are free to join any breakout session that they find most valuable. Each breakout session will be moderated by a member of the BSR HRWG project team. Plenary report-outs will follow to facilitate shared learnings and discussions with the broader group.

The Appendix provides details on the breakout and plenary topics likely to be covered in 2017.

MONTHLY WEBINARS

The HRWG will host monthly webinars available in the North American / Europe time zone, and repeated for time zones in Asia. The content of the webinars will focus on emerging topics, trends, and developments in research and guidance for human rights practitioners. From time to time, we will invite external guests to join webinars to provide guidance and insights on emerging topics or trends.

MONTHLY NEWSLETTER

The HRWG will deliver a monthly email “newsletter” to group members, summarizing group announcements, upcoming human rights events, and new research and developments in the field.

STEERING COMMITTEE

The HRWG Steering Committee is comprised of members from the HRWG that represents approximately 10% of the total membership. HRWG members may volunteer or nominate others to participate on the Steering Committee. We seek to have a Steering Committee that is representative of its diverse membership in terms of geography, industry and topical expertise.

The Steering Committee will assist the BSR team to make decisions for the group on topics, guests, and administration of the working group, including how the annual budget is allocated against agreed upon outputs. Steering Committee members will participate in a quarterly planning call with the BSR team to help shape the agenda for the group, and ensure that member views are reflected in meeting planning.

We have space available on the 2017 Steering Committee. Please email Peter Nestor, HRWG Project Lead (pnestor@bsr.org) to inquire about participation.

HRWG Impacts and Outcomes

PROJECT OUTCOMES

BSR aspires for this collaborative work to drive broad-reaching impacts that create social and commercial value. These include:

- Building a community of human rights practitioners to learn from one another and create a space for shared learning
- Elevate ambition-levels for participants to drive progress on managing human rights in their company
- Generate new thinking and ideas of ways to overcome human rights implementation challenges

PROJECT IMPACT MEASUREMENT AND RESULTS

This collaborative work has been designed to produce the following results over the medium-long term:

- Provide a forum for human rights practitioners to regularly meet and discuss implementation challenges and solutions
- Provide research guidance and resources to improve human rights performance of member companies
- Informally gather feedback from members about improved human rights performance

An annual survey will be issued to members at year-end in order to gather feedback and ensure alignment with project goals above.

Roles and Responsibilities

Achievement of project objectives is contingent on BSR and HRWG Members fulfilling the following roles.

BSR's Role

- In preparation for each meeting: conduct research and benchmarking on relevant topics, arrange speakers, coordinate logistics, develop agendas for meetings and webinars, facilitate the meetings and webinars, and share summary meeting notes
- Prepare, facilitate, record, and circulate monthly webinars for participants to discuss issues related to business and human rights
- Circulate all relevant materials from each meeting to the group
- Maintain an online platform ("Chatter") to collect and organize resources and research materials and encourage continued discussion and dialogue among the group
- Regularly survey the group to ensure continued alignment with the group's needs and goals

Steering Committee Role

- Provide guidance and suggestions to BSR facilitators on meeting topics, guest speakers, webinars, and other feedback as needed throughout the year
- Provide oversight on BSR administration of the working group including on delivery of outputs and management of the annual budget
- Represent views of members of the working group
- Participate in a quarterly check-in call with facilitators

Member's Role

- Members gain maximum value from this Collaborative Initiative when they share a common set of expectations. As such, Members are expected to:
 - Identify a primary contact to maintain continuity of company representation with the group over time
 - Contribute actively to discussions and key activities as defined above, e.g., sharing examples and best practices, presenting a company initiative, discussing what's worked / lessons learned
 - Commit time to attend meetings and webinars
 - Attend a majority of the calls and in-person meetings. Substitutions are welcomed and encouraged, particularly on thematic calls where it may be useful to engage colleagues from other functions.

Project Cost

BSR Member: \$15,000 fixed fee, for the period covering January 1, 2017 to December 31, 2017. BSR Member Credit may be applied to offset this cost.

A discount of \$3,000 will be provided for meeting hosts. Please email Peter Nestor (pnestor@bsr.org) and Salah Hussein (shusseini@bsr.org) to explore options.

Non-BSR Members: BSR will offer a first-time HRWG-only participation fee of \$19,000 (limited to one year).

Project deliverables stated above are contingent on reaching a minimum participation target of 30 companies to participate in this collaboration. If the minimum participation target is not met, this scope of work is non-binding and may be subject to revision before considered final over the course of 2017 and in consultation with the Steering Committee. Expenses for related travel undertaken by BSR are included in the fee and will not be billed separately. Expenses for member travel are not included. This work will be billed on a fixed-fee basis and BSR will invoice 100 percent of fees upon receiving confirmed signature on this Statement of Work.

Next Steps

All members of the 2016 HRWG will automatically receive an e-contract from BSR with detailed terms and conditions to join the group. Please follow the instructions in the e-contract to sign and participate. If you would prefer a hard copy contract, please email Peter Nestor (pnestor@bsr.org) and Salah Hussein (shusseini@bsr.org).

BSR kindly requests receipt of a signed agreement by **January 31, 2017** to ensure timely processing.

It is extremely helpful for our planning purposes to receive verbal commitment to join the group as soon as possible so that we can accurately plan for 2017 activities. Thank you!

For all inquiries please contact Peter Nestor, HRWG Project Director (pnestor@bsr.org) or Salah Hussein, HRWG Project Manager (shusseini@bsr.org).

Appendix

Potential topics for the breakout and plenary sessions are provided below. Final meeting topics will be selected by consensus among the group prior to each meeting.

Breakout Groups. Small group discussion on implementing the Guiding Principles for companies at different points on the maturity curve.

BHR 101— Topics likely include:

- Gaining buy-in for a human rights program
- How to draft a human rights policy
- How to conduct a Human Rights Impact Assessment and Gap Analysis
- Setting up an effective governance structure
- Tips on human rights reporting
- Other topics determined by the group during the year.

BHR 201 – Topics likely will include:

- “What next” after an HRIA
- How to develop an effective human rights training program
- Embedding human rights into business processes
- Advanced reporting tips and ideas
- Grievance management
- Innovative stakeholder engagement
- Linking human rights into other CSR programs
- Other topics determined by the group.

BHR 301 – Topics likely include:

- Developing human rights remedies
- Providing adequate access to remedy
- Linking human rights into the business strategy
- Developing robust KPI and measurement systems
- Addressing cumulative impacts; working in joint-venture context; working in the most difficult operating environments, and other topics as determined by the group.

Critical and Emerging BHR Topics. Breakouts may also include topics that are relevant for particular industries, geographies, or companies working on particular issues across industries. Content and structure is intended to be collaborative group discussion – these breakouts will include some framing and research presentation by BSR facilitators, and some collaborative problem solving through hypothetical or real-life situations.

Topics may include:

- Industry-specific human rights challenges

- Geographic-specific human rights challenges (e.g. doing business in Cuba)
- Managing human rights in the supply chain
- Human trafficking and forced labor
- Climate change and human rights
- Geographic-specific issues
- Engaging with governments
- Other topics as suggested by the group during the year.

Plenary Discussion Topics: Topics will be determined through group consensus throughout the year. As a plenary group, we will work through important or emerging cross-industry topics relevant for all companies.

Topics likely to be covered include:

- Legal Developments in BHR
- Best practices in managing forced labor and human trafficking
- Working with human rights defenders
- Working in multi-stakeholder contexts
- BHR rankings and benchmarks
- Working with investors
- Human rights and conflict minerals
- Other topics suggested during the year.

Company Progress Reports. Consistent feedback from HRWG participants over the years has been that company presentations are one of the most valuable aspects of the group. We will strongly encourage two or three companies to provide a progress update of their human rights program at each in-person meeting, regardless of where they are on the BHR maturity curve. Companies are encouraged to share status updates, challenges, working through barriers, successes, and aspirations for the human rights program. Presentations are 20-30 minutes.

Developments in the Business and Human Rights Field. Each meeting will feature a closing discussion and presentation of the most important white papers, events, and new ideas emerging in the BHR field. We will also provide a forward-looking calendar of upcoming events and milestones.