



GLOBAL BUSINESS INITIATIVE
ON HUMAN RIGHTS



Global Business Initiative on Human Rights Peer Learning Programme

Introduction

The Global Business Initiative on Human Rights (GBI) provides a unique platform for peer learning among business leaders in diverse industries on the implementation of corporate respect for human rights. Facilitated collaborative sharing of company approaches, practices, tools, challenges and innovations is structured using the GBI Peer Learning Framework and directed at implementing the United Nations Guiding Principles on Business and Human Rights.



Benefits

- **Guidance from leaders:** Insight and practical advice from a unique group of industry leaders about human rights strategy, processes and tactics to systematically address risks and dilemmas
- **Roadtesting ideas for improvement:** Opportunity to test existing and emerging policy, practice and approaches through peer learning and benchmarking with other global companies
- **Helping to shape policy and practice:** Due to GBI's relationships with thought-leaders and standard setters, members are well placed to influence debate on emerging trends and expectations
- **Profiling and positioning:** Increased opportunities to profile company human rights practice with inputs from diverse stakeholders
- **Issue-specific advice:** Ongoing access to conversation partners and guidance from the expert GBI team and advisors

'GBI is consistently the best practice-sharing, peer learning program I'm part of. The quality of both the leaders of the program and the participants is such that, when you walk in and start a dialogue on a particular issue, you're starting at a level where whatever you're discussing is something you can immediately use back at your worksite and within your program.'

Paul Lalli, Global Counsel – Labor and Human Rights, GE

The GBI Peer Learning Framework

Businesses need to implement corporate respect for human rights across diverse aspects of their organisations. Companies focus on multiple aspects in parallel, and need to engage in continuous improvement over time. The GBI Peer Learning Framework caters to this reality and explores the implementation of policy, human rights due diligence and remediation through six focus areas.

GBI Peer Learning Framework

1	Policy, Strategy and Governance: Addresses how companies establish their commitments to respect human rights, set priorities, develop roadmaps and create governance arrangements to oversee risks and progress related to human rights.
2	Integration: Addresses approaches used to integrate respect for human rights into policies, systems and corporate cultures across diverse business functions, operations and subsidiaries. This includes sharing internal guidance, due diligence tools, capacity building, incentive arrangements and reporting frameworks.
3	Business Relationships: Addresses how companies respect human rights in the context of business relationships, including supply chains, joint ventures and customers. This concerns human rights risks that companies contribute to, or are directly linked to, through their business relationships. A key aspect of this area is exploring how to establish and use leverage.
4	Human Rights Risks and Issues: Addresses impacts on specific human rights and issues associated with interrelated human rights challenges. Discussions encompass guidance provided by international human rights standards, stakeholder engagement and how companies are preventing, mitigating and remediating impacts on individuals and groups.
5	Diverse Geographies: Addresses human rights-related opportunities and challenges associated with investments or activities in diverse geographies, with a focus on high-risk situations. Companies share local knowledge, information about key stakeholders, relevant research and studies, and findings from impact assessments.
6	Policy and Legal Developments: Addresses international, regional and national policy and legal developments relevant to companies' implementation of their responsibility to respect. Companies focus on sharing ways in which they could or should respond to such developments.

Topics considered in 2017/18:

- Human rights policy oversight and governance
- Strategy and tactics for implementing respect for human rights
- Integrating into merger, acquisition and disposal processes
- Assessing human rights impacts and performance
- Latest policy and legal developments
- The future of technology and human rights for business
- The role of lawyers
- Developing effective training and capacity-building
- Building coalitions to tackle diverse challenges

Knowledge Management

The GBI team supports members by preparing topic-specific briefing papers and maintaining a repository of resources, company presentations and tools

'GBI is one of our principle engagement in the human rights area. The uniqueness of GBI's peer learning is the depth to which we go in our meetings. In GBI meetings we're constantly striving to understand how members accomplished what they did and, very importantly, what were the pitfalls and issues along the way. You don't see many networks where the members can be so open and so candid about the problems they confronted, what were the failures that they suffered - and those are oftentimes more valuable from a learning standpoint than the successes.'

Bruce Klaffer, Vice-President, Corporate Social & Environmental Responsibility, Flex

Peer Learning Principles

- All peer learning interactions are confidential.
- Priority is given to dialogue and critical thinking instead of expert 'teaching'.
- Participant presentations are granular and cover day-to-day actions not high-level concepts.
- Topics are revisited over time in order that GBI interactions are part of an action-learning cycle. This also keeps the inquiry open and allows insights to evolve as practice matures.
- Agendas and questions are developed based on current pressure points plus emerging issues and expectations.

'For Vale, the importance of GBI is very significant. We've been a member since 2012, and it's been an extremely positive experience to engage with other companies, learn from different experiences and sectors.'

Liesel Mack Filgueiras - Human Rights and Indigenous Peoples Relations, Vale



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