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ON CORPORATE SOCIAL RESPONSIBILITY**

*Employment and Industrial Relations: Promoting
Responsible Business Conduct in a Globalising Economy*



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**OVERVIEW OF SELECTED INITIATIVES AND INSTRUMENTS
RELEVANT TO CORPORATE SOCIAL RESPONSIBILITY**

This report by the OECD Secretariat serves as a background document to the OECD-ILO Conference on Corporate Social Responsibility. It pays special attention to the OECD Guidelines for Multinational Enterprises, the ILO Tripartite Declaration of Principles Concerning Multinational Enterprises and Social Policy and the UN Global Compact.

The report is based on material prepared by Paul Hohnen acting as an external consultant to the OECD Investment Division and benefited from inputs by the ILO Secretariat and the UN Global Compact Office. Earlier drafts were reviewed by the Investment Committee Working Party. Any queries concerning the report should be addressed to Marie-France Houde (marie-france.houde@oecd.org).

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OVERVIEW OF INITIATIVES AND INSTRUMENTS RELEVANT TO CORPORATE SOCIAL RESPONSIBILITY

“Strengthening the principles of Corporate Social Responsibility: In this respect, we commit ourselves to promote actively internationally agreed corporate social responsibility and labour standards (such as the OECD Guidelines for Multinational Enterprises and the ILO Tripartite Declaration), high environmental standards and better governance through OECD Guidelines’ National Contact Points. We call on private corporations and business organizations to adhere to the principles in the OECD Guidelines for Multinational Enterprises. We encourage the emerging economies as well as developing countries to associate themselves with the values and standards contained in these guidelines and we will invite major emerging economies to a High Level Dialogue on corporate social responsibility issues using the OECD as a platform.

We stress in particular the UN Global Compact as an important CSR initiative; we invite corporations from the G8 countries, emerging nations and developing countries to participate actively in the Global Compact and to support the worldwide dissemination of this initiative.

In order to strengthen the voluntary approach of CSR, we encourage the improvement of the transparency of private companies’ performances with respect to CSR, and clarification of the numerous standards and principles issued in this area by many different public and private actors. We invite the companies listed on our Stock Markets to assess, in their annual reports, the way they comply with CSR standards and principles. We ask the OECD, in cooperation with the Global Compact and the ILO, to compile the most relevant CSR standards in order to give more visibility and more clarity to the various standards and principles.”

*Paragraphs 24-26 of G8 Summit Declaration Heiligendamm, Germany
(7 June 2007)*

1. Executive Summary

At its 2007 Summit meeting in Heiligendamm, the leaders of the Group of Eight (G8) nations underlined the importance of corporate social responsibility (CSR). Noting the potential of CSR to ensure that the processes of globalisation also addressed social issues, G8 leaders highlighted the ILO Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy (ILO Declaration) and the OECD Guidelines for Multinational Enterprises (OECD Guidelines), and stressed the United Nations Global Compact as an important CSR initiative. The G8 leaders also asked the OECD, in co-operation with the Global Compact and the ILO, to compile the most relevant CSR standards. This paper is a first attempt to respond to that request.

The current CSR landscape is complex and multi-faceted. There are now literally hundreds of private initiatives, often with their own code or set of standards and principles which offer guidance on social and environmental issues. Their focus, membership, usage, and structures vary widely. In the main, they share a desire to help enhance the contribution that business organisations can make to improvement of social and environmental conditions, including labour and other human rights. Since existing instruments evolve and new ones are emerging, a comprehensive yet accessible listing is almost impossible. Instead, this paper attempts to summarize the broad spectrum of existing initiatives and their chief characteristics with a view to helping potential users better understand the current CSR landscape.

In this complex universe there are two foremost international instruments relevant to CSR – the ILO Declaration and the OECD Guidelines – and one important international CSR initiative – the UN Global Compact (UNGC) – which have either been developed and formally agreed by governments or received high-level recognition by governments at an international level. Indeed, the standards and principles set out in the ILO Declaration, the OECD Guidelines and the UNGC are universal and derive directly from international normative frameworks. The ILO Declaration and the OECD Guidelines provide detailed recommendations on responsible business conduct, while helping businesses and stakeholders distinguish between the responsibility of enterprises and that of the state. The UNGC provides a high profile means for mobilising and encouraging enterprises to integrate CSR into their daily operations.

This paper explains the unique status and characteristics of the ILO and OECD instruments and that of the UNGC. The ILO Declaration, the OECD Guidelines and the UNGC complement privately-developed CSR initiatives and are key expressions of the broader systems of public and private governance from which the private initiatives emerge. Private CSR initiatives have been developed to address a range of different sectors, issues and communities, with new initiatives constantly emerging to address new challenges. By focusing on guidance agreed or recognized by governments, this paper does not seek to detract from the value and relevance of private initiatives. An overview of these initiatives is provided in Section 2.

2. Current landscape of private CSR initiatives¹

Many companies of all sizes, in both developed and developing countries, have long engaged in CSR activities rooted in the values of the company. However, CSR as a very conscious and public activity, motivated at least in part by external expectations, particularly concerning supply-chain management, monitoring and reporting, is a recent phenomenon.

The first obligation of business is obeying laws and regulations. Responsible business conduct also entails responding to societal expectations that may be communicated through channels other than law (e.g. governmental organisations, within the workplace, by local communities and trade unions, in dialogue with other civil society organisations, via the press and so forth).

OECD work shows that private initiatives for corporate responsibility have provided an international channel through which various actors – businesses, business associations, public authorities, trade unions, intergovernmental organisations and NGOs – can debate various standards of business conduct and management practice. The amount of dialogue and mutual influence among these actors has been significant and it is important that this continues. OECD work also shows that voluntary initiatives in corporate responsibility have promoted the accumulation of the management expertise needed to translate law, regulation and less formal societal expectations into the day-to-day operations of companies. The institutional supports for this expertise – management standards, professional societies, specialised consulting and auditing services – help lower the costs of legal and ethical compliance as well as making it more effective.²

Private CSR initiatives are diverse in objectives, origin, areas covered, and implementation mechanisms. Some initiatives aim to raise awareness of the importance of corporate responsibility in general; others promote a particular code of conduct; still others focus on providing tools such as reporting guidelines or services, e.g., certification and labelling schemes. Initiatives may be specific to a company, may be industry-led or may involve actors from many sectors in their conception and undertaking (i.e they are multi-stakeholder).

Some private CSR initiatives address a wide range of issues, including human rights and labour rights, community development, consumer rights, the use of security forces, bribery and corruption, health and safety issues and environmental standards. Other initiatives focus on one or a few of these issues, usually in more depth; and either address issues specific to organizations' own operations or challenges facing a specific sector.

Some CSR initiatives have been developed with solely the business sector in mind (e.g. the International Chamber of Commerce Guidance on Supply Chain Responsibility), while others are designed for use by all organisations, whether private or public (e.g. the proposed ISO 26000 Social Responsibility Guidance Standard, the UN Global Compact, or the Global Reporting Initiative Guidelines).

1. While special effort has been made to ensure an accurate overview of the many CSR initiatives that exist, no claim is made that the examples provided are collectively comprehensive or individually complete. References to instruments or initiatives other than those developed by the ILO, OECD and the UN Global Compact are for information only and should be interpreted as endorsing or recognising those instruments or initiatives.

² OECD (2001), *Corporate Responsibility: Private Initiatives and Public Goals*. This study has been the basis for a Report by the OECD Investment Committee to Ministers at the 2001 OECD Annual Ministerial Meeting.

Box 1 presents broad classifications by ILO of existing private CSR initiatives while Annex 1 lists examples of each type.

It can be seen from this description that the number and diversity of initiatives available offer businesses the possibility of flexibility, avoiding a “one-size fits all approach”, and increases the chances that firms will be able to find support to address concerns of particular interest.

Box 1. A classification of existing private CSR initiatives

Corporate Codes of Conduct. Codes of conduct are directive statements which provide guidance and prohibit certain kinds of conduct. Some are used to guide a company’s own environmental and social impacts; others focus on the impacts of their suppliers; still others apply to both. Codes directed at suppliers may contain provisions for monitoring compliance. The highest concentration of companies with codes of conduct tends to be in the consumer goods, food, retail and extractive industries.

Multi-stakeholder Initiatives. Multi-stakeholder initiatives involve cooperation in varying degrees between many social partners, including companies, worker and employer organizations, NGOs, governments, or some combination thereof. Such an initiative may address a specific issue (i.e. labour, environment, bribery, etc.) or encompass the whole range of CSR issues. Some multi-stakeholder initiatives are focused on a specific region; others on a specific sector. Some multi-stakeholder initiatives focus on promotional activities to build awareness; others have a code of conduct to which their members must comply, and may be required to undergo monitoring and certification carried out by either a “social auditing” firm or an NGO. Still others, such as the Global Reporting Initiative, focus on creating a uniform approach to a particular aspect of the CSR process.

Certification and Labelling. Certification and labelling initiatives aim to provide purchasers (consumers and businesses) with what is viewed as reliable information to make purchasing decisions. These initiatives usually cover a single issue, such as child labour, fair-trade or forest conservation, but may also address a range of issues. Certification is subject to social auditing, which is carried out by accredited audit companies. In areas where non-compliance has been detected, remediation steps are often undertaken with the opportunity for companies to demonstrate improvement through continuous monitoring.

Model Codes Model codes are codes of conduct set forth by a multistakeholder initiative, NGO, trade union or other actor, which companies can build on in developing their own codes. Model codes aim to establish a minimum list of standards that all codes of conduct covering certain issues ought to address. In addition to providing a reference for companies looking to create codes, this type of initiative is often meant to assist trade union organisations in negotiations with companies and in working with NGOs in campaigns involving codes of conduct. They are often used as a benchmark for evaluating unilaterally adopted codes of labour practice.

Sectoral Initiatives. Sector or industry-wide initiatives aim to address widespread challenges in a specific sector (within a country, regionally or internationally) and provide a common approach in direct operations or in dealing with supply chain management. These initiatives may be led by business or may be multi-stakeholder in nature. Some focus on raising awareness, but most involve an industry-wide code of conduct to which businesses commit. These codes typically address management of global supply chains, which are often long and complicated. When companies share suppliers, an industry-wide standard allows companies to work more effectively with suppliers to ensure compliance. Sectoral initiatives provide a type of uniformity across the industry, setting one standard for many companies (and ideally

engaging those suppliers, through their local and international employer organisations, in the setting of the industry standard) as opposed to each company having its own code, which may lead to contradictions in codes, confusion and unnecessary monitoring costs among suppliers.

International Framework Agreements International Framework Agreements (IFAs) are negotiated jointly by national trade unions and global union federations with multinational companies. They aim at ensuring that the company concerned respects the same labour standards in all the countries where it operates as well as throughout its supply chain. These agreements are designed to be used in conjunction with national labour policies and serve as a basis for further negotiation at the national level. Since IFAs are company initiatives that result from negotiation with trade unions, they put workers in a stronger position to ensure compliance with a company's stated commitments.

Socially Responsible Investment (SRI) Initiatives are also being developed in the financial sector. Historically, these initiatives have focused on financial institutions' own operations, but increasingly, initiatives are focusing on social responsibility concerning investment decisions. On the lending side, this is being stimulated largely by the International Financial Corporation (IFC), the private sector lending arm of the World Bank, which has adopted Performance Standards to guide its investments. Other development financial institutions are following suit; and many private banks have incorporated the Performance Standards into their investments concerning project finance through signing onto the Equator Principles. On the equity side, socially responsible investment (SRI) incorporates elements of CSR in what is often termed the "triple bottom line" approach. The adoption of the UN Principles for Responsible Investment, which give guidance to fund managers and other investors, has given new impetus to this movement.

Source: ILO Secretariat.

3. Standards endorsed by governments

Although approaches to CSR are for each company to determine, government has an important role to play in helping to shape their understanding of what is generally expected of them. At the international level, governments have adopted standards and principles in conventions and declarations which constitute an international normative framework. Table 1 shows the articulations between the normative framework, government-recognised standards for responsible business conduct and privately developed guidance. Annex 2 provides a representative sample found in the current international normative framework.

Table 1. Role and relationship of internationally recognised norms, government-recognised guidance, and privately-developed principles relevant to CSR

Instrument & Role	Examples
International Conventions and Declarations - Reflect agreed international normative principles. Directed mainly to government for domestic implementation. These can help business understand <i>what</i> to do.	Universal Declaration of Human Rights UN Framework Convention on Climate Change ILO Conventions ILO Declaration on Fundamental Principles and Rights at Work UN Millennium Development Goals World Summit on Sustainable Development Plan of Implementation OECD Convention on Combating Bribery of Foreign Officials in International Business Transactions
Officially-agreed or recognised guidance - Offer authoritative guidance to the business sector on expectations of behaviour. Also help understand <i>what</i> to do, and sometimes also <i>how</i> .	ILO MNE Declaration OECD MNE Guidelines UN Global Compact Principles International Finance Corporation Performance Standards Extractive Industries Transparency Initiative (EITI) Principles
Privately developed principles - Offer business/civil society developed guidance on expectations of behaviour. These sometimes also provide guidance on <i>how</i> to implement such standards. These may or may not be derived from international norms.	ISO standards (e.g. 14000 series) GRI Sustainability Reporting Guidelines Responsible Care Guidelines ICMM Sustainable Development Principles Electronic Industry Code of Conduct

There are four channels by which governments have endorsed standards relevant to CSR. These are:

- a) *International instruments developed and formally agreed by governments*, and also having formal support from business and labour organizations. In this category, there are two leading instruments, namely the ILO Declaration and the OECD Guidelines. For its part, the ILO is unique in so far as it is the only universal body with a tripartite membership. While the membership of the OECD is not universal (it has 30 members), the MNE Guidelines have several “universal” characteristics. For example, they have been subscribed to by ten non-OECD countries (Argentina, Brazil, Chile, Egypt, Estonia, Israel, Latvia, Lithuania, Romania, and Slovenia), and are applicable to all enterprises from these 40 countries, wherever they operate in the world. There is also another level of instruments that have been agreed by a small number of governments, with inputs from business and civil society, but which are directed to a single sector. These include the Extractive Industries Transparency Initiative (EITI) and the Voluntary Principles on Security and Human Rights.
- b) *International initiatives developed by intergovernmental bodies*. This category includes prominently the UN Global Compact. The UN Global Compact has been recognized on a number of occasions by the UN General Assembly as well as by all Heads of States and Governments in the World Summit Outcome document. The International Finance Corporation (IFC) Environmental and Social Standards were developed within a governmental framework, and sometimes with significant inputs from the business and other sectors, and are another example. Although IFC standards do not explicitly reference intergovernmental instruments, they are derived from many of the instruments mentioned above.

- c) *International initiatives endorsed by governments.* Because of the voluntary nature of private CSR initiatives, governments mostly have not taken an active role in their development. Nonetheless, there is a category where intergovernmental organizations have played an active role, and/or where governments have recognised essentially non-government initiatives. Instruments in this category include the International Organization for Standardization (ISO) standards and the Global Reporting Initiative (GRI) Guidelines (both referenced by the 2002 World Summit on Sustainable Development, and by the G8).
- d) *National initiatives developed and endorsed by government.* This last category is mentioned for a number of reasons. First, because some governments have been active at the national level in facilitating the creation of instruments, usually in association with business and civil society. Second, because such instruments may attract international attention, and be applied by companies along their supply chain in third countries. An example is the Ethical Trading Initiative (ETI), founded with UK government support.

Among these, however, the ILO Declaration, the OECD Guidelines and the UN Global Compact have received prominent recognition by the G8 and the OECD³ as well as in various UN contexts⁴. They also happen to be among the instruments or initiatives most referenced or used in business-developed guidance materials. More importantly, the direct links with governments as well as their high level of business and worker organisation engagement clearly sets them apart from all other instruments or initiatives as shown in Table 2 below. Annexes 3 to 5 also provide fuller details on their most distinctive features.

³ For instance, they are specifically mentioned in the Policy Framework for Investment adopted by the governing board of the OECD, the OECD Council, in 2006.

⁴ For instance, the UN Security Council has made repeated references to the OECD Guidelines and the UNGC in relation to responsible business conduct in weak governance zones.

Table 2. Government and stakeholder involvement in ILO Declaration, OECD Guidelines and UN Global Compact

	Global?	Government?	Treaty derived?	Social Partner?
ILO MNE Declaration	Yes.	Yes. The revised Declaration was adopted in 1977, and revised in 2000 and 2006 by the ILO.	Yes. References include the Universal Declaration of Human Rights, the ILO Declaration of Fundamental Principles and Rights of Work, the ILO fundamental conventions, as well as a number of other ILO instruments.	Yes. The ILO is a tripartite body, where employer and worker organizations are formal partners.
OECD MNE Guidelines	Yes.	Yes. All 30 OECD member countries subscribe to the Guidelines. A further 10 countries have also subscribed to them. The OECD Guidelines are part of a Declaration which was adopted at Ministerial level and their implementation by adhering governments is governed by binding OECD decisions.	Yes. Referenced are: The Universal Declaration on Human Rights; the ILO Declaration of Fundamental Principles and Rights at Work; the Rio Declaration on Environment and Development and Agenda 21; and the Copenhagen Declaration for Social Development.	Yes. The business and trade union bodies were involved in developing the Guidelines and have formally endorsed them as an important reference point.
UN Global Compact	Yes.	Yes. Initially an initiative of the UN Secretary-General, the UN Global Compact has since been repeatedly recognized by the UN General Assembly. In the most recent GA resolution addressing the UN Global Compact (A/RES/62/211), the Global Compact Office was given a strengthened mandate. Every two years the Global Compact Office prepares the Secretary-General's report to the General Assembly on global partnerships, which also addresses the role of the UN Global Compact.	Yes. Referenced are: The Universal Declaration of Human Rights; The Rio Declaration on Environment and Development; and the UN Convention Against Corruption. The four labour principles of the UNGC come from the ILO Declaration on Fundamental Principles and Rights of Work.	Yes. Business, employee organization and other civil society organizations are involved in governance and advisory roles. Overall, the business sector represents the greatest number of participants..

4. Complementarities and synergies between the ILO Declaration, the OECD Guidelines and the UN Global Compact.

While the ILO MNE Declaration, the OECD Guidelines and the UN Global Compact have different histories, sponsors and approaches, they share a number of common thematic features. As Table 3 below shows, they all, for example, address key employment issues, and all are designed to help the business sector in particular to balance economic and other factors related to their role in society. Together, they offer a broadly comprehensive coverage of economic, social and environmental issues.

While they were developed independently and can be used on a “stand alone” basis, a business organisation might nonetheless wish to take advantage of the complementary and different guidance offered.

On labour issues, the ILO Declaration, the OECD Guidelines and the UNGC offer guidance on the internationally-agreed labour standards applicable in the workplace; and they draw their authoritative basis from ILO conventions and recommendations. The ILO Declaration provides the clearest and most comprehensive summary, covering all areas of labour rights relevant to enterprises. A company participating in the UN Global Compact can use the ILO Declaration and the OECD Guidelines to deepen its appreciation of the issues involved in the four UNGC labour principles. Equally, a company already familiar with the ILO Declaration and the OECD Guidelines might wish to use the UN Global Compact framework to share learning with other organisations, and to communicate its progress publicly.

Table 3. Labour issues addressed by ILO Declaration, OECD Guidelines and UN Global Compact

	ILO MNE Declaration	OECD MNE Guidelines	UN Global Compact
Freedom of association & collective bargaining	Paras. 49-56 Primary reference point is ILO C.87 and C.98	Section IV.1.a) 4.7,4.8	Principle 3
Elimination of all forms of forced and compulsory labour	Paras. 8-9, 34	Section IV.1.c)	Principle 4
Abolition of child labour	Para. 36	Section IV.1.b)	Principle 5
Non-discrimination in respect of employment and occupation	Paras. 21-23	Section IV.1.d)	Principle 6
General development	Paras. 8-12, 19-20	Section II.1	
Employment promotion	Paras. 13-18, 24-28		
Training	Paras. 29-32	Section II.4;	
Wages and benefits	Paras. 33-35	Section IV.1.a	
Hours of Work	Para. 34	Section IV.4.a)	
Safety and health	Paras. 37-40	Section IV.4.b)	
Social protection	Paras. 25-28	Section IV.6	
Industrial relations	Paras. 41-59	Chapter IV	

On issues where the ILO declaration is silent (e.g. environment, corruption), a company can broaden/deepen its understandings on these aspects by referring to the OECD MNE Guidelines and the UN Global Compact. Table 4 shows the overlapping issues based on the issue coverage of the OECD Guidelines.

Table 4. Coverage of OECD Guidelines issues

	OECD MNE Guidelines	ILO MNE Declaration	UN Global Compact
General Principles	√	√	√
Disclosure	√		√
Employment	√	√	√
Human Rights	√	√	√
Environment	√		√
Bribery	√		√ (Anti-corruption)
Consumer Interests	√		
Competition	√		
Taxation	√		

By using the ILO Declaration, the OECD Guidelines and the UNGC developed or supported by governments and derived from internationally-agreed principles, a business can be confident that it is meeting widely agreed expectations of good behaviour.

There are very evident synergies, which might be further developed between the closely connected employment chapter of the OECD Guidelines and the principles of the labour standards enshrined in the ILO Declaration and the UN Global Compact. For this reason, efforts have been made in recent years to clarify the synergies between the three, and with other instruments or initiatives. For example materials have been developed explaining the relationship between the OECD Guidelines and the UN Global Compact. The ILO has developed a training package to explain the relationship between the ILO Declaration, the OECD Guidelines and the UN Global Compact. Special arrangements have recently been developed for strengthening operational ties between the OECD Guidelines and the UN GC (see Box 2). A list of these guidance documents is provided in the “Reference User Toolkit on Instruments or Initiatives Relevant to CSR” in Annex 7.

Box 2. Strengthening operational ties between the OECD Guidelines and UN Global Compact

A number of OECD NCPs report increased co-ordination within governments between the activities relating to the MNE Guidelines and other instruments relevant to CSR such as the UN Global Compact. Two examples can be seen from the 2006 NCP Annual Report.

- The German NCP was contacted by the German network of the UN Global Compact and asked to provide mediation for possible cases of non-observance of the UN Global Compact principles. The German NCP welcomed this request and suggested a two-step procedure. First, the UN Global Compact should try to resolve possible problems within its own framework. Failing resolution, the issue could be presented to the German NCP as a “specific instance”. Mediation would then be handled under the OECD Guidelines and the standards of the “OECD Procedural Guidance”. The stakeholders of the UN Global Compact Germany have approved and formalized this possibility of cooperation.
- Sweden also reports that the Swedish NCP and the Swedish Global Partnership have a very close relationship with the UN Global Compact and its local networks. The Partnership also has close contacts with the Nordic Global Compact Network and the Swedish NCP Chair participates in Annual Compact Network meetings.

The ILO has developed a training package to explain the relationship between the ILO Declaration, the OECD Guidelines and the UN Global Compact.

5. Conclusions

Annex 6 provides a consolidated overview of initiatives and instruments presented by issues covered.

At the end of the day, it is one of the main responsibilities of government to ensure that markets work for people and business can flourish within a clear rules-based framework. In this context, government recognizes that there is a place for both regulatory and voluntary instruments, working in a complementary and effective manner. This context explains why government has taken a direct interest in some voluntary corporate responsibility instruments.

As governments have noted, the role of the business sector has become vital in the process of globalization and efforts to promote sustainable development. Decisions by business have a direct impact on all levels of society: economic, social and environmental. Expectations of the business sector to contribute at all levels will continue to grow.

For business, this poses a number of challenges. These include how to:

- understand and use the evolving landscape of instruments and initiatives relevant to CSR for developing internal programs and management systems that underpin their commitment to good corporate citizenship and good business and employee conduct;
- help contribute to the CSR landscape's further development and improvement, and ensure that CSR instruments are available for organizations of all sizes, operating in all regions and languages;
- help monitor implementation of corporate responsibility standards and norms, and measure their contribution to global public goods and compliance with national laws; and
- maximise the operational benefits (and minimize the transaction costs) involved for itself and society in general in using CSR instruments.

A central consideration for business organisations must be how well private CSR initiatives reflect and reinforce government agreements on labour, social and environmental standards. This nexus with agreed international norms is essential to guarantee that the instrument has solid foundations, and provides a basis for "level playing field" operations across supply chains and investment relations worldwide.

So how should business organisations approach the wide menu of CSR-relevant instruments or initiatives in practical terms? Beyond compliance with local laws, how can an Indian multinational company operating in Europe best understand what is expected of it? What standards are relevant to a US corporation operating in China? What standards should small and medium sized enterprises – anywhere in the world – need to know in order to compete successfully in global supply chains?

While it is up to each company to choose what approach to CSR is appropriate for it, there are many helpful privately-developed CSR initiatives, a number of them with a focus on a specific sector. Some of these, such as ISO standards and the GRI Guidelines have been recognized by governments and offer a practical means to follow up on the ILO Declaration, the OECD Guidelines and the UNGC. Sectoral instruments or initiatives with a governmental aspect (such as the EITI and Voluntary Principles) command a high level of credibility. Businesses operating in a sector where such instruments or initiatives exist may wish to build on these by using sector or issue specific instruments to enhance their CSR approach. Instruments such as the Principles for Responsible Investment often add valuable detail. However, caution should be exercised to ensure that these sector or issue instruments or initiatives do not ignore or confuse governmentally-agreed principles, which remain authoritative. Business and other

organizations involved in developing voluntary initiatives to promote responsible business practices should seek to promote consistency of such initiatives with agreed international norms.

In developing their own CSR approaches, businesses are guided by standards and principles derived from ILO, UN and OECD conventions and other acts which have been adopted at the multilateral level through an inter-governmental process in consultation with business, labour and other stakeholders. These standards and principles are presented in the ILO Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy and the OECD Guidelines on Multinational Enterprises, and are stated in the United Nations Global Compact.

ANNEX 1.
ILLUSTRATIVE EXAMPLES OF PRIVATE CSR INITIATIVES

This Annex provides selected illustrative examples representing different broadly-defined categories of voluntary initiatives. As the categories are not mutually exclusive, some initiatives (marked with an asterisk*) appear under multiple categories.

Category	Illustrative Examples*
Corporate Codes of Conduct	Currently, most multinational enterprises and domestic companies have adopted codes of conduct.
Multi-stakeholder Initiatives ⁺	<ul style="list-style-type: none"> • Global Reporting Initiative (GRI)* • Ethical Trading Initiative (ETI)* • Eco-Management and Audit Scheme • Collaborative Group on Artisanal and Small-Scale Mining (CASM) – best practices guidance* • Fair Labour Association* • Social Accountability International * • Worldwide Responsible Accredited Production* • ISO 26000 Social Responsibility Standard (under development) • Greenhouse Gas (GHG) Product Certification Standard * • ISEAL Code of Good Practice for Setting Social and Environmental Standards*
Certification & Labelling (including reporting)	<ul style="list-style-type: none"> • Social Accountability 8000-Social Accountability International* • Eco-Management and Audit Scheme • International Social and Environmental Accreditation and Labelling Alliance* • Kimberley Process Certification Scheme* • ISO 14000 series of environmental management standards • Greenhouse Gas (GHG) Product Certification Standard * • AccountAbility AA1000 Assurance Standard • Global Reporting Initiative Sustainability Reporting Guidelines* • Clean Clothes Campaign* • Marine Stewardship Council* • Forest Stewardship Council* • Worldwide Responsible Accredited Production*
Model Codes	<ul style="list-style-type: none"> • Ethical Trading Initiative* • Common Code for the Coffee Community* • Fair Labor Association Workplace Code of Conduct* • Global e-Sustainability Initiative (GeSI) • Confederation of European Paper Industries Code of Conduct* • ISEAL Code of Good Practice for Setting Social and Environmental Standards* • ITUC Basic Code of Labour Practice • Amnesty International Human Rights Principles for Companies • International Chamber of Commerce (ICC) Business Charter for Sustainable Development • Global Sullivan Principles

	<ul style="list-style-type: none"> • Transparency International Business Principles for Countering Bribery • Caux Round Table Principles for Business • ICC Rules of Conduct to Compact Extortion and Bribery • ICC Guidance on Supply Chain Responsibility • Clean Clothes Campaign * • Fair Labour Association-Workplace Code of Conduct* • Greenhouse Gas (GHG) Product Certification Standard * • International Social and Environmental Accreditation and Labelling Alliance* • Kimberley Process Certification Scheme* • Business Leaders Initiative for Human Rights
Sectoral Initiatives ⁺	<ul style="list-style-type: none"> • GRI sector supplements (e.g. Automotive, Electric Utilities, Financial Services, Mining and Metals, Public Agency , Telecommunications)+ • Common Code for the Coffee Community*⁺ • Electronic Industry Code of Conduct (EICC) • Confederation of European Paper Industries (CEPI) Code of Conduct* • Kimberley Process Certification Scheme⁺ (diamond trade) • Collaborative Group on Artisanal and Small-Scale Mining (CASM) – best practices guidance* • ICC International Codes of Marketing and Advertising Practice • Responsible Care (chemical industry) • International Mining and Metals Council (ICMM) Principles for Sustainable Development Performance • Petroleum Industry (IPIECA) Guidelines for Reporting Greenhouse gas Emissions • International Council of Toy Industries (ICTI) CARE Initiative • International Federation of Organic Agriculture Movements IFOSM) Principles and Norms • Forest Stewardship Council (FSC) Principles and Criteria*⁺ • Workers Rights Consortium⁺ • Marine Stewardship Council (MSC) Environmental Standard*⁺ • Better Cotton Initiative⁺ • Clean Clothes Campaign *⁺
International Framework Agreements	As of end of 2007, there were 62 International Framework Agreements. These agreements have been negotiated between global trade union federations and major multinational enterprises. They span a wide variety of sectors, from agriculture and tourism to extractives and clothing.
Socially Responsible Investment/ Finance	<ul style="list-style-type: none"> • Collaborative Group on Artisanal and Small-Scale Mining (CASM) – best practices guidance* • Equator Principles (investment in project finance)* • UN Principles for Responsible Investment • CERES Principles

*Certain sectoral initiatives (marked with a plus⁺) have been developed in a multi-stakeholder manner

Source: material provided by ILO Secretariat

ANNEX 2. INTERNATIONAL NORMATIVE FRAMEWORK

The *Universal Declaration of Human Rights* states that “every individual and organ of society” has the responsibility to strive “to promote respect for these rights and freedoms” and “by progressive measures, national and international, to secure their universal and effective recognition and observance”. As important “organs” of society, businesses have a responsibility to promote worldwide respect for human rights.

The *ILO Conventions* establish norms covering all aspects of working conditions and industrial relations. Some of the most important cover core labour standards (i.e. basic human rights in the workplace). These include the right to freedom of association, the right to organize and to collective bargaining, and freedom from forced labour. ILO conventions are binding on all countries that have ratified them.

The *ILO Tripartite Declaration of Principles Concerning Multinational Enterprises and Social Policy* is a global instrument designed to provide guidance to government, employer and worker organizations in areas of employment, training, conditions of work and industrial relations. All core labour standards are covered. Although it is a non-binding instrument, its implementation is nevertheless the object of regular reviews.

The *ILO Declaration on Fundamental Principles and Rights at Work* is based on the core labour standards outline in the ILO Conventions. The Declaration is not binding but applies to all ILO member states. As part of a strategy to help countries to have well-functioning labour markets, it provides for a mechanism for annual review of the efforts made by member states that have not yet ratified the core labour standards. The Declaration also reinforces the application of core labour standards in private voluntary instruments.

The *1992 Rio Declaration* sets out 27 principles defining the rights and responsibilities of states in relation to human development and well-being. The Agenda 21 agreement provides guidance for governments, business and individuals on how to contribute to efforts to make development socially, economically and environmentally sustainable. Its Chapter 30 recognizes the value of promoting “responsible entrepreneurship”.

The *Millennium Development Goals* identify a series of government-agreed targets and timetables in relation to issues such as poverty reduction, improvement of child health care and education, and the promotion of gender equality.

The *Johannesburg Declaration on Sustainable Development (2002)* states that the private sector has “a duty to contribute to the evolution of equitable and sustainable communities and societies”, and that “there is a need for private sector corporations to enforce corporate accountability”. Its Plan of Implementation notes the need to “enhance corporate environmental and social responsibility and accountability”. The UN Framework Convention on Climate Change and Convention on Biodiversity were also signed by a majority of governments.

The *2005 World Summit Outcome* reiterated the importance of full respect for existing labour, human rights and environmental commitments and encouraged “responsible business practices, such as those promoted by the Global Compact”.

Under the *2003 UN Convention Against Corruption*, ratifying countries undertook to: criminalise an array of corrupt practices; develop national institutions to prevent corrupt practices and to prosecute offenders; co-operate with other governments to recover stolen assets; and help each other to fight corruption.

ANNEX 3. ILO TRIPARTITE DECLARATION OF PRINCIPLES CONCERNING MULTINATIONAL ENTERPRISES AND SOCIAL POLICY

Sponsor/s: The 181 member states of the ILO, and their workers' and employers' organizations. Founded in 1919, the ILO became the first specialized agency of the UN in 1946. It is the only "tripartite" United Nations agency, bringing together representatives of governments, employers and workers to shape policies and programmes jointly.

Mission: The purpose of the Declaration is to encourage the positive contribution which MNEs can make to economic and social progress, and to minimise and resolve difficulties arising from their operations. The Declaration was one of earliest international instruments covering the social dimension of business. Negotiated between governments, workers' and employers' organizations in 1977, it represents the first international tripartite consensus on desirable behaviour of enterprises with regard to labour and social policy areas.

Scope: The Declaration sets out principles in the field of general policies, employment, training, conditions of work and life and industrial relations. All government, employer and worker organizations are recommended to observe the principles on a voluntary basis.

The main areas covered by the Declaration are:

- General policies (obey national laws and respect international standards)
- Employment (employment promotion; equality of opportunity and treatment; security of employment)
- Training (policy development for vocational training, skills formation)
- Conditions of Work and Life (wages, benefits, conditions of work; minimum age; safety and health)
- Industrial Relations (freedom of association and right to organize; collective bargaining; consultation; grievances; settlement of disputes).

The Declaration was revised in 2000 to include the Fundamental Principles and Rights at Work. It was further revised in 2006 to update references to other ILO instruments. During this update, the list of ILO Conventions that member States are invited to ratify was extended to all the fundamental ILO Conventions. Moreover, a specific recommendation was added to encourage enterprises, both multinational and national, to take immediate and effective measures within their own competence to secure the prohibition and elimination of the worst forms of child labour, as a matter of urgency.

References to the following ILO instruments were also added: the Global Employment Agenda; Recommendation (No. 169) concerning Employment Policy and Recommendation (No. 189) concerning General Conditions to Stimulate Job Creation in Small and Medium-Sized Enterprises; and ILO codes of practice on HIV/AIDS and the world of work (2001) and on Managing disability in the workplace (2002).

Audience: While multinational enterprises are a key audience, the Declaration's principles regarding the social aspects of MNEs are also for use by small and medium enterprises, as well as by governments, employers and workers organizations. All the parties are encouraged to contribute to the realization of the ILO Declaration on Fundamental Principles and Rights at Work. In addition, governments are urged to ratify, along with the conventions already referenced, the minimum age and child labour conventions. The ILO undertakes periodic surveys on the implementation of the MNE Declaration. It does not have a membership structure, so it does not require that user organisations report their use of the Declaration.

Governance: The ILO established a subcommittee of the Committee on Legal Issues and International Labour Standards of the ILO Governing Body to oversee the Declaration, and to discuss ILO policy concerning CSR issues. The ILO focuses on improved information collection, analysis and dissemination, and coherent action, drawing on its tripartite strength and bringing together contributions from all parts of the organisation. It also conducts surveys on use of the Declaration. The MNE Declaration includes procedures for the examination of disputes concerning its application. The ILO also has a standing tripartite committee on Freedom of Association, which deals with complaints concerning freedom of association and collective bargaining.

The MNE Declaration is unique in providing clear guidance of how companies and governments can work together, to help advance national and local economic and social development goals – advocating public-private partnerships long before the term existed. The MNE Declaration also encourages dialogue between home and host countries for foreign direct investment, linking CSR initiatives to a broader dialogue concerning trade and investment. By situating CSR in the broader context of government policies which critically impact enterprise decisions, the MNE Declaration emphasizes that CSR is an important complement to government regulation, but never a substitute.

Relations with other instruments: The MNE Declaration references other authoritative international instruments, such as the Universal Declaration of Human Rights. As a result of the thematic and sectoral complementarity of the ILO Declaration and the OECD Guidelines, there is a good collaborative relationship between the two organisations. In June 2008 they will jointly host a Conference on CSR, aimed at promoting responsible business conduct in the globalising economy. The MNE Declaration also references instruments such as the Millennium Development Goals and the UN Global Compact.

ILO is establishing a helpdesk for companies, industry initiatives and employers, workers and governments to promote full and accurate inclusion of the principles of the MNE Declaration.

Summary:

- a voluntary global framework for responsible business conduct
- developed and endorsed by government, business and workers organisations
- based on agreed ILO conventions and recommendations
- applies universally, regardless of ratification
- key reference point for other initiatives in the area of labour
- involves regular monitoring and review

For more information: www.ilo.org

ANNEX 4. OECD GUIDELINES FOR MULTINATIONAL ENTERPRISES

Sponsor/s: The OECD MNE Guidelines are subscribed to by all thirty members of the Organization for Economic Co-operation and Development (OECD). A further ten non-member countries (Argentina, Brazil, Chile, Egypt, Estonia, Israel, Latvia, Lithuania, Romania, and Slovenia) have also adhered to the Guidelines. Four additional applications for adherence are currently under consideration by the OECD. The Business and Industry Advisory Committee (BIAC) and the Trade Union Advisory Committee (TUAC) were involved in their development and endorse the Guidelines. OECD Watch, a coalition of more than 65 civil society organisations, also supports the Guidelines. The Guidelines have been referenced by the UN Security Council and other interested non-OECD bodies.

Mission: The purpose of the OECD MNE Guidelines is to offer a balanced, multilaterally-endorsed, and comprehensive code that expresses the shared values of adhering governments. They are “recommendations jointly addressed by governments to multinational enterprises” that provide “principles and standards of good practice consistent with applicable laws”. By providing a clear set of expectations, the Guidelines seek to encourage the positive contributions multinational companies can make to economic, environmental and social progress.

Scope: The Guidelines comprise a set of voluntary recommendations in all the major areas of corporate citizenship, including employment and industrial relations, human rights, environment, information disclosure, combating bribery, consumer interests, science and technology, competition, and taxation. They form part of a broader OECD investment instrument, the Declaration on International Investment and Multinational Enterprises, which is designed to promote direct investment and international economic development and growth.

Implementation of the Guidelines involves a unique combination of binding and voluntary elements. Adhering governments commit to promote them among multinational enterprises operating in or from their territories. The instrument’s distinctive implementation mechanisms include the operations of National Contact Points (NCP), which are government offices charged with advancing the Guidelines and handling enquiries in the national context. NCPs also support a unique mediation and conciliation procedure – called “specific instances” – involving claims that the Guidelines have not been respected. Since 2000, some 160 such specific instances have been considered by the NCPs. This process may be engaged whether or not a company has recognised the Guidelines.

Audience: While the Guidelines are primarily addressed to MNEs, they are not aimed at introducing differences of treatment between multinational and domestic enterprises. Accordingly, multinational and domestic enterprises are subject to the same expectations in respect of their conduct wherever the Guidelines are relevant to both. Likewise, while SMEs may not have the same capacities as larger enterprises, they are invited to observe the Guidelines “to the fullest extent possible”. The Guidelines are freely available to all user organizations. Since the Guidelines do not require users to publicise their use, the actual number of users is not known. Nonetheless, surveys among large enterprises indicate that a significant proportion refer to the Guidelines in their CSR policies.

Governance: The OECD Investment Committee, in consultation with BIAC and TUAC, is responsible for oversight of the Guidelines. Adhering governments are individually responsible for promoting use of the

Guidelines, and for processing any “specific instances”, through their NCPs. They meet annually at the OECD and report to the Investment Committee, which conducts a “peer review” of implementation.

Relations with other instruments: The Guidelines were expressly designed to strengthen the existing international normative framework. Among other norms, they reference the Universal Declaration of Human Rights, the ILO Declaration on Fundamental Principles and Rights at Work, the Rio Declaration on Environment and Development and Agenda 21, and the Copenhagen Declaration for Social Development.

The Guidelines can readily be used in conjunction with other instruments. Explanatory materials have been developed to outline their relationship with the UN Global Compact, the Principles for Responsible Investment, and with the GRI Guidelines.

Summary:

- a voluntary global framework for responsible business conduct
- developed by government, in full consultation with business, trade union and other non-government organisations, and officially agreed by governments
- based on agreed international norms
- widely referenced in the business community
- compatible with other instruments relevant to CSR
- mechanism for review of performance
- involves regular monitoring

For more information: www.oecd.org/daf/investment/guidelines

ANNEX 5. UN GLOBAL COMPACT

Sponsor/s: UN Secretary-General, one of the principal organs of the United Nations, with support from UN agencies, governments, and representatives of business, labour and other civil society bodies. It accepts new adherents on an ongoing basis from all major categories of societal actors. The UN Global Compact has been recognized on a number of occasions by the UN General Assembly, as well as by all Heads of States and Governments in the UN World Summit Outcome document (2005) and the G8.

Mission: The UN Global Compact has two broad goals. These are to mainstream ten core principles relating to human rights, labour standards, the environment, and anti-corruption in business activities around the world; and to catalyse actions in support of broader UN goals, such as the Millennium Development Goals (MDGs). A voluntary initiative, it is not a code of conduct. It offers “a policy framework for organizing and developing corporate sustainability strategies while offering a platform – based on universal principles – to encourage innovative initiatives and partnerships with civil society, governments and other stakeholders”.

Scope: The UN Global Compact invites companies to embrace, support and enact, within their sphere of influence, the following ten principles:

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.

Labour Standards

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.

Environment

Principle 7: Businesses should support a precautionary approach to environmental challenges;

Principle 8: undertake initiatives to promote greater environmental responsibility; and

Principle 9: encourage the development and diffusion of environmentally friendly technologies.

Anti-Corruption

Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.

Audience: The UN Global Compact is directed primarily to the business sector, but is a multi-stakeholder initiative and engages all kinds of societal actors, including public agencies, labour and civil society organizations. Companies participating in the Compact initiate their involvement by expressing their support in writing at CEO level. Among other things, each participant commits to integrate the principles into organisational strategy, culture and operations; to publicly advocate the UN Global Compact and its principles; and to publish annually a “communication on progress”, a description of the ways in which it is supporting the Global Compact and its ten principles.

Since its launch in July 2000, the initiative has grown to over 5, 000 participants, including over 3,600 businesses in 120 countries around the world. It is widely regarded as the world's largest global corporate citizenship initiative.

Governance: The Compact has a “multi-centric” governance framework. This includes a triennial Leaders Summit, annual local networks forum, the Global Compact Office and a UN Inter-Agency Team, as well as a 20 person global Board comprising representation from business, civil society, labour and the UN family.

Relations with other instruments: The Compact’s principles are derived from the Universal Declaration of Human Rights, the ILO Declaration on Fundamental Principles and Rights at Work; the Rio Declaration on Environment and Development, and the UN Convention Against Corruption.

The Global Compact has developed guidance materials that help users understand its relationship with the OECD MNE Guidelines, and with the GRI Guidelines. The Compact endorses but does not require the use of the GRI Guidelines in making “communications on progress”.

Summary:

- An instrument offering a voluntary global framework for action
- Developed by the Secretariat of an intergovernmental body and government recognised
- Derived from agreed international norms
- Framework for learning, dialogue and partnerships
- Mechanism for public reporting on progress
- Widely used by the business community
- Compatible with other instruments

For more information: www.unglobalcompact.org.

**ANNEX 6. CATEGORIES OF INSTRUMENTS AND INITIATIVES
RELEVANT TO CSR BY ISSUES COVERED: ILLUSTRATIVE EXAMPLES**

Focus	Government sponsored or supported	Industry sponsored	Partnership sponsored	Labour or NGO sponsored
General, including aspirational instruments	<p>OECD MNE Guidelines</p> <p>UN Global Compact</p>	<p>Caux Round Table Principles for Business</p> <p>Global Sullivan Principles</p> <p>International Chamber of Commerce (ICC) Business Charter for Sustainable Development</p> <p>ICC Business in society: making a positive and responsible contribution</p>	<p>Earth Charter</p>	
Corporate Disclosure	<p>OECD Principles of Corporate Governance</p> <p>OECD MNE Guidelines</p> <p>UN Global Compact</p>		<p>Global Reporting Initiative (GRI) Sustainability Reporting Guidelines</p>	

Labour	<p>ILO MNE Declaration</p> <p>ILO Declaration of Fundamental Principles and Rights at Work</p> <p>OECD MNE Guidelines</p> <p>UN Global Compact</p>		<p>Ethical Trading Initiative Base Code and Principles(UK)</p> <p>Social Accountability SAI 8000</p> <p>Fair Labor Association Workplace Code of Conduct</p>	ICFTU Basic Code of Labour Practice
Human Rights	<p>UN Global Compact</p> <p>OECD MNE Guidelines</p> <p>ILO MNE Declaration</p>			Amnesty International Human Rights Principles for Companies
Environment	<p>UN Global Compact</p>		<p>ISO 14000 series environmental management standards</p> <p>Eco-Management and Audit Scheme (EMAS)</p> <p>Ceres Principles</p>	
Bribery	<p>OECD Convention on Combating Bribery</p> <p>UN Convention against Corruption</p> <p>OECD MNE Guidelines</p> <p>UN Global Compact</p>	<p>ICC Rules of Conduct to Compact Extortion and Bribery</p>		<p>Transparency International Business Principles for Countering Bribery</p>

Risk	<p>OECD Risk Awareness Tool for Multinational Enterprises in Weak Governance Zones</p> <p>UN Global Compact Business Guide for Conflict Impact Assessment and Risk Management</p>			
Quality management, assurance/ verification			<p>ISO 9000 Series quality management standards.</p> <p>AccountAbility AA1000 Assurance Standard</p>	
Supply Chain Codes		ICC Guidance on Supply Chain Responsibility		
Accreditation, certification, labelling codes			<p>ISO 14020 series standards on environmental labels and declarations</p> <p>ISEAL Code of Good Practice for Setting Social and Environmental Standards</p>	
Consumer	<p>UN Guidelines for Consumer Protection</p> <p>OECD MNE Guidelines</p> <p>WHO Ethical Criteria for Medical Drug Promotion</p> <p>OECD Guidelines for Consumer Protection in the Context of Electronic Commerce</p>		ISO 10000 series on customer satisfaction	

Reporting			GRI Sustainability Reporting Guidelines	
Comprehensive (e.g., “social responsibility”, “sustainability”).	World Bank Group Performance Standards on Social and Environmental Sustainability		GRI Guidelines ISO 26000 Standard (under development)	
Stakeholder Engagement			AA1000 Stakeholder Engagement Standard	
Sectoral				
Advertising		ICC International Codes of Marketing and Advertising Practice		
Agriculture			International Federation of Organic Agriculture Movements (IFOAM) Principles and Norms Common Code for the Coffee Community	
Apparel			GRI Sector Supplement for Apparel	
Chemicals		Responsible Care program		

Energy			<p>WRI/WBCSD Greenhouse Gas Protocol</p> <p>ISO 14064-65 standards on measuring greenhouse emissions</p> <p>GRI Sector Supplement for Electric Utilities</p>	Greenhouse Gas (GHG) Product Certification Standard
Extractives	<p>Extractive Industries Transparency Initiative (EITI) Principles and Criteria</p> <p>Voluntary Principles on Security and Human Rights</p> <p>Kimberley Process Certification Scheme</p> <p>Collaborative Group on Artisanal and Small-Scale Mining (CASM) – best practices guidance</p>	<p>International Mining and Metals Council (ICMM)</p> <p>Principles for Sustainable Development Performance</p> <p>International Cyanide Management Code</p>	<p>GRI Sector Supplement for Mining and Metals</p> <p>Initiative for Responsible Mining Assurance (IRMA) (principles under development)</p> <p>Diamond Development Initiative (DDI) – <i>(quality standards under development)</i></p>	
Investment	<p>International Finance Corporation (IFC) Performance Standards</p> <p>Principles for Responsible Investment</p>	Equator Principles		
Electrical		Electronic Industry Code of Conduct (EICC)		

Forestry		Confederation of European Paper Industries (CEPI) Code of Conduct	Forest Stewardship Council (FSC) Principles and Criteria ISO 14061:1998 Information to assist forestry organizations in the use of environmental management system standards ISO 14001 and ISO 14004	
Fisheries			Marine Stewardship Council (MSC) Environmental Standard	
Oil & Gas		Petroleum Industry (IPIECA) Guidelines for Reporting Greenhouse gas Emissions		
Toys		International Council of Toy Industries (ICTI) CARE Initiative		

ANNEX 7
REFERENCE USER TOOLKIT ON INITIATIVES AND
INSTRUMENTS RELEVANT TO CSR

Useful materials comparing government agreed and recognized initiatives and instruments

Global Compact/GRI, Making the Connection: The GRI Guidelines and the Global Compact Communication on Progress, 2007

GRI, Synergies between the OECD Guidelines for Multinational Enterprises (MNEs) and the GRI 2002 Sustainability Reporting Guidelines, 2004.

ILO, International Instruments and Corporate Social Responsibility. A Booklet to Accompany the Training Programme the Labour Dimension of CSR: from Principles to Practice, 2007

OECD, "The OECD Guidelines and other Corporate Responsibility Instruments. A Comparison", in *Annual Report on the OECD Guidelines for Multinational Enterprises*, OECD, 2001.

OECD, The UN Global Compact and the OECD Guidelines for Multinational Enterprises: Complementarities and Distinctive Features, in *Annual Report on the OECD Guidelines for Multinational Enterprises*, 2005

OECD, The OECD Guidelines for Multinational Enterprises and the Equator Principles – Similarities, Differences and Synergies, in *Annual Report on the OECD Guidelines for Multinational Enterprises*, 2007

OECD, The UN Principles for Responsible Investment and the OECD Guidelines for Multinational Enterprises: Complementarities and Distinctive Contributions, in *Annual Report on the OECD Guidelines for Multinational Enterprises*, 2007

Useful general materials on initiatives and instruments

Bohman, Anna and Minter, Graham, International Initiatives to Promote Responsible Business: Confusion or Coherence? International Business leaders Forum, 2007.

Cragg, Wesley, Ethics Codes, Corporations and the Challenge of Globalization, 2005.

Goel, Ran, Guide to Instruments of Corporate Responsibility: An overview of 16 tools for labour fund trustees, 2005.

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McKague, Kevin and Cragg, Wesley, *Compendium of Ethics Codes and Instruments of Corporate Responsibility*, 2007.

Leipziger, Deborah, *The Corporate Responsibility Code Book*, 2003

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OECD, *Environment and the OECD Guidelines for Multinational Enterprises: Corporate Tools and Approaches*, OECD, 2005

OECD, *Policies for Promoting Responsible Business Conduct*, in *Policy Framework for Investment: A Review of Good Practices*, 2006

OECD, Chapter 7: *Policies for Promoting Responsible Business Conduct*, in *Policy Framework for Investment*, 2006

United Nations, *Business and Human Rights: Mapping International Standards of Responsibility and Accountability for Corporate Acts*, Report of the Special Representative of the Secretary-General, 2007.

United Nations, Human Rights Council, *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, 2008