

OECD ROUNDTABLE ON

# CORPORATE RESPONSIBILITY



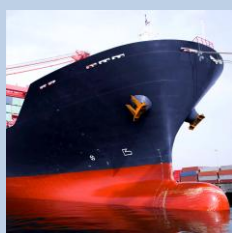
## 2011 Update of the OECD Guidelines for Multinational Enterprises



## AGENDA



**29 June 2011  
OECD Conference Centre  
Paris, France**



**The 42 governments adhering to the Guidelines adopted the 2011 Update at the 2011 OECD 50th Anniversary Ministerial Meeting.**

The update was based on a transparent, participatory and inclusive process in which BIAC, TUAC and OECD Watch played a central role as the official advisory bodies to the OECD on the Guidelines for Multinational Enterprises.



Photo from left to right:

Joris Oldenziel, Co-ordinator OECD Watch

Richard Trumka, President of TUAC and the AFL-CIO, United States

Angel Gurría, OECD Secretary General

Hillary Rodham Clinton, US Secretary of State

Charles P. Heeter Jr., Chairman & Managing Director, Deloitte Touche Tohmatsu BIAC

## **Background**

Since 2001 the OECD has organised an annual Roundtable on Corporate Responsibility in conjunction with the meeting of the National Contact Points (NCPs) – the government-assigned bodies responsible for the implementation of the OECD Guidelines for Multinational Enterprises (the Guidelines). The purpose of this Roundtable is to assist NCPs in performing their tasks, taking into account emerging issues and relevant policy developments.

This year's Roundtable will be devoted to the implementation of the 2011 Update of the Guidelines adopted by the 42 adhering governments<sup>1</sup> at the OECD Ministerial Meeting of 25 May 2011. This is the fifth time the Guidelines have been revised to keep up with changes in the landscape for international investment and multinational enterprises and ensure the continuing role of the Guidelines as a leading international instrument for the promotion of responsible business conduct in a global context.

The Guidelines form part of the OECD Declaration on International Investment and Multinational Enterprises which since 1976 has promoted international co-operation on investment policy through a balanced framework of principles and standards addressed to governments and enterprises.

The Guidelines are the most comprehensive voluntary code of conduct developed by governments in existence today which should be observed by enterprises wherever they operate in the world. They contain detailed recommendations on human rights, supply chain management, labour relations, environment, combating bribery, bribe solicitation and extortion, consumer interests, competition and taxation. The Guidelines are also known for their unique implementation mechanism, the “specific instances” facility, according to which NCPs can offer their good offices for resolving disputes between companies and stakeholders arising from alleged non-observance of the Guidelines. The 2011 Update of the Guidelines has brought important changes to their coverage and application.

The Roundtable is being held on 29 June 2011 at the OECD Conference Centre, 2 rue André Pascal, Paris, 75016, France.

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<sup>1</sup> The 34 OECD Member countries and 8 non-Member countries (Argentina, Brazil, Egypt, Latvia, Lithuania, Morocco, Peru, and Romania). Colombia, Costa Rica, Jordan, Russian Federation, Serbia, Tunisia and Ukraine are also prospective adherents to the Declaration and the Guidelines.

## AGENDA

<b>08:30-09:30</b>	<b>Registration and coffee</b>
<b>09:30-09:45</b>	<b>Welcoming remarks by the Chair, Dr. Lisa Emelia Svensson</b> , Sweden's Ambassador for Corporate Social Responsibility, Swedish National Contact Point
<b>PART I: Main achievements of the 2011 Update</b>	
<p>On 25 May 2011, US Secretary of State Hillary Clinton joined Ministers from OECD and developing economies to celebrate the Organisation's 50<sup>th</sup> anniversary and agree on a new update of the OECD Guidelines for Multinational Enterprises. This was the culmination of an intense one-year multi-stakeholder process, which resulted in the 42 adherent countries upgrading their commitment to promoting high standards of responsible business conduct in a global context.</p> <p>The main achievements of the update include the incorporation of a new chapter on human rights, based on the Guiding Principles on Business and Human Rights developed by the UN Special Representative for Business and Human Rights, John Ruggie, and a general principle on the need to exercise due diligence to avoid or mitigate negative impacts, notably with respect to the management of supply chains and other business relationships. A new provision encourages enterprises to cooperate in promoting internet freedom. The Guidelines are the first inter-governmental agreement in these areas.</p> <p>The update has also resulted in renewed commitments for respect of labour and environmental standards, combating bribe solicitation and extortion, sustainable consumption and new provisions on tax governance and tax compliance. Implementation procedures have been reinforced with stronger and more predictable rules governing the handling of complaints, greater support for mediation and a proactive agenda to help enterprises and other stakeholders address emerging changes in the area of corporate responsibility.</p> <p>Part I will discuss the significance of the updated Guidelines in their continuing role as a leading international instrument for promoting responsible behaviour on behalf of multinational enterprises.</p>	
<b>09:45-11:15</b>	<b>SESSION I: New elements in the substantive chapters of the updated Guidelines</b>
<b>09:45</b>	<p><b>Speakers:</b></p> <p><b>Roel Nieuwenkamp</b>, Director, Trade and Globalisation, Ministry of Economic Affairs, the Netherlands, Chair of the Update</p> <p><b>Lene Wendland</b>, Special Advisor, Office of the High Commissioner for Human Rights</p> <p><b>Lisa Emelia Svensson</b>, Sweden's Ambassador for Corporate Social Responsibility, Swedish National Contact Point</p>
<b>10:30</b>	<p><b>Discussants:</b></p> <p><b>Winand Quaadvlieg</b>, Chair, BIAC Multinational Enterprises Committee</p>

	<p><b>Carla Coletti</b>, Chair, TUAC Working Group on Global Trade and Investment</p> <p><b>Joris Oldenziel</b>, Senior Researcher, SOMO (Centre for Research on Multinational Corporations), Co-ordinator, OECD Watch</p> <p><b>Discussion</b></p>
<b>11:15-12:15</b>	<b>SESSION II: New elements in the implementation procedures of the Guidelines</b>
<b>11:15</b>	<p><b>Speakers:</b></p> <p><b>Roel Nieuwenkamp</b>, Director, Trade and Globalisation, Ministry of Economic Affairs, the Netherlands, Chair of the Update</p> <p><b>Manfred Schekulin</b>, Director, Export and Investment Policy, Austrian Federal Ministry for Economy, Family and Youth, Chair, OECD Investment Committee</p>
<b>11:35</b>	<p><b>Discussants:</b></p> <p><b>Lucia van Westerlaak</b>, Policy Advisor, Dutch Trade Union Federation</p> <p><b>Brett Solomon</b>, Executive Director, Access</p> <p><b>Ricardo de Guerra de Araujo</b>, Head, OECD Bureau, Brazilian Embassy to France</p> <p><b>Discussion</b></p>
<b>PART II: Implementation issues</b>	
<p>While the update has increased the scope and relevance of the Guidelines, the real test will be in its implementation. A number of areas for further work have already been identified by the Chair of the Update. These include a resource document on additional references and instruments relevant to the Guidelines, the implementation of the new recommendations on human rights, due diligence and supply chains, the development of special guidance for financial institutions, the concretisation of the proactive agenda and the intensification of co-operation with emerging economies and international partners. Adhering governments are also expected to make available the necessary resources for the effective implementation of the Guidelines.</p> <p>The follow-up to the Update will be launched in the Autumn 2011 under the auspices of the Investment Committee and its Working Party, building upon the strong co-operation developed with stakeholders and partner organisations during the update and the Committee's engagement with interested non-adherent countries.</p> <p>Part II will therefore discuss the ways of giving flesh to the updated Guidelines by soliciting views and possible contributions from various actors involved in the implementation of the Update. Written contributions ahead of the Roundtable would be strongly welcomed.</p>	
<b>12:15-13:00</b>	<b>SESSION III: Supporting the Human Rights chapter</b>
<p>This session will discuss how the co-operation between the OECD and institutions working on human rights, including national ones, can support the role of the Guidelines and National Contact Points. On 16 June 2011 the UN Human Rights Council endorsed Professor John Ruggie's new Guiding Principles on Business and Human Rights.</p>	

<b>12:15</b>	<p><b>Speakers:</b></p> <p><b>Lene Wendland</b>, Special Advisor, Office of the High Commissioner for Human Rights</p> <p><b>Claire Methven O'Brien</b>, Danish Institute for Human Rights</p>
<b>12:35</b>	<p><b>Discussants:</b></p> <p><b>Adam Greene</b>, BIAC Multinational Enterprises Committee</p> <p><b>Kirstine Drew</b>, Trade Union Advisory Committee to the OECD</p> <p><b>Victor Ricco</b>, Centre for Human Rights and Environment (CEDHA)</p> <p><b>Discussion</b></p>
<b>13:00-15:00</b>	<b>Lunch</b>
<b>15:00-17:50</b>	<b>SESSION IV: The Proactive Agenda</b>
<p>The inclusion of the proactive agenda, which aims to assist multinational enterprises in better meeting their corporate responsibility challenges in particular situations or circumstances, represents a definitive change of gear in the implementation of the Guidelines.</p> <p>Translating this agenda into concrete actions can be expected to take various forms. It could involve developing tailor-made guidance for particular sectors or activities (as envisaged for financial institutions<sup>2</sup>) or categories of firms (such as small and medium-sized enterprises<sup>3</sup>). It could also entail strengthening ties with other leading initiatives for responsible business conduct and engaging with new ones. Additionally, work could be undertaken to intensify collaboration with relevant actors in emerging economies and other interested developing countries. This could imply a more active role for the OECD Investment Committee and the Secretariat and a greater use of OECD stakeholder networks.</p> <p>This session will solicit views and concrete suggestions from business, trade unions, OECD Watch and other NGOs and partner organisations on the prioritisation and implementation of the proactive agenda. Resource implications will also be addressed. The results of this “brainstorming” will be fed into the discussions to be held by the Investment Committee and the Working Party at their October 2011 meeting. Concrete follow-up steps could be presented at the Global Forum on International Investment tentatively scheduled for the week of 5-8 December 2011.</p>	
<b>15:00-16:00</b>	<b>(a) Stakeholder Perspectives</b>
<b>15:00</b>	<p><b>Winand Quaedvlieg</b>, Chair, BIAC Multinational Enterprises Committee</p> <p><b>Paul Lidehäll</b>, International Secretary, Swedish Confederation of Professional Associations</p> <p><b>Serena Lillywhite</b>, Mining Advisor, Oxfam Australia</p> <p><b>Shirley van Buiren</b>, Head, Corporate Accountability Working Group, Transparency</p>

<sup>2</sup> A Recommendation on Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risk Areas was adopted at the 2011 OECD Ministerial Council Meeting ([www.oecd.org/daf/investment/mining](http://www.oecd.org/daf/investment/mining)).

<sup>3</sup> A project proposal is currently being developed on the application of the updated Guidelines to small and medium sized enterprises.

<b>15:30</b>	International, Germany <b>Susan Morgan</b> , Executive Director, Global Network Initiative <b>Discussion</b>
<b>16:00-17:00</b>	<b>(b) Partner Organisation Perspectives</b>
<b>16:00</b>	<b>Ricarda McFalls</b> , Chief of Multinational Enterprise Program, ILO <b>Motoko Aizawa</b> , Sustainability Advisor, Business Advisory Services, IFC <b>Julian Paisey</b> , Policy Advisor, Export Credits Division, OECD <b>Conrad Eckenschwiller</b> , Managing Director, French UN Global Compact <b>Isabella Pagotto</b> , Manager, Government Relations and International Organisations, Global Reporting Initiative
<b>16:30</b>	<b>Discussion</b>
<b>17:00-17:50</b>	<b>(c) Emerging Economies Perspectives</b>
<b>17:00</b>	<b>Yanti Triwadiantini</b> , Executive Director, Indonesia Business Links (IBL) <b>Isabela Moori de Andrade</b> , Brazilian National Contact Point
<b>17:30</b>	<b>Discussion</b>
<b>17:50-18:00</b>	<b>Summing up by the Chair of the Roundtable</b>

## References

- OECD Guidelines for Multinational Enterprises: Recommendations for Responsible Business Conduct in a Global Context, 25 May 2011 ([www.oecd.org/daf/investment/guidelines](http://www.oecd.org/daf/investment/guidelines))
- OECD Recommendation on Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risk Areas ([www.oecd.org/daf/investment/mining](http://www.oecd.org/daf/investment/mining))
- Terms of Reference for an update of the Guidelines for Multinational Enterprises ([www.oecd.org/daf/investment/guidelines](http://www.oecd.org/daf/investment/guidelines))
- Investment News, May 2011, Issue 15 ([www.oecd.org/daf/investment](http://www.oecd.org/daf/investment))
- Report by the UNSRSG “Protect, Respect and Remedy: A Framework for Business and Human Rights”, A/HR/8/5, 7 April 2008
- Report of the UNSRSG “Business and Human Rights: Guiding Principles on Business and Human Rights: Implementing the United Nations ‘Protect, Respect and Remedy’”, A/HRC/17/31, 21 March 2011
- Addenda to UNSRSG Final Report to Human Rights Council:
  - i. Addendum 1- Piloting principles for effective company/stakeholder grievance mechanisms: A report of lessons learned, 24 May 2011
  - ii. Addendum 2- Human rights and corporate law: trends and observations from a cross-national study conducted by the Special Representative, 23 May 2011
  - iii. Addendum 3- Principles for responsible contracts: integrating the management of human rights into State-investor contract negotiations: guidance for negotiators, 25 May 2011
- Companion report - Business and human rights in conflict-affected regions: challenges and options towards State responses, 27 May 2011



## Biographies

### Chair of the 2011 OECD Roundtable on Corporate Responsibility

#### **Lisa Emelia Svensson** **Sweden's Ambassador for Corporate Social Responsibility** **Swedish National Contact Point**



Lisa Emelia Svensson is an appointed Swedish Ambassador for Corporate Social Responsibility (CSR). She is the head of the Secretariat for the Swedish Partnership for Global Responsibility, an innovative platform designed to facilitate co-operation of the Swedish government, business and other organizations with a goal to promote and co-ordinate Swedish efforts in furthering CSR.

Ms Svensson was a Swedish expert on Sustainable Development and Trade in the European Commission working for the Director General for Trade. She contributed to policy development and represented the Commission on sustainable and development trade. This includes work on combating child labour, fair trade and other sustainability labeling schemes, trade and labour, and trade aspects of biofuels policy.

Ms Svensson has been a Diplomat-in-Residence at the Johns Hopkins University, (SAIS), Center for Transatlantic Studies. She wrote *Combating Climate Change-A Transatlantic Approach to Common Solutions* outlining current state of affairs in Europe and the U.S. and lessons that can be learned to advance a transatlantic consensus on climate change. She has been supported by the Sweden-American Foundation, the Royal Swedish Academy of Engineering Sciences and the Dr. Marcus Wallenberg Foundation.

Ms Svensson holds a Doctoral degree in Business Administration from the Gothenburg University School of Business, Economics and Law.

### Session I. New elements in the substantive chapters of the updated Guidelines

#### **Roel Nieuwenkamp** **Director, Trade and Globalisation, Ministry of Economic Affairs, the Netherlands,** **Chair of the Update**



Roel Nieuwenkamp studied Economics, Law and Philosophy at the Erasmus University Rotterdam. He worked at the European Commission and was a consultant in New Zealand on the issue of results oriented government. He worked for several years as management consultant at Arthur Andersen. In 1998, he became interim manager at the Ministry of Education. From 2001 until August 2006, he was the Managing Director of the Entrepreneurship Department

of the Ministry of Economic Affairs. He has been the Director of Trade Policy and Globalisation in the Ministry of Economic Affairs, Agriculture and Innovation since 2006. His responsibilities include a.o. trade policy (WTO), investment treaties, corporate social responsibility, and regulation of strategic goods. He has also been a part-time Professor of Public Administration at the University of Amsterdam since 2010.

Mr Nieuwenkamp is Chair of the OECD Investment Party Working Group and in that capacity has chaired the negotiations for the update of the OECD Guidelines for Multinationals.

**Lene Wendland**  
**Special Advisor, Office of the High Commissioner for Human Rights**



Lene Wendland is the Advisor on Business and Human Rights at the Office of the UN High Commissioner for Human Rights (OHCHR). In that capacity she has worked closely with former Special Representative of the Secretary-General on Business and Human Rights Professor John Ruggie during his six year mandate. She also represents OHCHR in the UN Global Compact and works with the Global Compact office in supporting the initiative's human rights activities. Ms Wendland is a lawyer by training.

**Winand Quaedvlieg**  
**Chair, BIAC Multinational Enterprises Committee**



Winand Quaedvlieg is the Deputy Director of International Economic Affairs VNO-NCW. His previous positions include Policy Advisor Developing Countries, NCW, Deputy Programme Coordinator, Netherlands Management Consultancy Programme NMCP, and Legal Advisor, Hoofdproductschap voor Akkerbouwproducten (HPA). He is currently a member of the Foreign Affairs Committee of the Christian Democrat Party (CDA), a member of the Advisory Board (APSOM) for the Programme for Economic Co-operation with Emerging Markets (PSOM) of the Netherlands' Ministry of Economic Affairs, a member of the Commission on European Integration (CEI) of the Advisory Council on International Affairs (AIV) of the Netherlands' Ministry of Foreign Affairs, a lecturer at Leiden University, a member of the Clingendael (Netherlands' Institute for International Relations) Advisory Council for Education and Research CAROO, and a member of the board of the Turkey Institute in the Netherlands.

He has acted as a board member and Vice-President of the European Movement in the Netherlands (EBN)(1995 – 2005) and was a candidate for the European Parliament for the CDA/EPP in 2009.

Mr Quaedvlieg holds a Law degree from Nijmegen Catholic University and a Diploma from Etudes Supérieures Européennes DESE from the Centre Européen Universitaire.

## Session II. New elements in the implementation procedures of the Guidelines

**Manfred Schekulin**  
**Director, Export and Investment Policy, Austrian Federal Ministry for Economy, Family and Youth**  
**Chair, OECD Investment Committee**



Economics and Business Administration).

Manfred Schekulin is the Director for Export and Investment Policy at the Federal Ministry of Economics and Labour of Austria, Chair of the OECD Investment Committee, Co-Chairman of the South East Europe Compact for Reform, Investment, Integrity and Growth, and a lecturer at the University of Management Studies, Krems, and at the Vienna University of Economics and Business Administration. He holds a doctorate in Law, a master in Social and Economic Sciences/Economics (University of Vienna) and an MBA (Vienna University of

## Session III. Supporting the Human Rights chapter

**Claire Methven O'Brien**  
**Danish Institute for Human Rights**



European University Institute, Florence. Ms O'Brien has been a Research Fellow at LSE's Centre for the Study of Human Rights and her published research addresses a range of national and international human rights law topics.

Claire Methven O'Brien is the Coordinator of the Working Group on Business and Human Rights of the International Coordinating Committee (ICC) of National Human Rights Institutions (NHRIs) and an Advisor at the Human Rights and Business Department of the Danish Institute for Human Rights, Denmark's NHRI, where she leads projects to develop new human rights and business tools, as well as direct engagements with global companies. Ms O'Brien holds degrees from Cambridge, LSE and a PhD on business and human rights governance from the

**Adam Greene**  
**BIAC Multinational Enterprises Committee**



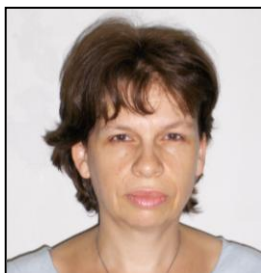
Adam Greene is the Vice President of Labor Affairs and Corporate Responsibility of the United States Council for International Business (USCIB). He is responsible for USCIB's activities on labor policy as well as the work on corporate responsibility. He manages US business participation in the development of international labor standards and advises companies on international and regional trends in labor and employment policy. He also coordinates USCIB involvement in the governing and standard setting bodies of the International Labor Organization. Mr Greene is also the Vice-Chairman of

the Business Technical Advisory Committee on Labor Affairs to the Inter-American Conference of Ministers of Labor.

Mr Greene advises USCIB members on international codes and initiatives, internal management systems, strategic alliances and corporate reporting. He is a member of the ISO Strategic Advisory Group on CSR and the U.S. Advisory Committee for the FTSE4Good social investment index. Mr Greene is actively involved in the ongoing implementation of the OECD Guidelines for Multinational Enterprises, the ILO Tripartite Declaration on Multinational Enterprises and Social Policy, and a wide array of other international initiatives.

Prior to joining USCIB, Mr. Greene served as associate director of the Global Environment Program at the Stern School of Business at New York University, and prior to that, as manager of fixed income securities for Dean Witter Financial Services. He earned a bachelor's degree from the University of Rochester and an MBA from New York University.

**Kirstine Drew**  
**Trade Union Advisory Committee to the OECD**



Kirstine Drew is a Policy Advisor at the Trade Union Advisory Committee to the OECD (TUAC). Ms Drew is responsible for carrying out TUAC's work on the OECD Guidelines for Multinational Enterprises. She has an MA in Development Administration from the University of Manchester and an MA in Economic Science from the University of Aberdeen.

**Session IV a). The Proactive Agenda: Stakeholder Perspectives**

**Paul Lidehäll**  
**International Secretary, Swedish Confederation of Professional Associations**



Paul Lidehäll is the International Secretary of the Swedish Confederation of Professional Associations (SACO). He is also a member of the European Economic and Social Committee (EESC) in Brussels, the Swedish National Contact Point and TUAC Working Group on Global Trade and Investment.

**Shirley van Buiren**  
**Head, Corporate Accountability Working Group, Transparency International, Germany**



Prior to founding the Corporate Accountability Working Group, which focuses on international corporate responsibility instruments, Ms van Buiren has worked in journalism (*TIME Magazine* and *McGraw Hill World News*), has applied social and economic research (*Battelle-Institute*), and has authored several books on the role of CSOs, the media and the judiciary in the societal struggle over nuclear energy. From 1986 onwards, she was engaged in the management of bilateral (*GTZ*, German Technical Cooperation) and multilateral development co-operation. The later included the OECD DAC Secretariat, where she was the Head of the Division for Strategic Management of Development Cooperation.

Ms van Buiren represents TI-Germany in the NCP Working Group for the OECD Guidelines and is an active member of OECD Watch since its foundation in 2003.

She has studied history, politics, and economics at Cornell University (BA) and International Relations at the School of Advanced International Studies (MA).

**Susan Morgan**  
**Executive Director, Global Network Initiative**



Susan Morgan joined the GNI on June 1, 2010. Previously, she had spent six years in British Telecommunication's (BT) corporate responsibility (CR) team, most recently heading the strategy, policy and business planning team. In her most recent role she had responsibility for managing BT's CR risks; the business case for CR; the development of BT's CR story; sustainability reporting and developing the direction for BT in relation to the low carbon economy.

When Susan joined BT's CR team she had responsibility for the reporting of the company's sustainability achievements to external stakeholders. She played a key role in the running of the governance processes that ensured BT met its CR responsibilities, including the development of the company's CR risk register. She also led research on CR issues including privacy in the digital networked economy and responsibility in the global information society.

Susan spent the first seven years of her career in the not for profit sector. She held a number of different roles at The Work Foundation, a UK based organisation which campaigns to improve the world of work. A British national, Susan is a graduate of Durham University with a Masters degree in Politics.

**Session IV b). The Proactive Agenda: Partner Organisation Perspectives**

**Ricarda McFalls**  
**Chief of Multinational Enterprise Program, ILO**



Ricarda McFalls heads the Multinational Enterprises Programme of the ILO, promoting public policies and business practices supportive of a sustainability agenda, including coordination of ILO's activities related to corporate social responsibility policy. She brings from the private sector more than 22 years of International Management and Business Development experience, including 12 years starting-up and operating businesses in Sub-Saharan Africa. She holds a Masters in Sustainable Development and an MBA. Her published research has focused on public-private-partnerships and the role of "inclusive business" models for development.

**Motoko Aizawa**  
**Sustainability Advisor, Business Advisory Services, IFC**



Motoko Aizawa is an expert on environmental, social and governance sustainability. She is the principal author of the 2006 IFC Sustainability Policy and Performance Standards. She currently manages programs aimed at setting standards for corporate integrity and governance and advises on financial mechanisms to enhance standards compliance and performance. Ms Aizawa also works with companies and governments that seek to improve sustainability performance in the private sector. Ms Aizawa holds a BA from Hamilton College, LLM from London University, and is a Barrister in England and Wales and attorney-at-law in the State of New York. Prior to pursuing her career path in sustainability, Ms Aizawa specialized in international mergers and acquisition at Baker & McKenzie and project finance at IFC.

**Julian Paisey**  
**Policy Advisor, Export Credits Division, OECD**



Julian Paisey is a Policy Advisor in the Export Credits Division at the OECD, where he works on anti-bribery, environmental and social issues relating to the provision of officially supported export credits. He is also responsible for relations with relevant export credits stakeholders. Mr Paisey is currently facilitating a review by the OECD Working Party on Export Credits and Credit Guarantees of the disciplines for addressing the potential environmental and social impacts of projects for which official export credits support is requested. Prior to joining the OECD in 2005, Mr Paisey worked for seven years at the Export Credits Guarantee Department, the official Export Credit Agency of the United Kingdom.

**Conrad Eckenschwiller**  
**Délégué Général, Association Pacte Mondial en France**

Conrad Eckenschwiller's international career spans 30 years across different industrial fields and countries. He is the founder of a consulting agency specializing in investments in Africa and Central and Eastern Europe. In early 2003, he contributed to an effective launch of the UN Global Compact network in France, of which he is now the Managing Director. French Global Compact network now consists of over 650 entrepreneurs.

**Isabella Pagotto**  
**Manager, Government Relations and International Organisations, Global Reporting Initiative**



Isabella Pagotto, a Swiss lawyer by training, is the Manager of Government and International Organizations at the Global Reporting Initiative. Her responsibilities include managing external relationships with governments and international organizations and institutions, including the OECD, UNCTAD, UNEP and EU. Ms Pagotto is also involved in sustainability reporting policy analysis at regional, national, and international levels. She was a part of the team that published *Carrots and Sticks - Promoting Transparency and Sustainability* in 2010, a publication that provides an update on mandatory and voluntary approaches to sustainability reporting around the world.

**Session IV c). The Proactive Agenda: Emerging Economies Perspectives**

**Yanti Triwadiantini**  
**Executive Director, Indonesia Business Links**



Yanti Triwadiantini has been the Executive Director of Indonesia Business Links (IBL), a non-for-profit organisation focused on promoting good corporate citizenship, since 2000. In 2005, IBL received an Asian CSR Special Award for outstanding achievement from the Asian Institute of Management (Philippines).

She holds a Master of Philosophy in environmental science from Griffith University (Australia), and BSc in chemistry from University of Indonesia.

**OECD Secretariat**

**Marie-France Houde**  
**Senior Economist, Investment Division, OECD**



Marie-France Houde is in charge of the OECD Investment Committee work on corporate responsibility and the OECD Guidelines for Multinational Enterprises. She has co-ordinated their 2011 Update. Ms Houde has previously served in the Canadian Department of Finance and the Central Bank of Canada. She holds graduate degrees from Laval University and the Fletcher School of Law and Diplomacy.