

From:

Annual Report on the OECD Guidelines for Multinational Enterprises 2014

Responsible Business Conduct by Sector

Access the complete publication at:

<http://dx.doi.org/10.1787/mne-2014-en>

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Please cite this chapter as:

OECD (2014), "Activities of National Contact Points for the OECD Guidelines for Multinational Enterprises", in *Annual Report on the OECD Guidelines for Multinational Enterprises 2014: Responsible Business Conduct by Sector*, OECD Publishing.

<http://dx.doi.org/10.1787/mne-2014-4-en>

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Chapter 1

Activities of National Contact Points for the OECD Guidelines for Multinational Enterprises

The main role of the NCPs of governments adhering to the Guidelines is to further the instrument's effectiveness by undertaking promotional activities, handling enquiries, and contributing to the resolution of issues arising from alleged non-observance of the Guidelines in specific instances. This chapter reviews NCP activities during the June 2013-June 2014 reporting period.

Main findings

The reporting period marks a number of milestones, in which promotional and peer learning activities increased by 25% from the previous period; dialogue on initiatives in the textiles and garments sector following the 2013 Rana Plaza tragedy in Bangladesh began to deliver concrete results; and an unprecedented number of specific instances involving NCP-facilitated mediation helped parties reach an agreement or create an action plan toward the resolution of the specific instance. At the same time, NCPs continued to face increasingly complex and sensitive specific complaints and persistent pressures from various stakeholders to perform more effectively as a non-judicial grievance mechanism. With the implementation of the *Guidelines* gaining momentum, the 2013-2014 implementation cycle featured successes, but also revealed several areas requiring improvement.

Promotion and stakeholder engagement

A primary task of NCPs is the promotion of the *Guidelines*. Since the 2011 update, NCPs have stepped up their efforts to explain and encourage the effective observance of the *Guidelines* by enterprises, trade unions, non-governmental organisations (NGOs), national governmental agencies and non-adhering governments, and collaboratively identify challenges and solutions to difficulties encountered with specific products, regions, sectors or industries. NCPs have also encouraged multinational enterprises (MNEs) at home and abroad to proactively partner with trade unions, local communities, and NGOs to open effective channels of communication regarding business activities and create forums for reconciling potential problems. Accordingly, 27 NCPs either organised promotional events or participated in events organised by a stakeholder or other interested actor. With over 200 events, this reporting period saw a 25% increase in the number of events held relative to the last reporting period. Brazil's NCP and several Brazilian state-owned enterprises (SOEs) signed a Term of Commitment to better promote and uphold responsible business conduct on the *Guidelines*.

Equally encouraging the number of events directly organised by national business associations, trade unions, NGOs or other stakeholders, provide further proof of interest from the public on these important RBC issues. The *Guidelines* encourage collaboration and mutual problem-solving on issues of shared responsibility. A sign that this goal is achieved is when a multi-

stakeholder organisations such as the Danish Federation of SMEs invites the Danish NCP to give a presentation on the *Guidelines*,¹ or when TUAC and OECD Watch guides local stakeholders through the specific instance process.² Even more indicative of the uptake of the *Guidelines* is the conclusion of a specific instance with reconciliation between the two parties, which demonstrates a company's willingness and commitment to uphold corporate responsibility principles in practice.³

Initiatives in the textile and garment sector

The Rana Plaza garment factory collapse in 2013 exemplified the precarious working conditions in Bangladeshi textile supply chains. Propelled by this tragedy, governments, enterprises, trade union and NGOs have committed to strengthening the standards applied to safety and working conditions. While there may be a long road ahead, there has been significant progress in multilateral and national policy and practice. These efforts include the Bangladesh National Tripartite Plan of Action on Fire Safety and Structural Integrity, the International Labour Organization's (ILO) Better Work Program, the EU-US-Bangladesh-ILO Sustainability Compact for Bangladesh, the Bangladesh Accord on Fire and Building Safety, and the Alliance for Bangladesh Worker Safety. Compensation schemes for the victims of Rana Plaza have also been set up, namely the Prime Minister's Relief and Welfare Fund and the Rana Plaza Arrangement Trust Fund.⁴

In June 2013, NCPs issued a statement⁵ pledging their commitment to meet their responsibilities under the *Guidelines* and invited the WPRBC to urgently undertake further work in the textiles and garment sector to improve the situation on the ground. Exemplifying this pledge, the French and Italian NCPs released comprehensive reports on the challenges inherent in the global supply chain in the textiles and garment sector and detailed recommendations to national actors.⁶ Belgium, Canada, Germany, Italy, the Netherlands, the United Kingdom (UK) and other adhering countries have also engaged in reflective analysis and encouraging solutions by hosting or participating in promotional activities, creating action plans and actively promoting credible multi-stakeholder initiatives.

In June 2014, at their 15th meeting, NCPs issued a follow-up statement⁷ reiterating their pledge on Bangladesh and calling on the OECD to develop specific guidance on the due diligence provisions of the *Guidelines* along the textiles and supply chain. They also welcomed the organisation of the ILO-OECD Roundtable on responsible supply chains in the textile and garment sector, in September 2014.

Specific instances: Successes and challenges

The NCPs handled a similarly high level of specific instances relative to last year, with 34 new specific instances (compared to last year's 36) and 33 concluded specific instances (compared to last year's 40). Fourteen NCPs received new specific instances, with high numbers accruing to the UK and the US NCPs (six each). Consistent with last year, many of the new specific instances concerned the provisions introduced in the 2011 update on human rights, due diligence, supply chains, and stakeholder engagement. A number of cases also concerned the chapter on the environment, which tended to be cited along with the human rights chapter.

Perhaps the most significant achievement of this year's implementation cycle is a record number of specific instances in which NCPs facilitated an agreement between the parties. Nine out of ten cases that received dialogue or mediation assistance reached an agreement on a timetable for negotiations. In contrast, out of the 12 specific instances in which NCPs facilitated dialogue or mediation in 2012-13, only two reached an agreement and one agreed on a timetable for negotiations. The increase in positive outcomes seems to indicate that the capacity of the NCPs to facilitate mediation and dialogue is improving. It further suggests that both MNEs and relevant stakeholders are beginning to appreciate this non-judicial grievance mechanism.

Even as the benchmark for success rises, the challenges posed to NCPs entail growing complexity. NCPs often face complaints that transcend many borders and encounter multiple conflicting interests from business, government, and stakeholders. For example, during the 2013-2014 reporting period three allegations of insufficient human rights due diligence by companies in the security sector were raised, all of which involved sensitive information and compelled NCPs to carefully examine both the obligations and boundaries of their responsibility. In other instances, NCPs were criticised for their performance and lack of consistency across NCP procedures.

Conscious of the importance of enhanced credibility and integrity of the *Guidelines* and the grievance mechanism, the WPRBC and the NCPs are discussing methods for improving NCP performance and functional equivalence through more frequent peer reviews and feedback mechanisms. The voluntary peer review of Norway's NCP (the first of its kind) took place in June 2014. It confirmed the need and benefits of conducting more regular capacity-building and peer learning exercises. It also provided insights on how future country-based evaluations could go into varying levels of detail according to the needs of the NCP. NCPs welcomed the intention of the Danish NCP to be reviewed during the next implementation cycle. These reviews, in combination with other peer learning efforts, contribute to a common understanding of good practices while identifying problematic issues in need

of further improvement. In addition, NCPs expressed their intention to hold two meetings a year and continue to work closely with the WPRBC.

Looking ahead

Adhering governments have identified a number of concerns that should be prioritised in the year ahead, including NCP capacity building, policy coherence, awareness and promotional activities, and interagency and cross-sector co-ordination. Applying the *Guidelines* in specific sectors, notably the textile and garment sector, will also remain of high importance.

The remainder of this chapter provides more detailed information of past year's developments concerning NCP institutional arrangements; information and promotional activities; NCP contribution to sectorial work and the proactive agenda; policy coherence; investment promotion, export credit and investment guarantee agencies; specific instances; peer reviews; and challenges and key concerns for the next implementation cycle.

NCP organisation

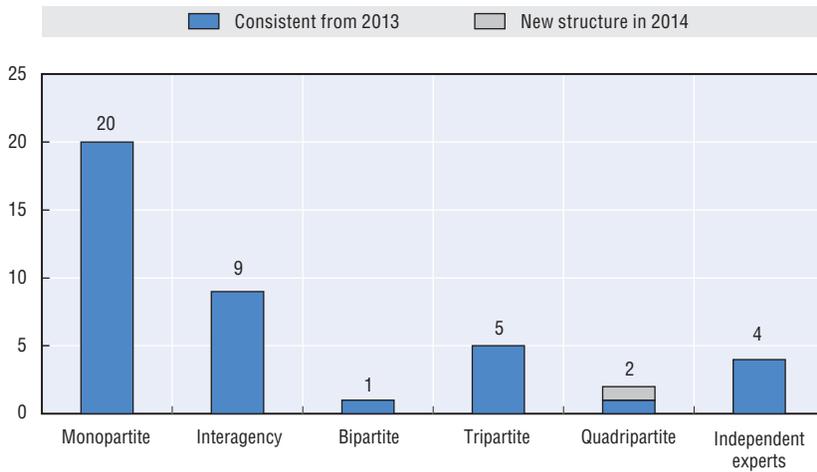
Reforms and adjustments in structure

The reporting period saw few adjustments to NCP structure or composition. NCPs are mainly located within governmental departments in charge of economic and financial issues, or of foreign affairs.⁸ While the majority of governments prefer the streamlined process of the monopartite structure, structures composed of multiple government ministries and/or stakeholders present opportunities for policy coherence, enhanced communication, and shared expertise in the performance of NCP duties.

- *Monopartite*: The NCP is composed of one or more representatives of a single Ministry. NCPs with a monopartite structure include Argentina, Australia, Austria, Chile, Colombia, Estonia, Greece, Hungary, Iceland, Israel, Italy, Jordan, Mexico, New Zealand, Peru, Poland, Slovak Republic, Spain, Turkey and the US.
- *Interagency*: The NCP is composed of one or more representatives of two or more Ministries. NCPs with an interagency structure include Brazil, Canada, Germany, Japan, Morocco, Portugal, Slovenia, Switzerland and the UK.
- *Bipartite*: The NCP is composed of one or more representatives from one or more Ministries, as well as representatives of business associations or trade unions. The only NCP with this structure is Egypt.
- *Tripartite*: The NCP is composed of one or more representatives of one or more Ministries, business associations, and trade unions. NCPs with a tripartite structure include Belgium, France, Latvia, Sweden and Tunisia.

- **Quadripartite:** The NCP is composed of one or more representatives of one or more Ministries, business associations, trade unions, and NGOs. The only NCPs with a quadripartite structure are Finland and, since 2014, the Czech Republic.
- **Independent Expert Body:** The NCP includes independent experts. The four NCPs incorporating independent experts are Denmark, Korea, the Netherlands and Norway.

Figure 1.1. **Structure of the National Contact Points**



Source: Based on 2014 NCP reports.

One NCP, the Czech Republic, underwent a complete transformation from a monopartite to quadripartite structure during 2014. Other NCPs that implemented reforms include Canada and France.

- **Canada:** The membership of Canada's NCP was adjusted to account for the merger of the Department of Foreign and International Trade Canada (DFAIT) and the Canadian International Development Agency (CIDA) into the Department of Foreign Affairs, Trade and Development (DFATD). The adjustment is intended to promote a more integrated approach to responsible business conduct and improve co-ordination with donors.
- **Czech Republic:** The Czech NCP has adopted a quadripartite structure, which is a significant reform from its previous monopartite composition. The NCP was set up by decision of the Czech government in October 2013 as a permanent working group established at the Ministry of Industry and Trade. The NCP is composed of representatives of state (relevant ministries) and Czech representatives in BIAC, TUAC and OECD Watch. By involving all

relevant ministries and stakeholders, the new NCP believes it has an improved, suitable platform to deal with specific instances in the future as well as for raising awareness about the *Guidelines*.

- *France*: The French NCP expanded its staff to include a full-time Secretary-General, who acts as the head of the French delegation to the WPRBC. It has also restructured its relationship with stakeholders to hold an annual briefing with all interested parties as well as a dialogue session with civil society representatives. Other changes may be implemented in the future.

Looking ahead, Turkey plans to implement structural reforms in the upcoming implementation cycle. It will transform from a monopartite to a multipartite structure. Lithuania is currently undergoing a structural review, with the aim to enact reforms if they are found to be necessary to improve the effectiveness of the NCP.

Box 1.1. **Costa Rica: Progress on the legal establishment of the National Contact Point**

After becoming an adherent to the *Guidelines* in September 2013, Costa Rica conducted an analysis of NCP organisational structures used by other countries and evaluated its own internal legislation relevant to the design and establishment of its NCP. It has determined an appropriate framework to establish its NCP under the administrative direction and guidance of the Investment Division of the Ministry of Foreign Trade. Work is underway to attain final validation of this proposal, which provides for a monopartite structure as well as the establishment of an advisory board to the NCP. The legal establishment of the NCP is expected to be formalised through an Executive Decree.

Advisory bodies

One quarter of NCPs have established either an advisory or oversight body or both. The presence of an advisory body with representatives of other government agencies can be useful for NCPs, providing them with a means of improving the overall co-ordination of government action. This is also conducive to overall policy coherence on the national level. Many advisory bodies also include representatives from trade unions, NGOs, business, or academia, which further enhances the NCPs institutional knowledge and expertise. Oversight bodies further provide an additional layer of accountability.

Table 1.1. **Does the National Contact Point have an advisory or oversight body?**

NCP	Yes	NCP	Yes	NCP	Yes
Argentina		Greece		New Zealand	X
Australia	X	Hungary	X	Norway	
Austria	X	Iceland		Peru	
Belgium		Ireland		Poland	
Brazil		Israel	X	Portugal	
Canada		Italy	X	Romania	
Chile	X	Japan		Slovak Republic	
Colombia	X	Jordan		Slovenia	
Czech Republic		Korea		Spain	
Denmark		Latvia		Sweden	
Egypt	X	Lithuania		Switzerland	X
Estonia		Luxembourg		Tunisia	
Finland		Mexico		Turkey	
France		Morocco		United Kingdom	X
Germany	X	Netherlands		United States	

Source: Based on 2014 NCP reports.

During the reporting period, the Netherlands and Japan have incorporated advisory bodies into their structures.

- The Netherlands NCP expanded to include advisory members. These members are representatives at management level from the Ministries of Economic Affairs, Foreign Affairs, Social Affairs & Employment, and Infrastructure and Environment. In addition, the NCP holds an advisory meeting four times a year with representatives from the most important civil society stakeholders: the Confederation of Netherlands Industry and Employers (VNO/NCW), Federation Dutch Labour Movement (FNV) and OECD Watch.
- Chile's inaugural advisory body meeting occurred in August 2013. The advisory body allows the NCP to have access to the expert opinion of representatives from a variety of different ministries and agencies of the government which will facilitate the NCP's comprehension, analysis, and resolution of the complaints received.⁹
- Belgium anticipates that it will shortly establish its first multi-stakeholder, expert advisory body.

Allocated resources

Fifteen NCPs have an allocated budget. Numbers of staff dedicated to NCPs can be difficult to capture – few NCPs have staff solely devoted to the responsibilities of the NCP. Most NCPs are composed of a mix of full-time and

part-time staff, with additional support as needed. Several NCPs – particularly those housed in a Ministry of trade or foreign affairs – are staffed by officials sharing several functions.

Table 1.2 shows the number of full and part-time staff available to each NCP, and indicates whether or not there is an allocated budget.

Table 1.2. **Resources available to National Contact Points**

NCP	Is there an allocated budget?	Are there dedicated staff members?*	NCP	Is there an allocated budget?	Are there dedicated staff members?*
Argentina	No	5	Korea	Yes	Yes
Australia	No	Yes	Latvia	Yes	2 part time
Austria	Yes	Yes	Lithuania	No	Yes
Belgium	Yes	1 full time, 1 part time	Luxembourg		
Brazil	No	2 part time	Mexico	No	No
Canada	Yes	1 full time	Morocco	No	No
Chile	Yes	3	Netherlands	Yes	3
Colombia	Yes	1 full time, 2 part time*	New Zealand		
Czech Republic	No	2 full time*	Norway	Yes	2 full time
Denmark	Yes	3	Peru	No	No
Egypt	No	No	Poland	Yes	1 part time
Estonia	No	1	Portugal	No	No
Finland	Yes	2	Romania		
France	No	Yes	Slovak Republic	No	No
Germany	No	1 full time, 2 part time	Slovenia	Yes	1 part time
Greece			Spain	No	No
Hungary	No	1	Sweden	No	No
Iceland	No	1	Switzerland	No	1-3 part time
Ireland	No	1 part time	Tunisia	No	No
Israel	No	3*	Turkey	No	1
Italy	Yes	5	United Kingdom	Yes	3
Japan	No	No	United States	No	1 full time
Jordan					

* If starred, staff may have additional responsibilities outside the scope of the NCP.

Source: Based on 2014 NCP reports and correspondence with individual NCPs.

Information and promotional activities

Promotional plans

Approximately 57% of the NCPs currently have or are working on developing promotional plans. To further the effective implementation of the *Guidelines*, NCPs distribute brochures and other materials on the *Guidelines*; develop promotional tools for businesses, trade unions, and other interested stakeholders; organise and participate in workshops and seminars on the role of the NCP, the purpose and intent of the *Guidelines*, RBC more broadly, as well

as topics of key concern, and lead initiatives to promote policy coherence on RBC. Several NCPs have taken the initiative to organise capacity-building and peer-learning workshops for the benefit of the NCPs themselves. NCPs also held topical seminars focusing for example, on responsible investment in Myanmar, RBC extractive sector, and responsible supply chain management in the textile sector.

Table 1.3. **Does the National Contact Point have a promotional plan?**

NCP	Yes	NCP	Yes
Argentina	X	Korea	Work in progress
Australia	X	Latvia	X
Austria	X	Lithuania	
Belgium	X	Luxembourg	
Brazil	X	Mexico	X
Canada	X	Morocco	X
Chile	X	Netherlands	X
Colombia	X	New Zealand	
Czech Republic		Norway	X
Denmark	X	Peru	
Egypt		Poland	
Estonia		Portugal	
Finland	X	Romania	
France	X	Slovak Republic	Work in progress
Germany	X	Slovenia	
Greece		Spain	X
Hungary	X	Sweden	
Iceland	Work in progress	Switzerland	X
Ireland		Tunisia	
Israel		Turkey	X
Italy	X	United Kingdom	X
Japan		United States	
Jordan			

Source: Based on 2014 NCP reports.

Sixty per cent of NCPs either organised a promotional event or participated in an event organised by a stakeholder. There were over 200 events during this reporting period, a 25% increase from the number of events held during the previous period. These conferences, workshops, roundtables and other events aim to create dialogue on the *Guidelines* and raise awareness of the NCP's role and procedures. Often the event may focus on a specific sector or topic within the RBC field, such as due diligence in the financial sector or co-operation with trade unions. Many events in which NCPs participated were directly organised by national business associations, trade unions, NGOs or other stakeholders, providing further proof of interest from the public on these issues.

In the aftermath of the Rana Plaza garment factory collapse, over ten promotional activities were solely devoted to the textiles and garments industry.

Annex 1.A1 provides a complete list of promotional activities and related events that NCPs actively organised or in which they participated.

- Brazil's NCP and several Brazilian State-owned enterprises (SOEs) signed a Term of Commitment to better promote and uphold responsible business conduct and the *Guidelines*. The document, signed by *Banco do Brasil*, *Caixa Econômica Federal*, *Eletrobras*, and *Itaipu*, reflects the commitment of the signatory companies to: i) abide to the *Guidelines*; ii) assist in the promotion of the *Guidelines*; and iii) collaborate and dialogue with the NCP regarding any allegation of non-observance of the *Guidelines*. It also commits the NCP to i) collaborate with the company for the implementation of the *Guidelines*; ii) publicise the Term of Commitment; and iii) ensure that any allegation of non-observance of the *Guidelines* is treated according to adequate procedures. The initiative is based on the assumption that the promotion of the *Guidelines* is a government responsibility and that SOEs should lead by example.
- Colombia's NCP hosted a peer learning and capacity-building session for Latin American NCPs, with the support of the UK NCP. Participants included representatives of NCPs from Chile, Mexico, and Peru, and the Brazilian Embassy in Colombia. The UK NCP explained the operation of this NCP, administration of specific instances, and the use of mediation. A practical workshop on resolving conflicts related to responsible business conduct also took place.
- Denmark's NCP, at the instigation of the Mediation and Complaints-Handling Institution for Responsible Business Conduct, has updated its CSR Compass, a free online tool that can help companies to exercise due diligence in their supply chain. It now takes account of the latest update of the *Guidelines*, as well as the UN Guiding Principles on Business and Human Rights. The CSR Compass includes concrete recommendations on the requirements companies should make of their suppliers, dialogue and assessments to improve supplier performance on CSR, and follow-up steps on CSR evaluations.
- Italy's NCP, within the framework of the joint project carried out by the OECD and the Italian Ministry of Economic Development, co-organised an inaugural symposium on "Myanmar: the New Asian Frontier". The conference examined the new challenges Myanmar faces as it enters the international market and discussed how the country's new investment law and sustainability efforts align with the standards of the *Guidelines*. A speech of Hon. Minister of Foreign Affairs, Emma Bonino opened the event.

Box 1.2. Latvia: Promoting responsible business conduct best practices among small and medium enterprises and micro-enterprises

The Latvian NCP, together with the Employers' Confederation of Latvia and the Latvia Free Trade Union, has launched the "Microindex", an evaluation methodology for SMEs and micro-enterprises that aims to further sustainable development and CSR best practices. The index provides SMEs and their suppliers with the opportunity to objectively review their work and evaluate the need for improvements. It examines five spheres of enterprise activity: long-term business strategy, work environment, market relations, environment, and community. Participating companies publish the results of 40 criteria online at www.ilgtspeja.lv/atbildigabiznesanovertejums.

The "Microindex" is incorporated in Latvia's annual "Sustainability Index", an initiative that assists companies to develop, implement and measure their sustainable practice and encourages companies to integrate corporate responsibility into their business strategy. It also sets objective criteria for the community and public and non-governmental organisations to evaluate and support companies contributing to the long-term sustainability of the Latvian economy, environment, and society. The methodology used in both indices was developed by a wide range of Latvian experts based on global examples such as the Dow Jones Sustainability Index and Corporate Responsibility (CR) Index by Business in the Community, and is in alignment with the ISO 26000 and the Global Reporting Initiative guidelines. The results are published at www.ilgtspejasindekss.lv.

- Poland's NCP reworked its promotional strategy to focus on a series of smaller, partner-focused workshops rather than on one or two annual conferences for general audiences. The new promotional plan encompassed events such as a regional trade union workshop and differentiated training programmes for CSOs, trade unions, and employers. The NCP estimates it provided training (ranging from two-hour lectures to whole-day workshops) to more than 180 participants. The NCP observed that dedicated workshops are yielding better results than activities undertaken in previous reporting periods, noting its first specific instance in eight years, and an uptake in trade union dialogue concerning the *Guidelines*.

Annual reports

NCPs account for their activities by submitting annual reports as well as by participating in NCP meetings. The common reporting framework to be used by NCPs was revised in 2013 to reflect the requirements of the 2011 update to the *Guidelines* and ensure greater coherence and comparability

Box 1.3. Colombia: Tailoring printed materials to stakeholder needs

The Colombian NCP produced a new 24-page booklet with information and frequently asked questions related to the *Guidelines*, the role of the NCP, the Advisory Board, BIAC, TUAC and OECD Watch. This booklet is designed for those who want to know more about the OECD, the NCP, about how to file a specific instance, or how invite the NCP to participate in an event. The Colombian NCP also designed two brochures specifically targeting different stakeholders:

- One brochure designed for the private sector summarises the *Guidelines* and explains specific instances. It also has contact details of ANDI (National Business Association of Colombia which is an observer member of BIAC), and BIAC. This brochure has been distributed through ANDI, which is a member of the NCP's Advisory Board, and in meetings of the NCP with private associations and corporations.
- The second brochure is designed for labour unions and civil society organisations. It also summarises the *Guidelines* and explains how to file a specific instance before the NCP, and has contact details of TUAC and OECD Watch. The members of the Advisory Board who represent these stakeholders have helped distributing these brochures. The brochures are also distributed to civil society organisations and trade union members.

between NCP individual reports. Publishing these reports online each year helps to promote transparency and accountability before stakeholders and between NCPs. As of the end of this reporting period, 40% of NCPs have made at least one of their Annual Reports publicly available on their website within the last three years. Systematic publishing may also assist to improve the utility and accuracy of the Annual Reports. NCPs that do not yet adhere to this best practice are encouraged to publish their Annual Reports for both previous and future reporting periods.

Table 1.4. **Is the National Contact Point's Annual Report published online?**

NCP	2012	2013	2014	NCP	2012	2013	2014
Argentina	No			Korea	No		
Australia	X			Latvia	No		
Austria	X	X		Lithuania	Last report published 2008		
Belgium		X		Luxembourg	No		
Brazil	Last report published in 2011			Mexico	No		
Canada	X	X		Morocco	X	X	
Chile	No			Netherlands	X	X	
Colombia		X	X	New Zealand		X	

Table 1.4. **Is the National Contact Point's Annual Report published online?** (cont.)

NCP	2012	2013	2014	NCP	2012	2013	2014
Czech Republic	No			Norway	X	X	X
Denmark		X		Peru		X	
Egypt	No			Poland	X	X	X
Estonia	Weblink broken			Portugal		X	
Finland	No			Romania	No		
France	No - website under revision			Slovak Republic	No		
Germany	X	X		Slovenia		X	
Greece	No			Spain	No		
Hungary	X	X		Sweden	No		
Iceland	No			Switzerland	X	X	
Ireland	No			Tunisia	No		
Israel	Last report published in 2011			Turkey	No		
Italy		X	X	United Kingdom	X		
Japan	No			United States	No		
Jordan							

Source: Based on 2014 NCP reports.

Responsible business conduct in the textile and garment sector

In the wake of the tragedy at Rana Plaza in Bangladesh, the international community has engaged in numerous multilateral and national efforts to prevent and mitigate dangerous working conditions in Bangladeshi textiles and garments supply chains. Initiatives such as the Bangladesh National Tripartite Plan of Action on Fire Safety and Structural Integrity, the Bangladesh Accord on Fire and Building Safety, and the EU-Bangladesh-Sustainability Compact illustrate the significant and concrete action taken by policymakers. Recognising their duty to promote ethical standards relating to human and labour rights, the NCPs affirmed their commitment to meet their responsibilities under the *Guidelines* and upholding the appropriate implementation of credible efforts by stakeholders and enterprises. The NCPs further encouraged the OECD Investment Committee and the WPRBC to take action, in co-ordination with relevant stakeholders, to develop a coherent, collective response within the framework of the *Guidelines* and sectoral due diligence projects.

The WPRBC and NCPs have confirmed that the *Guidelines* fully apply to what are defined as “business relationships” within textile and ready-made garments (RMG) supply chains and affirmed the expectation to incorporate risk-based due diligence in the textile and RMG sector. Several NCPs are leading the way to promote due diligence in these supply chains by organising promotional activities, developing action plans, engaging in interagency governmental initiatives and working in co-operation with trade unions and other stakeholders.

Box 1.4. The French National Contact Point's report on implementation of the Guidelines in the textile and ready-made garment sector

The French Minister of Trade formally requested the NCP to examine the scope of the term “business relationships” in the textile and ready-made garment (RMG) supply chain and identify the due diligence measures that multinational enterprises must endeavour to undertake. After conducting extensive consultations with relevant stakeholders, the NCP issued a comprehensive report on adverse effects indirectly and directly corresponding to MNE's activities vis-à-vis the supply chain. The report is intended to be implemented by all French companies active in this sector, regardless of the operating location or country origin.

Chapters include a profile of the challenges faced by French MNEs, the scope of “reasonable” obligatory due diligence, the boundaries of business relationships, and the role and responsibility of consumers, among other aspects. Critically, the report provides two sets of practical recommendations to MNEs on applying the principles of responsible business conduct in accordance with the *Guidelines* – one category proposes necessary and sufficient measures, while the second category proposes good practice measures that MNEs may apply in their business relationships. Finally, in recognition that MNEs are both supported and constrained by the business and regulatory environment within a host state, the report also provides thoughtful observations and suggestions for governmental authorities to support enterprises in their RBC efforts.

Since the report's release, the NCP has actively campaigned to promote its findings and recommendations. In co-operation with Italy, the Netherlands, the UK, and Canada, the NCP has promoted the report to businesses, civil society, and public authorities. In addition, French embassies abroad – and particularly those in Bangladesh and India – are also raising awareness of the report's findings. The European Commission, the ILO, and a number of clothing distribution companies have noted that the report serves as a practical guide to the implementation of the *Guidelines*. The report is available in both French and English on the website of the France NCP at www.tresor.economie.gouv.fr/File/398811. The 22 April 2014 communiqué outlining the NCP's efforts to circulate and promote the report's recommendations is available in French at www.tresor.economie.gouv.fr/5731_les-communiqués-du-pcn.

- *Belgium*: The Minister of the Economy formally requested that the Belgian NCP conduct a fact-finding consultation to determine the involvement of Belgian companies and what steps could be taken to help avoid the recurrence of similar incidents. Following interviews with relevant

stakeholders, the Belgian NCP issued a report¹⁰ mapping current national and multilateral efforts on fire and building safety in Bangladesh and the role of the Belgian textile sector, along with several recommendations. The NCP underlined that Belgian sectors and companies active in Bangladesh should continue to improve preventative fire and building safety measures and sign on to the Bangladesh Accord on Fire and Safety. It also called for Comeos (the Belgian Federation of the distribution sector of the textile industry) to continue its dialogue with Belgian companies to sign on to the Accord. Recognising the necessity of a comprehensive approach, the NCP plans to organise or facilitate “targeted sectoral consultation cycles” to formulate a policy on working conditions, safety and human rights at the national and international level.

- *Canada*: The government of Canada’s Interdepartmental Working Group (IDWG) has been created to ensure collaboration and co-operation on efforts related to the challenges of the ready-made garment (RMG) industry. The IDWG consists of representatives from the Department of Foreign Affairs, Trade and Development, Industry Canada, Employment and Social Development Canada, National Research Council Canada, and Public Works and Government Services Canada. The government of Canada has adopted a proactive role to work with a wide variety of stakeholders to address the challenges that the RMG sector is facing internationally, with attention currently focused primarily on Bangladesh. Canada’s NCP hosted a dedicated panel-discussion on this subject in April 2014.
- *Italy*: The Italian NCP, with the approval of its Advisory Committee, adopted an action plan on Bangladesh with the aim to encourage Italian companies in the textile industry to implement due diligence in their supply chains, engage in multi-stakeholder initiatives, and adhere to international framework agreements between MNEs and trade unions. The project proposes to collect the experiences of the companies involved in the Rana Plaza accident through a business relationship; organise meetings with textile companies, advisory and auditing firms, labour unions, NGOs, and consumers; identify challenges in the textile supply chains; and make recommendations. The Italian embassy in Bangladesh assisted the NCP in identifying Italian companies connected to Bangladeshi suppliers.¹¹
- *United Kingdom*: The UK NCP jointly organised a workshop on responsible business conduct with the Indian Institute of Corporate Affairs that included a panel discussion exclusively focused on the textile and RMG sector. Several managers from textile manufacturers were in the audience. The workshop took place in Bangalore, India, in August 2013.

Both the French and Italian NCPs issued a comprehensive set of recommendations in their reports on responsible business conduct in the

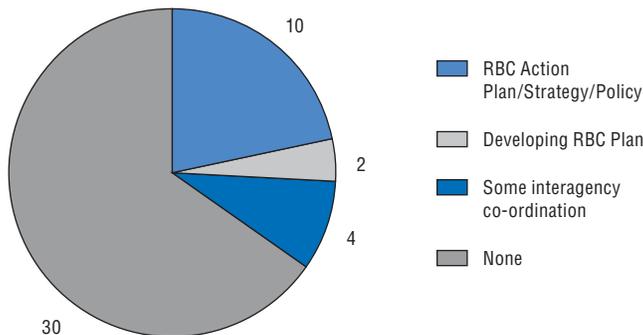
textile and RMG sector. A comparative chart of the recommendations, aligned with the appropriate chapters of the *Guidelines*, is provided in Annex 1.A2.

Policy coherence

Part of the broad vision for implementation of the *Guidelines* is the establishment of coherent RBC policies at the global, regional, and national levels. Through measures such as national RBC action plans with global RBC initiatives, policy coherence seeks to create an enabling ecosystem to maximise the potential of the *Guidelines* to encourage RBC outcomes. Recognising the critical impact of partnerships and inter-institutional co-ordination on the proliferation and achievement of the *Guidelines*' recommendations, a number of NCPs and their governments have taken substantive steps to integrate RBC principles across national and global policy.

The convergence of global RBC initiatives is another critical component to achieving an enabling environment for responsible business conduct. Many NCPs maintain active partnerships with the ILO, the UN Global Compact, the UN High Commissioner for Human Rights, the National Institution for the Protection and Promotion of Human Rights, the Global Reporting Initiative, and ISO. Some have extended their partnerships beyond these networks (see Table 1.5).

Figure 1.2. **Number of governments with an RBC policy coherence initiative**



Source: Based on 2014 NCP reports.

Selected examples of policy coherence activities

- **Colombia:** The NCP has further strengthened its alliance with the Ministry of Mines and Energy and the National Mining Agency to actively promote the Due Diligence Guidance. They are in the process of developing a baseline study to identify the landscape of gold mining in Colombia and will

negotiate with gold mining companies to pilot the implementation of the Due Diligence Guidance.

- *Germany*: Under the aegis of the Federal Ministry of Labour and Social Affairs, the government has developed an action plan to raise awareness and improve RBC implementation in Germany and abroad. This initiative takes into account not only the *Guidelines*, but also *inter-alia* the promotion of the UN Global Compact, UN Guiding Principles for Business and Human Rights, the European Commission’s “Renewed EU Strategy 2011-14 for Corporate Social Responsibility” and ILO Tripartite Declarations. The federal government emphasises the importance of all three international, government-backed instruments (the *Guidelines*, ILO Tripartite Declaration and UN Global Compact) wherever suitable, e.g. in the context of G8/G20.
- *Italy*: The Ministry for Economic Development, the NCP, and the Ministry of Labour and Social Affairs have been the leading administrations in the definition of the government’s 2013-2014 Action Plan for the implementation of the Communication of the EU Commission COM (2011) 681 on CSR. They are now co-operating in the monitoring of the Plan and are preparing the 2015-2016 Action Plan on RBC.

Table 1.5. **Partnerships maintained by National Contact Points**

NCP	ILO	UN Global Compact	UNHCHR	National Institution for the Protection and Promotion of Human Rights	Global Reporting Initiative	ISO26000	Other
Argentina	X						
Australia							
Austria		X			X	X	respACT Austria
Belgium		X			X	X	
Brazil	X				X	X	Government Forum for Social Responsibility, Ethos Institute, Pro-Ethics Company Registry of the Office of the Comptroller General
Canada	X	X	X	X	X	X	OECD Anti-Bribery Convention, Intergovernmental Forum on Mining, Minerals & Metals, Voluntary Principles on Security & Human Rights, EITI, Kimberley Process
Chile	X	X		X	X	X	National Human Rights Institute

Table 1.5. **Partnerships maintained by National Contact Points** (cont.)

NCP	ILO	UN Global Compact	UNHCHR	National Institution for the Protection and Promotion of Human Rights	Global Reporting Initiative	ISO26000	Other
Colombia		X	X	X	X		National Institution for the Protection & Promotion of Human Rights, UN Working Group on Business & Human Rights, Group of Friends of Paragraph 47 of the Rio +20 Declaration
Czech Republic							
Denmark		X	X	X	X	X	Danish Human Rights Institution, GRI Government Advisory Board
Egypt							
Estonia							EU HLG
Finland	X	X	X	X		X	
France	X	X		X			TUAC, BIAC; l'AFNOR et l'Obsar
Germany	X	X		X		X	
Greece							
Hungary							
Iceland	X	X	X		X		
Ireland							
Israel						X	
Italy	X	X	X	X		X	
Japan		X					
Jordan							
Korea						X	National Human Rights Commission of Korea, Amnesty International Korea, Korea Labour Foundation
Latvia	X	X	X	X	X	X	Drafting Group on Human Rights & Business – Council of Europe
Lithuania							
Luxembourg							
Mexico							
Morocco	X			X			
Netherlands		X	X		X	X	
New Zealand							
Norway	X	X	X	X		X	Nordic Global Compact, National Institution for the Protection & Promotion of Human Rights, UN Working Group on Human Rights & Transnational Corps
Peru		X	X				

Table 1.5. **Partnerships maintained by National Contact Points** (cont.)

NCP	ILO	UN Global Compact	UNHCHR	National Institution for the Protection and Promotion of Human Rights	Global Reporting Initiative	ISO26000	Other
Poland	X	X					BIAC, TUAC
Portugal		X	X	X		X	Portuguese Association for Business Ethics, High-Level Group of EU Member States on CSR, Portuguese National Human Rights Committee
Romania							
Slovak Republic							
Slovenia							
Spain		X		X			State Council on Responsible Business Conduct
Sweden		X	X		X	X	
Switzerland	X	X	X	X			UN Working Group on Human Rights & Transnational Corps
Tunisia							
Turkey							
United Kingdom	X	X	X	X			
United States							

Source: Based on 2014 NCP reports.

- **Portugal:** The Portuguese NCP is analysing an integrated document on RBC that is aligned with other Portuguese public policies and with the European and international *Guidelines* on the matter. Other public government entities and relevant stakeholders are co-operating with the NCP in the document's development.

Investment Promotion, Export Credit and Investment Guarantee Agencies

The number of governments promoting the *Guidelines* and other relevant OECD instruments in credit and investment promotion and guarantee programmes remains consistent with previous reporting periods. The 2011 update to the *Guidelines* articulates that NCP co-ordination with relevant government agencies is a critical component of policy coherence.¹² The 2012 revision of the OECD Recommendation on Common Approaches for Officially

Supported Export Credits and Environmental and Social Due Diligence (the Common Approaches) states that

*“Members should promote awareness of the OECD Guidelines for Multinational Enterprises among appropriate parties involved in applications for officially supported export credits as a tool for responsible business conduct in a global context.”*¹³

In addition, the OECD Working Party on Export Credits and Guarantees recommended that NCP reports and statements should be considered during the decision-making processes of export credit agencies.

To assess the extent to which adhering governments promote the *Guidelines* and the Common Approaches in export credit and investment promotion and guarantee programs, three sources of information have been analysed: the NCP Annual Reports, an informal survey of relevant agency websites, and an informal questionnaire circulated to export credit agencies.¹⁴ Annex 1.A3 provides details on which agencies directly reference and promote the *Guidelines* to businesses on their website and during the export credit or investment guarantee process; delineate clear expectations regarding social, environmental, and human rights impact, particularly in adherence to the Common Approaches; and communicate – either formally or informally – with the country’s NCP regarding relevant statements and reports.

Eighty-seven per cent of countries adhering to the *Guidelines* are engaged in efforts to support RBC among foreign investors or domestic exporters. Only six countries do not appear to be actively promoting the *Guidelines* or Common Approaches. Twenty countries do not yet have a formal or informal procedure in place for considering relevant statements or reports from the NCP when making export credit or investment guarantee decisions.

Several governments are taking significant steps toward promoting the *Guidelines* more vigorously in their national investment framework. These efforts go beyond merely encouraging investors to comply with the *Guidelines* and range from asking companies to provide a signature confirming their understanding of the *Guidelines* to including the reference to the *Guidelines* in international investment agreements.

- **Colombia:** Chapter 11 of the Bilateral Investment Treaty between Colombia and France contains specific obligations for States to promote the *Guidelines* among companies in their jurisdiction. The government of Colombia also successfully negotiated the inclusion of a chapter on sustainable development in the new Pacific Alliance international investment agreement. Finally, Colombia is negotiating an Economic Partnership

Agreement with Japan and, in the chapter on improving the business climate, the parties agreed to promote international RBC standards.

- *France*: Firms applying for export credits or investment guarantees are systematically informed of the *Guidelines* during the application process through *Compagnie Française d'Assurance pour le Commerce* (COFACE), which provides export credit insurance. Applicants are asked to sign and declare that they have “read and understood the *OECD Guidelines*”.
- *Germany*: Companies applying for investment guarantees must confirm awareness of the *Guidelines*.

Specific instances

Annex 1.A4 summarises all specific instances concluded in the 2013-2014 reporting period.

New and concluded specific instances

A slim majority of NCPs (24 out of 46 of the adhering countries) have developed internal procedures for handling specific instances in alignment with the procedural guidance laid out in the 2011 update of the *Guidelines*. Of these, 20 NCPs have made these readily available online – only Belgium, Mexico, Turkey, and the US have yet to add the new procedures to their websites.

Table 1.6. **Has the National Contact Point updated its internal procedures for handling specific instances?**

NCP	Yes	NCP	Yes
Argentina		Jordan	
Australia	X	Korea	
Austria	X	Latvia	
Belgium	X	Lithuania	
Brazil	X	Luxembourg	
Canada	X	Mexico	X
Chile	X	Morocco	X
Colombia	X	Netherlands	X
Costa Rica		New Zealand	
Czech Republic	X	Norway	X
Denmark	X	Peru	
Egypt		Poland	X
Estonia		Portugal	
Finland	X	Romania	
France	X	Slovak Republic	

Table 1.6. Has the National Contact Point updated its internal procedures for handling specific instances? (cont.)

NCP	Yes	NCP	Yes
Germany	X	Slovenia	
Greece		Spain	
Hungary	X	Sweden	
Iceland		Switzerland	X
Ireland		Tunisia	
Israel		Turkey	X
Italy	X	United Kingdom	X
Japan	X	United States	X

Source: Based on 2014 NCP reports.

Overview and trends of new specific instances in the reporting period

Thirty-four specific instances were submitted to the NCPs between June 2013 and June 2014, in comparison to last period's total of 36. The bulk of specific instances were submitted to the UK and US NCPs, each of which received six submissions.

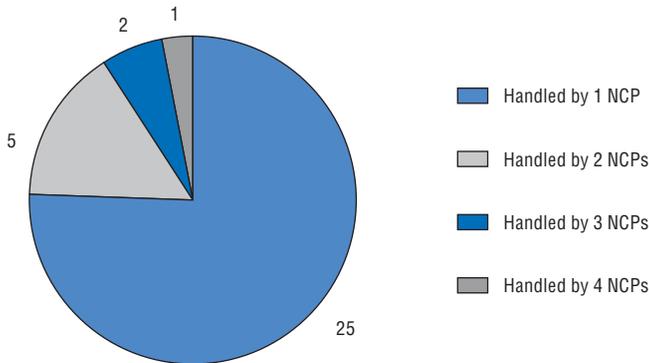
Table 1.7. Breakdown of National Contact Points who received specific instances during the reporting period

NCP	Number	NCP	Number
Australia	1	Germany	2
Austria	2	Korea	2
Belgium	1	Norway	1
Brazil	3	Poland	1
Canada	2	Spain	1
Denmark	4	United Kingdom	6
France	2	United States	6

Source: Based on 2014 NCP reports.

At the end of the reporting period, the 34 specific instances spanned all three stages of the conflict resolution process: 14 are in the “initial assessment” phase, four are in the “assistance to parties” phase, and 15 have been concluded or rejected. In addition, in one specific instance a preliminary investigation is in progress on alleged violations of human rights.

Comparable to last year, nine specific instances required co-operation between two or more NCPs.

Figure 1.3. **NCP co-operation on new specific instances**

Source: Based on 2014 NCP reports.

The most common cause for co-operation is a parent–subsidiary relationship between companies in the countries of the two NCPs. However, the instance requiring co-operation between four NCPs involved alleged violations by a foreign multinational enterprise in five different countries. Due to the lack of an NCP in the fifth country, there are four co-operating entities.

Of the 34 new specific instances, several trends emerged:

- Specific instances occurred most frequently in the manufacturing.
- The most frequently cited chapter of the *Guidelines* was Chapter IV (Human Rights).
- The locations of specific instances are widespread and diverse, both across adhering and non-adhering countries, similar to last year’s reporting period.
- NGOs were the most common entity to submit new specific instances.

Industry sectors

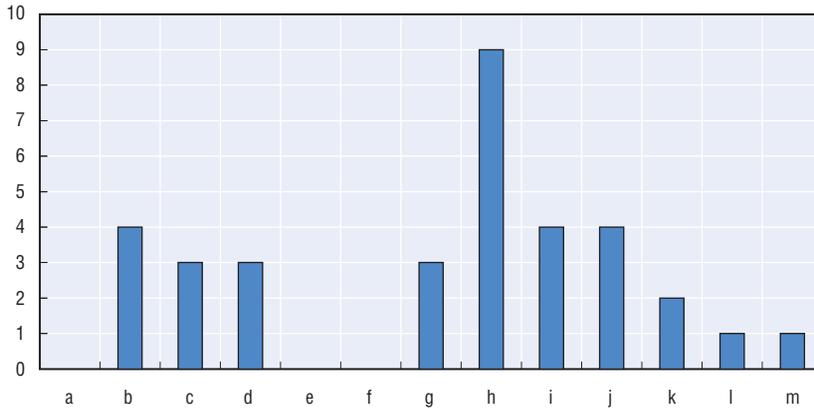
Specific instances concerned thirteen industry sectors. Among new specific instances, ten sectors were implicated in one or more specific instances. The highest concentration of allegations occurred in the manufacturing sector, making up a quarter of all submitted instances. The next most common sectors included the agriculture, forestry and fishing sector, the mining and quarrying sector, and other service sectors.

Within the manufacturing sector, allegations involved:

- One textile company
- One rubber products company
- Two chemical companies

- One motor vehicle company
- Two food product companies
- Two companies are non-specified for confidentiality reasons.

Figure 1.4. **Industry sectors cited in new specific instances**



Source: Based on 2014 NCP reports.

- | | |
|--|--|
| a Accommodation and food services. | h Manufacturing. |
| b Agriculture, forestry and fishing. | i Mining and quarrying. |
| c Construction. | j Other service activities. |
| d Electricity, gas, steam and air conditioning supply. | k Professional, scientific and technical activities. |
| e Financial and insurance activities. | l Transportation and storage. |
| f Human health and social work activities. | m Wholesale or retail trade. |
| g Information and communication. | |

Within the “other service activities” sector, allegations involved two security services corporations; the other two companies remain unspecified for confidentiality reasons. In contrast to the nine specific instances involving the financial and insurance activities sector in the 2012-2013 reporting period, there were no instances in this sector during this period.

Box 1.5. Environmental and human rights due diligence at a world heritage site in a conflict-affected country

On 7 October 2013, the UK NCP received a complaint from WWF International, an NGO dedicated to safeguarding wildlife and the environment, concerning the actual and potential impacts of oil exploration by SOCO International plc in Block V of Virunga National Park in the Democratic Republic of the Congo. The complainants stated that oil exploration was in conflict with international agreements – particularly regarding the Park’s status as a World Heritage site, DRC law and posed risks to the local environment and local communities dependent upon the surrounding ecosystem. SOCO, while denying the allegations, welcomed constructive dialogue with WWF. SOCO stated that its activities were still limited to environmental and social studies and social programmes, including a seismic survey on behalf of the DRC government, rather than actual oil exploration.

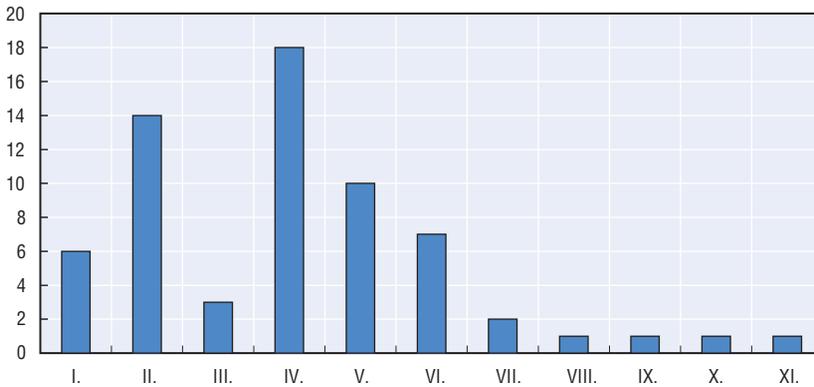
Upon completing the initial assessment, the UK NCP found that SOCO had not met several obligations outlined in Chapter VI, the “chapeau” and Paragraph 2. Further, the NCP determined that dialogue regarding the level of SOCO’s human rights due diligence appropriate to the context of conflict-affected DRC would be worthwhile, as well as the extent to which SOCO informs stakeholders about the results of its environmental impact assessment.

Based on these findings, the UK NCP offered its good offices to the parties to assist in mediation and conciliation, and the parties reached an agreement in June 2014. SOCO agreed with WWF in a joint statement to refrain from any exploratory or other drilling within Virunga National Park for as long as UNESCO and the DRC government view such activities as incompatible with the Park’s World Heritage Status. SOCO will complete its current seismic survey and will honour its commitments to local inhabitants to continue its social programmes as long as the company holds rights to the Block V license.

Chapters of the Guidelines cited in specific instances

Each chapter of the *Guidelines* was cited in at least one specific instance. The chapter on human rights was the most frequently cited chapter, followed by the chapters on general policies, and employment and industrial relations. The high number of citations of human rights and general policies chapters in 2 consecutive years may reflect a new trend. In last year’s report, there were 22 human rights citations compared to 18 this year; for general policies, there were 19 citations last year compared to 14 this year. The most frequently cited paragraphs of the general policies chapter were paragraphs A10 and A11, which refer to risk-based due diligence and the obligation to avoid causing or contributing to adverse impacts.¹⁵ Alleged non-observance of paragraph A14, which compels companies to engage in meaningful stakeholder engagement, was also common.

Figure 1.5. Chapters of the Guidelines cited in specific instances



Source: Based on 2014 NCP reports.

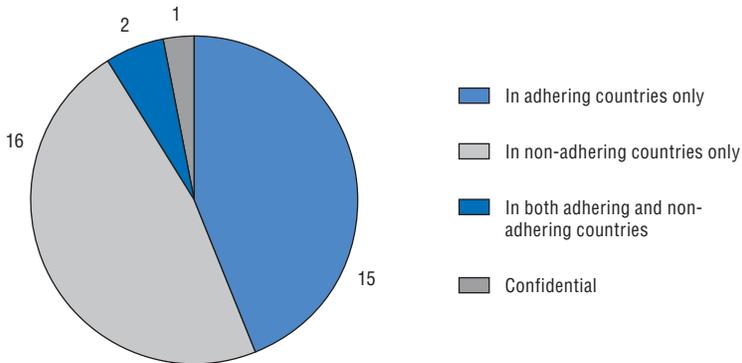
I	Concepts and Principles.	VII	Bribery.
II	General Policies.	VIII	Consumer Interests.
III	Disclosure.	IX	Science and Technology.
IV	Human Rights.	X	Competition.
V	Employment and Industrial Relations.	XI	Taxation.
VI	Environment.		

There were several notable trends in the types of issues contained in the specific instances submitted to NCPs this year. At least four addressed shortcomings in stakeholder engagement, while three involved allegations of insufficient human rights due diligence by companies in the security sector. There were also six instances in which private individuals submitted requests for review concerning issues that fell outside the mandate of the NCPs. This may be indicative of the continued need for awareness-raising and public education regarding the purpose and intent of the NCP conflict resolution process.

Host countries

NCPs reported a higher number of specific instances relating to activities in non-adhering countries than in adhering countries. Thirteen alleged violations of the *Guidelines* occurred in adhering countries, including Austria, Brazil, Denmark, France, Israel, Poland, the United Kingdom, and the United States. Meanwhile 16 cases of alleged non-observance of the *Guidelines* arose in Bahrain, Bangladesh, Cameroon, the Democratic Republic the Congo, Ecuador, Gabon, Kazakhstan, India, Lao People's Republic of China, Pakistan, Russia, and the People's Republic of China.

Figure 1.6. **The location of new specific instances**



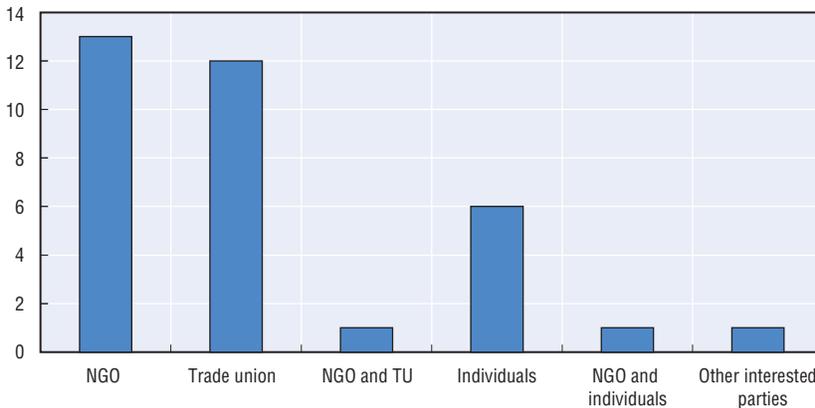
Source: Based on 2014 NCP reports.

Finally, two specific instances occurred in both adhering and non-adhering countries. One involved the activities of an MNE from an adhering country in four other countries: Brazil, Colombia, Paraguay, and Peru. The second specific instance submitted by Lawyers for Palestinian Human Rights arose in Israel and involves an MNE based in the UK.

Sources

As in previous years, the number of requests to consider an alleged non-observance of the *Guidelines* originating from NGOs remains high. This year, however, the number of submissions originating from trade unions doubled. There was also an increase in the number of specific instances submitted jointly by NGOs, trade unions and individuals. One request, categorised as “other interested parties”, was submitted by a local residents association regarding the activities of an MNE operating in Brazil.

Figure 1.7. **Sources of new specific instances**



Source: Based on 2014 NCP reports.

Overview and trends of specific instances concluded during the reporting period

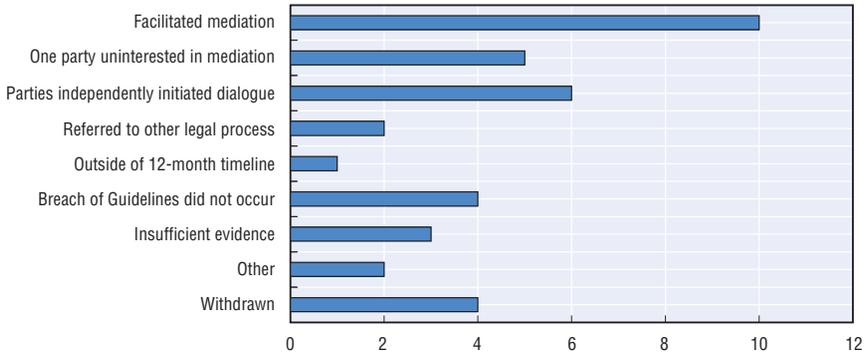
Thirty-three specific instances were concluded in this reporting period: 18 that were pending as of June 2013 and 15 new notifications. The number of specific instances with a successful mediation outcome is higher compared with the previous reporting period, where agreement was reached in only three instances. In contrast, nine out of the ten cases mediated during this reporting period reached an agreement or had a timetable for negotiations agreed upon.

There were a range of reasons invoked by NCPs for the conclusion of specific instances:

- Eleven specific instances were dismissed following the initial assessment – NCPs found that the request for review did not fall within the purview of the *Guidelines* and would be more appropriately handled by a domestic court or similar process; the notifier did not provide sufficient evidence; the notifier desired to remain anonymous and declined to reveal his/her identity to a third party representative; or a breach of the *Guidelines* did not occur.
- Twelve specific instances were concluded during the “assistance to parties” phases, either because the parties independently initiated dialogue with the aim to reach an agreement, or because one party was not interested in mediation. Of these cases, three were withdrawn. Of the five situations in which one party refused the NCP’s offer of its good offices, one notifier and four companies declined the offer. For example, in a specific instance handled by the German NCP, the notifier declined the NCP’s offer of mediation as it was displeased with the NCP’s finding that part of the complaint was unsubstantiated. In one case regarding a specific instance handled by the US, a company declined the NCP’s offer of mediation in light of on-going parallel court proceedings.
- In ten specific instances, NCPs provided assistance to the parties in the form of dialogue or mediation. The parties reached an agreement or agreed upon an action plan in nine instances. In one instance, the parties failed to reach an agreement because the notifiers withdrew their request for review in protest of the NCP’s handling of the specific instance and the findings of the initial assessment.

Several NCPs – namely Canada, France, Luxembourg, the Netherlands, and Norway – issued recommendations regardless of the outcomes of the specific instances. These recommendations included:

- advice to conduct due diligence to promote good business relations and promote sustainable development;
- specific action that a company should take to improve transparency and its relationship with community stakeholders;

Figure 1.8. **Reasons for the conclusion of specific instances**

Source: Based on 2014 NCP reports.

- clear suggestions for initiating dialogue between a company and all relevant stakeholders;
- general recommendations to adhere to the General Policies (Chapter II) of the *Guidelines*;
- recommendations and observations to a company to identify, prevent, mitigate and manage the risks associated with bribery; and
- general recommendations to pursue structured dialogue and pursue compliance with Chapters II and V of the *Guidelines*.

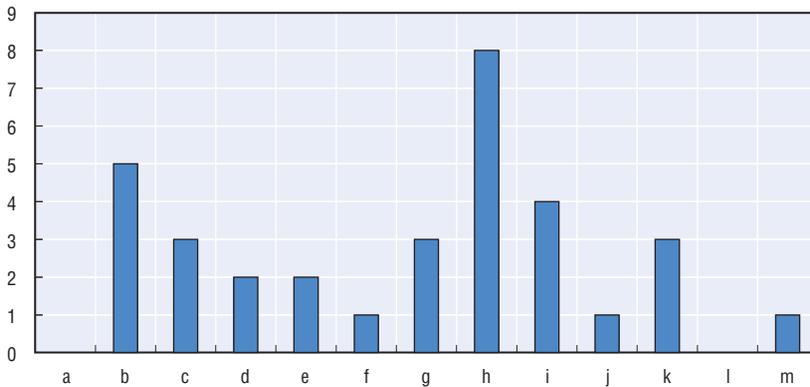
Parallel proceedings

The Procedural Guidance states that “NCPs should not decide that issues do not merit further consideration solely because parallel proceedings have been conducted, are under way, or are available to the parties concerned”. While under certain circumstances it may be inappropriate or unhelpful to accept or continue a specific instance, NCPs are to encourage dialogue whenever feasible. It is the responsibility of the NCPs to determine if dialogue or mediation could positively contribute to a resolution of the issues between the parties. This requires conscientious evaluation of the circumstances particular to the specific instance in consultation with the parties involved.

In five of the concluded specific instances, parallel proceedings were taking place in the domestic or foreign courts. In three specific instances, the companies in question argued that parallel legal proceedings were either a reason not to participate in mediation, or should be withdrawn as a condition to participate in mediation. In two specific instances, the NCP adjusted its response based on the parallel legal proceedings.

- **Chile:** Although the NCP found that the company did not violate the *Guidelines*, it offered to facilitate dialogue between the parties. The company

Figure 1.9. Industry sectors in concluded specific instances



Source: Based on 2014 NCP reports.

- | | |
|--|--|
| a Accommodation and food services. | h Manufacturing. |
| b Agriculture, forestry and fishing. | i Mining and quarrying. |
| c Construction. | j Other service activities. |
| d Electricity, gas, steam and air conditioning supply. | k Professional, scientific and technical activities. |
| e Financial and insurance activities. | l Transportation and storage. |
| f Human health and social work activities. | m Wholesale or retail trade. |
| g Information and communication. | |

declined the NCP's offer due to parallel legal proceedings. The NCP determined it could not move forward without the willing engagement of one party, and concluded the specific instance.

- *France*: The company argued that it should not participate in dialogue with the notifiers due to an ongoing libel suit that the company had filed in relation to the specific instance. In spite of this initial stance, the company agreed to participate in mediation facilitated by the NCP. Eventually, the company dropped the suit and collaborated with the notifiers to reach an agreement.
- *France*: While conducting its initial assessment, the NCP was notified that the company had complied with a court order issued during parallel legal proceedings. By complying with the court order, the company resolved the issue under dispute. The NCP thus determined it was not appropriate to continue with the specific instance. Although this decision precluded mediation, the NCP believed the circumstances warranted a statement to the company to emphasise the gravity of the violations. The statement included several recommendations.
- *Germany*: The NCP accepted parts of a specific complaint but did not accept other parts due to parallel criminal proceedings in a foreign court. The NCP facilitated mediation between the two parties regarding only the issues it accepted and assisted them to reach an agreement.

- **United States:** The company declined to participate in mediated dialogue unless the notifiers withdrew a parallel civil suit in a foreign commercial court. The notifiers offered to suspend the proceedings, but desired to retain their right to resume litigation if necessary. The company reiterated it would not participate as long as the suit was on the table. The NCP determined to close the specific instance due to the company's unwillingness to participate in dialogue.

Resourcefulness by NCPs to engage both parties in dialogue despite one party's initial reluctance due to parallel proceedings is to be encouraged. In the event that a party is ultimately unwilling to participate in mediation, NCPs are encouraged to use final statements to issue recommendations to facilitate the resolution of the issues.

Box 1.6. Leveraging business relationships to improve social and environmental outcomes in Cameroon

In 2010, the French NCP received a request for review from a group of four NGOs regarding the activities of the Cameroon-based company Socapalm and four of Socapalm's business partners: Bolloré SA, Financière du Champ de Mars, Socfin, and Socfin SA. The NGOs argued that the four companies should have used their leverage to prevent or mitigate the adverse impacts arising from Socapalm's activities, which ranged from deterioration in the living conditions of local communities to insufficient employment of local personnel and from serious environmental damage to violent behaviour by contracted security employees.

The French NCP determined that Socapalm had breached Chapters II, V and VI of the *Guidelines* and the four partners had breached Chapters II and III. The NCP thus offered its good offices to the parties. Shortly afterwards Bolloré SA filed libel suits against two French journalists providing media coverage of the specific instance. Due to these parallel court proceedings, and its status as a minority shareholder, Bolloré then argued that it need not engage in dialogue.

In spite of Bolloré's initial position, the NCP's mediation efforts between the parties resulted in a successful outcome. The targeted companies – including Bolloré – made a commitment to assume responsibility and use their leverage to end the violations of the *Guidelines*, while Socapalm implemented several measures to resolve the social and environmental concerns (including a Quality, Health, Safety and Environment programme and ISO 14001 certification policy). With the NCP's assistance, the parties drew up a roadmap to be implemented by Socapalm and monitored by an independent, third-party committee. Shortly before the closure of the specific instance, Bolloré announced that it would drop the libel suits. The NCP believes the decision showed the effectiveness of its mediation efforts.

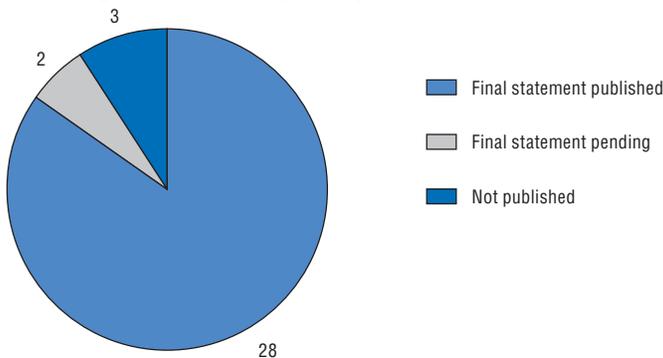
Box 1.6. Leveraging business relationships to improve social and environmental outcomes in Cameroon (cont.)

The NCP is conducting follow-up to its recommendations to the parties. In a statement released on 17 March 2014, the NCP reported on the actions of the parties in 2013 to implement the roadmap and establish the independent monitoring body. The NCP welcomed the progress made thus far towards Socapalm's application of the *Guidelines*, and will continue to follow-up with the parties in accordance with its Rules of Procedure. The statement is available at www.tresor.economie.gouv.fr/5731_les-communiqués-du-pcn.

Final statements

Of the 33 concluded specific instances, NCPs have made 28 of the final statements publicly available online. These statements include the full text or a summary of the initial statement. Two statements are still pending and three have not been made publicly available.

Figure 1.10. **Transparency in final statements**



Source: Based on 2014 NCP reports.

Box 1.7. Promoting sustainable development and tackling corruption in Liberia

In May 2011, the Luxembourg NCP received a transferred specific instance from the Netherlands NCP. The request for review, submitted by the NGOs Friends of the Earth (FoE) Europe and Liberia-based Sustainable Development Institute (SDI), alleged that the steel and mining company ArcelorMittal had breached “combatting bribery and general policies” provisions of the *Guidelines* in Liberia.

Box 1.7. Promoting sustainable development and tackling corruption in Liberia (cont.)

Chief among FoE and SDI's primary concerns were ArcelorMittal's donation of 100 pick-up trucks to the government of Liberia (GoL); misappropriation and misuse of the County Social Development Fund (CSDF), managed by both ArcelorMittal and the GoL; lack of communication with local communities about the impact of ArcelorMittal's operations; and potential mining or exploration in the East Nimba Nature Reserve. ArcelorMittal rejected the allegations.

The Luxembourg NCP determined that it was outside the mandate of the NCP to judge whether ArcelorMittal had acted in compliance with domestic or international law and thus excluded the first allegation regarding the pick-up trucks from the complaints procedure, but believed there was sufficient cause to offer its good offices regarding the remaining allegations. The parties agreed to mediation by an expert mediator.

Two fact-finding missions took place and the parties met multiple times in 2012 and 2013. The end result was a mutually agreed-upon document recommending that the CSDF be transformed into an independent trust or foundation composed of representatives from the government, civil society organisations, and ArcelorMittal. In addition, a "board for grievances" should be established to hear appeals concerning funded projects. The Luxembourg NCP concluded the complaint on 13 September 2013 upon release of the final recommendations, noting that the process will only end in significant change if the Liberian government follows through on the recommendations.

Peer reviews

In accordance with the procedural guidance and implementation procedures of the *Guidelines*, NCPs should engage in joint peer-learning activities either in the form of horizontal thematic peer reviews or voluntary NCP peer reviews to enhance their abilities to promote the *Guidelines*. Such peer learning will be facilitated by the OECD Investment Committee and the WPRBC and may be carried out through meetings at the OECD or through direct co-operation between NCPs. Country-based peer reviews offer an opportunity for individual NCPs to share their achievements and difficulties, and gain insights and recommendations for improvement from other NCPs.¹⁶

In 2012, Japan was the first NCP to volunteer for a review under the revised *Guidelines*, followed by Norway in 2013. Horizontal thematic peer reviews, on the other hand, offer an opportunity to focus on a priority issue or problem that touches all NCPs.¹⁷ In both cases, the peer review process strives for flexibility so as to account for the varying levels of experience and resources.

Several NCPs have expressed interest in undergoing a peer review: Austria, Belgium, Brazil, Canada, Chile, Colombia, Denmark, France, Germany, Morocco, the Slovak Republic and Switzerland (see Table 1.8).

Table 1.8. Proposed timetable for voluntary peer reviews of National Contact Points

	2015	2016	2017
First half	Belgium Denmark	France Morocco	Canada Chile
Second half	Austria Switzerland	Brazil Colombia ¹	Germany Slovak Republic

1. Colombia's participation in the peer review is contingent upon the condition that the NCP had handled at least 2 specific instances by this point in time.

Source: Based on 2014 NCP reports.

The first horizontal peer review on initial assessments

The first horizontal peer learning took place in June 2014 at the 15th NCP Meeting. SHIFT¹⁸ and the Consensus Building Institute (CBI)¹⁹ designed and facilitated the session, which examined challenges and best practices in the initial assessment phase of the specific instance process. The procedural guidance (paragraph I.C.1) defines the initial assessment phase as a decision-making process in which NCPs determine if the issues raised in a specific instance merit further examination. While the commentary on the procedural guidance provides guidance on the key criteria to be considered during the initial assessment, the NCPs have flexibility on how to incorporate these into their rules and procedures. This leaves room for interpretation and varying methodologies.

The horizontal peer review sought to provide an opportunity for NCPs to share their experiences and concerns, explore best practices and lessons learned, and develop strategies and solutions to common challenges. The objective of the session was to better equip NCPs to handle complex specific instances and enabling greater consistency across the NCP system in the initial assessment phase.

Presentations from the UK and Brazilian NCPs

Two experienced NCPs opened the session by sharing case examples of the initial assessment process and offering lessons learned in order to stimulate frank discussion. Several themes emerged surrounding the nature of the specific instance process, the determination of admissibility criteria, resource constraints, and the building of trust with the parties.

- *The specific instance process:* It is critical that NCPs frame the grievance mechanism as a voluntary, non-legal remedy. Terming the mechanism as a

judicial or quasi-judicial process risks undermining functional equivalence, creates unfair expectations, and alienates the business community. As such, NCPs do not primarily rely on a burden of proof to handle a specific instance, but prioritise shared values such as transparency, accountability, and goodwill.

- *Determination of admissibility:* The majority of NCPs face constraints in financial resources and human capacity. It is the responsibility of the notifier to provide clear evidence to substantiate a specific instance. While a clear definition or standard of evidence required is impossible because every case has unique circumstances, there should nonetheless be a minimum set of expectations to rule out unreasonable referrals. NCPs also believe that there should be a clear relationship between the entity filing the complaint and the specific instance itself. Further, it is important for NCPs to draw a distinction between asking the notifier to define their desired outcome during the specific instance and making a determination based on the notifier's perspective and statement.
- *Trust-building with and between the parties:* NCPs may face challenges upholding goodwill, transparency, and confidentiality during the initial assessment, as well as the duration of the specific instance process. One aspect that may complicate circumstances is the existence of an on-going campaign by the notifier during the initial assessment. While recognising the utility of campaigns for NGOs filing a complaint against an MNE with comparably vast resources, NCPs are burdened with monitoring and mediating the campaign so as to protect the integrity of the specific instance process. The NCPs must balance the right of the NGO to wage a campaign with the sensitivity that is required to engage the company involved with good faith. Other complications in trust-building arise when NCPs must determine an appropriate timeline for the initial assessment and at what point to initiate conversation with the company facing allegations.

Conclusions from group break-out sessions

In the second session of the horizontal peer review, participating NCPs separated into break-out groups led by two experienced NCPs. These provided a structured space for NCPs to engage in the free and open exchange of ideas, experiences, and challenges and reflect on the formal presentation of their two peers. After the discussions, each group was invited to share their conclusions. All of the groups noted that, while they did not come to any clear-cut solutions, the opportunity to discuss common challenges was both edifying and thought-provoking.

- *Balancing standards with flexibility:* Many NCPs expressed uncertainty regarding an appropriate and sufficient timeline for the initial assessment.

While valuing the room for case-specific interpretation that the *Guidelines* permits, NCPs recognise that problems in consistency arise when there is a wide range of timelines across different NCPs.

- *Defining expectations on the outcome of an initial assessment*: The NCPs agreed that they were uncertain whether the initial assessment should be structured to reach a clearly-defined outcome. Some NCPs feel that the outcome of the assessment should be a simple determination of whether the case merits deeper examination; others view it as a robust gathering of evidence that determines whether the *Guidelines* were breached; still others argued that an offer and plan for mediation, if appropriate, is the result of the assessment. One NCP stated that any of these outcomes may be relevant depending on the circumstances of the specific instances. Another aspect of this question is the intent of the parties during the admissibility phase. NCPs must consider what outcome the notifier desires and how that may impact their willingness to engage in dialogue.
- *Clear criteria for admissibility*: It is important for NCPs to distinguish between the types of questions they ask during the initial assessment in order to understand the circumstances of the incident and the types of questions that become criteria for accepting or dismissing a specific instance. Further, several NCPs believe that sharing clear criteria and the analytic process for admissibility is a significant aspect of transparency and trust-building with stakeholders. It enables stakeholders to better understand the rationale behind the number of specific instances that are dismissed by NCPs, which has been a recurring point of contention. It may also serve to clarify the level of documentation required to substantiate a specific instance. Many NCPs, however, stated that documentation depends a great deal on the particular circumstances of the complaint.
- *Communicating with the involved company*: NCPs differ greatly in their protocol for engaging companies during the initial assessment phase. Some invite the corporation right away in order to inform it about the *Guidelines*, the specific instance process, and the role of the NCP. Others wait until the assessment is complete to engage the company. Some NCPs provide space for the company to issue a statement or response as part of the initial assessment, while others view this as inappropriate. Often this is informed by the NCPs' operational context, whether that may be the cultural setting, legal framework, or political circumstances. This subject is especially sensitive as companies may feel the need to consider legal recourse, which compromises the non-judicial nature of the process.
- *Moving forward if a claim is dismissed or an offer to mediate is declined*: Many NCPs feel expectations can be unclear for the next step following an initial assessment. In the event that a claim is rejected, some NCPs expressed

uncertainty as to the extent of their responsibility. While at times a rejection may be clear, other circumstances might require a referral to a more appropriate mechanism such as a domestic court. Another common difficulty arises when one party declines an NCP's offer of good offices. Some NCPs believe that no action further is possible if one party refuses to engage in dialogue or mediation. Others see value in issuing a final statement or a series of recommendations that aim to facilitate resolution of the situation. Many NCPs face pressure from stakeholders to make some kind of "punitive determination" if a company does decline mediation facilities.

- *Stronger role of the OECD Secretariat:* All NCPs expressed a desire for the strengthened presence of the Secretariat as a source of guidance. The NCPs would like the Secretariat to help build their capacity and skills, prioritise peer learning, facilitate peer dialogue and communication.

At the close of the session, there was broad consensus that the horizontal thematic peer learning sets a healthy precedent for inter-NCP communication and joint problem-solving. NCPs seek to embed such co-operation and exchange of ideas into the NCP system. With the content and circumstances of specific instances expected to become increasingly diverse and complex, the availability of both formal and informal lines of communication is critical to building the capacity and effectiveness of new and experienced NCPs alike.

Spotlight on the voluntary peer review of Norway's NCP

The peer review process

During June 2013 – February 2014, Norway's NCP undertook a voluntary peer review. The process began with the preparation of background material and a stakeholder survey, followed by stakeholder consultations and the official visit of voluntary peer reviewers in October 2013, and culminated with a final report in February 2014. Throughout the review, the NCP received guidance and support from the non-governmental organisation SHIFT, an expert, independent non-profit operating in the business and human rights practice field.

The stakeholder survey sought responses from key domestic groups, parties to specific instances, representatives of indigenous persons, members of academia, and the Norwegian representatives of BIAC, TUAC, and OECD Watch. During the stakeholder consultations, meetings took place with a range of actors from government, business, civil society, trade unions, academia, and parties to two specific instances. The members of the voluntary peer review delegation included the Belgian, Colombian, Netherlands, and UK NCPs, while the Hungarian and Mexican NCPs, along with the OECD Secretariat, acted as observers. The Canadian NCP served as the Chair of the peer review.

All participants found the exercise helpful and informative, reflecting the current consensus that there should be an increase in the frequency of opportunities for peer learning and evaluation. The results of the peer review, as well as Norway's NCP response and follow-up plan, were presented to the WPRBC and NCPs on 20 March 2014. These documents are also available on the Norwegian NCP's website.²⁰

Key findings²¹

Institutional structure: Norway's NCP underwent a structural transformation in 2011 to become an independent body comprised of a four-person expert panel and a two person Secretariat employed by the Ministry of Foreign Affairs. This arrangement means that the NCP operates independently from the government of Norway, yet remains dependent on public funding. Since the change in structure, the performance of the NCP has significantly improved. Stakeholders have widely expressed a strong sense of ownership in the NCP, affirming that its independence from government trade interests has improved public perception of the NCP's credibility. The composition of the expert panel, dedicated Secretariat and financial resources, and strategic development have all proved integral to the NCP's improved skill, integrity, and capacity.

The caveat to the NCP's institutional independence is the diminished sense of responsibility on behalf of government ministries as well as relative disconnection from government authority. This aspect may risk undermining the role of government in promoting responsible business conduct and upholding the *Guidelines*, which can create challenges regarding policy coherence and co-ordination. It may also call into question the NCP's authority among certain stakeholders, which is implicitly derived from the power of the state. As it seeks to manage these risks, Norway's NCP is advised to better define the balance between independence and co-ordination with the government. Most likely this will require re-establishing a number of strategic links to the government, so as to ensure that there is a political champion for the role of the NCP.

Promotional activities: According to its communication plan, Norway's NCP actively targets small, medium, and large businesses, different civil society groups, other NCPs, members of academia, and public offices and officials when undertaking its information and promotional activities. Based on its own surveys, the number of Norwegian businesses that are aware of the *Guidelines* has increased from 10% to 60% over the past years.²² Stakeholders noted their appreciation for the NCP's transparent and effective website, regular presence at RBC events and conferences, and development of online tools such as a due diligence guide and self-assessment tool for companies.²³ The independence of the NCP, which decreases the level of government

involvement, has enabled it to build high credibility among business and civil society and maintain effective performance.

While holding an exemplary track record, the NCP could continue to refine its communication plan to clarify its role as a mediator and improve its outreach to specific groups. Some businesses noted that trust would be furthered if the NCP emphasised its role as a non-judicial remedy. Small and medium-sized enterprises, with different resources and needs, may require different channels of engagement. In addition, the NCP could develop a specialised strategy for outreach among government ministries. As an independent body, it can be challenging to sufficiently engage relevant government actors. This aspect is critical to the NCP's future efforts, due to the high number of state-owned and state-supported enterprises in the Norwegian context and the fundamental responsibility of the government to implement the *Guidelines*.

Handling of specific instances: Norway's NCP was commended for its implementation of clear procedures and timelines, impartiality, fairness and consistency in its specific instances facility. The majority of stakeholders expressed high satisfaction with their experience, which appears to stem from the transparency and credibility the NCP has built through the aforementioned clear procedural guidance. The NCP's use of external third parties during various stages of the process was also highly praised. The NCP has used neutral third parties to mediate or facilitate dialogue, undertake fact-finding missions, and provide technical support to civil society members with low resources during the specific instance process. Relying on third parties has served to preserve the NCP's neutrality in more controversial or sensitive aspects of the specific instance process.

As with other NCPs, it can be challenging for Norway's NCP to reconcile the divergent desires of different stakeholders. Businesses highlighted the need for a focus on dialogue and a "constructive RBC approach" rather than a punitive approach so as to preserve fairness across the specific instance process. Other stakeholders stressed that the result of specific instances must be more related to RBC and the implementation of the *Guidelines*. They asserted that the NCP could derive more leverage from the issuance of final statements and advocated for more consistent and concrete follow-up. The NCP could further develop its procedural guidance to emphasise consensus-based decision-making as a preferred outcome while delineating exhaustive options that include a final statement if the parties decline to participate or reach an agreement. The NCP could also clarify guidance on follow-up, so that it may balance the goal of sustainable resolution with the constraints of limited resources. Further, as both the number and scope of specific instances rises, the NCP was advised to expand and strengthen co-operation with other

NCPs so as to improve functional equivalence and better access the needs of affected local stakeholders.

Co-operation across the NCP system: An active member in the NCP system, Norway's NCP has assisted to increase co-operation among the Nordic NCPs and participated in capacity-building workshops with several Latin American NCPs. It has also participated in the OECD Investment Committee's sectoral due diligence work through its involvement in the working group on due diligence in the financial sector, support for workshops on the extractive sector and co-operation on stakeholder engagement, among other initiatives. By volunteering for the peer review, the NCP also demonstrated its commitment to furthering peer learning and collaboration with other NCPs.

To continue this positive trajectory, Norway's NCP could assist to promote functional equivalence across the NCP system by engaging other NCPs on a regional and thematic basis as frequently as is feasible. Due to its experience and demonstrated leadership, the NCP is a valuable resource for NCPs from newly adhering governments. Finally, the NCP can seek opportunities to co-operate with other NCPs in locations where Norwegian companies have strong representation.

Comments from Norway on the peer review process²⁴

“Norway's NCP found the peer review process in 2013 to be a highly valuable learning process, and an opportunity to reflect upon our procedures and practice in general. In particular, we have become more aware of not only our strengths, but also our weaknesses. For instance, the NCP has experienced challenges with bringing parties to the mediation table. On engaging reluctant parties, the peer review team noted that the NCP's practice of issuing final statements is an important source of leverage for the Norwegian NCP and adds credibility in the eyes of its stakeholders. The peer review team also noted that efforts to engage reluctant parties can pose challenges related to the indicative timelines contained within the NCP's procedural guidance for handling specific instances. In such cases, some flexibility in timing is recommended, so that the NCP can build understanding with a reluctant party about how the *Guidelines* apply and encourage voluntary collaboration with the specific instance process.”

Comments from Canada, Chair of the voluntary peer review²⁵

“The terms of reference for the voluntary peer review set out two broad objectives: 1) to strengthen the performance and functioning of Norway's NCP, and 2) to contribute to strengthening the NCP system as a whole. Canada's NCP feels that both of these were met. The lessons learned, good practices, and challenges shared during this process have strengthened our collective understanding of NCP systems, and has provided excellent material for the

discussions surrounding functional equivalence of NCPs. The NCPs who participated continue to build on this co-operation at the time of drafting this report, as the NGO SHIFT, contracted by Norway's NCP to support the process, develops a good-practice and template for future voluntary peer reviews."

Challenges and key concerns for the next reporting period

Emerging challenges

NCPs were asked to identify the emerging challenges that were of primary concern or in which they were actively engaged. The most frequently cited issues were general awareness and promotion of RBC among enterprises and RBC in the textile sector (see Figure 1.11).

Many NCPs are taking the initiative to organise workshops and participate in intra- or intergovernmental working groups to tackle these emerging challenges. Highlights include:

- **Brazil:** The Brazilian NPC jointly organised a workshop with the NCPs of Norway and the UK to discuss the issues presently debated at the WPRBC regarding implementation of the *Guidelines* in the financial sector. The event was held at the Brazilian Central Bank in São Paulo on 28 January 2014, with broad participation of financial businesses and organisations. A summary report of the workshop was sent to the WPRBC. It is available on the websites of the NCPs involved, as well as on the website of the rapporteur, the Institute of Human Rights and Business (IHRB).²⁶
- **Canada:** Following the joint NCP statement of June 2013 on the ready-made garment sector and textile supply chains in relation to Rana Plaza, IDWG was created to ensure collaboration and co-operation on efforts addressing challenges in the RMG industry. The IDWG consists of DFATD (with representation from trade, foreign affairs and development), Industry

Figure 1.11. Emerging RBC challenges



Source: Based on 2014 NCP reports.

Canada (IC), Employment and Social Development Canada (ESDC), National Research Council Canada, and Public Works and Government Services Canada. Canada's NCP hosted a panel discussion on the RMG sector for a wide range of stakeholders on 7 April 2014.

- *Switzerland*: The Swiss NCP has been involved in the work of the interdepartmental platform on primary commodities, which published the "Background Report Commodities" in March 2013. This report mentions the NCP as a grievance mechanism for specific instances concerning the extractives sector. The NCP provided information for the follow-up report on the implementation of the recommendations of the Background Report Commodities, published in March 2014.

Proposed focus of the next implementation cycle

Close to two-thirds of the NCPs (28 of 46) provided their input regarding which issues deserve particular attention during the next implementation cycle of the *Guidelines*. Consensus is strong that peer learning and evaluations, NCP capacity-building, implementation of the *Guidelines* and an improved, co-ordinated framework for promotion are of key importance.

Excerpts from concerns listed by the NCPs include the following:

- A desire for improved coherence and frequency of voluntary peer reviews so as to increase the exchange of best practices and lessons learned, with emphasis on recommendations in final statements and mediation in practice.
- Strategies for awareness and promotion of the *Guidelines* among SMEs.
- Establishing a minimum functioning standard for NCPs while respecting the principle of functional equivalence.
- Due diligence in practice and uniformity in how NCPs interpret non-compliance when handling of specific instances

Other suggested topics included:

- convergence of global RBC initiatives;
- analysis and management of parallel proceedings;
- balancing transparency and confidentiality when handling specific instances;
- inter-NCP co-ordination, particularly regarding promotional activities.

Work plan to improve NCP performance and promote functional equivalence

During the first half of the year, the WPRBC and NCPs discussed a work plan to address recent concerns regarding issues of performance and functional equivalence of the NCPs. The work plan, not yet adopted, considers

the need to accelerate the review cycle to two country peer reviews per year, develop review templates tailored to the particular needs of NCPs, hold regular horizontal reviews, strengthen the *Guidelines* accountability mechanisms and expand the supporting role of the OECD Secretariat. It also calls for regional capacity building events and open avenues of communication between experienced and newly formed NCPs. Both Canada and the Netherlands have made voluntary contributions in support of capacity building and training activities for NCPs in Latin America and the Middle East and North Africa (MENA). Plans are being made to organise two workshops in these two regions during the upcoming reporting period.

Notes

1. The Danish NCP gave a presentation to the Danish Federation of Small and Medium Enterprises in Copenhagen on 21 May 2014.
2. OECD Watch assisted several complainants during the past year, including in the Arcelor Mittal and Socopalm specific instances brought before the NCPs of Luxembourg and France, respectively.
3. In the 2013-2014 reporting period, a total of 6 specific instances were concluded because the parties reached an agreement outside of the NCP-facilitated mediation process.
4. In addition, see the joint communiqué of France and the Netherlands and remarks of the OECD Secretary-General on “Boosting Social and Environmental Standards in International Trade”, 31st March 2014 and action taken by development corporation agencies, for example, the German Development Agency (GIZ), the *Agence Française de Développement* (AFD) and the Dutch Multi-stakeholder Action Plan on the textile sector.
5. See <http://mneguidelines.oecd.org/NCPStatementBangladesh25June2013.pdf>.
6. See www.tresor.economie.gouv.fr/File/398811 and <http://pcnitalia.sviluppoeconomico.gov.it/en/news/item/301-report-on-responsible-business-conduct-in-the-textile-and-garment-supply-chain>.
7. See <http://mneguidelines.oecd.org/NCPStatementOneYearAfterRanaPlaza25June2014.pdf>.
8. See the 2013 Annual Report on the OECD *Guidelines for Multinational Enterprises*, <http://dx.doi.org/10.1787/mne-2013-en>.
9. More specifically, the advisory body is composed of representatives from the Human Rights Division, Anti-corruption Division, and Legal Division of the Ministry of Foreign Affairs; National Women’s Service; National Standardization Institute; National Consumer Service; Superintendency of Pensions Funds; Superintendency of Social Security; Internal Revenue Service; National Economic Prosecution Service; Ministry of Labour; Ministry of Environment; Ministry of Mining; Ministry of Economy.
10. The full statement may be found at http://economie.fgov.be/fr/binaries/Rapportenaanbeveling_20140207_EN_tcm326-242683.pdf.
11. The Italian report can be downloaded at: <http://pcnitalia.sviluppoeconomico.gov.it/en/are-you-company/4-ncp-s-tools-for-business>.

12. Paragraph 37 of the Commentary on the 2011 update to the *Guidelines*.
13. *Ibid.*, Paragraph 4 (iii).
14. Survey responses collected by the OECD Export Credits Division.
15. Specific numbers ranking the frequency of cited paragraphs from the General Policies chapter is not available. This is because many initial statements have not yet been made public, or the details of the specific instance remain confidential. NCPs typically only name the general chapters cited in their Annual Reports, and provide further details regarding paragraphs upon publishing initial assessments and/or final statements.
16. Japan was the first NCP to volunteer for a peer review in 2012 under the revised *Guidelines*, followed by Norway in 2013. The Dutch NCP conducted a trial voluntary peer review in 2011.
17. In addition to the first horizontal peer review on initial assessments held in June 2014, a number of subjects have been identified for future reviews: NCP co-operation, role of NCPs as mediators versus problem solvers, transparency and confidentiality, fact finding, recommendation and follow-up.
18. SHIFT is an independent, non-profit centre for business and human rights practice created in 2011 to help governments, businesses and their stakeholders put the UN Guiding Principles on Business and Human Rights into practice, www.shiftproject.org/page/who-we-are.
19. CBI is a not-for-profit organisation founded in 1993 by leading practitioners and theory builders in the fields of negotiation and dispute resolution.
20. See www.responsiblebusiness.no/files/2014/02/Peer-review-report-NCP-Norway.pdf.
21. The key findings presented are drawn from the Norway National Contact Point Peer Review Report.
22. *Ibid.*, p. 16.
23. *Ibid.*, p. 16.
24. Edited and produced directly from the Norwegian NCP's 2014 Annual Report.
25. Reproceed directly from the Canadian NCP's 2014 Annual Report.
26. See www.ihrb.org/pdf/2014-06-10-Meeting-Report-NCPs-and-the-Finance-Sector.pdf.

ANNEX 1.A1

*Promotional activities***Promotional activities organised by NCPs**

Country	Date	Promotional activity	Location
Belgium	4 Feb. 2014	Human Rights: A Special Challenge for Companies	Brussels, Belgium
Brazil	11 Dec. 2013	World Forum on Human Rights, International Convention Centre of Brazil	Brasília, Brazil
	27 Jan. 2014	Workshop on Awareness Raising on the Guidelines, National Confederation of Industry	São Paulo, Brazil
	28 Jan. 2014	Workshop on the Guidelines: Implementation by the Financial Sector, Central Bank of Brazil	São Paulo, Brazil
	9 June 2014	Signing Ceremony of Commitment of the Brazilian State-Owned Companies Concerning Responsible Business Conduct	Brasilia, Brazil
Canada	7 April 2014	Information Session on The Guidelines	Ottawa, Canada
Colombia	3 July 2013	Seminar on Corporate Social Responsibility	Valledupar, Colombia
	18 July 2013	Seminar on Corporate Social Responsibility	Barranquilla, Colombia
	21 Aug. 2013	Seminar on Corporate Social Responsibility	Palmira, Colombia
	5 Sept. 2013	Seminar on Corporate Social Responsibility	Cartagena, Colombia
	25 Sept. 2013	Forum on Trade in Services, Global Value Chains	San Andres, Colombia
	7-9 Oct. 2013	Peer Learning and Capacity-Building Session between the UK and Latin American NCPs	Bogota, Colombia
	9 Oct. 2013	Panel on the OECD and its CSR Vision	Bogota, Colombia
	22 Oct. 2013	Seminar on Corporate Social Responsibility	Bogota, Colombia
	20 Feb. 2014	Due Diligence Workshop,	Bogota, Colombia
	7 March 2014	Corporate Social Responsibility Workshop	Armenia, Colombia
	3 April 2014	Exercise to develop the Guidelines to implement business and human rights	Bogota, Colombia
	8 May 2014	Macro Business Conference: "Compre Colombiano"	Armenia, Colombia
Costa Rica	30 May 2014	Dissemination of information on Costa Rica's action plan before the OECD, and the implementation of Guidelines in the country, to members of the consulting company KPMG	
	10 April 2014	Dissemination of information on Costa Rica's action plan before the OECD, and the implementation of the Guidelines in the country, to members of the Services' Working Group of the Chamber of Commerce	

Country	Date	Promotional activity	Location
	9 April 2014	Interactive dialogue session of Latin American NCPs led by the Chair of the OECD WPRBC	
	8 April 2014	Annual Forum on Sustainability: Costa Rica on the Road to OECD, organised in co-operation with the Association of Businesses for Development and the Embassies of the Netherlands, the UK and the EU representation in Costa Rica	
Denmark	12-13 Nov. 2013	Implementation of CSR and the Law, Aarhus University – Department of Law	Denmark
	17 Sept. 2013	CSR Awards 2013: Side-event on due diligence in procurement and supply chains	Holstebro, Denmark
	1 Oct. 2013	NCP information meeting for NGO and trade union representatives,	Copenhagen, Denmark
	13 Nov. 2013	NCP information meeting for companies	Kolding, Denmark
Finland	31 March 2014	The Future of CSR: Current OECD Agenda	Helsinki, Finland
France	15 May 2013	Annual informational meeting with the OECD, Ministry of the Economy	Paris, France
	23 Oct. 2013	Meeting with the Finance Club on responsible due diligence, Ministry of the Economy, Paris	Paris, France
	16 Dec. 2013	Presentation of the NCP's report on the implementation of the Guidelines in the textile industry, Paris	Paris, France
	24 Jan. 2014	Presentation of the NCP's report on the Pension Reserve Fund, FRR (Fonds de Réserve pour les Retraites)	Paris, France
	12 Feb. 2014	Presentation on the Guidelines	Paris, France
	14 Feb. 2014	Presentation on the NCP's report on the textile industry, National Consultative Commission of Human Rights	France
	5 March 2014	Meeting with the France chapter of the UN Global Compact, Ministry of the Economy	Paris, France
	11 March 2014	Consultation meeting with French NGOs, Ministry of the Economy	Paris, France
	11 April 2014	Presentation on the Guidelines, <i>Association Française des Entreprises Privées (AFEP)</i>	Paris, France
	15 April 2014	Meeting with the National Consultative Commission on Human Rights, Ministry of the Economy	Paris, France
Germany	22 Nov. 2013	The Role of the OECD and the Guidelines	Berlin, Germany
	28 March 2014	National Contact Point of the OECD: The Guidelines, roles, and functions of the NCP	Berlin, Germany
Israel	1 Oct. 2013	ICC Israel's Annual Meeting of the Committee for Energy and Environment	Tel-Aviv, Israel
	30-31 Oct. 2013	Conference on Conflict Minerals	Herzalia, Israel
Italy	23 Oct. 2013	Symposium on "Myanmar: the New Asian Frontier"	Rome, Italy
	13 Nov. 2013	Conference on Business and Human Rights: the Case of Italy, House of Parliament	Rome, Italy
	1 March 2014	Promoting Responsible Investment in Myanmar: Domestic and International Responses	Nay Pyi Taw, Myanmar
	4 March 2014	Promoting Responsible Investment in Myanmar: Domestic and International Responses	Yangon, Myanmar
Korea	28 Feb. 2014	Seminar on the Guidelines for enterprises advancing abroad, Seoul International Dispute Resolution Centre	Seoul, Korea
Latvia	7 Nov. 2013	Corporate Social Responsibility for Competitive Entrepreneurship	Riga, Latvia
	2-6 June 2014	"Sustainability Week," Programme "Sustainability Index" Annual Report	Riga, Latvia

1. ACTIVITIES OF NATIONAL CONTACT POINTS

Country	Date	Promotional activity	Location
	2012-2013	Work Conditions and Risk in Latvia study	
	2013-2014	Business Sustainability and CSR seminars, multiple locations across Latvia	
		Effective Management Awards, annual	
		Best Regional Employer awards, annual	
Netherlands	9 Oct. 2013	Multinational works council meeting on CSR issues	Amstelveen, Netherlands
	19 Nov. 2013	Stakeholder meeting on responsible business conduct abroad	The Hague, Netherlands
Norway	27 June 2013	ICT session in the OECD Global Forum on Responsible Business Conduct	Paris, France
	27-28 Jan. 2014	Workshops on the Guidelines	São Paulo, Brazil
	22 Jan. 2014	"Mock case" workshop for major company on NCP process	Oslo, Norway
	26 Feb. 2014	Stakeholder meeting on the peer review report	Oslo, Norway
	1-2 April 2014	Mediation Workshop	Oslo, Norway
Peru	15 April 2014	Workshop on the investment climate and importance of the Guidelines	Arequipa City, Peru
Poland	4 Oct. 2013	Workshop on the Guidelines in NGO Practice	Kraków, Poland
	11-12 Sept. 2014	Regional capacity-building workshop	Warsaw, Poland
	3 April 2014	Workshop on the Guidelines in Business Practice	Warsaw, Poland
Slovenia	10 Dec. 2013	Forum on Business and Human Rights, Chamber of Commerce and Industry of Slovenia	Ljubljana, Slovenia
Sweden	08 Nov. 2013	CSR Day, Ministry for Foreign Affairs	Sweden
UK	Aug. 2013	Workshop on Responsible Business Conduct: Indian & the Guidelines	Banaglore, India
	Jan. 2014	CSR in the Financial Sector in Brazil	São Paulo, Brazil
	March 2014	Responsible Business Conduct in the Extractives Sector	London, UK

Promotional activities organised by national stakeholders with NCP participation

Country	Date	Promotional activity	Location
Australia	4 March 2014	Promoting Responsible Investment in Myanmar	Yangon, Myanmar
Austria	26 June 2013	OECD Global Forum on Responsible Business Conduct	Paris, France
	4 July 2013	Human Rights and Business and Responsible Business Conduct: Where Now?, European Union Agency for Fundamental Rights	Vienna, Austria
	9 July 2013	CSR in Austria, Federal Ministry of Science, Research and Economy (BMWFW)	Vienna, Austria
	10 Sept. 2013	CSR Guidelines in Practice: Taking Responsibility along the Supply Chain with the Guidelines	Linz, Austria
	4 March 2014	Webinar on The Guidelines	
Brazil	11 June 2013	Seminar on the Brazilian Certification Program in Social Responsibility	São Paulo, Brazil
	12 June 2013	CUT Project on the Promotion of Labour Rights in Latin America	São Paulo, Brazil
	20 June 2013	International Conference on Corporate Social Responsibility	Rio de Janeiro, Brazil
	4 Sept. 2013	International Conference of the Ethos Institute	São Paulo, Brazil

1. ACTIVITIES OF NATIONAL CONTACT POINTS

Country	Date	Promotional activity	Location
	10 Oct. 2013	Sustainability as a Competitive Advantage: a Dialogue between Brazil and the Netherlands	São Paulo, Brazil
	11 Nov. 2013	Seminar on the Dialogue Mercosur and the European Union	São Paulo, Brazil
	29 April 2014	Presentation on the OECD Guidelines, Debate on Business and Human Rights	São Paulo, Brazil
	27 May 2014	1st Meeting of the Working Group of the Brazilian Government on Business and Human Rights	Brasilia, Brazil
	27 May 2014	Meeting of the Commission of Special Studies of the Brazilian Association of Technical Rules (ABNT) on ISO/PC 277 Sustainable Procurement	Brasilia, Brazil
Canada	17 Oct. 2013	CSR Presentation to the Canada-Norway Business Association	Oslo, Norway
	21 Oct. 2013	Norway Peer Review	Oslo, Norway
	2 Dec. 2013	Annual Forum on Business and Human Rights	Geneva, Switzerland
	25 March 2014	CSR Workshop, Canadian Embassy	Ankara, Turkey
	7 May 2014	Where to from Here: A Canadian Strategy for the UN Guiding Principles on Business and Human Rights	Toronto, Canada
Chile	9 July 2013	Meeting on CSR	Santiago, Chile
	23 July 2013	CSR Instruments	Santiago, Chile
	15 Aug. 2013	The Guidelines: Chapter IV, Anticorruption	Santiago, Chile
	28 Aug. 2013	Workshop on <i>The Guidelines</i> , Human Rights, and Enterprises	Medellín, Colombia
	26 Nov. 2013	The Guidelines: Chapter VI, Environment	Santiago, Chile
	27 Jan. 2014	Workshop on Implementation of Workshop on the Guidelines in the Financial Sector	São Paulo, Brazil
Colombia	18 June 2013	Challenges and Opportunities of the Guidelines in Colombia	Barranquilla, Colombia
	29-30 Aug. 2013	Regional Forum for Latin America and the Caribbean on Business and Human Rights	Medellín, Colombia
	11 Oct. 2013	ANDI's CSR Congress	Cali, Colombia
	11 Oct. 2013	Regional Meeting of the Tables for Public-Private Partnerships	Cali, Colombia
	26 Nov. 2013	Steering Committee of the Mining & Energy Committee	Bogota, Colombia
	13 Feb. 2014	Colombia Genera	Cartagena, Colombia
	17 Feb. 2014	Due Diligence Workshop	Medellín, Colombia
	22 Feb. 2014	CSR Master's Program Class, Universidad Externado de Colombia	Bogota, Colombia
	12 March 2014	Tables for Public-Private Partnerships	Cali, Colombia
	8 April 2014	AED's 2nd Annual CSR Workshop	San Jose, Costa Rica
	22 April 2014	Labour Rights Working Table, Global Compact	Bogota, Colombia
Costa Rica	7 April 2014	Workshop on the "Incorporation of Social Responsibility as a Strategy for Sustainable Development of the Central American Region"	
	31 Oct. 2013	Conference organised by the National Consultative Council on Social Responsibility on "Voluntary Norms for Responsible Business Conduct: the Guidelines"	
	29 Oct. 2013	Forum organised by the Secretariat of Central American Economic Integration on "Challenges of the Incorporation of Social Responsibility for the Sustainable Development of the Central American Region"	Guatemala
Denmark	15 April 2013	Presentation of the NCP, Copenhagen University – Department of Law	Copenhagen, Denmark
	15 May 2013	Presentation to the Council for Corporate Responsibility, Danish Business Authority	Copenhagen, Denmark

1. ACTIVITIES OF NATIONAL CONTACT POINTS

Country	Date	Promotional activity	Location
	21 May 2014	Presentation of the NCP, The Danish Federation of Small and Medium Enterprises	Copenhagen, Denmark
	11 Sept. 2013	Presentation to the Danish Association of Corporate Law, Danish Association of Corporate Law	Copenhagen, Denmark
	9 Oct. 2013	KPMG CSR Network	Copenhagen, Denmark
	29 Oct. 2013	Export Control Seminar for Danish Companies, Danish Business Authority	Copenhagen, Denmark
	2 Dec. 2013	Annual Forum on Business and Human Rights	Geneva, Switzerland
	5 Feb. 2014	Presentation of the Annual Report to the Council for Corporate Responsibility, Danish Business Authority	Copenhagen, Denmark
	3 March 2014	Presentation of UN Guiding Principles and Due Diligence, Ministry of Food, Agriculture, and Fisheries	Copenhagen, Denmark
Finland	13 March 2014	Finanssialan Keskusliitto-Federation of Finnish Financial Services	Helsinki, Finland
France	25 May 2013	Meeting on the social and environmental responsibility requirements of international business, Ministry of the Economy	Paris, France
	5 Dec. 2013	Presentation on the NCP's report on implementation of the Guidelines in the textile industry, OECD	Paris, France
	16 Jan. 2014	Presentation of the NCP's report on the financial sector	Paris, France
	21 Jan. 2014	Presentation of the Working Group on Supply Chain Management	Paris, France
	4 March 2014	Presentation to the European Union High-Level Working Group on Corporate Social Responsibility (CSR HLG), European Commission	Brussels, Belgium
	24 March 2014	Seminar on corporate social responsibility, French Agency for Development	Paris, France
	28 March 2014	Seminar on NCPs and the financial sector, Department for Business and Skills, UK government	London, UK
	28 March 2014	Seminar on the financial sector, Kepler Cheuvreux offices	London, UK
	31 March 2014	Conference on "Strengthening Social and Environmental Norms in International Business," Ministry of the Economy	Paris, France
	3 April 2014	Conference on "Bangladesh: the Outlook after Rana Plaza," Danish Ethical Trading Initiative	Copenhagen, Denmark
	7 April 2014	Informational meeting with the Canada NCP on the textile sector, Ottawa via video conference	Canada
	8 April 2014	Roundtable on Business Ethics	Paris, France
	10 April 2014	Meeting with the French administration and the OECD, French embassy	Paris, France
Germany	19 Nov. 2013	Roundtable on the NCP for the Guidelines	Bonn, Germany
Hungary	19 Feb. 2014	Forum of CSR Managers	Budapest, Hungary
	26 Feb. 2014	CSR Hungary Club Meeting	Budapest, Hungary
	12 March 2014	V4 Corporate Governance Conference, Ministry for National Economy	Budapest, Hungary
Italy	21 June 2013	Towards a Sustainable Economy: Finance & Business Ethics for the Development of Society	Rome, Italy
	27 Sept. 2013	2013 Corporate Social Responsibility: Opportunities for Business and International Co-operation in Development	Bologna, Italy
	1 Oct. 2013	LBMA/LPPM Precious Metals Conference	Rome, Italy
	2 Oct. 2013	Fair on CSR and Social Innovation	
	10 Oct. 2013	Webinar on Conflict Minerals	
	18 Oct. 2013	Seminar on "From the Organisational Models of Legislative Decree 231/01 to CSR"	Bologna, Italy

Country	Date	Promotional activity	Location
	28-29 Oct. 2013	CSR Forum, Association of Italian Banks	Rome, Italy
	12 Nov. 2013	Sodalitas Stakeholders Forum	Milan, Italy
	14 Nov. 2013	2013 Interagency Roundtable on CSR	Geneva, Switzerland
	13 Dec. 2013	Presentation of the Italian version of the "Trade Union Guide to the Use of The OECD MNE Guidelines"	Rome, Italy
	20 Jan. 2014	Seminar on conflict mineral legislation in Europe and the United States	Vicenza, Italy
	12 March 2014	Social Responsibility as a Driver for Sustainable Development	Val d'Agri, Potenza, Italy
	25 March 2014	DIESIS Project – study visit on CSR,	Copenhagen, Denmark
	26 March - 4 April 2014	Mediterranean Fair of Shared Social Responsibility	Naples, Italy
	15 April 2014	Workshop on Corporate Responsibility: Meanings, Perspectives, and Trends	Rome, Italy
Japan	21 July 2013	TUAC Workshop	The Philippines
	12 Nov. 2013	Symposium organised by the Japan Federation Bar Association and the International Bar Association, International House of Japan	Roppongi, Japan
Korea	18 July 2013	Seminar on Overseas Expansion Strategy and International Arbitration, Korea Chamber of Commerce and Industry	Seoul, Korea
	13 Sept. 2013	Seminar on Legal Issues of Foreign Direct Investment and Dispute Resolution, Korea Chamber of Commerce and Industry	Seoul, Korea
	31 Oct. 2013	Seminar on Managing Compliance Risks for Global Business, Korea Chamber of Commerce & Industry	Seoul, Korea
	13 Jan. 2014	Seminar on Effective Implementation of the Guidelines, National Assembly	Seoul, Korea
	7 March 2014	Seminar on Rules of Origin in the Korea-USA Foreign Trade Agreement, Korea Chamber of Commerce & Industry	Seoul, Korea
	12 March 2014	Seminar on Foreign Construction Dispute and International Arbitration, Seoul International Dispute Resolution Centre	Seoul, Korea
	26 March 2014	Seminar on Legal and Foreign Exchange Risk of Enterprise, Korea Chamber of Commerce & Industry	Seoul, Korea
Latvia	13 March 2014	"Is CSR an Ascribed Value in Latvia?"	Riga, Latvia
Mexico	24 Sept. 2013	XI. International Congress of CSR, National CSR Initiative	Mexico City, Mexico
	7 Oct. 2013	Regional capacity-building workshop,	Bogota, Colombia
	9 Oct. 2013	CSR and Colombia in the OECD	Bogota, Colombia
	21 Oct. 2013	Voluntary Peer Learning, Norway	Oslo, Norway
	24 Oct. 2013	The Present and Future of Six Initiatives on CSR and Corporate Sustainability	Mexico City, Mexico
	27 Nov. 2013	The Main Elements of CSR, Universidad Anáhuac,	Mexico City, Mexico
Netherlands	8 Oct. 2013	ESG Working Group on the Financial Sector, Netherlands Enterprise Agency	The Hague, Netherlands
	24 Oct. 2013	Conference Board Sustainability and Corporate Responsibility Council	The Hague, Netherlands
	3-5 Dec. 2013	Global Forum on Business & Human Rights	Geneva, Switzerland
	6-7 March 2014	SER Conference on Due Diligence	The Hague, Netherlands
Norway	28 June 2013	OECD Working Party on Responsible Business Conduct	Paris, France
	19 Aug. 2013	"Speed Dating" event with ambassadors and business representatives	Oslo, Norway
	26 Aug. 2013	Angola Human Rights Training, Norwegian International Law and Policy Institute	Oslo, Norway
	13 Sept. 2013	Norwegian Burma Committee meeting	Oslo, Norway

1. ACTIVITIES OF NATIONAL CONTACT POINTS

Country	Date	Promotional activity	Location
	24 Sept. 2013	Guidelines Session for Diplomatic Trainees, Ministry of Foreign Affairs	Oslo, Norway
	11 Oct. 2013	Seminar on Corporate Social Responsibility, Norwegian Ministry of Foreign Affairs	Oslo, Norway
	24 Oct. 2013	Panel on Business and Human Rights, Norwegian Centre for Human Rights, University of Oslo	Oslo, Norway
	31 Oct. 2013	Presentation for FK (Peace Corps) Norway, Private Sector Development Team	Oslo, Norway
	4 Nov. 2013	Presentation at meeting of the Confederation of Norwegian Enterprise and Ukrainian youth delegation	Oslo, Norway
	6 Nov. 2013	Meeting with Polish trade union	Oslo, Norway
	12-13 Nov. 2013	Guidelines Conference, Aarhus University	Arhus, Denmark
	2-4 Dec. 2013	UN Global Forum on Business and Human Rights,	Geneva, Switzerland
	5 Dec. 2013	Joint Meeting of the Working Party on Responsible Business Conduct and NCPs	Paris, France
	16 Jan. 2014	Roundtable on investment	Paris, France
	27 Jan. 2014	Meeting with KOMpakt, the Norwegian government's consultative body on CSR matters	Oslo, Norway
	28 Jan. 2014	Seminar on ESG/TBL investments, BI Norwegian Business School	Oslo, Norway
	1-4 March 2014	Promoting Responsible Investment in Myanmar: Domestic and International Responses	Nay Pyi Daw and Yangon, Myanmar
	6 March 2014	Workshop on human rights and environmental due diligence	The Hague, Netherlands
	13 March 2014	Business Conference for Internationalisation and Development	Oslo, Norway
	20 March 2014	Joint Meeting of the Working Party on Responsible Business Conduct and NCPs	Paris, France
	20 March 2014	Seminar on Business and Human Rights Responsibility	Oslo, Norway
	28 March 2014	Investor workshop on soft law liabilities	London, UK
	28 March 2014	"OECD National Contact Points and the finance sector, with a focus on financing the extractive sector"	London, UK
	9 April 2014	Norwegian Export Credit Council and Guarantee Institute for Export Credits "Export Conference"	Oslo, Norway
	3-4 April 2014	Expert Meeting on Access to Remedy in Context of Business and Human Rights	The Hague, Netherlands
Peru	7-9 Oct. 2013	Peer learning session and capacity building for Latin American NCPs	Bogotá, Colombia
Poland	24 Oct. 2013	Presentation on the Guidelines in Trade Union Practice	Lowicz, Poland
	7 Nov. 2013	Presentation on the Guidelines in Trade Union Practice	Zakopane, Poland
	26 Nov. 2013	Presentation to the Kongres Prawa Pracy (The Labour Law Congress)	Warsaw, Poland
	13 Dec. 2013	Meeting of the Polish chapter of BIAC	Warsaw, Poland
	20 Jan. 2014	Presentation on the Guidelines on the process of intra-company dialogue-building for trade union's trainers	Warsaw, Poland
	27 Feb. 2014	Workshop on the Guidelines in Common Practice of NGOs and Trade Unions	Kraków, Poland
Slovenia	6-7 March 2014	Conference on Social Responsibility and Current Challenges: Health – Individual or Social Responsibility? Institute for the Development of Social Responsibility, University of Maribor	Maribor, Slovenia
Spain	13 June 2013	Experiences of the private sector in the implementation of the UN Guiding Principles on Business and Human Rights	Madrid, Spain

Country	Date	Promotional activity	Location
	20 June 2013	Presentation on the promotion of partnerships and collaboration with the private sector, Spanish Global Compact Network	Madrid, Spain
	Nov. 2013	International Congress on the implementation of the UN Guiding Principles on Business and Human Rights in Spain, University of Sévilla	Sevilla, Spain
Sweden	10 April 2014	Seminar on the Guidelines, the Swedish Trade Union Confederation	Sweden
Switzerland	3 April 2014	Presentation on responsible business conduct and the role of government, Lucerne University of Applied Sciences and Arts	Switzerland
	4 April 2014	Expert Seminar on Access to Remedy in the Context of Business and Human Rights: Improving the Effectiveness of Non-Judicial Grievance Mechanisms,	The Hague, Netherlands
	11 April 2014	Presentation on Swiss government support for companies active in conflict areas, University of Basel	Basel, Switzerland
Tunisia	23 May 2013	Training for trade unions active in foreign companies active in Tunisia	Hammamet, Tunisia
	7 Oct. 2013	Training for trade unions active in foreign companies active in Tunisia	Hammamet, Tunisia
UK	Sept. 2013	NCP capacity-building event	Warsaw, Poland
	Sept. 2013	Regional Meeting of Central European NCPs with focus on capacity-building	Vienna, Austria
	Oct. 2013	Meeting of South American NCPs and UN Human Rights Conference with focus on capacity-building	Bogotá and Cali, Colombia
	Nov. 2013	Seminar on implementation of CSR mechanisms, Aarhus University	Aarhus, Denmark
	Nov. 2013	UN – ESCAP meeting to promote the Guidelines,	Bangkok, Thailand
	March 2014	OECD Investment Review and CSR Event to Promote the Guidelines	Yangon and Nay Pyi Daw, Myanmar

Promotional activities organised by BIAC, TUAC, and OECD Watch

BIAC

BIAC member and observer organisations and their corporate members are working in close co-operation with BIAC on the implementation and awareness-raising of the *Guidelines*. The following is a non-exhaustive list of specific awareness-raising activities carried out by BIAC and its members.

National BIAC member and observer organisations

Colombia	<p>ANDI is a member of the OECD NCP in Colombia participating on behalf of the private sector. The association has distributed the NCP brochure in the 11 branches it has in the country and is organising meetings with individual multinationals and with the board of directors of several sector chambers that belong to ANDI.</p> <p>ANDI also invited the OECD to its annual forum. The purpose of this event is to promote a competitive mining and hydrocarbon value chain in Colombia. It is addressed to mining, oil and gas companies as well as their current or potential suppliers. In the February 2014 event, OECD was one of the main speakers with a presentation on the OECD due diligence guidance for responsible supply chains of minerals from conflict-affected and high-risk areas. During the OECD's visit to Colombia, ANDI organised a workshop with mining companies in order to promote and solve questions related to the <i>Guidelines</i>. ANDI also organised a meeting with the participation of the OECD Secretariat to evaluate possible scenarios for collaborative outreach and design of <i>Guidelines</i> for three pilot sectors: mining, textiles, and finance.</p>
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National BIAC member and observer organisations	
Denmark	DI, in co-operation with the Danish Institute for Human Rights, organised a conference on 10 June 2014 in Copenhagen, focusing on the <i>UN Guiding Principles for Business and Human Rights</i> as well as the <i>Guidelines</i> . The purpose was to raise awareness and share experiences among member companies in implementing and complying with the <i>Guidelines</i> . The Danish NCP was represented with a presentation at the conference.
France	MEDEF, the French Business Organisation, has a specific role regarding the <i>Guidelines</i> as a member of the French NCP. During this year, the French NCP was very active while receiving and assessing several new complaints and monitoring the implementation of previous recommendations. Moreover, following the referral from Nicole Bricq, the French Minister of Trade, to examine the application of the <i>Guidelines</i> with regard to the supply chain in the textile sector in Bangladesh, ¹ MEDEF had been intensively involved in the organisation and the conduct of a consultation of more than 60 individuals/stakeholders. It was also an active contributor to the NCP report on the " <i>Implementation of the OECD Guidelines in the textile and clothing sector</i> ". At the same time, MEDEF, as a national business organisation, has continued promoting the <i>Guidelines</i> and NCP mechanism to its members at sectoral meetings and with an "e-brochure". It was consulted by the French Human Rights Committee, the French Economic, Social and Environment Committee and the French CSR Platform on the implementation of the <i>Guidelines</i> by French multinationals and the functioning of the French NCP. Furthermore, MEDEF hosts every year a meeting with the French NCP Secretariat and one hundred French enterprises.
Germany	"CSR Germany" (www.csrgermany.de), the CSR Internet portal of Germany's four leading business organisations (BDA, BDI, DIHK and ZDH) published information on the <i>Guidelines</i> . The German Employers' Associations (BDA) and the Confederation of Netherlands Industry and Employers (VNO-NCW) published and disseminated the joint brochure titled "The 2011 <i>OECD Guidelines – An introduction for business</i> ". BDA informed its members of recent developments on the <i>Guidelines</i> via circulars and continuously gave information in workshops and seminars. BDA has been an active participant in the "Corporate Social Responsibility for All Project" (CSR for ALL), which is intended raise awareness and build capacity in partnerships/networks of employer organisations in the South East Europe region regarding CSR.
Japan	In October 2013, BIAC Japan of KEIDANREN issued its bulletin, including the report by the Vice Chairman of the BIAC International Investment and Multinational Enterprises Committee on proactive agenda projects. On 18 February 2014, KEIDANREN issued "Recommendations for redefining the OECD's Role in a Globalised World – On the 50th Anniversary of Japan's Accession to the OECD" in which KEIDANREN emphasises the importance of promoting outreach efforts of the <i>MNE Guidelines</i> with a view to securing a level playing field. On 3 April 2014, BIAC Japan of KEIDANREN organised a symposium on the OECD, in which the above-mentioned recommendations served as a basis for discussion. In the panel discussions, the <i>Guidelines</i> were highlighted among other key OECD rules. Additionally, on 5 July and 20 December 2013, the KEIDANREN secretariat participated in meetings of the Japanese NCP Committee. KEIDANREN is a member of the advisory panel to Japanese NCP.

National BIAC member and observer organisations	
Latvia	<p>Organisation of a seminar on “Latvia on the way to the OECD - the business outlook, the <i>OECD Guidelines</i>” explaining the <i>Guidelines</i> together with the Ministry of Foreign Affairs. On 7 November 2013, a conference on “Corporate Social Responsibility for Competitive Entrepreneurship” was jointly organised by the Employers’ Confederation of Latvia (LDDK), the Ministry of Foreign Affairs of the Republic of Latvia, and the Institute of Corporate Sustainability. Participants in the conference had an opportunity to acquaint themselves with the <i>Guidelines</i> and benefits of responsible business conduct, international policy positions, actions of the UN Global Compact, implementation of principles of corporate social responsibility in business strategy of enterprises and more. Both BIAC and OECD participated and made presentations at the event. LDDK is involved in numerous other CSR activities and offers an important platform for its members.</p>
Netherlands	<p>Dutch business was together with trade unions closely involved in the realisation of an extensive multi-annual work program by the Social Economic Council (SER), the principal tripartite advisory body of the government, on due diligence and CSR. Among others, it included the following activities:</p> <ul style="list-style-type: none"> ● A two day SHIFT workshop with business, trade unions and NGOs on due diligence ● A large conference to conclude the long lasting work of the SER on due diligence, were also an extensive report was made public (www.ser.nl) ● The development of an online-tool to assist companies in their CSR and due diligence policy (‘MVO Risico Management’) ● The publication of guidance on Covenants in the field of International Corporate Social Responsibility. <p>The Dutch government undertook together with KPMG an analysis of possible international CSR risks in 13 specific sectors. These sectors and many individual companies were closely involved in this analysis. Dutch business actively participated in discussions on the formulation of the National Action Plan Implementation Ruggie Guiding Principles and on the review of the Dutch NCP.</p>
US	<p>Representing United States Council for International Business (USCIB) and its member Procter & Gamble, respectively, Adam Greene and Clifford Henry were two of fourteen members on the Stakeholder Advisory Board (SAB) of the US National Contact Point for the <i>Guidelines</i>, a multi-stakeholder body established to review the work of the US NCP. The SAB is comprised of leaders from business, labour, civil society and academia, and provided recommendations to the Advisory Council on International Economic Policy (ACIEP) at the US Department of State on the structure and monitoring of the US NCP, promotion of the <i>Guidelines</i>, establishing a Proactive Agenda for the US NCP and the handling of specific instances. Throughout the process, business greatly supported the existing procedures of the NCP. The SAB finalised a report to the ACIEP in January 2014 agreeing upon joint recommendations, which are currently being reviewed by the ACIEP. USCIB remains actively engaged with the US NCP.</p>

BIAC involvement in other initiatives

<p>South-East Europe outreach events</p>	<p>BIAC has been an active participant in the “Corporate Social Responsibility for All Project” (CSR for ALL), which is intended to build awareness and capacity in partnership/network of employer organisations in South East Europe region regarding CSR in order to improve their participation in multi-stakeholder dialogue at national and international levels. The project also helps to create awareness and build capacity in the network of employer organisations in the region to guide enterprises for their positive impacts on society and to integrate social, environmental, ethical, human rights and consumer concerns into their business operations and core strategy. The BIAC Secretariat participated in two conferences, one in Istanbul in October 2013 and a second conference in Ankara in January 2014, to present the business perspective on the latest developments with regard to the <i>Guidelines</i>, highlight recent contributions by the business community and provide practical advice with regard to the implementation of the <i>Guidelines</i>.</p>
<p>ITCILO training session</p>	<p>On 3 June 2014, BIAC participated in a training workshop organised by the International Training Centre of the ILO in Turin for representatives of Russian business. An integral part of the training session was a discussion on features, interpretation and impact of companies of international corporate responsibility instruments. The BIAC Secretariat provided a presentation on key business considerations for and practical experience with the <i>Guidelines</i>. The training session also allowed for an in-depth discussion on how the various instruments fit into the international corporate responsibility landscape.</p>

Companies and other organisations

<p>Chevron</p>	<p>Participation in a panel on CSR, American Society of International Law-International Law Association, Joint Annual Meeting, April 2014, Washington, DC: Chevron presented corporate best practices, challenges, and opportunities surrounding CSR, including how the UN Guiding Principles on Business and Human Rights, and OECD’s Multinational Guideline’s incorporation of the UNGPs, have helped advance CSR practices of transnational corporations.</p> <p>American Bar Association Centre for Human Rights, Project on Business and Human Rights, Human Rights Workshop, April 2014, Washington, DC: Chevron joined a multi-stakeholder group to discuss issues surrounding business and human rights, and how the Centre for Human Rights could contribute to advancing implementation of international business and human rights principles, as expressed by the UNGPs and <i>Guidelines</i>.</p> <p>During meetings of the Social Responsibility Working Group of IPIECA company representatives, including from Chevron, shared learning and best practices on CSR topics, including those covered by the UNGPs and <i>Guidelines</i>. www.ipieca.org/focus-area/social-responsibility.</p>
<p>Vale</p>	<p>Both the <i>Guidelines</i> and the UN Framework for Business and Human Rights are important references for projects and operations. In 2012 Vale published a second edition of the Human Rights Guide, a publication that provides guidance to clarify and engage employees and other audiences in understanding and respecting human rights. In 2013, Vale began the process of reviewing its Human Rights Policy with the objective of reflecting advances since its publication in 2009. In 2013 a strategic education plan on human rights was established. Vale created a tool to assess human rights violation risks to be applied in their capital projects, seeking preventive action. In the case of their operations, action plans have been developed based on self-diagnosis derived from the application of the Social and Sustainability Aspects Management Tool.</p>

Companies and other organisations

World Gold Council	The World Gold Council has organised seminars and events around the OECD Due-Diligence Guidance for Responsible Sourcing, especially in the context of the Conflict-Free Gold Standard, which is designed to operationalise the Due-Diligence Guidance for gold producers. Specific events include a number of webinars, including one hosted by Deloitte on “conflict miners”, with over 1 000 participants and speeches and another hosted by Shulte Roth & Zabel (SRZ). The OECD also organised a series of webinars about the Due-Diligence Guidance, including one on large scale gold miners, in which the World Gold Council was a main presenter. They have also spoken at a number of events, including workshops organised by the WWF on extractives and by Business Europe.
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TUAC

TUAC is the OECD’s interface with organised labour. TUAC has 59 affiliated trade union centres in 31 OECD countries representing more than 66 million workers. It also has associate members in Brazil, Indonesia, Russia and South Africa.

In 2014 the activities organised by TUAC in support of the *Guidelines* have focused on training and providing adequate information to its members on the functioning of the *Guidelines*.

TUAC has undertaken or planned the following activities in 2014:

Date	Training event	Location
18 March 2014	ETUI Training	Florence, Italy
26 March 2014	ILO Training Centre	Turin, Italy
2 July 2014	ILO Training Centre	Turin, Italy
Aug. 2014	Sectoral Trade Union meeting	Manila
TBC	Latin America: Regional training event	Mexico City, Mexico
21-22 Nov. 2014 (TBC)	Latin America: Regional training event	Santiago, Chile
Oct. 2014	<i>Central and Eastern Europe:</i> Regional training event	Poland

Trade Union Guide to the Guidelines

- Current Languages: Burmese, English, French, German, Italian, Japanese, Korean; Polish, Spanish, Swedish.
- Forthcoming (2014): Chinese and Arabic.

OECD Watch

OECD Watch is an international network of more than 80 civil society organisations from across the world promoting corporate accountability and responsibility. Members of OECD Watch share a common goal to improve

corporate accountability mechanisms in order to achieve sustainable development and enhance the social and environmental performance of corporations worldwide. This submission outlines the activities that OECD Watch has undertaken between June 2013 and June 2014 to raise awareness about and build capacity on the *Guidelines* among CSOs. These activities were undertaken with the aim of improving the implementation of *Guidelines*.

Supporting and maintaining information on specific instances filed by CSOs

The website and case database of *Guidelines* complaints filed by NGOs remains an important mean of communication and outreach for OECD Watch.

OECD Watch has published Quarterly Case Updates in November 2013 and June 2014 that provide up-to-date information about the latest developments in specific instances filed by NGOs. These publications have been distributed to approximately 750 persons per publication. Additionally more than 1 000 visitors have downloaded the Quarterly Case Updates from the OECD Watch website. The OECD Watch secretariat and OECD Watch members have supported and advised NGOs on using the *Guidelines*' specific instance mechanism and promoting best practices among NCPs. OECD Watch members were instrumental in addressing several cases concerning responsible business conduct through the specific instance process in the past year. Examples of cases with a positive outcome include the joint agreements in the ArcelorMittal case in September 2013 (Luxembourg NCP) and the SOCOPALM-related cases involving Bolloré S.A, Compagnie Internationale de Cultures SA, Financière du champ de Mars S.A, and Intercultures in June 2013 (French NCP).

A detailed summary of the contents and developments of cases involving civil society organisations can be found in the OECD Watch case database on the OECD Watch website. In addition to cases that have been filed with NCPs, OECD Watch and members have supported many more organisations by helping to examine the possibility of filing a case against a company for failing to observe the *Guidelines*. For confidentiality reasons these cases are not included in this overview.

Production of informational and promotional materials about the *Guidelines*

- In late 2013, ForUM launched an Internet-based manual to assist NGOs and other in filing complaints with the Norwegian NCP.
- In December 2013, OECD Watch launched the online Case Check that guides users through a series of questions to generate tailored advice on whether the *Guidelines* applies to their issues or problems.²
- Lumière Synergie Développement translated *OECD Watch's Guide to the Guidelines* and brochure and distributed it at a regional workshop to discuss implementation of the Economic Community of West African States' (ECOWAS) mining code.

Presentations and expert contributions on the <i>Guidelines</i>		
Date	Event information	Location
Feb. 2014	Briefing by Oxfam Australia to Oxfam South Africa staff on the Guidelines.	South Africa
Feb. 2014	Oxfam Australia's Executive Director referred to the Guidelines in a speech given at the Resources and International Development Conference.	Australia
Nov. 2013	Presentation by Oxfam Australia to the Asia Pacific Journalism Centre – a program for journalists from across the Asia/Pacific region – on mining governance and the Guidelines (20 participants).	Victoria, Australia
Oct. 2013	Oxfam Australia presentation at Murdoch University Political Science Association's International Conference on Mining Governance and the Guidelines (150 participants).	Perth, Australia
Oct. 2013	Presentation by Oxfam Australia to Iluka Resources' management team on mining risks and the Guidelines and related OECD guidance (12 participants).	Perth, Australia
Oct. 2013	"Using the OECD Guidelines" Lecture by Oxfam Australia to masters of law students at Monash University.	Perth, Australia
Oct. 2013	Guest lecture by Oxfam Australia at the University of Melbourne, Law School on international mining laws and the OECD Guidelines" (25 participants).	Melbourne, Australia
Sept. 2013	Oxfam booth to distribute OECD Watch materials to African Down Under Forum that included participation of mining ministers and Australian mining companies (500 delegates).	Melbourne, Australia
Aug. 2013	Briefing by Oxfam Australia to PanAust (Australian mining company) senior staff on the Guidelines.	Perth, Australia
July 2013	Lecture by CIVIDEP India on the Guidelines at the National Law School Bangalore as part of a series of lectures on business and human rights, including distribution of OECD Watch's brochure	Bangalore, India
June 2013	Presentation by CIVIDEP India on human and labour rights violations in the electronics industry that included recommendations to NCPs at a special panel on human rights and internet freedom in the information and communications technology sector at the Global Forum on Responsible Business Conduct.	Paris, France
June 2013	Presentation by Oxfam Australia on the Proactive Agenda on Due Diligence and Meaningful Stakeholder Engagement in Extractives Sector at the Global Forum on Responsible Business Conduct.	Paris, France
2013	Forum for Environment and Development (ForUM) was invited to speak about the Guidelines in a meeting arranged by Danish NGOs.	Denmark
2013	ForUM has presented information about its case against Cermaq with Norway's Ministry of Trade and Industry and a group of Norwegian parliamentarians.	Oslo, Norway
2013 – 2014	ForUM has been a panellist at several meetings to present information about the Norwegian Government Pension Fund Global case (POSCO).	Norway
2013 – 2014	Presentations by Transparency International-Germany at various conferences relating to German extractive industries and CSR standards.	Germany

Organisation and support training and capacity building events

- *Capacity building seminar in Cambodia, June 2013*: Oxfam Australia organised a capacity-building seminar on the *Guidelines* that included 30 participants from across the Asia Pacific region.
- *Capacity building seminar in Cambodia, June 2013*: Oxfam Australia organised a capacity-building seminar on the *Guidelines* that included 25 Oxfam staff and partners.
- *Capacity building seminar on the OECD Guidelines in Indonesia – April 2014*: Oxfam Australia organised a capacity-building seminar on the *Guidelines* that included 40 CSO participants from Indonesia.
- *Capacity building seminar on the OECD Guidelines in Myanmar, May 2014*: Oxfam Australia organised a capacity-building seminar on the *Guidelines* that included 30 CSO participants from across the Asia Pacific region.
- *Capacity building seminar on grievance mechanisms in Kenya, September 2013*: Oxfam Australia, Accountability Counsel.
- *Advance training workshop on business and human rights in Indonesia, September 2013*: OECD Watch, Business Watch India and CIVIDEP India organised an advanced training on business and human rights from 9 -12 September 2013 in Jakarta, Indonesia. The training was attended by 15 participants and included a NCP mediation role-play so participants could better understand the *Guidelines* specific instance procedure.
- *Educational conference with youth parties in Norway, 2013*: ForUM organised a conference with leaders of Norway's political youth parties to discuss corporate accountability and access to remedy that included particular focus on the *Guidelines*. The conference was attended by 50 participants.
- *Workshop on the Guidelines in Korea, 2013*: Korean House for International Solidarity (KHIS) helped to organise a workshop entitled, "Effective Measures to Fulfill the OECD Guidelines for MNEs." The workshop was led by Jeon Soon-ok, a Korean lawmaker.
- *Training course on the Guidelines in Senegal, 2013*: Lumière Synergie Développement conducted a course on the *Guidelines* at the University of Dakar.

OECD Watch members participation in OECD/NCP-hosted processes and events

- The OECD Watch Secretariat and Co-ordination Committee members helped to organise civil society's participation in the Investment Committee's meeting in Myanmar.
- Ecoceanos is a member of the Chile NCP's newly created "Mirror Committee".
- Association Sherpa has been an active participant in the process to restructure the French NCP, which includes the creation of an Advisory Board.
- ForUM was invited to speak with the Norway NCP Peer Review team.
- ForUM was invited to speak and serve as a panellist at a conference organised by the Norwegian NCP.
- Alliance Sud is a member of the Swiss NCP's Advisory Board.
- Accountability Counsel and EarthRights International are members of the US NCP's Stakeholder Advisory Board.
- Oxfam Australia has been an active participant in the Proactive Agenda on Due Diligence and Meaningful Stakeholder Engagement in Extractives Sector Advisory Group.

OECD Watch members' publications

- Alliance Sud about Swiss NCP in Global+ Magazine, 18 September 2013, www.alliancesud.ch/de/publikationen/globalplus/global-nr.-51-herbst-2013.
- Accountability Counsel, "A Case Study of the Dutch NCP", June 2013, http://oecdwatch.org/publications-en/Publication_3970.
- Alliance Sud has provided input concerning the Swiss NCP during stakeholder consultations to develop Swiss National Action Plan (*UN Guiding Principles on Business and Human Rights*).

Promotional activities by the OECD and the Chair of the WPRBC

OECD

- Keynote address at the Finance Accountability Symposium, Zwolle, June 2014.
- Participation in the Asia-Pacific Economic Co-operation (APEC) Mining Task Force meeting on the OECD's work on responsible mineral supply chains from conflict-affected and high-risk area, Beijing, June 2014.
- Presentation of the *Guidelines* in a panel session with the head of BASF China entitled "Social Responsibility of Companies", Chinese-German Young Professionals Program, Berlin, June 2014.
- Launch of the RBC in Kazakhstan publication at the occasion of the Astana Economic Forum, including bilateral meetings with business, government and civil society representatives, Astana, May 2014.
- Presentation of the *Guidelines* at École Centrale de Paris, Certification Programme "Entreprise Durable et Responsable", Paris, 15 May 2014.
- Participation in the G20 Task Force on Employment Sub-Group on Safer Workplaces Meeting, Istanbul, May 2014.
- Keynote address on the *Guidelines* at the CSR Summit 2014, Prague, April 2014.
- Training session on the Due Diligence Guidance in conjunction with Borsa Istanbul, Istanbul, April 2014.
- Participation in a panel at the occasion of the 3rd Edition of the Dubai Precious Metals Conference, Istanbul, April 2014.
- Participation in a panel discussion "Responsible Supply Chains: jewellery is as important as Mine supply" at the Dubai Precious Metals Conference, Dubai, April 2014.
- Participation in the Reporting and Assurance Frameworks Initiative (RAFI) Workshop, a process facilitated by Shift and Mazars in liaison with the Human Rights Resource Centre, London, April 2014.
- Participation in a roundtable discussion "Economy and Civil Society – Opportunities for Co-operation", Vienna, March 2014.
- Mission to Georgia to seek feedback from government, businesses, trade unions and civil society on the Responsible Business Conduct in Georgia publication, Tbilisi, March 2014.
- Participation in the Conflict Free Sourcing Initiative Workshop, Brussels, March 2014.
- Participation in a workshop on NCP work regarding responsibility in the financial sector, London, March 2014.
- Mission to Myanmar to raise awareness of the *Guidelines* with government officials and parliamentarians and the local and foreign business communities, Yangon and Nay Pyi Taw, March 2014.
- Presentation of the *Guidelines* at Sciences Po Paris, Seminar "Entreprises et droits de l'homme", Paris, February 2014.
- Presentation of the OECD's work on due diligence in mineral supply chains at the WWF European Consultation Workshop on Mining and Sustainability, London, February 2014.
- Presentation on the Due Diligence Guidance at the workshop "Relevance of CSR Guidelines for Companies Operating and Investing Abroad", organised by GIZ and the Chinese Enterprise Confederation, and bilateral meetings with various business associations and other relevant stakeholders, Beijing, February 2014.
- Workshops for the promotion of the *Guidelines* and a workshop on the implementation of the *Guidelines* in the financial sector, Brazil, February 2014.
- Opening presentation on the Due Diligence Guidance for Minerals at the Mining Indaba Conference, Cape Town, February 2014.
- Participation in the Forum and Exhibition Colombia Generates, Medellin, February 2014.
- Organisation of an outreach event on the implementation of the Due Diligence Guidance's Supplement on Gold, Cartagena, February 2014.
- Meetings with various Colombian government offices, including the President Office of Colombia, to discuss the OECD's work on RBC in the extractive sector, Bogota, February 2014.
- Keynote address at the Sustainable Companies: We Make it Happen Conference, Oslo, December 2013.
- Keynote address at the CSR for Competitive Entrepreneurship Conference, Riga, November 2013.
- Organisation and participation in the 6th Forum on Responsible Mineral Supply Chains, Kigali, November 2013.
- Participation in the IPC Conflict Minerals Conference, Brussels, October 2013
- Participation in the event "Conflict Mineral supply chains: from planning to action", 54th General Assembly and Associated Technical Meeting of the Tantalum-Niobium Study Centre, New York, October 2013.
- Mission to Kazakhstan to seek feedback from government, businesses, trade unions and civil society related to RBC in Kazakhstan, Astana and Almaty, September 2013.
- Chaired a session of LMBA Annual Meeting on Responsible Gold, Rome, September 2013.
- Organisation and participation in an extended session entitled "Responsible and Conflict-free Gold Supply Chains" at the India International Jewellery Show, Mumbai, August 2013.
- Launch of the ICGLR certificates under the ICGLR Regional Certification Mechanism and presentation at a panel on due diligence and ICGLR Certification, Democratic Republic of the Congo, July 2013.

Chair of the WPRBC

- Keynote address at the Responsible Investor Conference, London, June 2014
- Promotion of the *Guidelines* and participation in the Thun Group of Bank Working Session, Thun, June 2014.
- Launch of the RBC in Kazakhstan publication at the occasion of the Astana Economic Forum, including bilateral meetings with business, government and civil society representatives, and participation in the Corporate Governance and Added Value Session, Astana, May 2014.
- Promotion of the *Guidelines* and participation in the CSR: International Instruments, Principles and Guidelines for APEC Economies Conference, Santiago, May 2014.
- Mission to Costa Rica at the occasion of the launch of the Costa Rica NCP, including a keynote address at the Conference on the Guidelines, participation in a roundtable with CSOs, bilateral meetings with business associations and a bilateral meeting with Latin American NCPs (Argentina, Brazil, Colombia, Costa Rica and Mexico), San Jose, April 2014.
- Outreach mission to Panama, including meetings with the Vice Minister of Economy and Finance, the Vice Minister of Commerce and Industry and the Vice Minister of Foreign Affairs, as well as the former President of Panama, now head of the National Centre for Competitiveness, Panama City, April 2014.
- Outreach mission to Myanmar to raise awareness of the *Guidelines* with government officials and parliamentarians and the local and foreign business communities, Yangon and Nay Pyi Taw, March, 2014.
- Keynote address on CSR and international diplomacy, Novancia Business School, Paris, March 2014.
- Keynote address at the workshop “Relevance of CSR Guidelines for Companies Operating and Investing Abroad”, organised by GIZ and the Chinese Enterprise Confederation, and bilateral meetings with various business associations and other relevant stakeholders, Beijing, February 2014.
- Guest lectures on the *Guidelines*, University Paris II Pantheon, Paris, February 2014.
- Promotion of the *Guidelines* and participation in the European Commission’s EU CSR Annual Review Meeting, Brussels, December 2013.
- Keynote address and participation in a panel about the financial sector during the UN Forum on Business and Human Rights, Geneva, December 2013.
- Participation in the Regional Co-operation in Advancing Responsible Business Practices Conference, organised with UN ESCAP on the occasion of the 2013 Asia-Pacific Trade and Investment Week, Bangkok, November 2013.
- Keynote address at the Myanmar: The Next Asian Frontier Conference, Rome, October 2013.
- Presentation during a webinar on Institutional Investor, October 2013.
- Keynote address and participation in a business roundtable during the CSR Asia Summit, including bilateral meetings with business, trade union and civil society representatives, Singapore, September 2013.
- Participation in a High Level Session on the Textile Industry with the ILO, the EU and the US, Bangladesh, July 2013.

Notes

1. Specifically, to determine the scope of the concept of “business relationship” for the multinational enterprises in question, and to identify the reasonable diligence measures which the Guidelines recommend in this respect (prevention, detection and remediation of actual or potential negative effects).
2. Available at <http://oecdwatch.org/oecd-watch-case-check>.

ANNEX 1.A2

*Recommendations by the French and Italian NCPs
on the implementation of the Guidelines
in the textile and ready-made garment sector*

The <i>Guidelines</i>	Recommendations from the French NCP's Report ¹	Recommendations from the Italian NCP's Report ²
<p><u>Preface</u> 9 (improve domestic policy frameworks)</p>	<ul style="list-style-type: none"> ● Observation 7: Make CSR considerations a part of trade negotiations 	
<p><u>Preface</u> 7</p>	<ul style="list-style-type: none"> ● Recommendation 5: Promote a sustainable and balanced business relationship between customer and supplier 	<ul style="list-style-type: none"> ● Recommendation 1: Adhere to the Accord on Fire and Building Safety in Bangladesh and consider it as a model for the future
<p><u>General policies</u> II.A.14</p>	<ul style="list-style-type: none"> ● Recommendation 7: Consult local stakeholders and encourage dialogue 	<ul style="list-style-type: none"> ● Recommendation 3: Switch from a reactive approach to a preventive approach, including through the adoption of collective action to tackle systemic problems to be dealt with in the framework of institutional contexts ensuring impartiality and legitimacy (such as ILO, OECD, UN) and in co-operation with governments, workers and other stakeholders
<p><u>Commentary on general policies</u> II.23-25 (engage in stakeholder dialogue and multi-stakeholder initiatives to develop responsible supply chains)</p>	<ul style="list-style-type: none"> ● Recommendation 10: Participation with all stakeholders in compensation and reparation for damage when a direct link is established ● Proposal 2: Join in multi-stakeholder initiatives such as accession to an international framework agreement for the textile and clothing sector ● Proposal 4: Train and assess buyers in the implications of ethical and sustainable supply ● Observation 1: Support the current process of drafting an international standard on sustainable procurement ● Observation 3: Join the international community in supporting reforms of workers' rights in Bangladesh/country 	<ul style="list-style-type: none"> ● Recommendation 10: Consult all available sources of information and co-operate with institutions and relevant stakeholders to identify the risks and put in place a mechanism of risk assessment based on qualitative and quantitative indicators ● Recommendation 11: Join and/or develop multi-stakeholder collective actions, setting common sectoral standards – consistent with the <i>OECD Guidelines</i>, the ILO Conventions and UN Guiding Principles – covering different aspects of sustainability in the supply chain and adhere to international framework agreements to reinforce the due diligence process ● Recommendation 17: Arrange, where appropriate, oversight of workplace by technical teams made up of business representatives, local and international unions, trusted NGO representatives named by workers and co-operate with institutions

The <i>Guidelines</i>	Recommendations from the French NCP's Report ¹	Recommendations from the Italian NCP's Report ²
<p><u>General policies</u> II.A1 (contribute to economic, environmental and social progress)</p> <p><u>General policies</u> II.A2</p> <p><u>Human rights</u> IV. 4</p> <p><u>Commentary on human rights</u> IV.39 & IV. 44</p> <p><u>Employment</u> V.1 (respect international recognised human rights)</p>	<ul style="list-style-type: none"> ● Recommendation 1: Formalise ethical commitments and compliance with OECD and ILO international standards ● Recommendation 8: Ensure respect for the workers' rights enshrined by the ILO ● Proposal 4: Train and assess buyers in the implications of ethical and sustainable supply ● Observation 3: Join the international community in supporting reforms of workers' rights in Bangladesh/country ● Observation 5: Extend the ordinary employment laws of Bangladesh to the export processing zones 	<ul style="list-style-type: none"> ● Recommendation 3: Switch from a reactive approach to a preventive approach, including through the adoption of collective action to tackle systemic problems to be dealt with in the framework of institutional contexts ensuring impartiality and legitimacy (such as ILO, OECD, UN) and in co-operation with governments, workers and other stakeholders ● Recommendation 4: Commit to a "responsible supply chain management policy" at the most senior level of the enterprise through a statement of policy, to be made public, that explicitly references the <i>Guidelines</i> and, at the very least, internationally recognized human rights, including the eight ILO Core Conventions ● Recommendation 5: Incorporate the responsible supply chain management policy in the enterprise's business strategy and management system, with a particular focus on the purchasing and quality control divisions, identifying responsibilities and dedicating trained human resources and adequate financial resources ● Recommendation 6: Adopt an evolutionary and flexible approach, adapting company policy to the risks identified as they arise; map relevant stakeholders and collaborate with them
<p><u>General policies</u> II.A.10-12</p> <p><u>Commentary on general policies</u> II. 14, 15, 17, 20</p> <p><u>Human rights</u> IV.2, 3, 5</p> <p><u>Commentary on human rights</u> IV. 40-43, 45 (risk-based due diligence to identify, prevent, and mitigate actual and potential adverse impacts; avoid causing or contributing to direct impact; prevent or minimise adverse impact when it is linked by a business relationship)</p>	<ul style="list-style-type: none"> ● Recommendation 2: Map the supply chain and identify risks ● Recommendation 3: Implement risk management systems to prevent adverse impacts from arising ● Recommendation 4: Control subcontracting in order to minimise risks ● Recommendation 5: Promote a sustainable and balanced business relationship between customer and supplier ● Recommendation 6: Tighten the social, environmental, and safety aspects of audits ● Proposal 1: Engage in joint improvement and monitoring activities with suppliers ● Proposal 4: Train and assess buyers in the implications of ethical and sustainable supply ● Observation 4: Review the Bangladeshi regulations which prohibit a new factory from exporting for two years until it has obtained a licence 	<ul style="list-style-type: none"> ● Recommendation 7: Map the supply chain with regards to the procurement, production, and distribution phases ● Recommendation 8: Map the "structure of the supply chain" with regards to the geographic areas where it takes place, the product's transit modalities, and the various stakeholders (brokers, suppliers, subcontractors), and identify the various upstream and downstream relationships along the supply chain ● Recommendation 9: Put in place an effective and flexible system to identify the risks referred to the country in which the enterprise operates, the characteristics of the sector and of the products, the structure of the supply chain and the business relations, in order to identify specific risks for each phase of the product life-cycle ● Recommendation 10: Consult all available sources of information and co-operate with institutions and relevant stakeholders to identify the risks and put in place a mechanism of risk assessment based on qualitative and quantitative indicators ● Recommendation 16: Improve the quality and independence of audits, guarantee adequate frequency, encourage the standardisation of activities by avoiding overlapping audits by sharing information/experiences with other companies ● Recommendation 17: Arrange, where appropriate, oversight of workplace by technical teams made up of business representatives, local and international unions, trusted NGO representatives named by workers and co-operate with institutions ● Recommendation 18: Take remedial action (eg. Remedial Action Plan "RAP") based on audit findings and other verification procedures, and assure the follow-up

The <i>Guidelines</i>	Recommendations from the French NCP's Report ¹	Recommendations from the Italian NCP's Report ²
<p><u>Disclosure</u> III.1-4 <u>Commentary on disclosure</u> (disclose policies on due diligence measures)</p>	<ul style="list-style-type: none"> ● Proposal 3: Publish reliable and comparable information on due diligence measures, including information on social and environmental risk management systems 	<ul style="list-style-type: none"> ● Recommendation 22: Adopt transparent, trustworthy and adequate forms of communication regarding the way the supply chain due diligence is performed ● Recommendation 24: Base reporting on effective monitoring and measurement systems, recurring to internationally agreed standards, to be able to account for the results of the activities performed, and in doing so also appraise the “business case” for the sustainability of the supply chain
<p><u>General policies</u> II.A.13 <u>Commentary on general policies</u> II.19-22 (leverage contractual arrangements to influence suppliers)</p>	<ul style="list-style-type: none"> ● Recommendation 4: Control subcontracting in order to minimise risks ● Proposal 1: Engage in joint improvement and monitoring activities with suppliers 	<ul style="list-style-type: none"> ● Recommendation 12: Select suppliers through prior activities (including preventive checks in the case of potential risks) and ask suppliers to commit to respect the rules and principles of its statement of policy ● Recommendation 13: Move away from a “prescriptive” to a “partnership” approach to managing relations with suppliers, helping and encouraging them to co-operate also using specific contractual conditions (guarantees regarding the duration of the business relationship, preferential treatment of virtuous suppliers) ● Recommendation 14: Govern relations with suppliers/traders through contractual arrangements making it possible to implement the due diligence even beyond tier 1 of the supply chain (sustainability clause) through obligations towards subcontractors (“cascade obligations”) ● Recommendation 15: Establish contractual terms and conditions (e.g. commercial terms, delivery timing) that are compatible with the risk prevention and mitigation obligations requested to the supplier/trader
<p><u>Employment & industrial relations</u> V.1 V.2 V.4 (respect the rights of workers)</p>	<ul style="list-style-type: none"> ● Recommendation 8: Ensure respect for the workers' rights enshrined by the ILO ● Recommendation 9: Ensure that suppliers pay an adequate wage to satisfy the basic needs of workers and their families ● Observation 3: Join the international community in supporting reforms of workers' rights in Bangladesh/country ● Observation 5: Extend the ordinary employment laws of Bangladesh to the export processing zones 	<ul style="list-style-type: none"> ● Recommendation 1: Adhere to the Accord on Fire and Building Safety in Bangladesh and consider it as a model for the future ● Recommendation 4: Commit to a “responsible supply chain management policy” at the most senior level of the enterprise through a statement of policy, to be made public, that explicitly references the <i>Guidelines</i> and, at the very least, internationally recognized human rights, including the eight ILO Core Conventions ● Recommendation 11: Join and/or develop multi-stakeholder collective actions, setting common sectoral standards – consistent with the <i>OECD Guidelines</i>, the ILO Conventions and UN Guiding principles – covering different aspects of sustainability in the supply chain and adhere to International Framework Agreements to reinforce the due diligence process ● Recommendation 17: Arrange, where appropriate, oversight of workplace by technical teams made up of business representatives, local and international unions, trusted NGO representatives named by workers and co-operate with institutions

The <i>Guidelines</i>	Recommendations from the French NCP's Report ¹	Recommendations from the Italian NCP's Report ²
<p><u>Human rights</u> IV. 6 <u>Commentary on human rights</u> IV.46 <u>Amendment of the decision of the council</u> <u>Procedural guidance</u> (remedy adverse impacts if they occur)</p>	<ul style="list-style-type: none"> ● Recommendation 10: Participation with all stakeholders in compensation and reparation for damage when a direct link is established ● Observation 6: Take out insurance cover or establish a compensation fund for the sector 	<ul style="list-style-type: none"> ● Recommendation 2: Assist and provide compensation to victims through legitimate, reliable, and effective initiatives, such as the Arrangement's Trust Fund, and collaborate with structured organisations operating in Bangladesh/country and with its government ● Recommendation 19: Resort to legitimate State-based mechanisms for providing remediation if an enterprise cannot or should not do so itself (e.g., either judicial mechanisms when legally required, or non-judicial like complaints offices, NCPs in States that have signed the <i>Guidelines</i>) ● Recommendation 20: Resort to legitimate, reliable and effective remedial processes to address issues related to remedies (including resort to operational level grievance mechanisms) which are agreed at institutional level, ensure the right level of effectiveness and are compatible with the <i>Guidelines</i> and the United Nation Guidelines Principles (UNGPs) ● Recommendation 21: Without prejudice of the State responsibility, remedy the adverse impact in the supply chain – including, when appropriate, financial compensation of the victims – when the enterprise causes or contributes to that impact
<p><u>Consumer interests</u> VIII.2, 5, 7 <u>Commentary on consumer interests</u> VIII.86 (provide information to consumers)</p>	<ul style="list-style-type: none"> ● Proposal 5: Raise consumer awareness of the conditions in which textile products are manufactured ● Observation 1: Support the current process of drafting an international standard on sustainable procurement ● Observation 2: Facilitate and guarantee labelling to improve information to consumers 	<ul style="list-style-type: none"> ● Recommendation 23: Adopt traceability systems from the raw materials to the end product, including indication of origin of products, to supply accurate information to consumers and to all the stakeholders, also using Information and Communication Technology.

Notes

1. The French NCP issued 10 recommendations for multinational enterprises; 9 proposals for best practice for multinational enterprises; and 7 observations for consideration by public authorities. The document is available on the NCP website: www.tresor.economie.gouv.fr/8507_rapport-du-pcn-sur-la-mise-en-oeuvre-des-principes-directeurs-de-l-ocde-dans-la-filiere-textile-habillement.
2. The Italian NCP's report is part of Italy's National Action Plan for Bangladesh. The document is available on the NCP website: <http://pcnitalia.sviluppoeconomico.gov.it/en/news/item/301-report-on-responsible-business-conduct-in-the-textile-and-garment-supply-chain>.

ANNEX 1.A3

The Guidelines and export credit, overseas investment guarantee and inward investment promotion programmes

	Do export credit and/or investment promotion websites feature the investor's obligation to uphold the <i>OECD Guidelines</i> or other corporate social responsibility principles?	Are policies and procedures in place for considering relevant statements from the NCP?
Argentina		
Australia	Australia's Export Finance and Insurance Corporation (EFIC) promotes corporate social responsibility principles on its website, with particular emphasis on stakeholder engagement and environmental responsibility. It highlights adherence to principles such as the <i>Guidelines</i> , the OECD's <i>Recommendation of the Council on Common Approaches for Officially Supported Export Credits and Environmental and Social Due Diligence</i> (the Common Approaches), and the Equator Principles. Links to the Australian NCP's website are provided on the EFIC website. Additionally, the investors' obligation to comply with the <i>OECD Guidelines</i> features prominently on the Foreign Investment Review Board website.	Informal arrangements in place and EFIC meets regularly with the NCP
Austria	The Oesterreichische Kontrollbank AG (OeKB) is entrusted by the Austrian Federal Ministry of Finance to act as the Austrian export credit agency and handle its obligations to promote sustainability, transparency, and compliance regarding social and environmental impacts as well as issues of bribery and corruption. The website features the Common Approaches and references the <i>Guidelines</i> . It also provides an outline of the environmental and social assessment procedure applied by OeKB based on the Common Approaches.	Formal environmental and social assessment procedures are in place, which requires statements or reports made publicly available by the NCP
Belgium	Belgium's public credit insurer, Delcredere-Ducreire, assesses the environmental and social impacts of all transactions for which applications of cover are received. On the "Ethics" page of its website, the insurer encourages enterprises to adhere to the <i>Guidelines</i> and describes the impact analysis process informed by the OECD Common Approaches.	Formal procedure includes a regular exchange of information with the NCP

	Do export credit and/or investment promotion websites feature the investor's obligation to uphold the <i>OECD Guidelines</i> or other corporate social responsibility principles?	Are policies and procedures in place for considering relevant statements from the NCP?
Brazil	The Brazilian NCP has engaged in co-operation with the Brazilian Export Financing and Guarantee Committee (COFIG) aiming to promote the Guidelines for its members and the partners. Two members of the COFIG have promoted the Guidelines on their websites: Banco do Brasil and the Export Credit Insurance Agency (SBCE). The Brazilian NCP and APEX Brasil (Brazilian Agency for Exports Promotion and Investments) have agreed on a project to bring knowledge to companies that require APEX assistance for starting their internationalisation process, which includes the promotion of the Guidelines on their dedicated websites "Passaporte para a Mundo" (Passport to the World).	
Canada	Export Development Canada (EDC) promotes a range of corporate responsibility principles and standards, including the recommendations of the <i>Guidelines</i> , as well as the Common Approaches, the Equator Principles, Extractive Industries Transparency Initiative (EITI), and the Voluntary Principles on Security and Human Rights, among others. <i>OECD Guidelines</i> brochures are distributed and dialogue on CSR with key stakeholders such as customers, various business associations, and NGOs is maintained. Issues relating to the <i>Guidelines</i> , such as the environmental and social impacts of projects, anti-corruption and anti-bribery efforts, and human rights are discussed, when relevant. Promotion and use of the <i>Guidelines</i> is included in EDC's annual Statement of Priorities and Accountabilities. The Business Development Bank of Canada (BDC) also promotes the <i>Guidelines</i> by providing environmentally-responsible financing through a questionnaire reflecting the <i>Guidelines</i> , which informs decision-making on eligibility	As part of an informal working approach, the EDC considers any statements or reports made publicly available by the NCP.
Chile	Chile's Foreign Investment Committee does not yet actively promote investors' obligations under the <i>Guidelines</i> . The <i>Foreign Investors Guide</i> does, however, delineate the procedure for the environmental impact declaration and study required for certain types of projects. The process includes an evaluation of certain social impacts, such as resettlement of human communities. It also references adherence to the ILO's Convention 169 concerning the consultation of indigenous populations.	
Colombia	The investment promotion agency of Colombia, Proexport, has included the <i>Guidelines</i> on its website as one of the tools that should be taken into account when investing abroad. Colombia views this as part of a broader effort to comply with corporate responsibility issues throughout government public policy.	
Czech Republic	Czech Invest provides information on the Czech business environment to foreign investors. It has prepared an information package, which includes the <i>Guidelines</i> and is passed to all foreign investors considering investing within the territory of the Czech Republic. The Czech NCP co-operates closely with Czech Invest. In addition, the credit insurance corporation connected with the exports of goods and services from the Czech Republic, EGAP, requires an environmental and social review for all project receiving state support and exceeding two years as well as all investment in foreign countries. This review is in compliance with The Common Approaches.	Both Czech Invest and EGAP are in regular contact with the NCP. EGAP takes into account any relevant reports made by available by the NCP.

	Do export credit and/or investment promotion websites feature the investor's obligation to uphold the <i>OECD Guidelines</i> or other corporate social responsibility principles?	Are policies and procedures in place for considering relevant statements from the NCP?
Denmark	Denmark's export credit agency, the Eksport Kredit Fondon (EKF), maintains an active CSR policy that complies with the <i>Guidelines</i> , the UN Principles on business and human rights, and The Common Approaches. It also guided by the Equator Principles, the UN Global Compact, and the Berne Union. Accordingly, EKF incorporates an evaluation of environmental and human rights risks as part of its risk assessment.	Formal procedures a work in progress.
Egypt		
Estonia		
Finland	Finnvera, Finland's export credit agency does not directly name or reference the <i>Guidelines</i> , yet it does produce an annual corporate social responsibility report, which is published on its website. The report reviews financial, social, and environmental responsibility aspects. The Common Approaches inform Finnvera's assessments of the environmental and social impacts, including those concerning human rights, of projects it seeks to guarantee.	Informal inclusion of NCP reports as part of the environmental and social impact review process.
France	Firms applying for export credits or investment guarantees are systematically informed of the <i>Guidelines</i> during the application process through COFACE, which provides export credit insurance. Applicants are asked to sign and declare that they have "read and understood the <i>OECD Guidelines</i> ."	NCP reports are informally included in the impact review process.
Germany	Companies applying for investment guarantees must confirm awareness of the <i>Guidelines</i> by signature on the application form. Further, Germany's export credit guarantee agency conducts an environmental and social impact review based upon The Common Approaches.	Formal review of reports made publicly available by the NCPs is part of the due diligence process.
Greece	The <i>Guidelines</i> are available on the website of the Ministry for Development, Competitiveness, Infrastructure, Transport and Networks. The Invest in Greece agency SA, the General Secretariat of Consumer Affairs, and the Export Credit Insurance Organization (ECIO) have links to the Ministry.	
Hungary	The websites for the Hungarian Export-Import Bank and the Hungarian Export Insurance agency state that the entities are both obliged to review social and environmental considerations in accordance with criteria established by the OECD. The Hungarian export credit and investment guarantee agency (EXIM) informs prospective investors about the <i>Guidelines</i> and has a link to the brochure of the Hungarian NCP.	Informally following guidance from the NCP.
Iceland		
Ireland		
Israel	The website of Israel's Investment Promotion Centre features the NCP website in its list of links. ASHRA, Israel's export insurance agency, also details investors' obligations under the OECD Anti-Bribery Convention. Investors, however, are not directly informed about the <i>Guidelines</i> .	

	Do export credit and/or investment promotion websites feature the investor's obligation to uphold the <i>OECD Guidelines</i> or other corporate social responsibility principles?	Are policies and procedures in place for considering relevant statements from the NCP?
Italy	Italy's inward investment agency (INVITALIA), outward investment agency (ITALIA), and its export financial support company (SIMEST) have all published the <i>OECD Guidelines</i> on their websites and disseminate them to enterprises asking for financial support. In addition, the Italian NCP works with SACE, the Italian export credit agency, to promote the <i>Guidelines</i> as part of its CSR strategy. The SACE website does not promote the <i>Guidelines</i> , but does provide information regarding its environmental risk assessment procedures in accordance with The Common Approaches.	Informally reviews public reports made available by the NCP and maintains a contact with the NCP for requests for information.
Japan	The websites for the Japan Bank for International Cooperation (JBIC), the Japan International Cooperation Agency, and Nippon Export and Investment Insurance (NEXI) do not directly reference the <i>Guidelines</i> , nor do they actively inform investors about the <i>Guidelines</i> during the application process. Their websites do, however, detail their environmental and social impact procedures and reference other relevant OECD instruments.	NEXI and the JBIC consider NCP reports if Japanese exporters or sponsors are mentioned and refer to relevant NCP statements during the review process.
Korea	The <i>Guidelines</i> can be found on the website of the Ministry of Knowledge Economy, which promotes trade and investment. In addition, the Korean Export-Import Bank recognizes the <i>Guidelines vis-à-vis</i> The Common Approaches in its procedures for social and environmental due diligence.	Formal procedure in place to consider relevant statements by the NCP.
Latvia	Foreign Economic Relations Promotion Division at the Ministry of Foreign Affairs and the Latvian Investment and Development Agency organize regular meetings with Latvian entrepreneurs ("The ABCs of Exporting") aimed at the promotion of export and development of economic relations. Printed summary leaflets on the <i>Guidelines</i> are distributed. There is a link to the <i>Guidelines</i> is on the Latvia Investment and Development Agency website.	
Lithuania	The Invest Lithuania agency co-operates closely with the Lithuanian NCP and provides an information package on the business environment to all foreign investors. Information on the <i>Guidelines</i> or impact assessments are not available on the Invest Lithuania website.	
Luxembourg	The Luxembourg Export Credit Agency provides a direct link to the <i>Guidelines</i> on its "Links" webpage. It also details its obligations and compliance other OECD instruments, including The Common Approaches and Anti-Bribery Convention, in its annual reports.	Formally considers relevant statements by the NCP.
Mexico	The Mexican NCP is located within the Directorate General for Foreign Investment in the Ministry of Economy, which is responsible for Mexico's participation in the Investment Committee and in different international organisations. The <i>Guidelines</i> are thus available on the Spanish-language version of its website. On the English-language version, there is a direct link provided to the OECD homepage.	
Morocco	A summary of the <i>Guidelines</i> , full text of NCP reports, and other relevant information is available on the Moroccan Investment Development Agency website.	

	Do export credit and/or investment promotion websites feature the investor's obligation to uphold the <i>OECD Guidelines</i> or other corporate social responsibility principles?	Are policies and procedures in place for considering relevant statements from the NCP?
Netherlands	Applicants for Dutch business programmes or facilities receive copies of the <i>Guidelines</i> . In order to qualify, companies must state that they are aware of the <i>Guidelines</i> and that they will endeavour to comply with them to the best of their ability. Applicants for the PSI programme have to prepare a CSR policy plan based on the <i>Guidelines</i> . The Dutch state agency providing export credit and investment insurance, Atradius, conducts a corporate responsibility review of all transactions it insures and provides a link to the Dutch NCP on its website.	Official policy is that information from the NCP, when relevant, must be taken into account during the review process.
New Zealand	The Export Credit Office mentions the <i>Guidelines</i> on its website and provides a link to website of the <i>Guidelines</i> as well as the New Zealand NCP. The Overseas Investment Office website provides these links as well.	
Norway	The Guarantee Institute for Export Credits (GIEK) and Export Credit Norway have developed their own CSR policies, which are detailed on their websites. GIEK and Export Credit Norway inform their exporters about the <i>Guidelines</i> , the Norwegian NCP, and the complaint mechanism. GIEK and other ECAs advocated successfully, within the OECD Export Credit Group, for the inclusion of references to the <i>Guidelines</i> in the Common Approaches.	Formally assesses if any exporters or associated partners are under review by the NCP. Regularly communicates with the NCP on the status of cases and shares information about applicants.
Peru	The Peruvian NCP is located within the Investment Promotion Agency (PROINVERSION), and thus the website includes all relevant information pertaining to the <i>Guidelines</i> and the NCP's activities. In addition, the NCP has developed a two- fold brochure that promotes the <i>Guidelines</i> relative to investment. This brochure has been delivered to private sector participants during promotional activities.	
Poland	KUKE, Poland's export credit insurance corporation joint stock company, provides a detailed description of its obligations in accordance with The Common Approaches and encourages its investors to bear the <i>Guidelines</i> in mind when forming their investment strategies. A link to the Polish NCP website is provided.	Information published by the NCP is taken into consideration during project review.
Portugal	AICEP, Portugal's business development agency, provides information on the <i>Guidelines</i> to all companies. On its website, a link The Anti-Bribery Convention - is provided on its webpage concerning international agreements.	The Portuguese export credit agency, COSEC, may consider statements or reports from the NCP if appropriate.
Romania	In previous years, the basic text of the <i>Guidelines</i> has been available on the site of the Romanian Centre for Trade and Foreign Investment Promotion. It appears the website is currently under construction at this time.	
Slovakia	The <i>Guidelines</i> are promoted in the Slovak language on the webpage of the Ministry of Economy of the Slovak Republic. While not mentioned on the website of the Export-Import Bank (EXIMBANKA SR), an environmental and social impact assessment policy is in place that adheres to the Common Approaches.	Informally considers NCP's statements were appropriate.
Slovenia	Foreign investors that apply for public tender through SPIRIT (Entrepreneurship, Innovation, Development, Investment and Tourism Public Agency of the Republic of Slovenia) must declare that the recipient of the co- financing will abide by the <i>Guidelines</i> and the principles laid out in the Declaration on International Investments and Multinational Enterprises.	

1. ACTIVITIES OF NATIONAL CONTACT POINTS

	Do export credit and/or investment promotion websites feature the investor's obligation to uphold the <i>OECD Guidelines</i> or other corporate social responsibility principles?	Are policies and procedures in place for considering relevant statements from the NCP?
Spain	Spain's export credit agency, CESCE, and development funding corporation, COFIDES, provides all applicants for aid or investment guarantees with copies of the <i>Guidelines</i> in paper and electronic format. The CESCE website also references the OECD Common Approaches in its description of environmental policies.	Policy and procedures currently a work in progress.
Sweden	The Export Credits Guarantee Board provides all customers with information on the <i>Guidelines</i> , rules on environment and bribery, and the Swedish Partnership for Global Responsibility. Investors, however, are not informed about the <i>Guidelines</i> .	Ad hoc procedures only.
Switzerland	Swiss Export Risk Insurance (SERV) provides a summary of the <i>Guidelines</i> along with a link to the full text and the Swiss NCP website.	The published statements and reports of the NCP are evaluated by SERV on a regular basis.
Tunisia	The Agency for the Promotion of Foreign Investment is part of the structure of the NCP.	
Turkey	The Turk EXIMBANK provides a link to the OECD website, but not the <i>Guidelines</i> directly. It references other OECD instruments under the "regulations" portion of its website.	
United Kingdom	The UK Export Finance website is housed within the same government website as the UK NCP; however, the export finance page does not appear to provide a direct link to the <i>Guidelines</i> . The Export Finance guide on "Processes and Factors in UK Export" includes a flowchart illustrating the OECD-agreed process concerning environmental, health, safety, social and human rights impacts in respect to projects for which export credit agency support is sought. These processes specifically adhere to The Common Approaches, Sustainable Lending Practices, and Bribery Recommendation frameworks.	All relevant NCP findings are taken into consideration.
United States	The Export-Import Bank provides information on the <i>Guidelines</i> to applicants for their programmes in support of US business activities abroad. The website includes extensive directives concerning due diligence, the environment, social impact, bribery and other relevant issues. Among these, it references international instruments such as The Common Approaches and the Equator Principles. All requests for support must be approved by the US Dept. of State, which addresses human rights issues when providing clearance.	All financing actions taken by USEXIM must be cleared by the US Dept. of State, which houses the NCP and includes a human rights review when providing clearance.

ANNEX 1.A4

Specific instances concluded during the reporting period

The following statements and conclusions of specific instances are edited summaries based on public information provided by NCPs. Further information about specific instances can be found in the specific instances database mneguidelines.oecd.org/database and, frequently, on the websites of individual NCPs.

Austria

Initial assessment and conclusion by the Austrian NCP concerning a request for review from a trade union against a multinational enterprise

On 21 January 2014 the Austrian NCP received a request for review from a trade union alleging that a multinational enterprise had breached the employment and industrial relations provisions of the *Guidelines* in Austria.

While the NCP was undertaking an initial assessment of the specific instance, the trade union withdrew their request. This was because the company and the employee representatives had reached an agreement on a social plan for the next 5-year period. The NCP accordingly concluded the specific instance on 18 February 2014.

Brazil

Final statement by the Brazilian NCP concerning a complaint filed by the Bank Workers Union of São Paulo, Osasco and Region against Banco Santander S/A, a Spanish multinational enterprise¹

On 4 April 2010 the Brazilian NCP received a notification sent by the trade union Bank Workers Union of São Paulo, Osasco and Region – headquartered in São Paulo, Brazil – against Banco Santander S/A, a Spanish multinational enterprise.

According to the trade union, Banco Santander would have dismissed about 400 employees without previous discussions with the labour union. Moreover, the bank would have prevented workers to perform a work stoppage in protest against the bank's policy of layoffs using a legal tool called prohibitive injunction to do so. In the same context, the police would have been called to arrest two union leaders. After analysing the issue and the additional information provided, the Brazilian NCP decided the request merited further examination.

On 8 April 2013 the Brazilian NCP received Santander's reply rejecting the arguments presented in the notification. On April 30th, the trade unions stated that between April 2010 and February 2013, 5 456 layoffs were performed by Banco Santander. After reviewing all of the information, the rapporteur recommended that the NCP not accept the claim due to the passing of more than 12 months since the notification, as observed under Part I of Art. 3, Resolution No. 01/2012. The specific instance was duly concluded on 4 October 2013.

Canada

Final statement by the Canadian NCP concerning a specific instance submitted by a group of NGOs against the Canadian company Barrick Gold Corporation in respect to its activities at the Porgera Gold Mine in Papua New Guinea²

On 1 March 2011, the Porgera SML Landowners Association, a Papua New Guinean association, and the Akali Tange Association, a Papua New Guinean NGO, assisted by Mining Watch Canada, a Canadian NGO [collectively referred to as the Notifiers], filed a request for review with the Canadian NCP. A number of issues were raised in relation to the *Guidelines* and the operation of the Porgera Gold Mine in Papua New Guinea, which since 2006 has been majority-owned and operated by Canadian company Barrick Gold Corporation [referred to as Barrick Gold] through the Porgera Joint Venture.

The notifiers indicated that they were seeking Barrick Gold's compliance with the concepts and principles, disclosure, and employment and industrial relations provisions of the *Guidelines*, and provided suggestions to that effect, in line with best practices for mining companies.

The NCP found that the allegations merited further examination and offered its good offices to facilitate a dialogue between the parties. The parties accepted and the NCP engaged with them began a mediation process. Through this mediation process the parties addressed a number of issues which resulted in an "Agreed Action Items" list, dated 24 May 2013. This list covered multiple issues, but did not address all of the subjects listed in the notifiers' initial request given that agreement on all of the topics was not

reached during mediation. The NCP's view is that the face-to-face mediation was effective in initiating the trust-building needed to achieve conciliation, but the parties would need to pursue further dialogue if they wish to comprehensively resolve all of the issues that were raised. The NCP included 6 recommendations to the parties in its final statement and concluded following the end of mediation on 19 June 2013.

Chile

Final statement by the Chilean NCP concerning a specific instance submitted by Escapes Santander against a subsidiary of BHP Billiton, an Australian-based multinational enterprise, operating in Chile³

In December 2011, the Chilean NCP received a request for review from Escapes Santander, a small Chilean business, alleging that Minera Escondida, a subsidiary of the Australian mining company BHP Billiton, had violated its intellectual property rights.

The complaint concerned the design of safety equipment for light trucks used in mining operations. Despite the fact Santander's design is patented under Chilean law, Minera Escondida employed an example of Santander's design without paying compensation. Santander is also pursuing legal recourse in Chile. In turn Minera Escondida requested that Escapes Santander's patents be nullified. In addition to the intellectual property rights issue, Escapes Santander also accused Minera Escondida of not operating in accordance with sound commercial practice, of failing to uphold and apply good corporate governance practices, and of failing to encourage business partners to apply principles of corporate conduct compatible with the *Guidelines*.

The case is notable because it is one of the few cases filed against a multinational enterprise by another company (in this case a local small/medium enterprise) with respect to intellectual property rights.

Following an initial assessment, the Chile NCP determined that Minera/BHP Billiton had not violated the *Guidelines*, stating that the company's action did not affect the public interest. The NCP did, however, offer to facilitate a dialogue with the aim to help the parties resolve the issues. Minera/BHP Billiton, however, stated that it would not engage in the NCP-facilitated process due to parallel legal proceedings. The specific instance was duly concluded on 29 October 2013.

Denmark

Statement by the Danish NCP concerning a specific instance about property rights and violations of the Danish Financial Statements Act⁴

On 5 February 2014, the Danish NCP received a request for review related to questions about patent rights as well as violations of various provisions of the Danish Financial Statements Act. It can be derived from the documentation that the subject of the request, which is a Danish company, has applied for patent rights to an invention of which the complainants claim to be the inventors. The Danish company allegedly violated certain provisions of the Danish Financial Statements Act in connection with the capital increase in the company. In addition, there is a conflict about working conditions between the complainant and the subject.

No reference was made in the notifier's request for review regarding alleged violations of the *Guidelines*, and the notifier did not provide the supporting information requested by the NCP. The NCP conducted an initial assessment based on the limited documentation submitted. The NCP's assessment was that the alleged violations were not covered by the provisions of the *Guidelines*. Only the issue of working conditions was relevant, but this point is not further described or supported by documentation. The NCP concluded that the specific instance in question was a private legal dispute and the issue should be dealt with in a national court. The NCP duly concluded the specific instance on 11 March 2014. The details of the case remain confidential.

Statement by the Danish NCP concerning a request for insurance refunds from a Danish retailer

On 22 January 2014, an individual residing in the US complained that a Danish retailer had not handled a possible insurance claim properly. The individual had received goods that were damaged in transit. The issue concerned the insurance due and whether the damage must be reported in the US or in Denmark. The Danish NCP referred the individual to the Danish Consumer Ombudsman. The specific instance was duly concluded on 29 January 2014.

Statement by the Danish NCP concerning alleged human rights violations in Israel made by a Danish subsidiary⁵

On 6 December 2013, the Danish NCP received a request for review from an individual regarding an allegation that a Danish company, through a business relationship with a company in Israel, had violated the *Guidelines* by contributing to gross violations of international law and human rights in Israel. The allegations arose from the Israeli company's contracts with the Israeli prison system for the sale of products and services in prisons in Israel

and in co-operation with private customers. The individual asserted that the prisons in question contain Palestinian prisoners who have been transferred from the Palestinian West Bank and administratively imprisoned.

The Danish subsidiary is part of a global group in which the parent company is based in the UK. The direct subject of the complaint is the Israeli subsidiary of the same global group with the same parent company. The Danish subsidiary, however, exclusively operates within Danish borders and therefore has no activities in Israel nor in the Palestinian areas. Therefore the alleged violations cannot be said to have been committed in Denmark, nor has the Danish subsidiary contributed to the abuses described in the allegations. Moreover, the impact of the allegations was not been directly linked to its operations, products, or services by a business relationship.

The specific instance was rejected on these grounds on 23 January 2014. The Danish NCP has subsequently undertaken an assessment regarding which NCP would be most suitable to handle the specific instance and has entered into dialogue with the UK and Israel NCPs on this basis. It concluded that the UK NCP is the appropriate NCP, given that the parent company is domiciled in Great Britain, has the majority of shares in the Israeli company, and determines human rights- and RBC-standards in the subsidiaries.

France

Final statement by the French NCP concerning a specific instance notified by a trade union and four NGOs regarding the activities of Michelin Group, a French multinational enterprise operating in India⁶

In July 2012, the French NCP received a request for review from four NGOs, the Tamil Nadu Land Rights Federation (India), the Association of Villagers of Thervoy, SANGAM (Thervoy Grama Makkal Nala Sanga, India), the NGO CCFD-Terre Solidaire (France), the Association Sherpa (France), and the trade union General Confederation of Union Workers (France) alleging that Michelin Group, a French multinational enterprise, had breached the human rights, employment and industrial relations, environment, anti-bribery, and taxation provisions of the *Guidelines* in India by constructing a manufacturing plant on recently industrialised pasture land which had negative effects on local populations.

In 2012 and 2013, the NCP offered its good offices to the parties. During this time, the NCP noted persistent differences between the facts and interpretation thereof presented by the parties, which impeded mediation efforts. In addition, the notifiers requested due diligence measures even though the industrial project had already been finalised and is currently being executed. Further, the specific allegations occurred before the update of the

Guidelines in 2011. The NCP believes that the updated *Guidelines* cannot be applied retrospectively.

In a statement issued in July 2013, the NCP found that, on the whole, the Michelin Group had complied with the 2011 edition of the *Guidelines*, but it cited a number of examples of inadequate compliance with or implementation of certain recommendations. The Michelin Group accepted the decisions of the NCP and committed to co-operate with it. The NGOs and the trade union, however, publicly announced their decision to withdraw the request for review from the NCP. Nevertheless, the NCP published a final statement that includes an analysis and recommendations.

In May 2014, the NCP issued a communiqué outlining the actions taken thus far by the Michelin Group to implement the NCPs recommendations. The NCP welcomes the Michelin Group's efforts to leverage its influence with its Indian supplier; prepare impact studies; undertaken communication with local stakeholders; increase numbers of local employees; and improve measures to protect the environment. The NCP will continue to monitor implementation of its recommendation.

Final statement by the French NCP concerning a specific instance filed by four NGOs and associations from France, Cameroon, and Germany regarding the activities of the company Socapalm, a multinational enterprise operating in Cameroon

In December 2010, the NCPs for France, Belgium and Luxembourg received a request for review from the NGOs Centre for the Environment and Development (Cameroon), Foundation of Rational Actions and Training for the Environment (Cameroon), Sherpa (France), and Misereor (Germany) against the Cameroonian MNE, Socapalm. The allegations related to four companies in a business relationship with Socapalm: Bolloré SA (France), Financière du Champ de Mars (Belgium), Socfinal (now Socfin, Luxembourg) and Intercultures (now Socfin SA, Luxembourg). The NGOs argued that the four companies should have used their leverage to prevent or mitigate the adverse impacts arising from Socapalm's activities, which ranged from deterioration in the living conditions of local communities to insufficient employment of local personnel and from serious environmental damage dumping to violent behaviour by contracted security employees.

The France NCP determined that Socapalm had breached the general policies, employment and industrial relations, and environment provisions of the *Guidelines* and the four partners had breached the general policies and disclosure provisions. The NCP offered its good offices to the parties. Shortly afterwards Bolloré SA filed libel suits against two French journalists providing media coverage of the specific instance. Due to these parallel court

proceedings, as well as its status as a minority shareholder, Bolloré then argued that it need not engage in dialogue.

In spite of Bolloré's position, the NCP's mediation efforts between the parties resulted in a successful outcome. The targeted companies – including Bolloré – affirmed a commitment to assume responsibility and use their leverage to end the violations of the *Guidelines*, while Socapalm implemented several measures to resolve the social and environmental concerns (including a Quality, Health, Safety and Environment programme and ISO 14001 certification policy). With the NCP's assistance, the parties drew up a roadmap to be implemented by Socapalm and monitored by an independent, third-party committee. Shortly before the closure of the specific instance, Bolloré announced that it would drop the libel suits. The NCP believes the decision was representative of the effectiveness of its mediation efforts.

The NCP is conducting follow-up to its recommendations to the parties. In a statement released on 17 March 2014,⁸ the NCP reported on the actions of the parties in 2013 to implement the roadmap and establish the independent monitoring body. The NCP welcomed the progress made towards Socapalm's application of the *Guidelines*, and will continue to follow-up with the parties in accordance with its Rules of Procedure.

Final statement by the French NCP concerning a specific instance notified by a group of trade unions regarding the activities of Eiffage Energy Group, a multinational enterprise operating in France⁹

In October 2013, the French NCP received a request for review from three French trade unions alleging that Eiffage Energy Group had breached the general policies and employment and industrial relations provisions of the *Guidelines* in France. More specifically the trade union alleged that the company, following a jurisdictional decision on its institutional structure within the framework for social dialogue, decided to terminate the mandate for staff representation, thus severely impacting the livelihoods of employees in more than 900 offices in the 54 companies within the Group in France and at the European Committee level. The case was handled in parallel by several courts in France and by the administration in charge of labour issues.

During its initial assessment, the NCP found that the conflict raised by the trade unions had already been settled. Nevertheless, the NCP found that the company was not in compliance with the general policies, and employment and industrial relations provisions of the *Guidelines* between February and July 2013. In July 2013, the NCP was notified that Eiffage Energy complied with an order from the Court of Appeals to restore the previously suspended mandate and change its approach to staff representation and social dialogue. In light of the court decision and complex domestic process, the NCP determined that it was not appropriate to move forward with the

specific instance as the conflict had been resolved. The NCP nevertheless issued several recommendations to Eiffage Energy concerning its due diligence processes and emphasised the gravity of the previous violations. It will conduct a follow-up on its recommendation within one year.

Germany

Final statement by the German NCP concerning a specific instance notified by Metro Habib Employee Union against Metro Cash and Carry, a subsidiary of Metro AG, a Germany NCP operating in Karachi, Pakistan¹⁰

On 8 January 2014, Metro Habib Employee Union submitted a request for review with the German NCP against Metro Habib Cash & Carry in Karachi, Pakistan, a subsidiary of METRO AG, located in Germany. The complainant alleged that employment contracts were breached in terms of remuneration and working hours, that trade union members were treated in an unfair way and threatened because of their union activities, and that hygiene standards and safety provisions were not observed. According to the notifiers, the human resources department of METRO Cash and Carry Pakistan and the management did not react to the employees' complaints.

In parallel to the NCP's initial assessment process, METRO AG addressed the problems in its subsidiary in Pakistan and worked towards an in-house solution, as the trade union had approached METRO AG in Dusseldorf only a few days prior to contacting the German NCP. For this purpose, it directly involved the trade union UNI Global Union in the solution of the dispute. This co-operation was based on a joint statement between METRO AG and UNI Global Union to conduct a dialogue and find a joint solution. Following two workshops and a dialogue session, the parties reach a mutually beneficial agreement. The employees that had been dismissed legally were in the meantime rehired.

On 4 April 2014, the trade union notified the NCP that it desired to terminate the specific instance process as the parties had reached an agreement.

Final statement by the German NCP concerning a specific instance notified by a group of trade unions against Pt Indocement Tunggul Prakarsa and HeidelbergCement AG, two multinational enterprises operating in Indonesia¹¹

On 29 May 2013, a group of trade unions – including Indocement Union, SP-ITP, the Federation of Indonesian Cement Industry, the Confederation of Indonesian Trade Unions, and IndustriALL Global Union – submitted a request for review to the German NCP regarding the activities of PT Indocement Tunggul Prakarsa, an Indonesian company, and HeidelbergCement AG, a

German company. The trade unions alleged that Indocement had acted contrary to the employment and industrial relations provisions of the *Guidelines* by not according the union an appropriate level of respect and by transferring union leaders to other units within the company. Indocement contested the union's statement but stated that it desired to preserve its previously co-operative relationship with the union.

The NCP conducted an initial assessment, which included a statement by HeidelbergCement Ag, Germany, to examine whether the questions raised deserved further consideration. The NCP determined to accept parts of the request for review and offered assistance to achieve better co-operation between Indocement and the unions and to help employees overcome scepticism regarding union membership. The NCP did not accept the part of the request regarding a specific incident occurring 7 September 2012 as there were parallel criminal proceedings in the Indonesian courts.

With the NCP's assistance, the two parties met in a mediation meeting and reached an agreement on 21 May 2014. Notably, both sides affirmed a commitment to respecting the rights and safety of the unions and their members. In addition, both parties agreed to put RBC projects on the agenda of the regular meetings of the union and the management in order to promote the union's involvement in such programmes.

Initial assessment & conclusion by the German NCP concerning a specific instance notified by an individual Russian citizen against a German multinational enterprise in Russia¹²

In May 2013, the Germany NCP received a request for a review from a Russian citizen alleging that a subsidiary of a German multinational enterprise in Russia had violated her human rights and rights as an employee. She further alleged that, when presented with the evidence of these violations, the company had not investigated the matter with due diligence.

The NCP undertook an initial assessment and, in September 2013, concluded that the specific instance did not merit further consideration due to the absence of substantial evidence. Moreover, there were proceedings pending between the complainant and the Russian subsidiary of the company in question. An additional examination of the matter, beyond the ruling to be handed down by the court, was deemed unnecessary to ensure the enforcement of the *Guidelines*.

Final statement by the German NCP concerning a specific instance notified by the European Center for Constitutional and Human Rights, Reporters Without Borders, Bahrain Center for Human Rights, Bahrain Watch, and Privacy International against Trovicor GmbH, Munich¹³

On 6 February 2013, a group of NGOs (the European Center for Constitutional and Human Rights, Reporters Without Borders, Bahrain Center for Human Rights, Bahrain Watch, and Privacy International) submitted a request for review to the German NCP against Trovicor GmbH, a German company. Trovicor is a manufacturer and maintenance provider of monitoring equipment which is delivered, among others, to government agencies. The company was reproached of contributing to the monitoring, arrest, and torture of Bahraini opposition activists by maintaining monitoring equipment used by the security agencies of Bahrain.

After conducting an initial assessment, the NCP decided to accept parts of the request and to offer help with resolving the questions raised in the context of the allegations that Trovicor did not operate a complete due diligence process to analyse the risk of any possible negative effects of its business activities on human rights. The NCP rejected the request as far as it alleged that Trovicor was partly responsible for violations of human rights in Bahrain. In order to protect commercial secrets, Trovicor had not provided information on business relations, rendering it impossible to determine whether the company had any business relations with Bahrain.

In their letter dated 19 November 2013, the NGOs argued that they believed they had provided sufficient evidence establishing the existence of business relations between Trovicor and Bahrain. After the NCP declined to change its stance, the NGOs informed the NCP on 30 January 2014 that they would not take part in mediation. The specific instance was thus concluded. In its final statement the NCP expressed its regret with the NGOs' decision not to take part in the process.

Japan

Final statement by the Japanese NCP concerning a specific instance notified by three trade unions against Nestlé Japan Ltd.¹⁴

On 12 August 2005, the Japanese NCP received a request for review from a group of trade unions, including the National Confederation of Trade Unions, Hyogo Local Confederation of Trade Unions, and Nestlé Japan Labour Union, alleging that Nestlé Japan Ltd. had breached the general policies, disclosure, employment and industrial relations provisions of the *Guidelines*.

Following the initial assessment and with support from the Swiss NCP, the Japanese NCP conducted separate consultations with the trade unions and Nestlé Japan. Subsequently, the parties conducted bilateral consultations and

reached an agreement on 1 October 2013. Both parties signed a “confirmation letter and agreement” with the intent to realise the “prevention of disputes and improvement of trust between multinational enterprises and local communities where those enterprise operate, which is targeted by the *OECD Guidelines for Multinational Enterprises*”. The parties agreed to collective bargaining between Nestlé Japan Labour Union and Nestlé Japan. Further, the parties agreed to close all existing disputes with the respect to the position, rights, and obligations of union members stipulated under the labour contract and with respect to the debtor-creditor relationship between both parties.

On 19 November 2013, following the signing of the confirmation letter and agreement by the trade unions and Nestlé Japan Ltd., the parties notified the Japanese NCP of their decision to withdraw the original request for review. The Japanese NCP then issued its final statement and concluded the specific instance.

Luxembourg

Statement by the Luxembourg NCP regarding a specific instance notified by Friends of the Earth (FoE) Europe and the Sustainable Development Institute of Liberia against the steel and mining company ArcelorMittal Liberia¹⁵

On 24 January 2011 the Netherlands NCP received a request for review from the NGOs FoE Europe and Liberia-based SDI alleging that ArcelorMittal, a steel and mining company, had breached the anti-bribery, and general policies provisions of the *Guidelines* in Liberia. As ArcelorMittal is based in Luxembourg, the specific instance was transferred to the Luxembourg NCP in May 2011.

Among numerous allegations, FoE and SDI’s concerns included ArcelorMittal’s donation of 100 pick-up trucks to the government of Liberia in August 2008; misappropriation and misuse of the County Social Development Fund (CSDF), managed by both ArcelorMittal and the GoL; lack of communication with local communities about the impact of ArcelorMittal’s operations; and potential mining or exploration in the East Nimba Nature Reserve. ArcelorMittal rejected the allegations.

The Luxembourg NCP determined that it was outside the mandate of the NCP to judge whether ArcelorMittal had acted in compliance with domestic or international law and thus excluded the first allegation regarding the pick-up trucks from the complaints procedure. The NCP believed FoE provided sufficient information on the remaining allegations and, after completing the initial assessment, it offered to provide mediation assistance to both parties. The parties agreed to mediation by an expert mediator, Dr Maartje van Putten, with the aim to draft a proposal for improving management of the CSDF.

Two fact-finding missions took place and the parties met multiple times in 2012 and 2013. The end result was a mutually-agreed upon document recommending that the CSDF be transformed into a Trust or Foundation as an independent body composed of representatives from the government, civil society organisations, and ArcelorMittal. In addition, a “board for grievances” would be available to hear appeals concerning funded projects. The Luxembourg NCP concluded the specific instance on 13 September 2013 upon release of the final recommendation, noting that the process will only end in significant change if the government of Liberia follows through on the recommendations.

Netherlands

Final statement by the Netherlands NCP regarding a specific instance notified by a consortium of NGOs against POSCO India¹⁶

On 9 October 2012, the Netherlands, Korea, and Norway NCPs received a request for review from a consortium of NGOs – Lok Shakti Abhiyan (India), Korean Trans National Corporation Watch (Korea), Fair Green Global Alliance (Netherlands), and ForUM (Norway) – alleging that Pohang Iron and Steel Enterprise (POSCO), and its joint venture POSCO India Private Ltd had breached the human rights and environment provisions of the *Guidelines*. The allegations also concerned two of POSCO’s investors, the Dutch Pension Fund ABP, and its pension administrator APG, and the Norwegian Bank Investment Management (NBIM) of the government pension fund Global. The notifying parties alleged that POSCO had failed to prevent or mitigate human rights impacts or conduct comprehensive human rights and environmental due diligence. Further, they alleged that ABP, APG, and NBIM had not taken the appropriate steps to prevent or mitigate POSCO’s negative impacts, which are directly linked to them through their financial relationship with POSCO.

The Netherlands NCP assessed the alleged breach by ABP and APG, both registered in the Netherlands, and held separate meetings with representatives of the consortium, SOMO and Both ENDS. APG informed the NCP that it would act on behalf of its clients including ABP. After publishing its initial assessment, the NCP offered to facilitate dialogue between SOMO, Both ENDS and APG. The parties reached a joint agreement in March 2013 concerning the appropriate steps to be taken by APG in order to prevent or mitigate any potential negative impacts related to their minority shareholding in POSCO and to further effectuate APG’s ongoing efforts to influence POSCO. Furthermore the parties agreed upon a draft Terms of Reference for an independent Review and Assessment of contentious issues in Odisha, India.

The Netherlands NCP concluded in its final statement that investors have a responsibility under the *Guidelines*, even when they are only minority

shareholders in a company, to exert influence where possible on companies they invest in to help prevent or mitigate possible adverse impacts of these companies' operations. The NCP concluded that APG, which manages the investments of ABP and other pension funds, has taken its responsibility as a minority shareholder and acted in accordance with the *Guidelines*.

Final statement by the Netherlands NCP concerning a specific instance notified by the trade union FBV Eemshaven against NUON, a multinational enterprise operating in the Netherlands¹⁷

On 27 July 2012, the Netherlands NCP received a request for review from the trade union FBV Eemshaven against NUON, a multinational enterprise in the Dutch construction sector. The notification entailed an alleged breach of the general policies, and employment and industrial relations provisions of the *Guidelines*. The trade unions alleged that NUON had violated the *Guidelines* by dealing with subcontractors that enforced standards of employment that were less favourable than those enjoyed by comparable employers in the Netherlands. After conducting an initial assessment, the NCP began providing mediation assistance in December 2012.

The parties reached a joint solution regarding the steps to be taken by Nuon which would further increase its influence over its supply chain. They agreed that Nuon will make changes to future contracts with its principal contractors in order to promote compliance with agreements throughout the supply chain. More specifically, this means that Nuon would require its principal contractors to impose the same obligations on their suppliers and subcontractors as those that Nuon imposes on its principal contractors with regard to conditions of employment, wage rates and compliance with national and European legislation. After this solution was found the NCP duly concluded the specific instance.

Norway

Initial assessment and conclusion by the Norwegian NCP concerning an anonymous request for review¹⁸

In March 2014, the Norwegian NCP received an anonymous complaint about conditions at a subsidiary of a Norwegian company in India. The complainant claimed that the local management had been involved in bribery and that the parent company had not responded to a complaint via the company's whistleblower channel. The NCP was asked to investigate the matter with a view to punishing the local management.

The Norwegian NCP rejected the specific instance. While recognising that there may be legitimate reasons for the notifier to remain anonymous, the NCP was concerned that it would be too difficult to assess whether the person has a legitimate interest in the matter. The individual declined to choose

third-party representation and proved themselves to be uninterested in a dialogue process. Further, their wish for the NCP conduct an investigation was beyond the NCP's authority. The NCP provided some recommendations and observations to the company to identify, prevent, mitigate and manage the risks associated with bribery as outlined in their initial assessment.

Final statement by the Norwegian NCP concerning a specific instance notified by the NGO Norwegian Support Committee for Western Sahara regarding the activities of Sjøvik AS, a multinational enterprise operating in the Western Sahara¹⁹

In December 2011 the Norwegian NCP received a request for review by the NGO Norwegian Support Committee for Western Sahara alleging that Sjøvik AS, a Norwegian MNE that fishes and operates a fish processing plant in the non-self-governing territory of Western Sahara through its subsidiaries, Sjøvik Africa AS and Sjøvik Morocco SA, has failed to respect the Sahrawi right to self-determination. The company denied that the human rights provisions of the *Guidelines* were violated and alleged that the request was politically motivated. It maintained that its investment benefits the Saharawis.

After the NCP found the complaint to be substantiated and sufficiently linked to the *Guidelines*, both parties initially rejected the NCP's offer to facilitate mediation. They both reversed their stance, however, on 27 May 2012 and accepted the offer. The parties reached an agreement after mediation conducted by former Supreme Court judge Lars Oftedal Broch on behalf of the Norway NCP. The parties' signed a joint statement on 2 July 2013 in Molde, Norway.

The parties agreed to request that Norwegian authorities give unambiguous advice to businesses operating in conflict areas. They also agree that Sjøvik AS shall carry out environmental and social impact assessments for its activities, based on the principles set out in the updated *Guidelines* and *UN Guiding Principles on Business and Human Rights*, and publish content in a report in accordance with the *Guidelines* chapter on disclosure. Sjøvik will also publish "codes of conduct" and make sure that its internal grievance mechanism meets the *Guidelines* requirements by the end of 2013.

After a follow-up meeting with the parties on 15 May 2014, the Norwegian NCP formally concluded the specific instance and published some observations made by the Secretariat on the process. Most importantly, NCP Norway noted that the mediated joint statement in this specific instance was referred to by other companies as an argument that the OECD/NCP Norway have "approved" economic activity in the Non-Self-Governing territory of Western Sahara. This is not the case and in the NCP's final statement, the NCP sought to underscore the scope and precedent-setting effect of the parties' agreement. The NCP sees that this could have been articulated more clearly

and that it would have been an advantage to include this important point in the mediated statement. In future mediated joint statements, NCP Norway will urge the parties and the mediator to specify more clearly what is not covered by the agreement, particularly if significant aspects related to the complaint to the NCP on which the dialogue/mediation was based are not covered.

Poland

Final statement by the Polish NCP concerning a specific instance notified by a trade union leader against a foreign company operating in Poland in the information Communication and technology (ITC) sector

On 4 February 2014 the Polish NCP received a request for review concerning an alleged breach of the general policies provisions of the *Guidelines*. The notification was filed by the chairman of a trade union branch within a multinational capital group of the ICT sector regarding a foreign company and a company in Poland, in which the said foreign company holds majority share.

The notification did not specify the allegations and only indicated the part of the *Guidelines* which had been breached. Based on the notification as well as on additional information acquired during the preparation of the assessment, the NCP found that the allegation concerns a dismissal of an employee resulting from enquiries about the lawfulness of the property sale by one of the companies belonging to the capital group.

Due to a lack of documentation regarding the dismissal of the aggrieved, however, as well as evidence of another reason directly related to the dismissal, the case is not deemed material and substantiated. Further, the notifying party breached its obligation not to communicate with the public about the case without consulting the Polish NCP and sent relevant information to third parties. It was also found that the complaint contained false information that the case had been sent to the Helsinki Foundation for Human Rights.

The Polish NCP determined that to undertake the case would be to risk negatively affecting the integrity of the NCP itself, undermining its reliability and the possibility of acting in other cases in the future. Due to the rejection of the specific instance, the Polish NCP did not communicate any information regarding the parties to the public.

Sweden

Final statement by the Swedish NCP concerning a complaint by the NGO SwedWatch against an Electrolux subsidiary operating in Thailand²⁰

In April 2013 the Swedish NCP received a request for review from the NGO Swedwatch alleging that a subsidiary of Electrolux had breached the general policies, human rights, and employment and industrial relations provisions of the *Guidelines* in Thailand. The NCP undertook an initial assessment and decided not to formally accept the request since the parties initiated a dialogue to find a solution to the conflict.

The NCP encouraged the parties to continue this dialogue and believes that it is primarily up to them to find a solution to the conflict. In this context, it may be mentioned that IF Metall, which is one of the trade unions represented in the Sweden NCP, has played a role with the aim of facilitating the dialogue between the parties and has helped Electrolux in updating the company's code of conduct. Although the NCP did not formally take on the case, it followed developments ensuing from the parties' dialogue. At the time, however, the NCP felt that the parties themselves should follow through on the work they initiated. The specific instance was concluded on 23 September 2013.

Final statement by the Swedish NCP concerning a specific instance notified by the NGO SwedWatch against a M Inlycke subsidiary operating in Thailand²¹

In April 2013 the Swedish NCP received a request for review from the NGO Swedwatch alleging that Mölnlycke, a subsidiary of Electrolux, had breached the general policies, human rights, and employment and industrial relations provisions of the *Guidelines* in Thailand. The NCP undertook an initial assessment and decided not to formally accept the request since the parties initiated a dialogue to find a solution to the conflict. In light of these measures, the NCP determined that there was no reason to formally take on the complaint. The NCP found the key issue to be that Mölnlycke has started to strengthen consultation between employers and employees in accordance with the *Guidelines*.

The NCP formally encouraged the parties to continue this dialogue. It should be noted that IF Metall and Unionen, both of which are represented in the Swedish NCP, have been involved in facilitating dialogue between the parties and has helped Electrolux in updating the company's code of conduct. The specific instance was concluded on 23 September 2013.

United Kingdom

Final statement from the UK NCP concerning a specific instance notified from the NGO WWF International against the multinational enterprise SOCO International plc., a UK company operating in the Democratic Republic of the Congo (DRC)²²

On 7 October 2013, the UK NCP received a complaint from WWF International, an NGO dedicated to safeguarding wildlife and the environment, concerning the actual and potential impacts of oil exploration by SOCO International plc in Block V of Virunga National Park in the DRC. The NGO stated that oil exploration was in conflict with international agreements – particularly regarding the Park's status as a World Heritage site – and DRC law and posed risks to the local environment and local communities dependent upon the surrounding ecosystem. SOCO, while denying the allegations, welcomed constructive dialogue with WWF. SOCO stated that its activities were still limited to environmental and social studies and social programmes, including a seismic survey on behalf of the DRC government, rather than actual oil exploration.

Upon completing the initial assessment, the UK NCP found that SOCO had not met several obligations regarding the environment as outlined in the *Guidelines*. Further, the NCP determined dialogue regarding the level of SOCO's human rights due diligence appropriate to the context of conflict-affected DRC would be worthwhile, as well as the extent to which SOCO informs stakeholders about the results of its environmental impact assessment.

Based on these findings, the UK NCP offered its good offices to the parties to assist in mediation and conciliation on the issues. Dr. Karl Mackie served as mediator and assisted the parties to reach an agreement in June 2014. SOCO agreed with WWF in a joint statement to refrain from any exploratory or other drilling within Virunga National Park for as long as UNESCO and the DRC government view such activities as incompatible with the Park's World Heritage Status. SOCO will complete its current seismic survey and will honour its commitments to local inhabitants to continue its social programmes as long as the company holds rights to the Block V license. The UK NCP will not make any follow-up statement because the parties' agreement does not provide for this.

Final statement from the UK NCP concerning a specific instance notified by the NGO Reprieve against British Telecommunications PLC²³

In July 2013, the UK NCP received a request for review from the NGO Reprieve alleging that British Telecommunications PLC had breached the general policies and human rights provisions of the *Guidelines* by providing telecommunications services to a US military communications base in the UK.

The NGO alleged that these communications negatively impacted the human rights of individuals and communities in the Republic of Yemen.

The NCP conducted an initial assessment and concluded that the specific instance did not merit further consideration on the grounds that the allegations are not material and substantiated in regard to the company's obligations under the *Guidelines*. The evidence shows, and the company accepts, that the company has a contract with a US defence agency to provide a service that supports communications between the UK base and base in Djibouti. The evidence does not show a specific link between the communications service provided and the impacts of drone operations. The company has provided reports as evidence that it meets the general due diligence requirement, and the NCP found no substantiated link obligating furthering action. The details of the NCP's decision are outlined in their initial assessment, issued in October 2013.

United States

Statement from the US NCP concerning a specific instance notified by the NGO Greenpeace against the private company Herakles Farms and Herakles Capital²⁴

On 11 March 2014, Greenpeace, a nongovernmental organisation, submitted a specific instance regarding Herakles Farms and Herakles Capital (Herakles), the former of which is a New York-based entity. Greenpeace cited the disclosure provisions of the *Guidelines* as the basis for its request, stating that Herakles neglected to provide public documentation of its financial and operating results, financial contributions to All for Africa, and major share ownership and voting rights.

The NCP determined that the issues raised in the request did not merit further examination and declined to offer good offices to seek a mediated resolution between Greenpeace and Herakles. The NCP believed that the public documentation that Herakles provides on its website in large measure duplicates the relevant information that shareholders would expect from the annual report of a multinational corporation. Because Herakles' alleged violation of the *Guidelines* cannot be substantiated based on the specific instance filed, the NCP declined to offer its good offices for mediation.

Final statement by the US NCP concerning a specific instance notified by International Union of Food, Agricultural, Hotel, Restaurant, Catering, Tobacco and Allied Works' Associations (IUF) against Mondalez International, an American MNE operating in Pakistan²⁵

On 18 December 2013, the IUF contacted the US NCP raising concerns about the actions of Mondelez in its operations in Pakistan. The IUF alleged that the company's employment system at the Cadbury factory in Hub, Balochistan,

where only 53 (now 49) workers are employed on direct, permanent employment contracts out of a total workforce of nearly 700, embodied numerous abuses which breach the *Guidelines*. IUF underlined that the product is successful and production is expanding, yet there has been a decline in the number of direct employment contracts even as the business has grown and total employment has increased. Due to various alleged adverse impacts upon the employees, IUF argues that Mondelez breached the concepts and principles, general policies, and employment and industrial relations provisions of the *Guidelines*. Mondelez rejected these allegations, arguing that the IUF was inappropriately using the NCP process and interfering in legitimate local bargaining. It pointed to the successful negotiations that recently occurred between the local union and company representatives as proof of a pre-existing and robust national legal framework. In a subsequent update, Mondelez notified the NCP that a collective agreement, using the collective bargaining framework, was reached on 8 May 2014.

On the basis of this information and other evidence, the NCP determined that there to be no compelling evidence that Mondelez is not in compliance with Pakistani law. It did find, however, that the issue of causal/contract workers may merit further examination and may not be consistent with the spirit of the employment and industrial relations provisions of the *Guidelines*. The NCP deferred its offer of good offices, stating that it is available should Mondelez desire to engage in mediation with the IUF. It also recommended that IUF engage directly with the agencies of the contract workers as a more expedient method of addressing the alleged inconsistencies in fair labour practice.

Final statement by the US NCP concerning a specific instance notified by International Union of Food, Agricultural, Hotel, Restaurant, Catering, Tobacco and Allied Works' Associations (IUF) against a subsidiary of PersiCo Inc., PepsiCo India²⁶

On 18 November 2013, the US NCP received a request for review from IUF, based in Geneva, Switzerland. The substance of the IUF's allegations was that between 5 January and 30 April 2013, 162 workers of 170 employed at three West Bengal warehouses contracted exclusively by PepsiCo were dismissed or compelled to resign solely as a consequence of exercising their right to join a union. IUF stated that PepsiCo, through its subsidiary in India, contracts these workers through Radhakrishna Food Land Pvt. Ltd. (RKFL), and in this capacity has facilitated workers' rights abuses through this subcontracting relationship.

According to the request, the IUF cites PepsiCo in breach of specific elements found in the employment and industrial relations chapter of the *Guidelines*. Further, According to the IUF, PepsiCo has failed to perform the required human rights due diligence and therefore tacitly allows these violations to persist.

In response, PepsiCo emphasised that the IUF's allegations focused on the alleged actions of its contractor, and not PepsiCo or its subsidiary. PepsiCo maintained that the strike that led to the termination of the workers was illegal, as the strikers did not provide the required notice under Indian law. Regardless, PepsiCo stated that it did in fact use its relationship with RKFL to secure offers of reemployment to 28 of the workers that the IUF claims were specific victims of human rights violations. PepsiCo claims that the ultimate reason for the IUF request rests not on the alleged violations of the *Guidelines* in its relationship with RKFL; rather it stems from PepsiCo's refusal to enter into a formal global "relationship" with the IUF. Because it had already engaged in multiple discussions with the IUF and investigated their claims, PepsiCo declined the NCP's offer of mediation.

The US NCP offered its good office for mediation with the view that it might further dialogue between RKFL and its employees, supported by the IUF and PepsiCo. On 14 March 2014, PepsiCo responded that it had already engaged in discussions directly with the IUF; because of the inability to reach agreement on the issues in question, PepsiCo declined the US NCP's offer of mediation. The NCP therefore concluded the specific instance.

Final statement by the US NCP concerning a specific instance notified by the Federation of Free Workers against Janssen Pharmaceuticals, a division of Johnson & Johnson operating in the Philippines²⁷

On 14 May 2013, the US NCP received a request for review from the Federation of Free Workers (FFW), a Philippines-based trade union confederation. The request related to alleged labour violations related to Janssen's operations in the Philippines. Janssen is a division of Johnson & Johnson (Philippines), Inc., a corporation incorporated in the Philippines and a wholly-owned subsidiary of Johnson & Johnson (J&J), incorporated in the US.

FFW claimed that managers at Janssen's sales office in Paranaque City, the Philippines, set unreasonable sales performance benchmarks which they used as a pretext to dismiss certain workers. While Janssen maintains the workers were dismissed because they failed to meet the performance benchmarks, FFW claims the workers were dismissed for engaging in unionizing activities. FFW contended these actions were inconsistent with the principles in Chapter V of the *Guidelines*. On June 6, the NCP received Janssen's formal response, in which Janssen disputed FFW's characterisation of its managers' actions and provided evidence to support its stance.

The NCP determined that the issues raised in the request did not merit further examination and declined to offer good offices to seek a mediated resolution between FFW and Janssen. FFW provided insufficient substantiation to support its allegations. Further, Philippine arbitrators have determined Janssen had justification for dismissing or seeking the resignation of the

employees identified by FFW and found no evidence of company retaliation because of the union officials' positions or activities. The same allegations have been considered and decided, in some cases several times, by multiple levels of the Philippine court and labour arbitration system, who found no evidence of company retaliation because of the union officials' positions or activities.

While court and arbitral decisions alone do not necessarily preclude the involvement of the NCP, in the absence of stronger substantiated concerns that Janssen policies or practices may be inconsistent with the cited paragraphs of the *Guidelines* relating to employment and industrial relations, the NCP concluded that its involvement would not further the effectiveness of the *Guidelines*.

Final statement by the US NCP concerning a specific instance notified by the International Union of Food, Agricultural, Hotel, Restaurant, Catering, Tobacco and Allied Workers' Association against Mondelez International, an American MNE operating in Tunisia and Egypt²⁸

On 14 March 2013, the US NCP received a request for review from the International Union of Food, Agricultural, Hotel, Restaurant, Catering, Tobacco and Allied Workers' Association (IUF) alleging that Mondelez International had breached the human rights and employment and industrial relations provisions of the *Guidelines* in Tunisia and Egypt. The trade union alleged that managers intimidated and/or retaliated against certain workers for union-related activities. IUF also cited concerns about a worker safety incident at the company's Alexandria plant. Since Mondelez's ultimate decision-making authority resides in the United States, the US NCP took the case with support from the Egypt and Tunisian NCPs.

Following an initial assessment, the NCP determined the allegations to be substantiated and offered its good offices to the parties. The NCP believed the two sides could benefit from a mediation process and offered the services of the neutral mediators employed by the US Federal Mediation and Conciliation Service (FMCS). In August 2013, Mondelez stated however that it would not participate in an information session with FMCS or any subsequent mediation offered by the NCP. Since the company was unwilling to proceed to mediation, the US NCP concluded the specific instance.

Final statement by the US NCP concerning a specific instance notified by the Community Legal Education Centre of Cambodia and EarthRights International against American Sugar Refining Inc. (ASR)²⁹

On 31 October 2012 the Community Legal Education Centre of Cambodia (CLEC) and EarthRights International (ERI) jointly contacted the US NCP raising concerns over alleged human rights violations related to operations of the Koh Kong sugar plantation and refinery in Sre Ambel District, Koh Kong Province, Cambodia.

In their request, CLEC and ERI stated that in 2006 Cambodian authorities granted contracts for two economic land concessions to Koh Kong Plantation Co. Ltd. (KKPT) and Koh Kong Sugar Industry Co. Ltd. (KKSII), to develop sugar plantations and refinery operations. The NGOs claimed that beginning in 2006, the companies forcibly evicted villagers with no public consultation, social or environmental impact assessment or settlement plan as required by Cambodian law, displacing 456 families. As of October 2012, 207 families were still either under-compensated or uncompensated for their eviction.

The NGOs contended that ASR, by virtue of its supply chain relationship with the Koh Kong plantation, had an obligation to avoid contributing to adverse human rights impacts and, as the sole purchaser of the Koh Kong plantation's sugar, had a responsibility to use its leverage to mitigate such conduct. In response to the allegations, ASR's attorneys informed the NCP that ASR disputed the allegations but was inclined to participate in mediation to try to arrive at a mutually-agreed solution.

On 11 April 2013, the US NCP learned that CLEC, on behalf of affected local communities, had filed a civil suit in the UK Commercial Court against ASR's intermediary supplier, T&L Sugars Ltd. ASR informed the NCP that it remained interested in pursuing a mediated dialogue with CLEC and ERI through the specific instance process, but that it would not participate in that process unless and until CLEC withdrew its UK civil suit. CLEC and ERI responded that they would consider a stay of the UK proceedings but desired to retain the option to resume litigation; ASR reiterated it would not engage in mediation while a private claim seeking money damages was pending in London.

Given that the specific instance process – including mediation – is a voluntary one, the NCP concluded the specific instance on 4 June 2013 when it became clear the parties could not reach an agreement on how to proceed. The NCP recommended that ASR evaluate the issues raised by the NGOs and consider how to address them, even if the conditions may not exist now to address them through the NCP process. Finally, the NCP would be prepared to assist the parties in undertaking a facilitated dialogue if in the future they agree to pursue mediation or conciliation.

Final statement by the US NCP concerning a specific instance notified by the Communications Workers of America, ver.di, and UNI Global Union against Deutsche Telekom AG, operating in the United States and Montenegro³⁰

On 12 July 2011, the US NCP received a request for review from the trade unions Communications Workers of America (CWA), ver.di and UNI Global Union ("CWA" collectively), regarding their concerns about labour practices by Deutsche Telekom AG (DT) operating in the United States as T-Mobile USA, (DT/T-Mobile) and in Montenegro as Crnogorski Telekom A.D. Podgorica. The

German and US NCPs consulted and agreed that the US NCP would take the lead on the T-Mobile portion while the German NCP would handle the Crnogorski portion.

CWA alleged that the activities of some DT/T-Mobile supervisors were, in effect, intimidating workers from exercising freedom of association. In response, DT/T-Mobile argued that CWA's claims must be resolved under the process set forth under US law and that the NCP process was therefore not the appropriate forum; it also asserted that CWA was using the specific instance to further escalate a public campaign against DT/T-Mobile.

The US NCP clarified that its role was to provide a neutral, third-party facilitated dialogue and not make a determination whether a violation of the *Guidelines* has occurred, nor does it adjudicate disputes submitted under the process. After the NCP proposed ground rules for mediation, the parties appear receptive to the NCP's assistance.

On 5 November 2012, the US NCP issued an initial assessment determining that the issues raised by the parties warranted further consideration under the *Guidelines* and recommended voluntary, third-party mediation under the auspices of the US FMCS. Expressing numerous questions and concerns, DT/T-Mobile did not agree to a pre-mediation discussion until February 26, 2013. Following the pre-mediation meeting, FMCS requested a date for the first mediation meeting but did not receive a timely response from DT/T-Mobile.

On 19 March 2013 the US NCP informed the parties that it was preparing a final statement regarding the specific instance. Based on the circumstances, the US NCP is no longer able to contribute to a positive resolution of this dispute and therefore withdraws its offer of good offices. The US concluded the specific instance with the release of its final statement in July 2014.

Notes

1. Full text available at www.pcn.fazenda.gov.br/alegacoes/final-statements.
2. Full text available at www.international.gc.ca/trade-agreements-accords-commerciaux/ncp-pcn/statement-declaration.aspx.
3. Full text (in Spanish) available at: www.direcon.gob.cl/ocde/punto-nacional-de-contacto-pnc/.
4. Full text available at http://businessconduct.dk/file/468563/2014_03_11.pdf.
5. Full text available at http://businessconduct.dk/file/468562/2014_01_23.pdf.
6. Full text available at www.tresor.economie.gouv.fr/File/397224.
7. Full text available at www.tresor.economie.gouv.fr/File/397319.
8. Full text available at www.tresor.economie.gouv.fr/5731_les-communiqués-du-pcn.

9. Full text (in French) available at www.tresor.economie.gouv.fr/File/401925.
10. Full text available at www.bmwi.de/EN/Topics/Foreign-trade/oecd-guidelines-for-multinational-enterprises,did=430536.html.
11. Full text available at www.bmwi.de/EN/Topics/Foreign-trade/oecd-guidelines-for-multinational-enterprises,did=430536.html.
12. Full text available under “Rejected Complaints” at www.bmwi.de/EN/Topics/Foreign-trade/oecd-guidelines-for-multinational-enterprises,did=430536.html.
13. Full text available at www.bmwi.de/EN/Topics/Foreign-trade/oecd-guidelines-for-multinational-enterprises,did=430536.html.
14. Full text available at <http://mneguidelines.oecd.org/database/ncp/Nestle-2005-English.pdf>.
15. Full text of the final statement is available at www.cdc.public.lu/instruments/7_PCN/FinalStatement.pdf.
16. Full text available at www.oesorichtlijnen.nl/sites/www.oesorichtlijnen.nl/files/final-statement-somo-bothends-apg-abp.pdf.
17. Full text (in Dutch) available at www.oesorichtlijnen.nl/sites/www.oesorichtlijnen.nl/files/eindverklaring_nuon-friv_1.pdf.
18. Press release and initial assessment available at www.responsiblebusiness.no/en/anonymous-complaint/.
19. Full text available at www.responsiblebusiness.no/files/2013/12/130702-NCP-Norway-Final-Statement-MEDIATION-NSCWS.pdf.
20. Full text (in Swedish) available at www.regeringen.se/content/1/c6/20/90/62/457848c5.pdf.
21. Full text (in Swedish) available at www.regeringen.se/content/1/c6/20/90/62/8a852320.pdf.
22. Full text available at www.gov.uk/government/publications/uk-ncp-final-statement-wwf-international-and-soco-international-plc-agreement-reached.
23. Full text available at www.gov.uk/government/publications/uk-ncp-initial-assessment-complaint-against-british-telecommunications-plc.
24. Full text available at www.state.gov/documents/organization/226490.pdf.
25. Full text available at www.state.gov/e/eb/oecd/usncp/links/rls/227284.htm.
26. Full text of final statement available at www.state.gov/e/eb/oecd/usncp/links/rls/226283.htm.
27. Full text of final statement available at www.state.gov/e/eb/oecd/usncp/links/rls/217348.htm.
28. Full text available at www.state.gov/e/eb/oecd/usncp/links/rls/215927.htm.
29. Full text available at www.state.gov/e/eb/oecd/usncp/links/rls/210970.htm.
30. Full text available at www.state.gov/e/eb/oecd/usncp/links/rls/211646.htm.