



Network UK

# GLOBAL COMPACT NETWORK UK

Jessica Lobo, Global Goals Programme Manager



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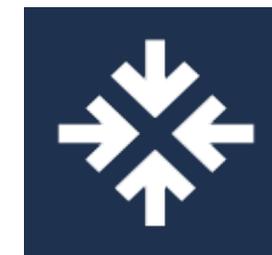
We are part of the world's largest responsible business initiative connecting companies and other organisations in a global movement dedicated to driving sustainable growth.

## UN Global Compact Commitment:

1. Operationalise the 10 Principles
2. Report annually on progress
3. Support the wider UN development agenda



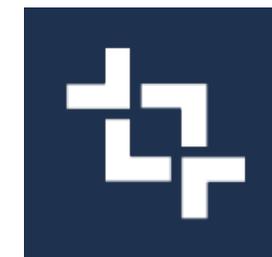
Human Rights



Labour



Environment

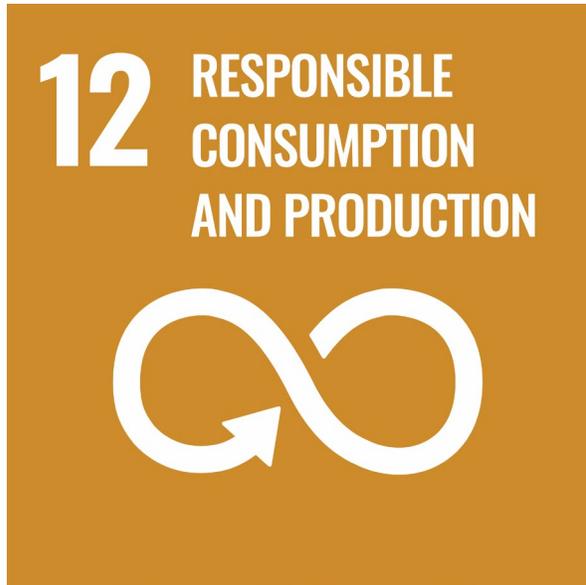


Anti-Corruption

# SUSTAINABLE DEVELOPMENT GOALS



# Goal 12: Ensure sustainable consumption and production patterns



**12.1** Implement the 10-year framework of programmes on sustainable consumption and production, all countries taking action, with developed countries taking the lead, taking into account the development and capabilities of developing countries

**12.2** By 2030, achieve the sustainable management and efficient use of natural resources

**12.3** By 2030, halve per capita global food waste at the retail and consumer levels and reduce food losses along production and supply chains, including post-harvest losses

**12.4** By 2020, achieve the environmentally sound management of chemicals and all wastes throughout their life cycle, in accordance with agreed international frameworks, and significantly reduce their release to air, water and soil in order to minimize their adverse impacts on human health and the environment

**12.5** By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse

**12.6** Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle

**12.7** Promote public procurement practices that are sustainable, in accordance with national policies and priorities

**12.8** By 2030, ensure that people everywhere have the relevant information and awareness for sustainable development and lifestyles in harmony with nature



**Embracing the global goals could generate US \$12 trillion of new business value a year**

**Equivalent to 10% of global GDP forecast by 2030**

Source: Business & Sustainable Development Commission

# Good for Business - Macro

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Better educated and more productive workforce

Economic and political stability

More fair and just societies

Climate resilience

And more...



## Good for Business - Micro

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Makes a business more attractive for investors and customers

Improves management of the supply chain

Improves access to public procurement and public investment

Improves competitiveness in hiring best human capital

Social license to operate, public opinion, builds trust

Share a global language



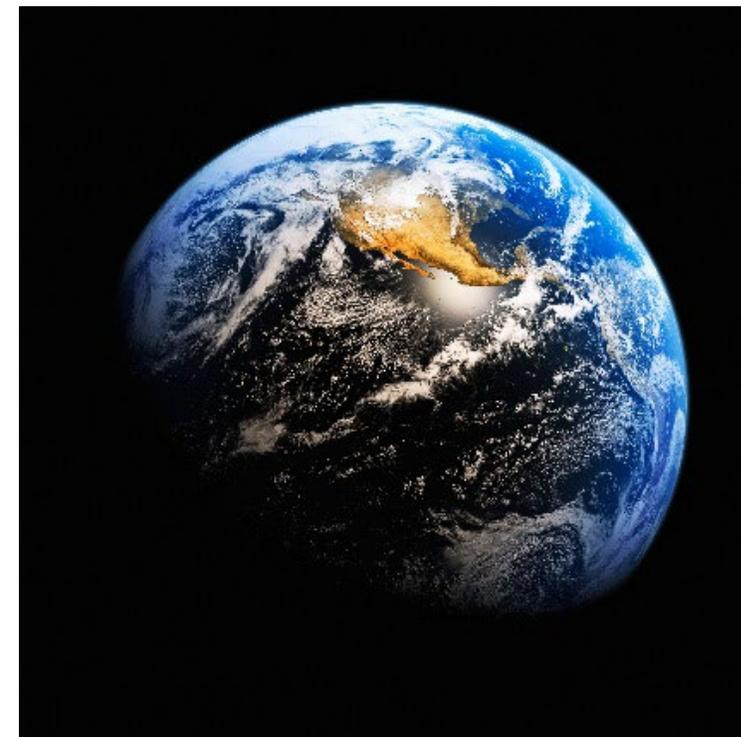
# AFTER 5 YEARS WE ARE NOT ON TRACK TO DELIVER THE SDGs



257 YEARS TO CLOSE THE ECONOMIC GENDER GAP GLOBALLY



CHILD LABOUR: 150 MILLION  
PEOPLE IN POVERTY: 700 MILLION



GLOBAL TEMPERATURES ON TRACK FOR 3.5°C RISE

# COVID-19 HAS PUT US FURTHER BACK



- **60% of women's employment** is in the informal economy with few protections
- **30-40 million jobs** estimated lost during Q1 of 2020
- **-3% global GDP decline** this year (IMF forecast) causing significant impacts on developing countries in particular
- Global supply chains for water, sanitation and hygiene products have been disrupted

# CURRENT BUSINESS PERFORMANCE

# GLOBAL SOCIETAL NEEDS



- 81% of companies report taking actions to support the global goals\*
- Only 39% of companies have targets they believe are sufficiently ambitious, science-based and/or align with societal needs\*
- And only 15% of survey respondents have targets that have been approved by the Science Based Targets initiative\*

PERFORMANCE GAP



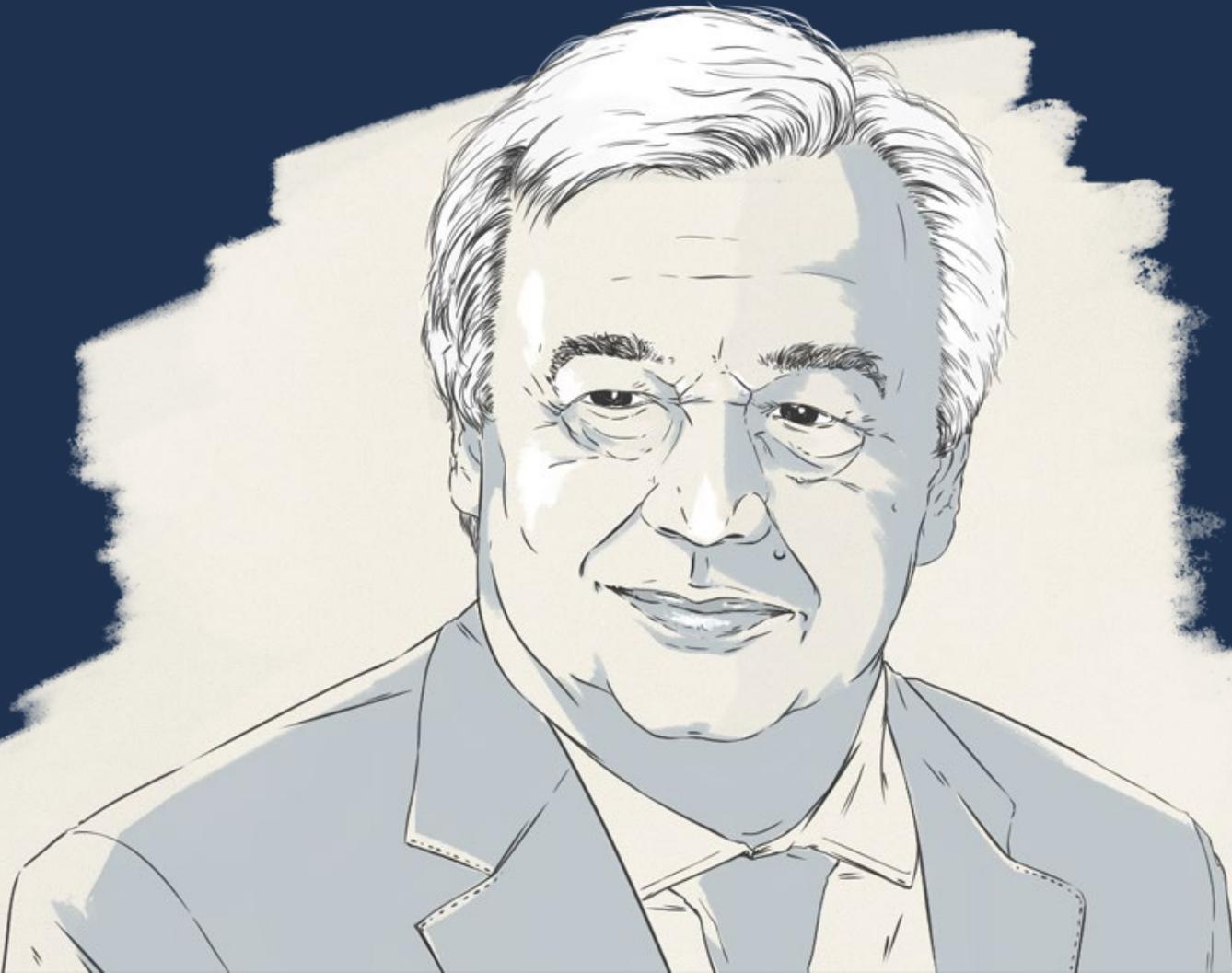
\*UNGC 20<sup>th</sup> Anniversary 2020 Progress Report

“It’s abundantly clear that a much deeper, faster and more ambitious response is needed to unleash the social and economic transformation needed to achieve our 2030 goals”

United Nations Secretary-General, António Guterres



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# GOAL-SETTING FOR THE DECADE OF ACTION

From	To
Incremental goals in light of what currently seems possible <b>Example:</b> % of CO <sub>2</sub> reduction per pound of revenue	Absolute goals grounded in science and what is required by each company to achieve the SDGs <b>Example:</b> % of CO <sub>2</sub> reduction in line with a 1.5°C
Output oriented <b>Example:</b> volume of waste as a byproduct of production	Impact-oriented to drive positive outcomes for business, society, and the environment <b>Example:</b> elimination of waste across the business
Emphasis on impact through philanthropic and direct operations <b>Example:</b> % of revenue donated to charitable organisations	Expanded impact through core business products, services, and across global value chains <b>Example:</b> % revenue driven by sustainable products and services
Independent KPIs <b>Example:</b> Sustainability targets are standalone, separate from business targets	Interconnected systems of KPIs <b>Example:</b> Sustainability targets are embedded throughout the business and tracked at the enterprise level

## PROPOSED SDG BUSINESS BENCHMARKS

	SDG IMPACT		SCOPE		
	Primary	Additional	Operations	Products & Services	Value Chain
100% of employees across the organization earn a living wage			■		■
Gender balance across all levels of management			■		
Net-positive water impact in water-stressed basins			■	■	■
Zero waste to landfill and incineration			■		
Zero discharge of hazardous pollutants and chemicals			■		■
100% sustainable material inputs that are renewable, recyclable or reusable			■	■	
Science-based emissions reduction targets in line with a 1.5°C pathway			■	■	■
100% resource recovery, with all materials and products recovered and recycled or reused at end of use				■	■
Land degradation neutrality including zero deforestation			■	■	■
Zero incidences of bribery			■	■	■



# SDG Ambition guides

**SDG AMBITION**  
AMBITION  
GUIDE  
Setting Goals for  
the Decade of Action



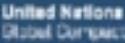
In partnership with  
  

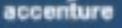
**SDG AMBITION**  
INTEGRATION  
GUIDE  
Designing Business  
Systems for the SDGs



In partnership with  
  

**SDG AMBITION**  
SCALING  
BUSINESS  
IMPACT FOR  
THE DECADE  
OF ACTION

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## For more resources

[www.unglobalcompact.org.uk](http://www.unglobalcompact.org.uk)

## Contact us

UN Global Compact Network UK

@GlobalCompactUK

The UN Global Compact's aim is to mobilise a global movement of sustainable companies and stakeholders to create the world we want.

The UK Network delivers an extensive programme of activity to support Global Compact signatories to operationalise the Global Compact's 10 principles that cover human rights, labour, environment and anti-corruption - and to promote the Sustainable Development Goals.



# Global Compact Network UK

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# Sustainable Development Goals and Responsible Business Conduct: International, regional and national frameworks

30 September 2021

# Outline

## 1. International frameworks:

- ❑ Overview
- ❑ United Nations (**UN**) – ‘Guiding Principles on Business and Human Rights’ & ‘Global Compact’
- ❑ Organisation for Economic Cooperation & Development (**OECD**) – ‘Guidelines for Multinational Enterprises’ & ‘Due Diligence Guidance for Responsible Business Conduct’
- ❑ Financial institutions – ‘Equator Principles’

## 2. Regional and national frameworks

- ❑ European Union (**EU**) – draft ‘Directive on Mandatory Human Rights, Environmental and Good Governance Due Diligence’
- ❑ Current and proposed legislation
- ❑ Litigation

## 3. Practical steps for international supply chains

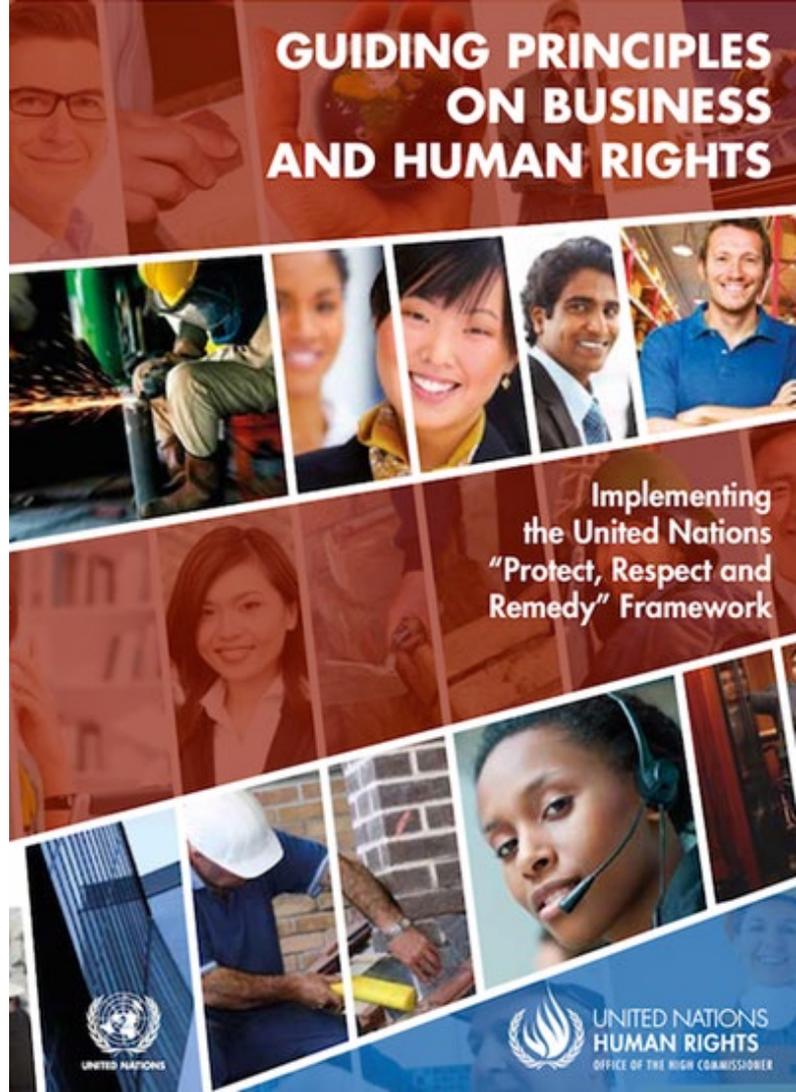
# 1. International Frameworks: Overview



# 1. International Frameworks:

## UN Guiding Principles

- June 2011: UN Human Rights Council endorsed the 'Guiding Principles on Business and Human Rights'
  - first corporate human rights responsibility initiative endorsed by the UN
  - supported by three 'pillars': 'protect', 'respect', and 'remedy'
  - not legally binding



# 1. International Frameworks: UN Global Compact

- July 2000: UN Secretary General Kofi Annan launched the ‘**UN Global Compact**’:
  - world’s largest corporate sustainability and responsibility initiative (14,000+ companies in 160+ countries)
- UN Global Compact:
  - includes 10 principles
  - voluntary and not legally binding

# 1. International Frameworks

## OECD Guidelines & Guidance

- 'OECD Guidelines for Multinational Enterprises' (**MNEs**):
  - developed by governments for MNEs operating in/from adhering countries
  - contains non-binding principles & standards for responsible business conduct
- 'OECD Due Diligence Guidance':
  - advises MNEs on implementation of Guidelines
  - sector- & issue-specific guidance available



# 1. International Frameworks: Equator Principles

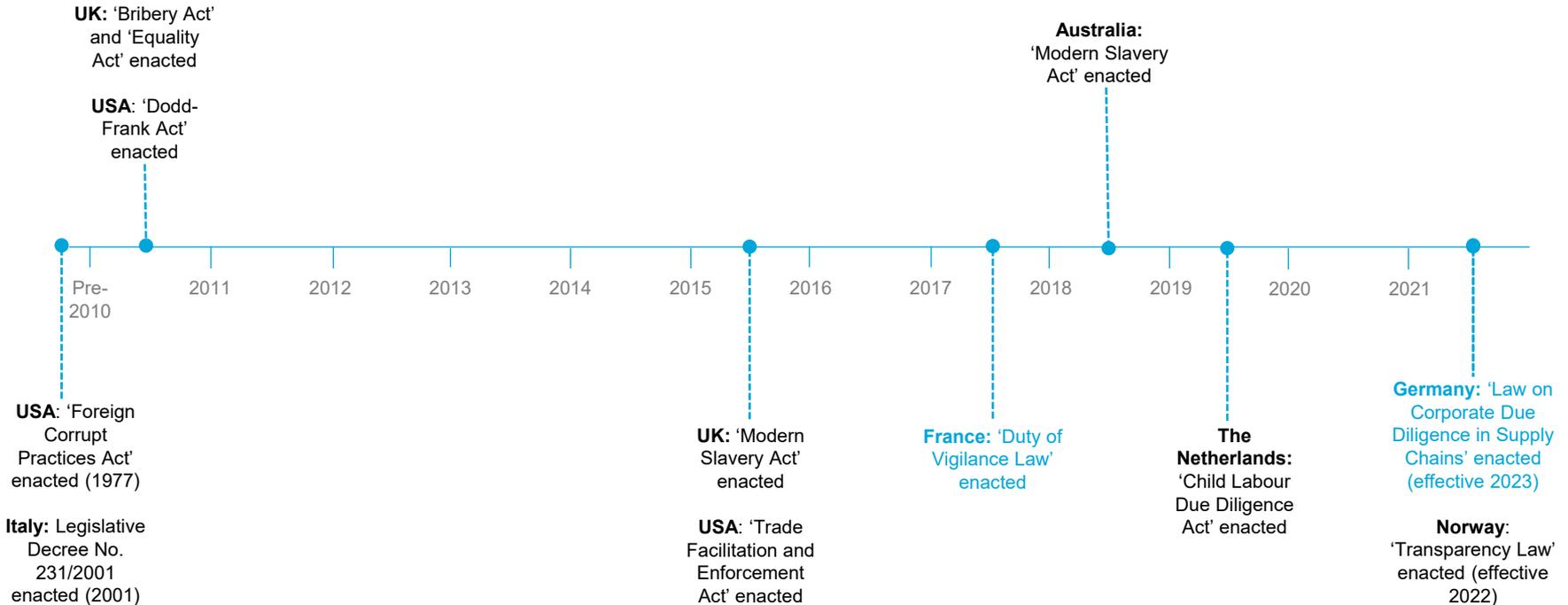
- June 2003: Ten leading banks launched the ‘**Equator Principles**’
  - Now the financial industry’s largest corporate sustainability and responsibility initiative (124 institutions in 37 countries)
- Equator Principles:
  - *‘benchmark for determining, assessing and managing environmental and social risk in projects’*
  - provides a minimum standard for due diligence and monitoring to support responsible risk decision-making
  - includes 10 principles
  - voluntary and not legally binding

## 2. Regional frameworks: EU Directives

- March 2021: European Parliament passed legislative initiative for EU directive on ‘Mandatory Human Rights, Environmental and Good Governance Due Diligence’  
(**Initiative**)
  - not legally binding on European Commission (**EC**)
  - reflects and reinforces the presence of sustainability on European legislative agenda



## 2. National frameworks: Current and proposed legislation



## 2. National frameworks: litigation examples

### □ United Kingdom:

- *UKCA 2018: AAA v Unilever (Kenya)*
- *UKSC 2019: Vedanta v Lungowe (Zambia)*
- *Gemfields (Mozambique) (settled)*
- *UK first instance 2021: Municipio de Mariana v BHP (Brazil)*
- *UKSC 2021: Okpabi v Shell (Nigeria)*

### □ France:

- *Envol Vert et al. v. Casino (Brazil and Colombia) (pending)*
- *Friends of the Earth v Total (Uganda and Tanzania) (2019, pending)*

### □ Germany:

- *Lliuya v RWE (Peru)*

### □ The Netherlands:

- *Milieudefensie v Shell (Nigeria)*

### 3. Practical Steps for international supply chains

- Identify supply chain
- Conduct risk assessment:
  - consider relevant international frameworks
  - consider relevant extraterritorial regional national legislation
- Develop & publicise policies
- Conduct training
- Develop grievance mechanisms





# THE ROLE OF IN-HOUSE COUNSEL IN GUIDING BUSINESS ON INCORPORATING RESPONSIBLE BUSINESS AND SUSTAINABLE DEVELOPMENT GOALS

Nadiya Aziz, In-House Counsel



# WHAT TRANSFORMING LIVES MEANS

Purpose led  
Organisation  
=**Sustainable**  
Future

Providing  
**sustainable**  
**solutions** to  
the society  
around us





The UN Sustainable Development Goals (SDGs) represent a unifying vision of the universal development need for all people, and are currently the most globally accepted set of development goals.

# SUSTAINABLE DEVELOPMENT GOALS



# THE WHY: Integrating the SDGs into Performance Goals Will:

Help us innovate and identify **business opportunities** in underexploited areas such as health, agriculture, education, green energy

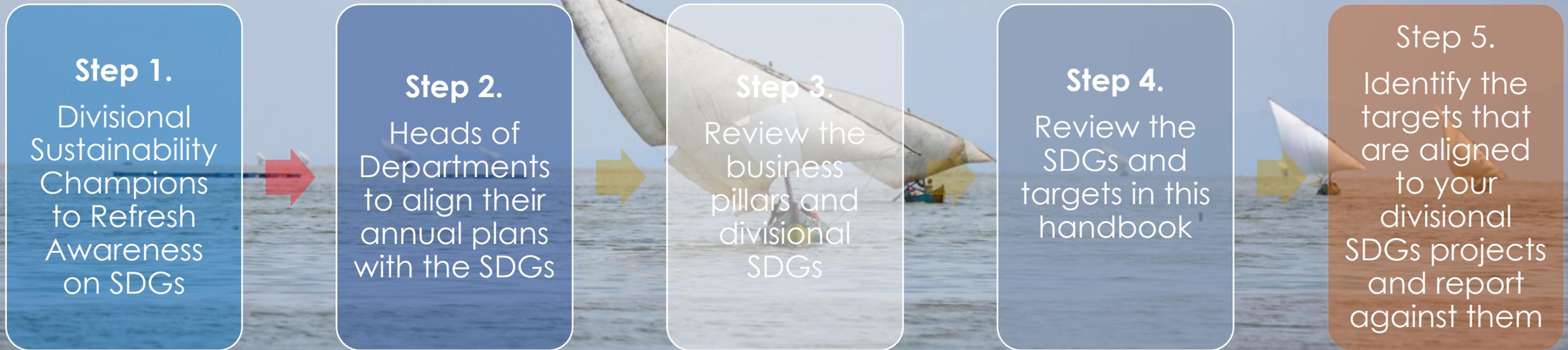
**Differentiate** and provide **competitive advantage** in our industry and in national and global arenas

Offer a compelling **growth strategy** for our business.

**Enhance our reputation** as a purpose driven company that is committed to transforming lives

**Fortify and foster** local, regional and global partnerships that will tap into our innovative spirit.

# W Integrate the SDGs into Performance Goals





**Nadiya Aziz | [NAziz@Safaricom.co.ke](mailto:NAziz@Safaricom.co.ke)**

**THE ROLE OF IN-HOUSE COUNSEL IN **ADVOCATING FOR THE INCLUSION OF DISABILITY RIGHTS** WHEN CONCEPTUALISING RESPONSIBLE BUSINESS PRACTICES **AS A TOOL FOR ECONOMIC SUSTAINABILITY OF EMPLOYEES WITH DISABILITIES.****

**DATE:** 30/September/2021.

**Presenter:** Mugabi .K. Ivan

Lecture **at King Ceasor in Uganda &** Member of E.A.C BHR Committee

# This presentation shall address the topic through responding to 4 questions

- ▶ 1. Why should in house counsel become a collaborative stakeholder in encouraging employers enhance accessibility of labour markets to East Africans with disabilities.
- ▶ 2. Where can the in house counsel be a collaborative stakeholder in encouraging employers enhance accessibility of labour markets to East Africans with disabilities.
- ▶ 3. When should in house counsel be a collaborative stakeholder in encouraging employers enhance accessibility of labour markets to East Africans with disabilities.
- ▶ 4. How can in house counsel can a collaborative stakeholder in encouraging employers enhance accessibility of labour markets to East Africans with disabilities.

# 1. Why should in house counsel can become a collaborative stakeholder in encouraging employers enhance accessibility of labour markets to East Africans with disabilities.

- ▶ In order to promote **working environment** that enables **this marginalised group of East Africans release their rights.**
- ▶ In order to enable **Companies of East African member to positively assist government of their states in upholding their duties under Article 27 of the Convention on Rights of Persons with Disabilities (CRPD).** Article 27 (1) provides for the right to Work and gain employment. The countries agree that people with disabilities have the same right to work as other people. This also means that they have the right to earn a living from work they choose in a work environment that is open and accessible to all people. The countries will pass laws and take other action needed to (g) encourage and help employers to hire people with disabilities.
- ▶ In order to **adopt a corporate approach that will respond to** intersectional/multiple marginalisation since disability is the only marginalised group that cuts across **all age groups**-young to the old, **all gender**-male and female, all races-Europeans, Asians, Africans, Arabs-thus it might be useful means to enable employers.

# Why

- ▶ It is ideal because it makes/portrays a corporate entities of such in house counsel as not only compliant to national disability legal frameworks of their respective member states but also a gesture operating in harmony with a human right based ideas. In **Uganda** there is a **Persons with Disabilities Act, Act No. 3 of 2020**, in **Kenya** there is a **Persons With Disabilities Act. No. 14 of 2003**, in Tanzania there is a persons with Disabilities Act 2010, **Rwanda** there is a **Disability Law No. 01/2007**. Hence as government enacts those laws, **in house counsel can breath life in the same** by adopting **complimentary corporate policies** whenever and wherever possible.
- ▶ Because it could come across as **a gesture of global awareness** to the increasing **role of disability inclusion** in improving the **diversity composition of a corporate entity** as well as **boasting its ranking**.

## 2. Where can the in house counsel be a collaborative stakeholder in encouraging corporate employers support the accessibility of labour markets to East Africans with disabilities.

- ▶ **In house counsel could be a collaborative stakeholder in encouraging corporate employers support the accessibility of labour markets to East Africans with disabilities where the following pre-requisite are in place;**
- ▶ (1) Whenever in house counsel has sufficient knowledge of the interconnected interactions between human rights, employees' rights and disability rights. This might increase the likelihood for in house counsel to incorporate such knowledge in their reasoning and advocacy.
- ▶ (2) Where the house counsel is himself or herself a part of or has ever been part of any marginalised groups. Such personnel experiences are in many ways more likely to make in house counsel appreciative of the value of diversity and inclusionary recruitment models when designing employment contracts.

3. **When should in house counsel be a collaborative stakeholder in encouraging employers enhance accessibility of labour markets to East Africans with disabilities.**



- ▶ Whenever they can **identify** with or **even having interacted** with regional or international actors supportive to disability social justice models. **(World Vision)**
- ▶ Wherever they find ways of **aligning** the **Companies' CRS activities** to families of PWDs or **particular groups** of PWDs.

Continuation.

3. When should in house counsel be a collaborative stakeholder in encouraging employers enhance accessibility of labour markets to East Africans with disabilities.

- ▶ At the point of advising on **the terms and conditions** of recruitment contracts in as far as the **disability inclusiveness** of their nature is concerned-At this stage in house counsel would discourage **attitudinal and stereotyping approaches that are indirectly or directly aimed at disadvantaging the recruiting of certain East Africans because of their disabilities**. E.g. In house counsel advising on recruitment of receptionist could ensure that an East African **using wheelchair should neither be used as justification to deny their recruitment**.
- ▶ At the point of advising directors and shareholders on the merits of inclusive employments, **he/she should research about and bring to the attention of corporate leadership the presence of government tax holidays and disability centred corporate incentives** such as government disability grants whenever these are ascertainable and availed in the member state. For example **in Uganda** there are some tax holidays to employers of PWDs.

#### 4. How can in house counsel can be a collaborative stakeholder in encouraging employers enhance accessibility of labour markets to East Africans with disabilities.

- ▶ In house counsel could adopt human rights ideas as a way of highlighting the value of state regulatory actors of corporate duties. **E.g. Making taxation laws that afford tax holidays of special to employers for have recruited East African with disabilities.**
- ▶ Encouraging clauses that promote obligatory duties of designing of work related training manuals **that are inclusive/considerate of East African employees with disabilities at** institutional and regulatory level.
- ▶ In house counsel can sensitise governance organs of corporate governance **bodies on the importance of having employment contracts that are disability inclusive.**
- ▶ Propose and advise on recruitment policies that is inclusive human resource recruitment.

# END THANK YOU FOR LISTENING:

▶ ANY QUESTIONS

ANY COMMENTS

ANY REMARKS

Will be appreciated

▶ END

**Best practices/approaches for inhouse counsel to demonstrate value addition to their boards and management on the benefits of incorporating responsible business and sustainable development goals as part of their operations.**

**Speaker: Gloria Tengera  
Company Secretary/General Counsel - Development Bank  
of Rwanda  
30<sup>th</sup> September 2021**

# Introduction: Country Perspective

- As a first step towards national ownership, integration and implementation of SDGs, the Government of Rwanda tasked the Ministry of Finance and Economic Planning to oversee and facilitate the SDGs domestication process at all levels of the national structure.
- Accordingly, the SDGs have been domesticated and integrated in the Vision 2050, the National Strategy for Transformation, NST1 (2017-2024) and related sectors and districts' strategies. NST 1 mirrors the three dimensions of sustainable development: Economic, Social and Environment and its transformation and ambitious spirit echoes the ambitious nature of SDGs.

# Introduction: Country Perspective

- Furthermore, a dedicated SDGs taskforce bringing together Government Ministries, Development Partners, Civil Society Organizations and the Private Sector was established to serve as the nucleus and focal point for ensuring inter-agency collaboration and coordination.
- Furthermore, the hosting of the **SDG Centre for Africa** with the mandate to support the entire continent is a testament of Rwanda's commitment to deliver on the Agenda 2030.

# Introduction: Development Bank of Rwanda (BRD) Perspective

- BRD is a specialized financial institution established by the government to address market failure through providing medium and long-term financing to key strategic sectors which have critical importance in fostering economic and social transformation of Rwanda.
- There is inadequate provision of long-term finance due to the risks and uncertainties involved and hence, development banks play a paramount role in costing; coordinating, mobilizing resources and provisioning capital for the SDGs.

# Introduction: Development Bank of Rwanda (BRD) Perspective

- Other financial institutions including commercial banks have less interest in financing priority development sectors due to perceived risk and therefore BRD plays a catalytic role in addressing social and regional inequalities by overcoming the structural deficiencies of skewed financial flow and resource allocation. BRD as national development Bank occupies a unique and pivotal position in development ecosystem in Rwanda through resource mobilization and availing long term finance for priority sectors of the economy and contributing to the National Strategy for Transformation.
- A deliberate and strategic approach is followed so that BRD best contributes to achievement of SDGs.

**Approaches for inhouse counsel to demonstrate value addition to their boards and management on the benefits of incorporating responsible business and sustainable development goals as part of their operations.**

- As I processed this topic, 3 things came to mind:
  1. What are SDGs and not in the sense of enumerating them but more of in the sense of why companies should care for them. (Why advocate for SDGs?)
  2. How have inhouse counsels prepared themselves in as far as comprehending the SDGs?
  3. How can SDGs be translated to corporate culture for purposes of enforcement or achieving accountability?

# 1. Advocate for SDGs

1. What are SDGs? and not in the sense of enumerating them but more of in the sense of why companies should care for them.
  - Let us look at this from the perspective of what the SDGS really mean to us individually. Which of the SDGs speak directly to you? And what are you willing to do to achieve it?
    - Most of the SDGs are linked to our social and economic lives: a) they are why we go to work- SDG1 (no poverty,) SDG2 (zero hunger) b) when we are ill, we hope we have access to the medical care we need SDG3; from as early as age 3 our parents take us to school and they hope we have the required education (SDG 4) and so on and so forth.

# 1. Advocate for SDGs contd.

- Now think of the companies you work with? Which of the 17 SDG goals speaks to your company? Are you able to identify the exact SDG goal? and what would you do to ensure you achieve it especially if that is your only KPI?
- My company's mandate lies within the following five key priority sectors of Agriculture, Energy ( On and Off grid), Affordable Housing & Infrastructure, Manufacturing & Exports and Education. As you can see these sectors are linked to the SDG goals.
- My point is for anyone to have a conversation around a concept you must be able to realise how it speaks to you as an individual first otherwise advocacy around it will not be easy. As in house counsel are you sold on the concept of SDGs in order to advocate for it?

## **2. Acquire SDG knowledge**

### **2. How have inhouse counsel prepared themselves in as far as comprehending the SDGs?**

a) Read up on your country reports on implementation of SDGs and be informed on the steps being taken and challenges encountered.

The knowledge on what your country is doing with respect to SDGs gives you the firm basis required to start the discussion at Management and Board level. It also gives you ideas on what to do.

## 2. Acquire SDG knowledge contd

For example:

The 2019 RWANDA VOLUNTARY NATIONAL REVIEW (VNR) REPORT provides the following account on SDG 16

**Good Governance and Access to Justice:** Citizen participation and home-grown solutions such as Imihigo (performance contracts) and Umuganda (communities come together to perform activities of public interest) have been key to Rwanda's development. Innovations like the Rwanda Governance Scorecard and the Citizen Report Card have further enhanced citizens' participation and demand for accountability. Rwanda has also operationalized a decentralized civil registration system and reformed its judicial system to further enhance access to quality justice.

## 2. Acquire SDG knowledge contd.

Inhouse counsel from Rwanda can borrow ideas from this observation and tweak it to fit respective firms they work for.

**Citizen participation** equals company buy in meaning the solutions must come from within the company whatever that means for the respective companies.

Innovations like the **Rwanda Governance Scorecard** and the **Citizen Report Card** equals finding company solutions to being accountable to the SDG goals that speak to them.

# 2. Acquire SDG knowledge contd.

## **Example 2:**

Lessons learned from the Rwanda Report on SDGs 2019:

- 1. Visionary leadership, effective governance, and accountability are critical for achievement of SDGs.
- 2. Home-Grown Solutions rooted in the Rwandan culture are resource-efficient and play a major role in enhancing ownership and accelerating development outcomes.
- 3. A full integration of SDGs in the national planning and monitoring framework is critical for effective implementation.

These lessons tell us that perhaps firms need to have visionary boards, effective management; solutions on incorporating SDGs should come from within the companies for ownership and resource efficiency; SDGs should be fully integrated in the firm's strategy for effective implementation.

# 2. Acquire SDG knowledge contd.

## Example 3:

### Areas for support:

- 1. Significant external resources are needed to accelerate the achievement of the SDGs and to scale up successful interventions.
- 2. There is need to support the national statistical capacity both technically and financially to cover all applicable SDG indicators (currently producing 60% of the required indicators).
- The areas for support provide areas of **opportunities for investment** of private firms. Meaning that if this brought to the attention of Management and the Board, firms may not only see a business opportunity but also contribute effectively to the SDGs.

## 2. Acquire SDG knowledge contd.

b) Create checklists interlinked with the SDG goal and the relevant law/regulation in your jurisdiction and cross reference it to how your company scores in that regard. This gives you and management a vivid understanding of the matter.

E.g. Mental Health initiatives, Gender Equality initiatives, etc...

c) What is the strength of the firm in terms of its corporate governance: is the board properly constituted? Does it have the required skill set? Is it easy to have a conversation of this type at that level? (SDG 16).

*J Maxwell says “everything rises and falls on leadership”.*

# 3. Embedding SDGs into the company culture

How can SDGs be translated to corporate culture for purposes of enforcement or achieving accountability?

- a) Get an independent review of the SDG compliance of your institution e.g BRD had one done back in 2018.
  - This helps to raise awareness of the practical application of SDGs within the context of the firm's mission.
  
- b) Incorporate SDG goals in the Firms' strategy:
  - Develop a tracker/dashboard to monitor status.
  - Have a periodic review of the status @ Mgt and Board level
  - Have a dedicated department/officer focused on daily work with regards to SDG achievement
  
- c) Enhance staff capacity

# CONCLUSION

For inhouse Counsel to demonstrate value addition with regard to benefits of SDGs and responsible business, he/she must come from a place of awareness and knowledge.

This awareness and knowledge is not restricted to the law but should relate to information that speaks to businesses first before shrouding it in the law.

Compliance then becomes easier to enforce.

**THANK YOU**