Corporate Social Responsibility – Sustainable Business
Environmental, Social and Governance Frameworks for the 21st Century

Edited by
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**Rae Lindsay** is a partner in the Litigation & Dispute Resolution practice at Clifford Chance LLP. She co-heads the firm’s public international law and business and human rights groups. Rae has been admitted to the bars of Alberta, California, New York and Washington D.C., and as a solicitor in England and Wales. Rae’s focus on business and human rights began in the early 2000s when she practised in the firm’s New York office, and defended multinational corporations in litigation under the US Alien Tort Claims Act, involving allegations of violations of international law, including international human rights and humanitarian law. Clifford Chance provided pro bono support to the mandate of Professor John Ruggie, the UN Secretary General’s Special Representative on the issue of human rights and transnational corporations and other business enterprises (2005–2011); and was among the first law firms to establish a business and human rights practice, recognizing the important role of lawyers in implementation of the UN Guiding Principles on Business and Human Rights, endorsed by the UN Human Rights Council in 2011. Rae is recognized by Chambers Global as a leading practitioner in business and human rights law. She advises clients on a broad range of business and human rights-related matters including policy development and implementation, risk management and due diligence, contracts and reporting, impact assessment and investigations, dispute avoidance and resolution, and crisis management. Her client engagements often involve advising on the intersection between soft law standards such as the UN Guiding Principles and principles of public and private international law, and domestic laws. Rae served as Co-Chair of the International Bar Association’s Business Human Rights Committee in 2018 and 2019. She is now a member of the Committee’s Advisory Board. Rae also serves as Treasurer of the British Branch of the International Law Association, as Co-Chair of trustees and International Advisory Council member of the Institute for Human Rights and Business and is a director of the Centre for Sports and Human Rights.

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Martella was General Counsel of the U.S. Environmental Protection Agency, a position for which he was unanimously confirmed by the United States Senate, and the Principal Counsel for Complex Litigation for the Justice Department’s Natural Resources Section. Roger’s passion is to improve environmental protections and rule of law for vulnerable populations around the world. He is Co-Chair of the International Bar Association’s Climate Change Justice and Human Rights Model Statute working group, vice-chair of the American Bar Association’s environmental rule of law initiative, which builds upon a treatise on international environmental law he co-edited, and founder of the China-EPA Environmental Law Initiative. Roger is a board member of the Environmental Law Institute and other environmental and climate change advocacy organizations and serves on the council of both the IBA’s and ABA’s environmental sections. Various legal publications have awarded Roger their top recognitions and halls of fame globally and domestically in the areas of environmental law, energy law, and climate change law. Roger graduated from Vanderbilt Law School, where he was editor in chief of the Vanderbilt Law Review, and Cornell University, where he studied environmental science. Roger participated in this project in his personal capacity, and the views expressed herein are not intended to reflect the views of any current or former employers and clients.
Motoko Aizawa is an expert on environmental, social and economic dimensions of sustainability, focusing on policy and legal initiatives that help governments and companies improve their sustainability performance. Ms. Aizawa is President of the Observatory for Sustainable Infrastructure, a research organization that pursues sustainable infrastructure and responsible investment. She served as Managing Director USA of the Institute for Human Rights and Business from 2014 to 2016, following more than two decades at the World Bank Group, serving in various capacities: Sustainability Advisor to the World Bank’s Sustainable Development Network (2012-2013); IFC’s environmental and social policy advisor (2000-2012); and project finance lawyer at the IFC Legal Department (1991-2000). While at IFC, Ms. Aizawa authored the 2006 IFC Performance Standards, and the human rights provisions in the 2012 version of these Standards. She was also instrumental in the creation, dissemination and implementation of the Equator Principles, and collaborated closely with Chinese financial and environmental agencies tasked with the implementation of China’s Green Credit Policy. Ms. Aizawa began her career as a mergers and acquisitions lawyer at Baker & McKenzie, followed by project financing of infrastructure projects at IFC. She is a Japanese national, residing in the United States.

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Hans Corell was Under-Secretary-General for Legal Affairs and the Legal Counsel of the United Nations from March 1994 to March 2004. Having received his law degree from the University of Uppsala, Uppsala, Sweden, in 1962, he served first as a court clerk and later as a judge until 1972. That year, he joined the Ministry of Justice, where he was engaged in legislative work on real estate, company law, maritime law, administrative law and constitutional law. He became Director of the Division for Constitutional Law in 1979 and Head of the Legal Department in 1981. From 1984 to March 1994, he served as Ambassador and Head of the Department for Legal and Consular Affairs in the Ministry for Foreign Affairs. He was a member of Sweden’s delegation to the United Nations General Assembly (1985–1993) and had several assignments related to the Council of Europe, OECD and the CSCE (now OSCE). Together with two other rapporteurs, he was the author of the OSCE proposal for the establishment of the International Tribunal for the former Yugoslavia, transmitted to
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the UN in February 1993. In 1998, he was the Secretary General’s representative at the Rome Conference on the International Criminal Court. Since his retirement from public service in 2004, he is engaged in many different activities in the legal field, *inter alia* as legal adviser, lecturer and member of different boards. Among others, he is involved in the work of the International Bar Association, where he was Co-Chair of the Council of the Human Rights Institute 2015–2018. He is Chairman of the Stockholm Centre for International Law and Justice at Stockholm University, Sweden. Hans Corell holds honorary Doctor of Laws degrees at Stockholm University, Sweden (1997), and Lund University, Sweden (2007).

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Elise is assisting business enterprises, risk consultancy firms, and law firms to assess human rights risks in their strategic projects and supply chains. Her practice is varied: training business lawyers in the field of Business and Human Rights (UNGPs); training bank CSR officers on Free Prior and Informed Consent (FPIC) in project finance; advising French corporations on their ‘duty of vigilance’; advising on supply
Elise has also organized international conferences and given many lectures on human rights and international law in countries around the world, addressing audiences of legal practitioners, corporate decision-makers, NGOs, and governments.

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Peter Herbel is regarded by his peers as a pioneer in the integration of human rights in business. Until 2014, Peter was General Counsel of Total S.A. where he created one of the first human rights departments of a large company, as well as its compliance department. Understanding that social and human rights concerns were not only a risk management issue but also a source of new opportunities for the company, Peter succeeded in making CSR and human rights a strategic axis at Total. Peter participated in the elaboration process of the UNGPs, the UNGP Reporting Framework, as well as the UNGP Assurance Framework. Together with Elodie Herbel, Peter co-founded the Paris-based law firm Herbel Avocats. Based on experience and an analysis of regulations, markets and stakeholder expectations, they work with companies on taking practical actions to operationalize human rights in business, including data protection.

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Margaret Peloso practices on climate change risk management and environmental litigation. She advises energy companies, financial institutions and funds on climate risk analysis and disclosure. The other significant component of Margaret’s practice focuses on translational science. She advises clients on a broad range of litigation and regulatory matters in which there are significant scientific or technical issues that require the use of outside experts.

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The chapter begins by explaining that the purpose of the Global Compact, announced by then UN Secretary-General Kofi Annan in January 1999, is to convince the actors on the global markets that they should rally around shared values. This should be done by mainstreaming ten principles in business activities around the world. The principles are taken from the areas of human rights, labour, the environment and anti-corruption. The purpose of the Compact is to involve all actors concerned, among them governments, business, labour, civil society and the United Nations itself. The question of how one participates is then addressed, focussing on policy dialogues, learning, partnership projects and local networks. The administration of the Compact is also described, as is the relationship between the Compact and Corporate Social Responsibility. Specific attention is given to the tenth principle – the one against corruption – which was added to the Compact in 2004 after the signing of the United Nations Convention Against Corruption in 2003. Following this is a section on the role of lawyers in relation to the Compact, and in particular those who serve as corporate counsel, since they have an important role to play here. Finally, there is reference to material available to assist all interested.

§14.01 THE BEGINNING

At the World Economic Forum in Davos on 31 January 1999, United Nations Secretary-General Kofi Annan advocated the Global Compact. As a point of departure, he proposed nine universal principles in the areas of human rights, labour and environment. Referring to these principles, he asked business leaders to contribute to a
sustainable and inclusive global market. The actual launch of the Compact took place in July 2000.


Much has happened since then, and today the Compact encompasses several thousand companies, other stakeholders and business organizations, both national and international, from all regions of the world. It includes international trade unions or union bodies, civil society entities at the global level, business schools and UN agencies.

Furthermore, participation in the Compact is open to all academic institutions committed to aligning with the ten principles through the Principles for Responsible Management Education,1 and there is even a Global Compact Cities Programme. In this context, it is of particular importance to note that the Compact also includes Corporate Social Responsibility (CSR) organizations.

§14.02 THE PURPOSE

The purpose of the Compact is to convince the actors on the global markets that they should rally around shared values. In order to achieve more sustainable and inclusive global markets, special attention should be paid to the world’s poorest people. The Compact has two objectives: mainstreaming the ten principles in business activities around the world and catalysing actions in support of broader UN goals, including the Sustainable Development Goals that have now replaced the Millennium Development Goals.2 The Compact attempts to achieve two complementary goals. The first, which is of particular interest to all lawyers advising business, is to make the Compact and its principles part of the internal strategy and operations of business. The second goal is to engage different stakeholders and facilitate cooperation among them, in particular, when there are common problems that must be solved.

Within the Compact, four key mechanisms have been developed to accomplish these goals, namely: policy dialogues, learning, local networks and partnership projects.

§14.03 THE PRINCIPLES

The principles upon which the Global Compact is based are taken from the areas of human rights, labour, the environment and anti-corruption. These principles are derived from four documents that enjoy universal support, namely:

(1) The Universal Declaration of Human Rights (UDHR).  
(2) The International Labour Organization’s Declaration on Fundamental Principles and Rights at Work.  
(3) The Rio Declaration on Environment and Development.  

The Global Compact asks companies to embrace, support and enact, within their sphere of influence, a set of core values within these four areas. A business should follow the following principles:

(i) Human Rights:
- **Principle 1**: support and respect the protection of internationally proclaimed human rights; and  
- **Principle 2**: make sure that they are not complicit in human rights abuses.

(ii) Labour Standards:
- **Principle 3**: uphold the freedom of association and the effective recognition of the right to collective bargaining;  
- **Principle 4**: the elimination of all forms of forced and compulsory labour;  
- **Principle 5**: the effective abolition of child labour; and  
- **Principle 6**: the elimination of discrimination in respect of employment and occupation.

(iii) Environment:
- **Principle 7**: support a precautionary approach to environmental challenges;  
- **Principle 8**: undertake initiatives to promote greater environmental responsibility; and  
- **Principle 9**: encourage the development and diffusion of environmentally friendly technologies.

(iv) Anti-corruption:
- **Principle 10**: work against corruption in all its forms, including extortion and bribery.

For the purposes of the present brief overview, it is not necessary, nor is it possible, to go into detail about the contents of the principles. In section §14.10, below,

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reference is made to material that contains extensive explanations of what these principles represent and the reasons why they are included in the Compact.

§14.04 THE ACTORS

The purpose of the Compact is to involve all actors concerned. First and foremost, governments are concerned, since they are the ones who define and adopt the principles on which the Compact is founded. Next comes business, since the purpose of the Compact is to influence business. Another obvious actor is labour since labour is the focus of several of the principles and is engaged in the process of global production. Civil society and the United Nations itself are other important actors.

[A] Governments

The Global Compact is sometimes criticized for attempting to shift the responsibility for the observation of international commitments from governments to business. It is, therefore, important to stress at the outset that the primary responsibility for the principles rests with governments. First, governments provide the necessary legitimacy and universality to the principles of the Compact. All of the underlying documents have been adopted under the auspices of intergovernmental organizations. Consequently, implementation of the principles must be based on and take place within the standard legal framework at the national level. There may be special situations where it is appropriate to encourage businesses to adopt or advocate for the higher international standard, but ultimately it is for governments to support the implementation of the Compact at the global and national levels.

As the system has developed, governments seek to support the Compact at the national level, in particular, in the formation of networks. They are also encouraged to establish policies to advance the purposes of the Compact.

At the global level, governments engage with the Secretary-General to develop the Compact and to engage other actors in the work. The Compact also enjoys the support of the UN General Assembly which, on 20 December 2018, renewed and expanded the mandate of the Global Compact Office and the UN Office that supports the initiative in its resolution ‘Towards global partnerships: a principle-based approach to enhanced cooperation between the United Nations and all relevant partners’. The Compact is also recognized in a number of other intergovernmental contexts.

[B] Business

With respect to business, it is important to stress that the Compact is a voluntary initiative with the purpose of promoting responsible global corporate citizenship. One of the fundamental ideas is that business leaders should be brought together to build a
movement that is strong enough to support the ideals of the Compact. Therefore, a crucial precondition for a successful work within the Compact framework is that the Chief Executive Officer and the Board of Directors are behind the Compact. It is from them that the initiative to join the Compact must emanate.

In the words of the Global Compact Office, the company that has committed itself to the Compact and its principles:

- must set in motion changes to business operations so that the Global Compact and its principles become part of strategy, culture and day-to-day operations;
- is expected to publicly advocate the Global Compact and its principles via communication vehicles such as press releases, speeches, etc.;
- is required to annually communicate on progress in implementing the ten UN Global Compact principles through a public corporate report (e.g., sustainability or annual report).

To the author, the last item is of particular interest, since this was an idea that he advocated already in June 1998 when he was asked to challenge a workshop on the topic ‘Is the Business of Human Rights Also the Business of Business’.9

One of the explicit commitments that a company makes when it joins the Compact is to produce an annual Communication on Progress which serves several important purposes: to instil accountability; to drive continuous improvement; to safeguard the integrity of the Compact as a whole; and to contribute to the development of a repository of corporate practices. It is vital that great attention is paid to this communication, which should be mainstreamed in the company’s existing communication methods.

[C] Labour

As it appears, internationally recognized labour standards, including the fundamental rights are part of the ten principles of the Compact. These standards are developed in a process in which business and labour play critical and central roles. However, labour plays a role that is different from those of business and other elements of civil society. This is the reason why labour is treated as a separate actor in the Compact. Of particular interest here is that labour has a distinct role in International Labour Organization’s (ILO’s) supervisory procedures designed to ensure that agreed labour standards are implemented at the national level. Furthermore, it is important in this context to refer to the practice of solving issues of interest to the Compact through collective bargaining agreements. This is common practice in many countries and is now also expanding at the global level. A number of framework agreements have been concluded between major companies and the international trade union bodies.

[D] Civil Society

Important actors in the Global Compact are also organizations from civil society. They provide valuable assistance by lending credibility and social legitimacy to the efforts, and they can often help by solving problems and explaining the Compact’s operations in more general contexts. These organizations participate both in the dialogue and as project partners. However, equally important is their advocating the ten principles to larger audiences and challenging business both locally and at the global level to take a stand on the issues that the Compact is concerned with.

[E] Others

There are also institutions with expertise in the areas of human rights, labour, the environment and anti-corruption that can contribute to the activities of the Compact. Many such institutions have also made important contributions. Academic institutions and think tanks are among the participants, and there is an academic network that plays a catalytic role in the Compact’s operation by preparing business case studies and commentaries on examples, and by undertaking research on global corporate citizenship. The Global Compact Cities Programme, dedicated to the promotion and adoption of the Compact’s ten principles by cities and to translating them into day-to-day urban governance and management, should also be mentioned.

§14.05 HOW DOES ONE PARTICIPATE?

First, reference should be made to the extensive information on participation in the Global Compact which is available on the Compact’s website. The information is directed not only to business but also to non-governmental organizations and other non-business participants.

With respect to substance, as previously said, the Compact and its principles must be translated into business strategies and operations. Obviously, the responsibility for this activity rests with each participating company. But in order to further advance the goals of the Compact, the actors are encouraged to work together through dialogue, learning and projects at all levels.

[A] Policy Dialogues

The Global Compact Office stresses that Policy Dialogues are central in order to achieve mutual understanding and joint efforts among business, labour and non-governmental organizations in solving key challenges of globalization. The Office maintains that in this effort to influence policymaking and the behaviour of all stakeholders, the outcome is threefold: products that can engender changes in policy frameworks, encompassing

both incentive structures and regulatory mechanisms; products that can influence the actual behaviour of participants; and collective action by like-minded actors working together.

[B] Learning

The Compact’s Learning Forum has three specific goals: (i) to identify critical knowledge gaps and to disseminate information; (ii) to communicate good practices and cutting-edge knowledge to participants; and (iii) to foster accountability and transparency through its web portal that should both facilitate dialogue and enable web links to relevant public documents. An important ingredient is the sharing of experiences in the form of presentations, examples or case studies both at meetings and on the Compact’s website.

Here reference should be made to the UN Global Compact Academy, which is designed to provide participating companies of the UN Global Compact with the knowledge and skills they need to meet their sustainability objectives and achieve long-term growth by contributing to the 2030 Agenda for Sustainable Development.11

[C] Partnership Projects

As already emphasized, an important goal of the Compact is to take action and engage in partnerships to advance the broader UN goals, such as the Sustainable Development Goals, among them ending poverty and hunger.12 A means to this end is Partnership Projects. The Compact’s website is therefore open to participating companies, labour and civil society organizations who want to share such experiences with others. According to the Global Compact Office, there are three broad types of partnerships: (i) advocacy and awareness-raising partnerships; (ii) social investment and philanthropy partnerships; and (iii) core business partnerships.

The Compact is working on a number of levels to facilitate partnerships between stakeholder groups and has inspired numerous development-related projects and partnerships at the local level. The Global Compact Office can function as an entry-point for companies that want to partner with the United Nations system.

[D] Local Networks

An important element in the work of the Global Compact is the development of networks at the regional, national and local levels. Such networks perform increasingly important roles in rooting the Compact within different national, cultural and language contexts. Their role is to facilitate the progress of companies (both local firms and

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subsidiaries of foreign corporations) engaged in the Compact with respect to implementation of the ten principles. They also create opportunities for multi-stakeholder engagement and collective action.

§14.06 THE ADMINISTRATION OF THE GLOBAL COMPACT

As mentioned, the Global Compact was launched at the initiative of the Secretary-General of the United Nations. To administer the initiative, a Global Compact Office was established at the UN Headquarters in 2000. It is financed by governments and is working within the framework of the United Nations and in accordance with its goals. It also receives funds from business and other foundations through the Foundation for the Global Compact.\(^\text{13}\)

There is also the Global Compact Board, first appointed by the UN Secretary-General in 2006, to provide ongoing strategic and policy advice for the initiative as a whole and make recommendations to the Global Compact Office, participants and other stakeholders.\(^\text{14}\) The Board is comprised of four constituency groups – business, civil society, labour and the United Nations. The Compact is furthermore supported by six UN core agencies, namely the Office of the High Commissioner for Human Rights, the International Labour Organization, the United Nations Environment Programme, the United Nations Development Programme, the United Nations Industrial Development Organization and the United Nations Office on Drugs and Crime. However, this does not mean that other UN agencies are excluded from participation. Further information about the administration of the Compact appears on its website.

§14.07 THE GLOBAL COMPACT AND CSR

One question that is often asked is why a company that has already established its own code of conduct should participate in the Global Compact. The answer is very simple: such codes are extremely important. And companies that have demonstrated leadership and made changes in their policies should be commended. However, such codes are typically quite narrow in focus, often leaving out important issues such as human rights. The purpose of the Global Compact is different: it seeks to add new dimensions to good corporate citizenship by creating a platform – based on universally accepted principles – to encourage innovation, in particular, through new initiatives and partnerships with civil society and other organizations.

So, basically, the Global Compact is a voluntary corporate citizenship initiative with two main objectives: (i) to mainstream the ten principles in business activities around the world and (ii) to catalyse actions in support of United Nations goals, in particular the Sustainable Development Goals.


In this context, it is also important to refer to the Guiding Principles on Business and Human Rights (UNGPs), endorsed by the UN Human Rights Council in its resolution 17/4 of 16 June 2011. The UNGPs are directly aligned with the Compact’s principles on human rights.

The Global Compact is also urging business to promote gender equality by endorsing the Women’s Empowerment Principles, launched on International Women’s Day in March 2010.

The obvious conclusion is that those who advise companies and, in particular, transnational companies must have a clear understanding of these interrelationships and that the business community has an important role to play here. To be sure, lawyers within companies and firms are increasingly being asked to provide advice on how the UNGPs and CSR generally relate to business. The Compact has provided guidance for lawyers in advancing corporate sustainability.

§14.08 THE GLOBAL COMPACT AND ANTI-CORRUPTION

As already mentioned, a tenth principle – against corruption – was added to the Compact in 2004. The need for a principle-based approach to fighting corruption within the framework of the Global Compact was actually raised already at the outset. The subject matter was revived after the signing of the United Nations Convention Against Corruption in Merida, Mexico, on 9 December 2003.

Against this background, the Secretary-General started in January 2004 consultations with participating companies to solicit their views regarding a potential introduction of a tenth principle against corruption. A formal letter was sent to all participants seeking their views. The Secretary-General stressed that the adoption of such a principle would only occur if there was broad-based support and that such an addition would be exceptional in nature. The consultation process concluded on 7 May 2004.

Based on the results of the consultation process, the Secretary-General formally proposed to a Global Compact Leaders Summit, held in New York on 24 June 2004, the principle against corruption that now appears in the Compact. With the Secretary-General’s announcement to the Summit, this tenth principle was adopted.

19. Supra n. 6.
20. UN Global Compact, Principle ten: Anti-Corruption, https://www.unglobalcompact.org/what-is-gc/mission/principles/principle-10. In his closing remarks at the Summit, the Secretary-General said: ‘Today we added a tenth principle to the Compact, to combat corruption. The
The importance of combating corruption cannot be stressed enough. As Secretary-General Kofi Annan said in his message at the opening of the Conference for the signing of the UN Convention against Corruption:

…it is now widely understood that corruption undermines economic performance, weakens democratic institutions and the rule of law, disrupts social order and destroys public trust, thus allowing organized crime, terrorism, and other threats to human security to flourish. No country – rich or poor – is immune to this evil phenomenon. Both public and private sectors are involved. And it is always the public good that suffers. But corruption hurts poor people in developing countries disproportionately. It affects their daily life in many different ways, and tends to make them even poorer, by denying them their rightful share of economic resources or life-saving aid.21

§14.09 THE ROLE OF THE LAWYER

Needless to say, lawyers, and in particular those who serve as corporate counsel, have an important role to play in relation to the Compact. One can take human rights as a point of departure even if the argument could be made equally for labour, environment and anti-corruption. Lawyers also have a special responsibility in society. It is of particular importance that they are familiar with the international obligations that their country has undertaken at the international level, that is vis-à-vis other states, and contribute to the fulfilment of such obligations.

Naturally, a corporate counsel’s main responsibility is to his or her client. But the two responsibilities may not necessarily conflict. On the contrary, the matters that the Compact focuses on are often given prominent attention in the media and public discussion. Ultimately, companies will be assessed by public opinion, and, as we know, in public debate the agenda is often set by non-governmental organizations. It is therefore important that companies are proactive in the fields that the Compact encompasses also in their own interest. Against this background, the International Bar Association has prepared guidance on how the UNGPs relate directly to the role of the lawyer both in-house and in firms.22

It is said that corporate lawyers are concerned that by joining the Global Compact, companies might be held accountable if they do not meet the standards. The author does not believe that this is so since the Compact is not a legally binding
instrument. Rather, the principles are aspirational in nature. We should also remember that human rights protection is an obligation mainly for governments vis-à-vis their citizens and those who reside in their countries. This now also follows from the endorsement of the UNGPs according to which governments have the ‘duty to protect’ human rights. However, businesses also now have a ‘duty to respect’ and indeed governments are increasingly enacting legislation to reflect this.

This focus on governments has resulted in a debate where some argue that a transnational company cannot raise human rights issues because that would have detrimental effects on the possibilities of the company to do business in the country in question. This is of course an argument that cannot be swept aside completely. But there are ways to address this dilemma also. We should remember that there are multinational companies that have been severely criticized and probably also suffered economically because of lack of observation of human rights, labour and environmental standards as well as for not taking effective action against corruption.

Another concern expressed by corporate lawyers is that companies might be held liable for the behaviour of their contractors and subcontractors. In the author’s view, this is not so, at least not because of the Global Compact. Furthermore, and more importantly, there should be means of dealing also with this problem. In particular, one could stipulate in the contracts (where appropriate also with reference to subcontractors) standards that the companies engaged must honour. Indeed, more and more companies are considering their supply chains in the broadest sense and asking their business partners to uphold similar principles. It is also worth noting that the UNGPs ‘duty to respect’ includes Principle 13(b) which requires that business enterprises ‘seek to prevent or mitigate adverse human rights impacts that are directly linked to their operations, products or services by their business relationships, even if they have not contributed to those impacts’.

§14.10 MATERIAL AVAILABLE

As already mentioned, there is a very elaborate website to assist all interested.23 It is strongly recommended that corporate lawyers and others interested visit this website, which contains extensive material which is constantly updated. Specifically, the Compact has dedicated resources for corporate lawyers – within both companies and firms – that emphasize the critical role of the legal profession in advancing corporate sustainability.24 In this context, special reference is made to the ‘Guide for General Counsel on Corporate Sustainability’ and to ‘Business for the Rule of Law Framework’.25

23. See supra n. 10.