

DOING BUSINESS RESPONSIBLY AT FOCUSRIGHT

UN Global Compact (UNGC) Communication on Progress (CoP) 2021

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OUR COMMITMENT TO RESPONSIBLE BUSINESS

"We promote responsible business behaviour"

The world is changing rapidly, creating new opportunities but also challenges for companies. Globalization, increased transparency of supply chains, digitalization, changing consumer and investor expectations, regulations, war for talents and other developments are impacting future business success.

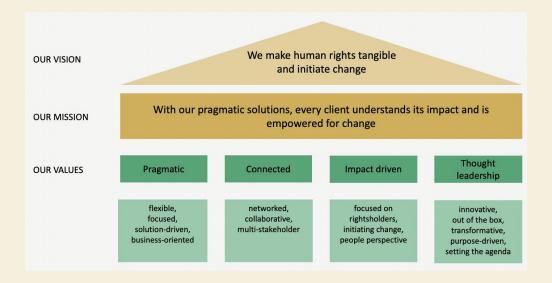
focusright works with companies from various sectors to strengthen their management systems to identify and address their human rights risks and impacts by providing consultancy services that make human rights tangible for business. We support companies to embed responsible business practices and human rights due diligence (HRDD) throughout their business and supply chains. Our approach is pragmatic, business-focused and aligned with international human rights standards and frameworks, especially the Universal Declaration of Human Rights, the United Nations Guiding Principles on Business and Human Rights (UNGPs) and the OECD Guidelines for Multinational Enterprises (OECD Guidelines) as well as other relevant international standards.

As thought leaders in business and human rights, we build bridges between NGOs, businesses, academia, and governments. Through this work we actively engage with stakeholders such as government and policy makers, NGOs, international organisations, and companies to promote dialogue and foster the debate on responsible business conduct. In addition, we also publish papers, blogs, reports and conduct webinars to provide insights on business and human rights related topics.

Our vision and values

As a small consultancy specialized in responsible business conduct and HRDD, our main impact on responsible business behaviour and ESG topics is through our services. Given the nature of our business, human rights are deeply embedded in our everyday work as well as in our values, strategy, and identity. We strive to conduct all our projects with a high sensitivity to human rights, labour, and environmental issues as well as anti-corruption.





What sets us apart are our experience working in the private sector, solution orientation and our extensive international network including representatives from civil society, government, academia, and business. We understand the challenges that arise from the need to embed responsible business conduct into existing processes and from diverging views and interests within companies as well as with external stakeholders. We support clients in finding pragmatic yet meaningful and impact-oriented solutions to these challenges and to capitalize on the opportunities that arise from pro-actively addressing human rights topics. As thought leaders in business and human rights, we align our work with international human rights standards and frameworks and are keeping with the times to update our clients on recent developments in this topical field.

We also apply those principles within our company, while maintaining a risk-based approach in line with international standards such as the UNGPs and OECD Guidelines.

Matthias Leisinger Sibylle Baumgartner
Director & Co-Founder Director & Co-Founder



WORDS FROM THE DIRECTORS

Dear stakeholders,

We are pleased to confirm that focusright remains committed to supporting the Ten Principles of the United Nations Global Compact (UNGC) in the areas of Human Rights, Labour, Environment and Anti-Corruption. In 2020 focusright became a business participant in the UNGC Network, making a formal commitment to integrate the ten principles in our strategies and operations and to publish an annual Communication on Progress (CoP). This is our second annual CoP, covering the period from January 2021 to December 2021. We also commit to sharing this information with our stakeholders using our primary channels of communication.

Unsurprisingly, the year 2021 at focusright was characterized by the Covid-19 Pandemic and the respective challenges. However, it was also a year of many success stories and breakthroughs. We have been able to experience how valuable committed employees, strong and long-standing client relationships, a diverse project portfolio and a functioning IT infrastructure are.

We observe increasing awareness and stakeholder expectations towards business to act responsibly. Management processes that ensure a socially responsible business conduct were long considered a "nice to have", and rather a moral than a business imperative. But over the past years, stakeholder expectations have risen, and companies are increasingly under pressure to address their human rights risks and impacts in a systematic way. For many companies this has become a matter of business continuity.

In Europe, the legal requirements for a mandatory HRDD are evolving quickly. Countries such as France, the United Kingdom, the Netherlands, Germany, Switzerland, Norway as well as the European Union have already implemented laws related to business and human rights or are in the process of adopting them. We have contributed to the discussion in Switzerland and submitted a response to the consultation on the counter proposal to the Responsible Business Initiative. Supporting our clients to be prepared for these increasing legal requirements and expectations of other stakeholders was an important focus in our work in 2021 and will remain a key priority for 2022. In this context we have developed a world map where companies and other interested stakeholders can find out more about the regulatory developments in business and human rights in each country.

In this report, we communicate about how we integrate sustainability in our work and our continuous efforts to do business responsibly at focusright. We have implemented various projects that contribute to the UNGC Principles during this reporting period. The report is intended to inform our stakeholders on progress made in implementing the ten principles into our business strategy, culture, and daily work.

We are looking forward to your feedback and many more impactful projects with our partners in the coming year.

Yours sincerely.

Matthias Leisinger
Director & Co-Founder

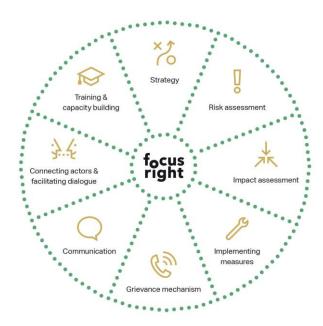
Sibylle Baumgartner Director & Co-Founder



PROMOTING RESPONSIBLE BUSINESS THROUGH OUR SERVICES

"We build bridges between business, academia, governments and civil society"

As stated in our commitment to responsible business, our main impact on responsible business behaviour and ESG topics is through our customers and services. We advise companies on their HRDD process and corporate responsibility strategy by offering the following tailor-made services:



For each of the services we offer, this report provides some insights into efforts and progress that we achieved on responsible business in 2021. For a quick overview on sustainability topics touched upon in our work, please refer to "Overview of SDGs we contribute to" and the table "Overview of projects and related UNGC topics".



1. Strategy

We help our clients to set strategic directions and define clear, measurable milestones. Our support includes:

- Developing human rights policies and due diligence frameworks
- · Stakeholder consultation and collaboration
- Conducting gap analysis against recognised international frameworks such as the OECD Guidelines, UNGPs and national and international standards
- Providing practical guidance on integration in existing business processes
- Conducting management workshops
- Identifying opportunities and potential for innovation

Highlights in 2021

Developing a human rights due diligence management system

focusright conducted a systematic analysis of Schindler's, processes, and responsibilities to outline the practical application of the UNGPs and OECD Guidelines within the business. Desk research combined with the consultation of key internal and external stakeholders led to the identification of relevant gaps, salient human rights issues along the value chain and the development of a HRDD framework. This includes a detailed implementation plan going forward and the establishment of a governance system for human rights.

Tourism in times of Covid

The Pacific Asia Travel Association (PATA) and focusright have jointly implemented a follow-up project to the Human Rights impact assessment in Thailand. The project first focused on analysing the current situation of key actors in the informal Thai tourism sector and assessing their needs and their level of awareness on COVID-19 safety standards. Based on this analysis, action oriented and practical measures were defined. The goal was to understand the life and work situation of informal workers during the pandemic and what they need to restart their activities once international tourism reopens.

2. Risk assessment

We support companies to conduct systematic assessments to identify human rights-related risks and impacts in their operations and supply chains. Our support includes:

- · Analysing country-, sector- and value-chain-specific risks and opportunities
- Conducting systematic human rights risk assessments along companies' value chain
- · Identifying salient human rights issues based on severity and likelihood
- Conducting research and benchmarking on specific human rights risks

Highlights in 2021

Identifying salient human rights risks in a global value chain

focusright supported Sonova to conduct an overall human rights risk assessment based on the UNGP and OECD Guidelines. The assessment was performed together with a crossfunctional internal human rights working group and covered Sonova's global value chain.



Using a range of methods, including value chain mapping, issue mapping, consultations and interviews, desk research, and internal workshops, the salient human rights issues were identified.

3. Impact assessment

Based on identified human rights risk areas, we work with our clients and partners on conducting more in-depth human rights impact assessments (HRIA) to understand their actual and potential impact on rights-holders. Our support includes:

- Planning the HRIA, value chain mapping and identifying stakeholders and potentially affected rights-holders
- Conducting on-site interviews
- Drafting of the HRIA report and development of an action plan

Highlights in 2021

Adapting HRIA to changed circumstances under Covid-19

Given the changed circumstances under Covid-19, planned HRIA projects with clients could unfortunately not be carried out in 2021. As meaningful on-site consultations and direct engagement with potentially affected rightsholders was not possible due to the restrictions, we adapted the projects to the new situation and made sure to at least carry out social audits with local social auditors. Based on the audit results, we moderated the internal dialogues on the results in workshops, including root cause analysis and the identification of risk-based measures

4. Implementing measures

We support our clients in effectively integrating human rights aspects in their operations and value chains. Our support includes:

- Advising on concrete follow-up measures to human rights risk and impact assessments
- Integrating human rights aspects in existing business processes and supplier relations
- Develop systems to effectively monitor implementation
- Supporting organisational change management
- Providing guidance on relevant and credible sector initiatives

Highlights in 2021

Consulting on implementing measures at Partnership for Sustainable Textiles

focusright supports the German Partnership for Sustainable Textiles and its member companies in various projects. In 2021 focusright was one of the consulting partners that assessed the progress of member companies during the newly established review process. In addition, focusright provides strategic guidance on various topics to the partnership's secretariat for example during the annual membership meeting in Cologne.



5. Grievance

We provide guidance for organisations on how to develop effective grievance mechanisms.

Our support includes:

- Assessing the effectiveness of existing complaint mechanisms in line with international standards
- · Advising on improving existing sector grievance mechanisms
- Developing effective grievance mechanisms based on good practice examples

Highlights in 2021

The implementation of human rights due diligence: guide for employee representatives

focusright developed an implementation guide for IG BCE in Germany on human rights due diligence and how it creates new duties and opportunities for worker councils and how it helps them protect the rights of employees. The guide is aimed at supervisory boards and worker councils with the aim of anchoring corporate due diligence and thus to strengthen the protection of human and human and employee rights. In this context the establishment of an effective grievance mechanism is an important element of the overall human rights due diligence framework and ensures that employees and other rightsholders have access to a grievance mechanism.

6. Communication

We help companies to communicate transparently and credibly about human rights-related matters with their stakeholders. Our support includes:

- Advising companies on their reporting on human rights topics in line with international standards such as the UNGP Reporting Framework or the Global Reporting Initiative (GRI)
- Providing guidance to companies to comply with human rights-related reporting regulations and increasing expectations from investors

Highlights in 2021

GCNSL webinar on tracking and communicating on Human Rights

In June 2021, focusright conducted a webinar offered by the Global Compact Network Switzerland & Liechtenstein (GCNSL) on how to commit and communicate on human rights. The webinar informed GCNSL members on how companies can monitor the implementation of human rights due diligence and communicate appropriately in the context of human rights. It also addressed reporting requirements for Human Rights Due Diligence.

7. Connecting actors and facilitating dialogue

Throughout a company's due diligence process, we connect actors and facilitate dialogue between internal and external stakeholders. Our support includes:

- Establishing stakeholder maps and facilitating dialogue
- · Identifying potentially affected rights holders and their legitimate representatives



Moderating and facilitating multi-stakeholder dialogues

Highlights in 2021

Implementing OK:GO initiative

The OK:GO initiative helps the Swiss tourism industry to improve accessibility and address the travel requirements of senior citizens, families with strollers and people with disabilities appropriately and to meet their specific needs. This multi-stakeholder initiative is supported by prominent service providers in the Swiss tourism industry and by associations representing people with disabilities. OK:GO improves the availability of information about the accessibility of tourism offers in Switzerland. It allows people with mobility restrictions to arrange their travels independently and book their journeys through conventional booking channels. focusright is responsible for the operational management of the initiative and its strategic development.

Addressing Child Labour and Conflict Minerals: Q&A's for companies

focusright has published two Q&A's that aim at supporting companies in the implementation of their due diligence process with a focus on child labour and conflict minerals. The Q&A on addressing child labour risks answers key questions for companies that strive to identify and address their child labour risks such as:

- How can I know if my company's goods and services are linked to child labour?
- What does the new Swiss due diligence requirement for child labour mean for my company?

The Q&A on conflict minerals answers key questions for companies that strive to identify and address their conflict mineral risks such as:

- How can I identify company links to conflict minerals?
- How can I address the risks and impacts of conflict minerals?
- What obligations arise from the Swiss conflict minerals regulation?

8. Training and capacity building

We support our clients and partners in developing management capacities and practical knowledge on human rights among employees and suppliers. Our support includes:

- · Developing and delivering specific training modules and programmes
- Facilitating workshops
- Coaching senior management
- · Teaching at universities

Highlights in 2021

GCNSL HRDD training programme 2021

focusright was the implementing partner of a training series offered by the Global Compact Network Switzerland & Liechtenstein (GCNSL) on HRDD. The Human Rights Due Diligence Training Programme assisted members of the GCNSL in answering the practical questions that arise when establishing and implementing their HRDD policies and processes. The focus of the series was tailored to the needs of the participating companies, while preparing them for existing and potentially upcoming regulations.



HRDD training module for the Jaro Institute for sustainability and digitalization e.V.

focusright developed and delivered a module on "human rights due diligence in global supply chains" for an E-Learning on responsible procurement practices. This E-Learning course enables procurement staff to use their role as a key function for a sustainable development and offers tools and guidance to develop sustainability strategies to integrate sustainability aspects into procurement processes and supply chains.

Lecturing at Universities

The focusright team regularly teaches at universities and shares its knowledge with students amongst others at the University of St. Gallen, the University of Applied Science in Chur, Rapperswil (OST), Winterthur and Wädenswil.



HUMAN RIGHTS DUE DILIGENCE AT FO-CUSRIGHT

Human rights risk analysis: our salient human rights issues

In 2021, we conducted a high-level risk analysis according to international standards (UN Guiding Principles and OECD Guidelines) along our full value chain and prioritised our salient human rights issues. The risk analysis was based on desk research and an internal workshop with the whole team, applying our HRDD knowledge to discuss potential and actual human rights risks and impacts of focusright's activities for potentially affected people along our full value chain (based on a simplified value chain map). Based on this analysis, we prioritised the salient human rights issues for focusright and defined risk-based measures. As a small consultancy specialized in responsible business conduct and HRDD, our main impact on human rights occurs through our services and their influence on our clients' actions – this is also reflected in the human rights issues that we have identified as salient.

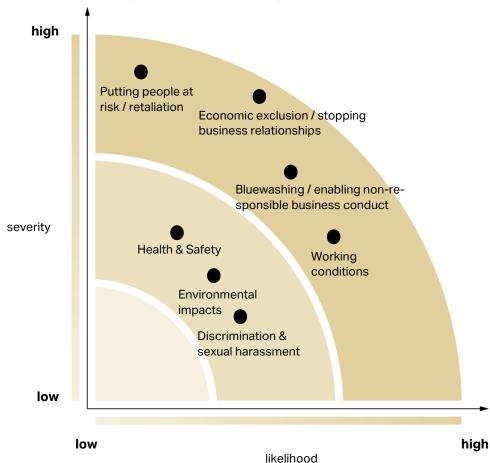


Figure 1: Our salient human rights issues



Description of our salient issues (in alphabetical order):

Bluewashing / enabling non-responsible business conduct

Description of risk: Enabling "bluewashing" and "non-responsible" business conduct by clients who do not follow our recommendations has been identified as one of our salient human rights issues. Our work bears the risk of being used for bluewashing by clients, who could potentially enable them to expand their business, implement new projects, gain more or secure existing market access or business relationships thanks to being perceived as a "responsible business". For example, focusright's services can enable our customers to communicate to their business partners, customers, and other stakeholders about their responsibility to respect human rights even when they do not implement our recommendations. Therefore, focusright faces the risk of enabling non-responsible businesses and thereby contributing or being linked to the exacerbation of clients' human rights risks and impacts.

Measures being taken (examples):

- Contractually agree on conditions for external communication about focusright's services with customers / explicitly include the conditions in offer
- Avoid tick the box exercise: require involvement and commitment from top management for the definition and implementation of human rights action plans as part of the focusright methodology
- Conduct due diligence for high-risk clients (e.g., country context / government actors, certain sectors): define criteria for high-risk clients and compile questionnaire for potential clients

Economic exclusion / stopping business relationships

Description of risk: Economic exclusion / termination of business relationships could potentially arise as a consequence of focusright projects. Our work bears the risk of leading to our customers terminating or changing local business relations to avoid human rights issues that have been highlighted by us - potentially without applying the human rights perspective of risk to people when deciding this measure or without the considerations for responsible exit (e.g., how would a termination of the business relationship impact people's human rights / wellbeing?). For the people affected by such actions by our customers, this could lead to economic exclusion and negatively impact on other human rights typically related to "irresponsible exit", such as the right to an adequate standard of living.

Measures being taken (examples):

- Highlight this risk within our consultancy services and encourage clients to engage with business partners / suppliers to strive for improvement of identified human rights issues.
 Clarify that terminating business relationships should only be a last resort (e.g. if a supplier is not willing to collaborate on improvement measures).
- Explicitly state that economic exclusion is a human rights risk for our clients

Putting people at risk / retaliation

Description of risk: Retaliation / negative consequences against persons who cooperate with us in the context of our assessments / analyses. Our work bears the risk of contributing or being linked to retaliation against interview partners (e.g., putting informants at risk who speak openly about human rights risks and impacts) as well as against local facilitators (e.g., putting our service providers at risk). For the people potentially affected, this can lead e.g. to



harassment, the termination of employment or economic exclusion and have negative impacts on their adequate standard of living, physical and mental integrity, etc.

Measures being taken (examples):

- Strive for confidentiality in interviews in risk and gap analyses and HRIA (part of existing method): share issues raised without revealing which person has raised them with us.
- When conducting HRIAs, focusright encourages informants to contact the interviewer
 after the consultations should any further issue come to their mind or should they experience negative consequences of having spoken up. They also receive focusright's contact details (phone numbers and e-mail addresses) and can reach out in case of concerns.
- Develop additional measures to protect vulnerable groups, especially local HRIA facilitators & interview partners

Working conditions

Description of risk: Working conditions (including e.g., working hours, social insurance, living wage, discrimination) are a relevant human rights issue along most stages of our value chain. Potential risks have been identified especially regarding service providers (e.g., office cleaning staff, real estate companies). As a small consultancy based in Zurich, we have generally low human rights and labour rights risks within our own operations. For own employees, the biggest potential risk identified regarding working conditions is overtime due to project work prone to high workload at peak times.

Measures being taken (examples):

Conduct further analysis on risks connected to high-risk service providers and conduct/determine appropriate measures

For measures related to our own operations, please see the chapter on sustainability efforts & progress within focusright.



Gap analysis: HRDD at focusright

In addition to the human rights risk analysis, we also conducted a gap analysis of our existing policies and processes against international standards (UNGPs and OECD Guidelines) to identify gaps and develop appropriate measures. The analysis is structured along the key elements of HRDD shown in the picture below, and key insights are highlighted in the table below.



Figure 2: Key elements of Human Rights Due Diligence

HRDD element

Key insights on findings of the HRDD gap analysis

Policy commitment

 UNGC Letter of Commitment (2020) with statement of commitment from directors; yearly CoP with Our commitment to responsible business. No separate explicit HR policy in place

Human rights risk & impact assessment

First human rights risk analysis has been conducted and continuous process has been established (details see above)

Risk-based measures

 Measures are taken with a specific focus on salient issues (details see above)

Embedding respect for human rights

- The respect for human and labour rights is deeply embedded within our company, given that responsible business conduct and human rights due diligence are at the core of our business
- The Directors and Co-Founders are responsible for the respect and support of human rights within focusright. They are involved in all relevant projects and continuously apply a human rights 'lens' in their work



Track & communicate

Monitoring includes:

- Bi-annual review of results by senior management during management retreat as well as discussion of key points with the whole team (incl. review of HRDD)
- (Bi-)annual employee performance review (including focus on employee wellbeing)
- Annual review of the human rights risk and HRDD gap analysis and related measures with the whole team

Communication:

 Annual communication on HRDD at focusright within the UNGC CoP report and on our own website

Grievance & remedy

- As a small company, we do not have any formal (grievance) mechanism in place as we address issues that might arise directly through dialogue, e.g., during the bi-annual employee performance review
- When conducting HRIAs, focusright encourages informants to contact the interviewer after the consultations should any further issue come to their mind or should they experience negative consequences of having spoken up. They receive focusright's contact details (phone numbers and e-mail addresses)



SUSTAINABILITY EFFORTS & PROGRESS WITHIN FOCUSRIGHT

As stated in Our commitment to responsible business, our main impact on responsible business and ESG topics is through our services. However, we are committed to applying responsible business principles also within our own company. This chapter presents key highlights of our sustainability efforts and progress within focusright.

Despite the impacts of Covid-19, we had a successful year 2021. As in 2020, we continued to adapt projects to the new reality in collaboration with our partners and clients and were able to continue the work in an adapted approach where needed. Consequently, we had no layoffs or short-time work and even expanded our small team.

Even though all staff worked from home during several periods, we tried to virtually connect on a regular basis and keep the team spirit alive as far as possible.

Human and labour rights

As a small consultancy based in Zurich, our human rights risk analysis showed that we have generally low human rights and labour rights risks within our own operations. However, we are committed to providing our employees with a motivating, open and non-discriminatory work environment. Measures include:

- Continuous monitoring and evaluation of our performance, including a bi-annual review of results by senior management during management retreat and bi-annual employee performance reviews
- Continuous learning and training of employees on business and human rights to keep up to date with developments on business and human rights, including labour rights, in their daily work, e.g. by participating in and organising trainings and webinars
- We offer employees to work from home and flexible working hours
- When deciding on compensation for our employees, we include statistical data or other references on wage levels and make sure not to replicate any discriminating wage gaps shown by such sources (e.g. regarding gender, nationality)
- In 2021, we increased the parental leave for all our employees by 2 weeks to a total of 16 weeks maternity leave and 4 weeks paternity leave
- · We offer high standards of office equipment and working environment

Environment

As a small consultancy based in Zurich, we have very limited risks and impact on the environment within our own operations (compare human rights risk analysis). However, there are several points in which we contribute to a reduced environmental impact, for example:

- We use an office space in Zurich with a shared kitchen and other shared facilities such as printers
- We try to replace physical meetings requiring travels by online-meetings



- Most team members live in or around Zurich and most of them come to work by foot, bike, or public transport. Furthermore, we specifically incentivise our employees to use public transportation by:
 - We provide employees with a Half-Fare Card ("Halbtax") or pay a share of the GA Travelcard
 - We pay travel expenses from the place of work to clients only for public transport (wherever possible)
- Even though we do not offer specific training on environmental issues we think awareness of employees on environmental risks are important. Our team members:
 - are experts on human rights and responsible business conduct and regularly apply environmental factors of responsible business in their work. Therefore, they have a heightened general awareness of environmental risks
 - keep up to date with developments on business and human rights, including environmental protection, in their daily work, e.g. by participating in and organising trainings and webinars as well as in concrete projects

Because we take a risk-based approach, we focus most of our work regarding responsible business on our services. Therefore, we consciously abstain from measuring outcomes of scope 1 and 2, such as the CO_2 footprint of our shared office space in Zürich or the environmental footprint of the way to work of our team.

Anti-Corruption

We are in full compliance with all relevant applicable laws, including anti-corruption laws. We do not have any specific anti-corruption policy in place.

In our projects and contact with customers, we are raising awareness on corruption, e.g. by outlining the negative impacts of corruption on human rights issues and including this perspective in our projects wherever relevant.

Through our focus on human rights and responsible business conduct, the topic of anti-corruption is part of our work. Even though we do not offer specific training on corruption to our employees they have a high level of awareness of the issue. We keep up to date with developments on business and human rights, including anti-corruption, e.g. by participating in and organising trainings and webinars as well as in concrete projects.

Memberships

- UN Global Compact Global Compact Network Switzerland & Lichtenstein
- · öbu Der Verband für nachhaltiges Wirtschaften



ANNEX

Overview of SDGs we contribute to

HRDD plays a crucial role for achieving the SDGs. Not only is the Agenda 2030 grounded in international human rights treaties, but more than 92% of SDG targets reflect specific provisions of international human rights and labour standards¹. Given that respect for human rights is deeply embedded in our business model as described in our "commitment to responsible business", we contribute to many SDGs in our daily work. As our main impact is through our services, our activities related to the SDGs are undertaken in collaboration with other stakeholders such as companies, NGOs, multi-stakeholder initiatives or academia. Below, you find an overview of the SDGs we contributed to in 2021:

- SDG 1: End poverty in all its forms everywhere
- SDG 2: End hunger, achieve food security and improved nutrition and promote sustainable agriculture
- SDG 3: Ensure healthy lives and promote well-being for all at all ages
- SDG 4: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all
- SDG 5: Achieve gender equality and empower all women and girls
- SDG 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all
- **SDG 10:** Reduce inequality within and among countries
- SDG 12: Ensure sustainable consumption and production patterns
- SDG 13: Take urgent action to combat climate change and its impacts
- SDG 15: Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss
- SDG 16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels
- SDG 17: Strengthen the means of implementation and revitalize the global partnership for sustainable development

CoP 2021, focusright ltd.

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¹ DIHR: Making the link between human rights and the 2030 Agenda, available at: https://sdgdata.human-rights.dk/en/node/252884



Overview of projects and related UNGC topics

SERVICES OF FOCUSRIGHT	EXEMPLARY PROJECTS IN 2021	UNGC Pr. 1,2: Human Rights	UNGC Pr. 3,4,5,6: Labour standards	UNGC Pr. 7,8,9: Environment	UNGC Pr. 10: Anti-Corruption
Strategy	Developing a human rights due diligence management system	х	х	х	х
	Tourism in times of Covid	Х	X	Х	x
Risk assessment	Identifying salient human rights risks in a global value chain	x	x	Х	x
Impact assessment	Adapting HRIA to changed circumstances under Covid-19	x	x		
Implementing measures	Consulting on implementing measures at Partnership for Sustainable Textiles	x	x	X	X
Grievance	• The implementation of human rights due diligence: guide for employee representatives	x	x		
Communication	GCNSL webinar on tracking and communicating on Human Rights	x	x	_,	
Connecting actors and	Implementing OK:GO initiative	x	x		X
facilitating dialogue	Addressing Child Labour and Conflict Minerals: Q&A's for companies	x			
Training and capacity building	GCNSL HRDD training programme 2021	X	x	_	x
	HRDD training module for the Jaro Institute for sustainability and digitalization e.V.	x	x		x
	Lecturing at Universities	x	x		x

Further projects can be found here

