

Business & Human Rights - Brazil

Online workshop series

12 and 26 May, 9 and 23 June 2020

WEBINAR 2

Training and capability building – talking to colleagues about human rights

26 May 2020, 10:30 – 12:00 BRT

To operate with respect for human rights, companies need to ensure that employees have the knowledge and skills necessary to give effect to the company's human rights commitments. In this second webinar of our four-part series, Brazilian business practitioners gathered to discuss and share tools and approaches to build effective training and capability building programmes. We focused on raising awareness across the company, providing relevant teams with more in-depth training opportunities and strengthening senior leadership commitment.

This document captures key approaches, practices and insights shared during the webinar, as well as links to further resources.

TALKING TO COLLEAGUES ABOUT HUMAN RIGHTS

- It can be challenging to talk to colleagues about human rights, but it is important to sensitise them to how human rights are relevant to their work.
- It is important for colleagues to feel a sense of ownership of – and empowerment to implement – what they learn.

PARTICIPANT OBSERVATIONS

- Webinar participants identified a number of challenges that they have experienced when working to build colleagues' capability to address human rights in their work. These include:
 - Translating human rights effectively for the business – helping to make the link with the business
 - Making human rights concepts tangible and relevant to colleagues' work
 - Addressing the risk of forgetting or overlooking human rights considerations – especially in operations 'in the field' but also in corporate functions where colleagues may feel removed from the issue
 - Supporting colleagues to overcome any fears or hesitations they have about the term 'human rights'
 - Establishing relationships within a company's supply chain
 - Obtaining buy-in from suppliers and other partners to the company's human rights policy and procedures
 - Understanding the cultural, educational and task differences between various groups of colleagues, and tailoring training content appropriately

GETTING STARTED WITH HUMAN RIGHTS TRAINING IN YOUR BUSINESS

- Once your company has developed its human rights policy, it is important that colleagues are made aware of its relevance to their work. Training can:
 - Help the company understand its involvement in negative impacts and its responsibilities
 - Allow colleagues to explore and share good practices across the business
 - Improve the company's ability to implement its human rights policy and meet its human rights responsibilities
- In basic training, companies may wish to consider:
 - Introducing human rights and the UN Guiding Principles on Business and Human Rights (UNGP)
 - Addressing industry-specific, country-specific and company specific human rights risks, dilemmas and challenges
 - Demonstrating how these risks could be relevant to the business (for example, through case studies)
 - Exploring how to operationalise the company's human rights policy across business functions
- It will be necessary to prioritise your approach to training, identifying those most likely to need and to benefit from human rights training initially, before reaching out to additional individuals and teams across the business.

DESIGNING A TRAINING PROGRAMME

- It is important to consider what degree of training is necessary to ensure respect for human rights across different teams and functions. That is, who needs to know what? Consider implementing different training and capability-building initiatives to meet the needs of different groups across the company.
- One large company with many product lines offers four core training options:
 - The first addresses business line management teams. This one-hour training seeks to create the right level of awareness and commitment among middle management and sensitises managers to the potential risks of failing to respect human rights.
 - The second training develops 'human rights champions', who become the 'go-to' experts on human rights within their business unit. They can help the business unit to do its part to ensure the company's human rights policy and procedures are implemented. These champions form a global network that shares emerging practices across different business units and geographies and can support each other to overcome challenges. This training requires a greater level of commitment, taking place over a longer period of time. It includes assignments and a final exam.
 - The third training is customised to target particular teams and functions, for example procurement. This training typically takes two hours and focuses on specific risks relevant to that team or function.
 - The fourth training is targeted at all employees. It seeks to create a foundational level of common knowledge across the company and is delivered through an eLearning programme.

TRAINING VIDEOS

- **BHP** have produced a [training video](#) that addresses many of the challenges participants identified.
- Such resources should be simple and practical. It is important to consider how to speak to all employees, regardless of their familiarity with human rights.
- Using illustrated examples can help make the issues tangible for colleagues.



ENGAGING SENIOR LEADERSHIP



KNOW
the most important
human rights for your
company



LEAD
from the top



ENGAGE
transparently with
stakeholders



COLLABORATE
beyond your
comfort zone

- While the business and human rights field has matured over recent years, and business practice has advanced, many companies have experienced a lag in top-level buy-in.
- WBCSD has published a [CEO Guide to Human Rights \[pt\]](#), which explores the role of CEOs in leveraging their influence over the company and in the company's business relationships.
- The Guide considers four forces driving business action: regulation, public interest, investor expectations and business relationships.
- The Guide also identifies four key action points for CEOs, illustrated on the left.

FURTHER READING AND RESOURCES

Training resources

- GBI, [Business Practice Portal](#)
 - [Getting started](#)
 - [Raising awareness, training and capacity building](#)

Resources to engage your C-suite

- WBCSD, [CEO Guide to Human Rights](#) (Also available in Portuguese: [Guia do CEO sobre Direitos Humanos](#))
- WBCSD, [Call to Action for Business Leadership on Human Rights](#) (video)
- Equality and Human Rights Commission, [Business and Human Rights: A five-step guide for company boards](#)

Designing and delivering your training

- BSR, [Human Rights Training & Engagement](#)
- UN Global Compact / BSR, [Designing Effective Human Rights Training aligned with the UNGPs](#)

Example corporate resources

- IPIECA, [Human Rights Training Tool, 3rd edition](#)
- Copel – Companhia Paranaense de Energia, [Direitos humanos no trabalho](#) (video)
- Nestlé, [Human Rights and Business](#) (e-learning)