



Exploratory Workshop Scheme

Scientific Review Group for the Social
Sciences

ESF Exploratory Workshop on

Business and Human Rights: Bringing Management and Law Together in Research Through a European Research Platform

Copenhagen (Denmark), 19-21 March 2014

Convened by:

Karin Buhmann and Andreas Rasche

SCIENTIFIC REPORT

1. Executive summary

The Exploratory Workshop was organised by scholars from Roskilde University (main convenor, Dr. Karin Buhmann, Associate Professor) and Copenhagen Business School (co-convenor, Professor Andreas Rasche). It took place at Copenhagen Business School in Copenhagen from 19 March to 21 March 2014. The participants numbered 19 individuals from 9 countries. Due to two late regrets, which due to the short notice were unable to be filled with other participants from the original participants' institutions or countries despite hard efforts to do so on the part of the convenors, the number of participants was brought down from the planned 21 participants.

Due to the location at Copenhagen Business School, interaction with scholars with key competences related to research and research-based teaching in Corporate Social Responsibility and responsible management education was enabled. This contributed importantly to the emerging interdisciplinary debates.

The scientific objectives of the Explanatory Workshop was to explore needs and opportunities for interdisciplinary research, academic publications and teaching in the emerging field of Business & Human Rights and its management implications. For this purpose, the workshop's agenda was to bring together scholars in human rights law, business ethics and organisational studies to form the basis for future academic collaboration through the establishment of a European 'Research Platform' on Business & Human Rights.

The background to this agenda and thus to the Exploratory Workshop was as follows: Recent years have witnessed an unprecedented evolution in the field of Business & Human Rights, which affect business management as well as public law and governance. In June 2011 the United Nations (UN) Human Rights Council "endorsed" the Guiding Principles on Business and Human Rights,ⁱ the result of years' work by Professor John Ruggie under a mandate from the UN Secretary-General as Special Representative on Business and Human Rights. The UN Guiding Principles spell into details the *Protect, Respect, Remedy* Frameworkⁱⁱ (commonly referred to as 'the UN Framework' or, sometimes, 'the Ruggie Framework'), which had been developed during 2005-2008. The UN Framework is based on three pillars: (1) the State Duty to Protect; (2) the Corporate (or Business) Responsibility to respect human rights; and (3) Access to Remedy, implying a need for rights and obligations to be matched to appropriate and effective remedies when breached. The corporate responsibility to respect human rights refers not only to corporate entities, but to businesses in general. It entails implications for business organisations and management in relation to numerous issues, including risk management, supply chain management, human resources, stakeholder management and finance.

Despite the paradigm change in global and European understanding of the role of business in society marked by the developments above, research on the interface between management and human rights remains relatively scarce and tends to travel along somewhat distinct tracks addressing the topic from either a human rights law or management perspective. The practical implications for management of the richness of human rights law and human rights standards remain under-researched, as are the implications of management practice for the implementation of the Guiding Principles and opportunities and challenges that public organisations encounter to implement the Principles with regard to public as well as private governance. Different teaching methods and publication practices in law and organisational studies add to the challenges that an

integration of human rights and management encounter in academia as well as practice. Underscoring the need for integration, in January 2013 the UN Global Compact Office and the UN Principles for Responsible Management Education (PRME) published an open letter to academic institutions encouraging them to strengthen the education of future managers on Business & Human Rights.

Thus, by bringing together leading scholars from human rights law and management, the Exploratory Workshop explored these issues and challenges and discussed the possibility of creating an interdisciplinary European research 'Platform'. The platform and its outputs in terms of research, research based teaching and publications will aim to equip European academic institutions as well as private and public organisations with knowledge enabling them to be on the forefront of understanding and responding to the emerging paradigm change of turning the complexity of human rights into an pertinent issue for management and organisation.

In order to generate maximum interdisciplinary exploration of future collaboration needs and opportunities, from its inception the Explanatory Workshop was planned as an interactive and discussion based event rather than as a conventional academic workshop. The debate, however, was supported and informed by three academic presentations: On the Workshop's first day, a key note speech by Dr Michael Addo, Member of the United Nations Working Group on Business and Human Rights and Senior Lecturer at Exeter University (delivered in the latter capacity); on the Workshop's second day inspirational talks by Professor Jeremy Moon (founder of the International Centre for Social Responsibility at Nottingham University) and Professor Kai Hockerts (Director of the Secretariat for the UN Global Compact related Principles for Responsible Management Education (PRME) at CBS).

The Explanatory Workshop was organised around three main topics: identification of key themes and issues (Day One); applying research in teaching (Day Two); and research, publications and wrapping up (Day Three). The workshop sessions alternated between discussions in groups on the basis of the keynote and inspirational talks as well as plenary debates on the academic implications related to the three topics. Under the facilitation of the convenors each debate generated input towards an Action Plan to follow up to the Workshop and deliver substance to future activities.

The general atmosphere of the Explanatory Workshop was pleasant and friendly. While some participants were already acquainted, many knew each other only as academic authors and had no actual collaboration before the workshop. The interdisciplinary composition of participants enabled participants to make new connections and to enhance existing links, as well as to connect in person to colleagues. The programme and surroundings allowed participants to explore issues of shared interest related to the Explanatory Workshop issue and to discuss issues of collaboration from a number of perspectives during the three days of the Workshop.

The Exploratory Workshop participants decided to name the new interdisciplinary workshop 'platform' on business and Human Rights emerging from the Explanatory Workshop 'The BHRight Initiative' (connecting to **B**usiness and **H**uman **R**ights, and indicating the forward looking approach relating to the number of initiatives and needs discussed at the workshop). A Plan of Action was developed, targeting collaboration and initiatives in relation to interdisciplinary research (including Horizon 2020 collaboration and Marie S. Curie application ideas), research-based teaching, academic publications and other forms of

communication explaining the importance of Human Rights for business across the disciplines of management and law.

A second and third workshop are preliminarily planned for September 2015 (in conjunction with the Annual conference of the European Society of International Law (ESIL), which will take place in Vienna, and March 2015 (pending funding). Workshop members have been identifying national funding sources to be explored towards a March 2015 meeting as well as for additional specific collaboration both in the fields of research and research-based teaching.

2. Scientific content of the event

Day One: Karin Buhmann and Andreas Rasche introduced the background to and objectives of the workshop. Explained European focus required by ESF; noted opportunities (after workshop) to share information with and collaborate (under other auspices) with Columbia Law School based 'Teaching Business and Human Rights' network (Joanne Bauer and Anthony Ewing). Karin has already discussed this with both Joanne and Anthony. This was followed by participants' introduction of their research and ideas for future research needs and prospects related to the Workshop theme.

The future form of the 'Platform' and therefore follow-up to the Workshop ran as a theme in all sessions, culminating with the decision on Day Three to adopt the name 'The BRHight Initiative' to indicate the shared platform and approach to working on the issues and actions noted below, including to explore future funding.

The keynote speaker, Michael Addo, Senior Lecturer at Exeter University and member of the UN Working Group on Business & Human Rights, addressed How understanding human rights matters to business management. The keynote speech was delivered in Dr Addo's capacity as academic. The keynote address discussed how the issue of Business and human rights connects to CSR and Business Ethics and noted gaps in knowledge and practice. The speaker encouraged participants to define the relationship between what we already have and what the workshop participants as a group can bring to the table, and think about opportunities that may arise in the context of challenges and set-backs. The address noted that the UN Global Compact in a letter from 2013 sent with the Principles for Responsible Management Education (PRME) confirmed the need for an academic institutionalization of human rights related management problems that PRME has not addressed so far. The address encouraged the Workshop participants to think about how the Business School approach to sustainability ('what is the role of business') may be enhanced by insight into what lawyers do, and vice versa. It was stressed that businesses already use many sets of guidelines, and that this offers a window for academics in making clear the contributions and uniqueness of UNGP. For teaching as well as research, there is a need for interdisciplinary approaches. The workshop participants were encouraged to think about how to avoid compartmentalization and move the debate across disciplines. Important challenges remain: Will the law school talk to the business school? Will the business school talk to the law school? Do journals have the same requirements? Where should Curriculum development be based? There is a need to develop new methodologies to cut across law and business, and to reach to policy making in business and as well as governments and to include NGOs, and address the situation of victims of business related human rights abuse.

The subsequent discussion focused on what it means to address these issues in each other's language from the perspective of management and/or law; how this constructs scholars or practitioners, how to define problems, find issues of commonality. It was suggested to draw lessons from socio-legal studies, focusing on hybrids of outlook, methodologies etc, and to consider using business school methodologies to get law students to appreciate the challenges of management in addition to 'translating' legal implication to management. The subsequent discussion focused more explicitly on key themes from three perspectives: (A) macro-level issues, opportunities and challenges (governance mechanisms and public-private governance arrangements), (B) meso-level issues, opportunities and challenges (business processes and challenges) and (C) micro-level issues, opportunities and challenges (individual leadership capabilities and challenges).

The workshop's Day Two opened with inspirational talks by Professor Jeremy Moon (founder of the International Centre for Social Responsibility at Nottingham University) and Professor Kai Hockerts (Director of the Secretariat for the UN Global Compact related Principles for Responsible Management Education (PRME) at CBS). Professor Moon's talk challenged participants to consider organisational conceptions to human rights from a CSR perspective. Professor Hockert shared CBS lessons in relation to the implementation of the UN Global Compact related Principles for Responsible Management Education (PRME) and suggested strategies for working with colleagues to encourage the integration of new sustainability-oriented perspectives on existing teaching, such as how to integrate Human Rights aspects.

The subsequent discussion explored practical implications and developed suggestions that fed into an Action Plan for how interdisciplinary research on business & human rights and management may be brought to strengthen research-based teaching at academic institutions. Action points include the elaboration of a standardized curriculum on business and human rights (in different languages) in the style of a template that people can draw from, PhD courses and PhD conferences, online-courses, and collaboration with academic journals that offer guidance for knowledge resources. Opportunities for collaboration with the UN Working Group on Business and Human Rights were discussed and concretised. Funding needs and opportunities were discussed, and academic and institutional entry points (such as the UN Global Compact and UN Working Group) were identified.

The Workshop's Day Three focused on interdisciplinary research collaboration and research communication opportunities, including differences in formats, acceptance requirements and communication styles between the academic fields of management studies and law and specialized journals. Based on short presentations by participants with special experience in these fields, participants discussed differences (and similarities) in audiences, article structures, writing styles, peer review processes and how to publish 'across' disciplines. It was proposed that a follow-up to the Workshop could include a repository for draft articles to generate comments to communicate across to other audiences. A number of specific academic publication options and channels, including multidisciplinary research journals were discussed and it was agreed to explore these as part of the follow-up to the Workshop and for participants to explore opportunities for co-authoring across disciplines.

Funding opportunities were discussed with regard to research and future meetings to follow up on the plans adopted at the Workshop. A plan of action was developed with designated key responsible individuals for initiatives related to Horizon 2020, Marie C Curie, and potential national funding sources.

Finally, a detailed plan for follow up was drafted with designated individuals responsible for specific actions to be taken to follow up as regards the initiatives adopted at the Workshop, and a preliminary plan for meetings in September 2014 and March 2015 to bring forward specific activities was agreed to.

3. Assessment of the results, contribution to the future direction of the field, outcome

Main result: Decision to establish collaboration under the name of The BHRight Initiative to develop interdisciplinary research and research-based teaching as well as communication and apply for funding for these purposes. This will significantly contribute to the future development of research in the field of business and Human Rights from the combined perspectives of law and management, equipping scholars as well as practitioners to understand the implications of human rights for business and to communicate across disciplines.

Sub-results to implement the main results:

- website (hosted at one of the participants' universities)
- Internet forum to share competencies, research and ideas for research-based teaching;
- exploration of opportunities to work with an idea for a Horizon 2020 application on a SME related theme under the University of Catalunya, based on an invitation to one of the participants
- two events to move forward specific ideas:
First follow-up workshop/meeting: 2-3 September in margin of ESIL meeting in Vienna for research application purposes, linking up with ESIL WG on Business & HR. The Objective will be discuss a template for a model curriculum – dedicated course on Business and HR; sub-curricula for other courses (e.g. responsible supply chain management, finance, management, Human Resources; Law schools: contract law, finance law, private international law, tort law including exploring of connections to research; methods to integrate business and human rights; and how to approach colleagues in interdisciplinary perspective).

Second workshop (18-20 March 2015): finalise template for business schools, draft template for law schools, progress on publication/publication plan (e.g. discussion of detailed abstracts)

Third workshop (indicative date September 2015)

4. Final programme

PROGRAMME for Exploratory Workshop for a European Research Platform on Business and Human Rights (Copenhagen 19-21 March 2014)

Programme (updated 18 March 2014)

Day one: Introduction and identification of key themes and issues, [Porcelænshaven 18b, S.023](#)

13:30-13:45: Arrival (sandwiches will be served)

13:45-14:00: Introduction by convenors: background and objective of workshop, thoughts on the 'Platform' and preliminary ideas on how to proceed

14:00-15:00: Participants introduce how business & human rights and management are currently addressed in their research and how they see potential and challenges for further integration, including further development of the 'platform'

15:00-16:00: Key note speech, Dr. Michael Addo, Senior lecturer, Exeter University (UK), member of the UN Working Group on Business and Human Rights: How understanding human rights matters to business management (including ideas behind UN Global Compact and PRME call to academic institutions to scale up teaching of Business & Human Rights in management context), followed by brief discussion led by convenors on issues that connect management and law with regard to business and human rights

16:00-16:15: Coffee

16:15-17:30: Discussion in groups on the basis of the key note speech to elaborate scientific bridges between law and management for the evolution of European interdisciplinary research on business & human rights

Key themes: (A) macro-level issues, opportunities and challenges (governance mechanisms and public-private governance arrangements), (B) meso-level issues, opportunities and challenges (business processes and challenges) and (C) micro-level issues, opportunities and challenges (individual leadership capabilities and challenges)

Issues that may be addressed include (a) Human rights and due diligence (b) Human rights and risk management, (c) Human rights and supply chain management, (d) Human rights and stakeholder management, (e) Human rights and finance, (f) Human Rights & Business between public and private governance, (g) Human Rights & Business from the perspective of the EU and Member State governments and National CSR Action Plans, (h) Human Rights, business and development

17:30-18:00: Groups report back

18:00-19:00 : Discussion of objective and activities of European Research Platform on Business & Human Rights for the purpose of future development and funding

19:00 : walk from workshop venue to restaurant; time for brief stop-over at hotel to leave luggage

19:30- : Dinner at Restaurant Fiasco, Gammel Kongevej 176, 1850 Frederiksberg C, <http://www.fiasco.dk/>

Day two: Focus: applying research in teaching, [Porcelænshaven 18b, S.023](#)

9-10:15: Inspirational talk by Professor Jeremy Moon (CBS and the International Centre for Corporate Social Responsibility, Nottingham University Business School): 'Organizational Aspects of Human Rights & Business: an 'implicit' and 'explicit' CSR perspective', followed by discussion

10:15-10:30: Coffee

10:30-11:30: Inspirational talk by Professor Kai Hockerts, (Academic Director of Responsible Management Education at CBS) followed by discussion: UN Principles for Responsible Management Education (PRME) and experience from integrating CSR and management education and ideas for linking human rights and other CSR topics, followed by discussion led by the convenors

11:30-12:30 Discussion in groups: particular research and teaching needs to strengthen knowledge of how business & human rights matter to business management from the organisational perspective; Application of management needs and insights and business school PRME experience to promote business & human rights in teaching at Business Schools and Law Schools

12:30-13:15: Groups report back

13:15-14:15: Lunch

14:15-15:45 : Discussion of how interdisciplinary research on business & human rights and management may be brought to strengthen research-based teaching at academic institutions (Bachelor, Masters and Executive Masters programmes), including how the research Platform may collaborate in existing teaching programmes and develop new collaborative programmes (e.g. online tools); including funding needs and brain-storm on opportunities and drafting of input for Action Plan

15:45-16:00: Coffee

16:00-18:00: Wrapping up on teaching and preliminary discussion of funding needs, options and opportunities to be explored

20:15-: Dinner at Restaurant Radio, Julius Thomsens gade 12, 1632 Copenhagen V, <http://restaurantradio.dk/en/>

Day three: Focus: research, publications and wrapping-up, Porcelænshaven 18b, S.023

9-10:30 Discussion of publication options and strategy, including opportunities and challenges in interdisciplinary research publication in order to reach academic environments in law and organisational studies (including discussion of funding needs and opportunities and input for Action Plan)

10:30-10:45: Coffee

10:45-12:30 (including coffee break): Discussion and drafting of next steps for the research Platform to develop research collaboration and research applications to follow up on the discussions above (research, research-based teaching, publications)

12:30-13:30: Lunch

13:30-16: Detailed planning of follow-up activities: Plan for institutional anchoring of the Research Platform and management of the Platform, internal and external communication strategy, and further research project planning and funding strategy with Action Plan

16: Final coffee, workshop closes

5. Final list of participants (name and affiliation is sufficient; the detailed list should be updated on-line directly)

Karin Buhmann, Roskilde University, DK
Andreas Rasche, Copenhagen Business School, DK
Michael Addo, Exeter University, UK
Daniel Augenstein, Tilburg University, NL
Luise Li Langergaard, Roskilde University, DK,
Nicola Jägers, Tilburg University, NL,
Jacob Dahl Rendtorff, Roskilde University, DK,

Carmen M Carrasco, University of Seville, SP
Benoit Petit, University of Paris at Versailles, FR
Radu Mares, Lund University, SE

Jordi Vives, University of St Gallen, CH
Dorothee Baumann-Pauly, Zurich University, CH
Christine Kauffmann, Zurich University, CH
Doreen McBarnet, Edinburgh University, UK
Stephanie Bijlmakers, KU Leuven, BE
Geert Demuijnck, EDHEC Business School, FR
Björn FASTERLING, EDHEC Business School, FR
Juan Ochoa-Sanchez, Oslo University, NO
Lynn Roseberry, Copenhagen Business School, DK

6. Statistical information on participants

Age bracket: late 20s to early 50s

Countries of origin presented at the meeting: DK 5, UK 2, NL 2, SP 1, FR 3, SE 1, CH 3, NO 1, BE 1. In addition to these, regrets were received from invitees from Norway and Poland (one from each of these countries), but in view of scholars' intensive schedules, it was unfortunately too late to fill the places with other colleagues from these or other countries despite efforts of the organisers.

M/F repartition: M 10, F 9
