

## *“Managing Human Rights”*

- Adopt a HR Policy
- Identify HR Impacts
- Prevent HR Impacts
- Mitigate/Remedy HR Impacts
- Communicate

# *“Managing Human Rights”*

EXERCISE #1: Draft a human rights policy

EXERCISE #2: Develop human rights indicators for a HRIA

EXERCISE #3: Raising human rights issues at the board level /  
Applying a human rights lens to corporate functions

EXERCISE #4: FPIC case study

EXERCISE #5: Respecting human rights in the United States

*Exercise:*

Develop human rights indicators for a HRIA

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Assigned Readings

- James Harrison, “Human Rights Measurement: Reflections on the Current Practice and Future Potential of Human Rights Impact Assessment,” *Journal of Human Rights Practice* (Vol. 3, July 2011), 162-187.
- Lucy Amis, “Mega-Sporting Events and Human Rights—A Time for More Teamwork?” *Business and Human Rights Journal* (2017), 135.



## MIGRANT WORKERS IN QATAR

Migrant workers have flocked to Qatar since the country was awarded the World Cup in December 2010, and the population has grown by **more than a million**.



## QATAR POPULATION

— DECEMBER 2010

**1.6** MILLION  
PEOPLE

— DECEMBER 2018

**2.6** MILLION  
PEOPLE

## MIGRANT WORKERS

REPRESENT

**95%**

OF THE COUNTRY'S  
LABOUR FORCE

WORKING MAINLY IN :



CONSTRUCTION



HOSPITALITY



DOMESTIC SERVICE

**LESS THAN 2%** OF MIGRANT WORKERS ARE EMPLOYED ON  
WORLD CUP CONSTRUCTION SITES



*For the Game. For the World.*



**“FIFA is committed to respecting  
all internationally recognised  
human rights  
and shall strive to promote the  
protection of these rights.”**

**- FIFA Statutes, Art. 3**

*Exercise:*  
Develop human rights indicators for a HRIA

Stakeholder groups:

- 1) Fans and athletes**
- 2) Workers and communities**
- 3) Journalists and human rights defenders**

*Exercise:*

## Develop human rights indicators for a HRIA

For your stakeholder groups, consider the following questions:

- 1) What rights can be impacted and how?**
- 2) How can due diligence be carried out to identify impacts on rightsholders?**
- 3) What actions can be taken based on the results of a HRIA?**

Groups will be asked to map their impacts against potential responsive actions.



## HRIA FIFA Exercise: Communities and workers

| IMPACTS  | DUE DILIGENCE  | RESPONSES  |
|--|--|--|
| <p><i>Communities</i></p> <ul style="list-style-type: none"> <li>Land rights <ul style="list-style-type: none"> <li>Livelihood</li> <li>Forced displacement <ul style="list-style-type: none"> <li>Due process</li> </ul> </li> </ul> </li> <li>Freedom of assembly</li> <li>Unlawful detention</li> <li>Freedom of movement</li> <li>Freedom of speech &amp; press</li> <li>Informal sector → livelihood (if disrupt)</li> <li>Non-discrimination</li> </ul> <p><i>Workers</i></p> <ul style="list-style-type: none"> <li>Economic and social rights <ul style="list-style-type: none"> <li><b>Work</b> <ul style="list-style-type: none"> <li><b>Wage, hours, safety</b></li> </ul> </li> <li>Health</li> <li>Leisure</li> <li>Religion</li> </ul> </li> <li>Freedom of association</li> <li><b>Freedom of movement</b></li> <li><b>No forced and bonded labor</b></li> <li>Right to practice religion</li> <li>No child labor</li> <li>Human trafficking</li> <li>[Evaluating for workers of both the event &amp; in the supply chain]</li> </ul> | <ul style="list-style-type: none"> <li>FIFA coordinate with external experts to develop a methodology, and execute fieldwork <ul style="list-style-type: none"> <li>Includes a designated working group within both FIFA and the host committee with executive backing</li> </ul> </li> <li>Desk research utilizing international expertise (informational interviews)</li> <li>Stakeholder mapping</li> <li>Develop modus operandi for fieldwork</li> <li>Worker and community fieldwork: <ul style="list-style-type: none"> <li>Conducted by external, independent experts (e.g. ILO)</li> </ul> </li> <li>Interview participants: <ul style="list-style-type: none"> <li>Government labor inspectors</li> <li>Migration officials</li> <li>Workers <ul style="list-style-type: none"> <li>Migrant</li> <li>National</li> </ul> </li> <li>Recruiters in source countries</li> <li>NGOs in source countries</li> <li>Camp management</li> <li>Hospital workers</li> <li>Religious &amp; community leaders</li> <li>Households in the vicinity of the construction, camps</li> <li>Informal &amp; formal economy businesses</li> </ul> </li> </ul> | <ul style="list-style-type: none"> <li><i>[Report]</i> Develop recommendations and policies based on findings from HRIA <ul style="list-style-type: none"> <li>E.g. ILO Technical Cooperation Agreement</li> </ul> </li> <li>Create an action plan to address gaps identified in fieldwork and analysis</li> <li>Create a timeline of reassessment and responsibility for addressing: <ul style="list-style-type: none"> <li>Whom in FIFA</li> <li>Whom in the host committee</li> </ul> </li> <li>In the event of non-compliance with the action plan: <ul style="list-style-type: none"> <li>Leverage FIFA control over the event, in areas such as: <ul style="list-style-type: none"> <li>The volume of ticket sales</li> <li>Sponsorship agreements</li> <li>Payout of profits from ticket sales</li> </ul> </li> </ul> </li> <li>Publish [either the entire, a section, or the redacted] report</li> <li>Create a document of lessons learned for future events</li> </ul> |

**Prioritize!**

1. DRAFT H.R. POLICY

2. grievance mechanism in Southern Republic.

3. DD

4. Identify Suppliers in Southern Republic re freed labour  
+ as a secondary step, globally

5) Identify an NGO / CSO w/ experience  
w/ HR/As to help you conduct in S.R. &  
in future issues

6) public high level commitment

7) HR assessment on lack of unions

8) Investigate Democratic Republic of Tanzania

*Exercise:*  
Respecting Human Rights in the United States



Two Motel 6 locations in Phoenix — including 4130 North Black Canyon Highway, pictured — were the sites of at least 20 ICE arrests between February and August.

Joseph Flaherty

## Attorneys Suspect Motel 6 Calling ICE on Undocumented Guests

ANTONIA NOORI FARZAN. JOSEPH FLAHERTY | SEPTEMBER 13, 2017 | 7:00AM