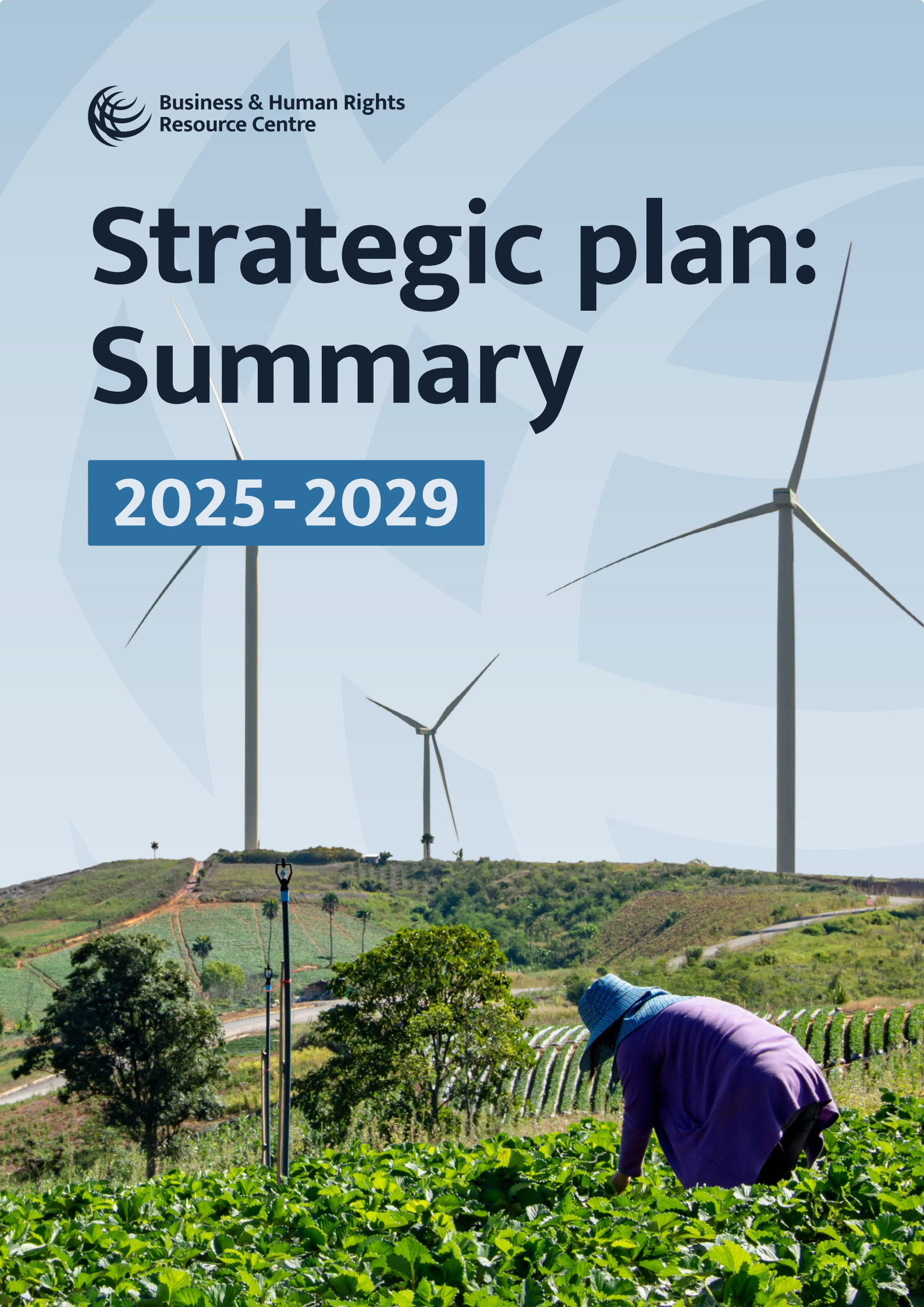




Business & Human Rights
Resource Centre

Strategic plan: Summary

2025-2029



Vision and mission

With partners and allies worldwide, we seek to put human rights at the heart of business to deliver a just economy, climate justice, and end abuse.





Executive summary

Business can be a positive force in society – generating wealth, employment and taxes, which contribute to access to health, education and other social services. However, business and markets also play a significant role in generating and exacerbating the urgent crises of climate breakdown, unsustainable inequality, conflict, authoritarianism and faltering multilateral cooperation. Human rights in business are central to systemic transformation to a more just and regenerative economy in the Global South and North.

This requires fundamental shifts to drive business regulation, incentives and norms that mandate respect for human rights and deliver shared prosperity and fast climate action to counter the vested interests in the status quo.

To achieve this vision, the Resource Centre will pursue three strategic goals with our partners and allies:

- ➔ **Shared prosperity for society** through new government action and corporate norms for transformed business models
- ➔ **Corporate duty of care** for human rights and environmental justice
- ➔ **A safe and enabling environment** for communities and workers, in which they can advocate for their rights and interests

To achieve our strategic goals, our work will be anchored in four priority programmes, chosen for their opportunity to generate systemic advance in rights through: the rights of workers in global supply chains; the rights of communities seeking responsible natural resource use and a just energy transition; the rights of people to accountable digital technologies; and the protection of civic freedoms and human rights defenders. Across these we will have two cross-cutting programmes: access to corporate legal accountability and the promotion of gender and racial justice.

To help engender this change, the Resource Centre will continue to develop its pivotal role as a support and enabler to the worldwide and diverse business and human rights movement with emphasis on key emerging economies and countries with high risk of human rights abuse. We will build collective power with people and communities subjected to human rights harms by business; with allies, we will influence decision-makers in government, investment and business to facilitate transformation to a just economy; and we will provide the evidence and build the action base of our movement to increase accountability and transparency of the private sector.

This strategy will be delivered through our regional and international teams, which, together with our local partners and allies, form a powerful worldwide influencing network.

Context

We, together with our partners and allies, seek to put human rights at the centre of business in the transformation to a just economy that delivers shared prosperity and climate justice, respects human rights and provides redress for abuse. Three core drivers of abuse act as obstacles to this goal. These are:

- ➔ **Inequality of power and wealth** in markets is arguably the single greatest impediment to the realisation of human rights and climate justice. It inhibits fair negotiations and generates cultures of corporate impunity for rights and environmental abuse.
- ➔ **Ecological breakdown** caused by unsustainable exploitation of our natural environment drives disruption to livelihoods, unjust transitions, unplanned migration, and active conflict over resources.
- ➔ **Violent conflicts and authoritarian and unaccountable governments** shrink civic freedoms, destroy lives and livelihoods, facilitate corporate abuse, and allow corrupt and opaque businesses to thrive.





Strategic goals

We seek to deliver our vision through three strategic goals, focused on transformed approaches to just economic transitions. We will work alongside partners and allies, and within our movement, as a facilitator, convenor, advocate and global action platform. We are guided and informed by grassroots communities, civil society and workers in all our efforts, taking into account intersectional considerations of class, gender and race in achieving three key goals:

- ➔ **Shared prosperity for society** through new government action and corporate norms for transformed business models: The Resource Centre will promote new economic systems that put human rights at the centre of business and investment to achieve fair distribution of benefits.
- ➔ **Corporate duty of care for human rights and environmental justice:** With emphasis on emerging economies and countries with high risk of human rights abuse, the Resource Centre will work towards a transformed normative and legal landscape that centres human rights in business through due diligence, elimination of perverse incentives for harm, and access to remedy. We will promote development of regulation and incentives that diminish inequality and harm to the environment, and boost shared prosperity.
- ➔ **Safe and enabling environment in which communities and workers can advocate for their rights and interests, including through free and fair negotiations:** The Resource Centre will encourage robust implementation by government and business of free, prior and informed consent (FPIC), freedom of association, responsible business conduct, zero tolerance for attacks against human rights defenders, and commitment to gender and racial justice. The Resource Centre will encourage government insistence on adherence to international business standards to avoid companies facilitating conflicts and to combat oppression.

Priority programmes

While we continue to monitor and report on business and human rights across all issue areas and sectors, guided by our strategic goals, we also identify priority programmes or sectors to feed into and across the strategic goals. These priority programmes give the greatest opportunity for system change and the opportunity to respond to urgent global transitions, crises and immediate harms generated by irresponsible business and investment. In choosing our priority programmes of work, we also assess our organisational strength and our utility to the movement so we can ensure that our work will add value to global efforts in these areas. We plan to continue prioritising the following:

- ➔ **The rights of workers in global supply chains**
- ➔ **The rights of communities seeking responsible natural resource use and a just energy transition**
- ➔ **The rights of people to accountable digital technologies**
- ➔ **The rights of human rights defenders protected from attack and restrictions**

In addition to these four priority programmes, there are two cross-cutting themes:

- ➔ **Access to corporate legal accountability**
- ➔ **Promotion of gender and racial justice.**



Model of change and approaches

Our model of change is founded on the vital role of civil society to create transparency and accountability for human rights in business, and to provide innovative and inspiring alternatives to the business status quo. We also seek to encourage, embolden and reward the voluntary action of more responsible companies and investors to generate better practice to respect human rights and deliver environmental justice. We combine these two strengths with diverse partners, who then seek to use our data, innovative ideas and examples of better corporate practice to persuade governments to promote systemic shifts in business models through business regulation, incentives and norms.¹

The model of change has three main approaches, all of which contribute to our strategic goals. These are undertaken by our worldwide influencing teams in collaboration with regional networks, partners and allies:

- ➔ **Build collective power with partners and allies:** As a facilitator and convenor, we provide solidarity and support to partners, guided and informed by grassroots communities and workers; help to build capacity and provide tools and materials relevant to their work; amplify voices and actions of our Global South civil society partners; feed into partners' research; and partner with funders on shared goals.
- ➔ **Influence decision makers in governments and businesses:** As an advocate, we work with partners and bilaterally with international, domestic and regional institutions such as the African Union, Inter-American Court of Human Rights, European Union, Organisation for Economic Cooperation and Development (OECD), and the United Nations (UN) to deliver systemic respect for rights in business models; engage corporates and investors on Business and Human Rights (BHR) issues; and support and inform media at global, regional and national levels. We press for standards in regulation and incentives to raise the floor of corporate behaviour in human rights and climate justice.
- ➔ **Increase corporate transparency and accountability:** As a global action platform, we publish regional- and global-level research on key BHR issues to influence debate; track corporate human rights due diligence, including in conflict-affected contexts, and benchmark corporate practice and policy across key issues and sectors to promote better practice and expose poor performance; seek and collate company responses to allegations and remedy; and create information databases to support and amplify localised activities.

¹ The model of change featuring the approaches can be found in [Annex 2](#).

Organisational foundation and development

To deliver the strategic goals, we need to continue to develop an organisation that is resilient, agile and evolving. To do this, we will consider five areas that strengthen and support our organisational development model.

Global implementation

To deliver the three strategic goals, we will continue to invest in a worldwide structure that contains both regional and thematic teams. There are four regional teams - based in Asia and Pacific, Africa and Middle East, Europe and Central Asia, and Americas - and five international teams. The programmes are delivered through the joint effort of international and regional teams bringing both a local and world-wide perspective to the work.

External resources

➔ **Strong relationships with partners and allies based on mutual trust and accountability:**

We will work with and support partners and allies, especially in the Global South, and engage the wider global BHR community to ensure our value-added role.

➔ **Donors and supporters:** We will secure alliances and funding to ensure the right areas of our work are both funded and have the required impact. We will diversify our income with expanded institutional funding, ensuring sufficient infrastructure to manage this growth.

Internal resources and growth

➔ **Global Team and their skills:** The Global Team's diverse skills and expertise will continue to be strengthened and its commitment to delivering the Resource Centre's vision and mission sustained.

➔ **Leadership:** We will have a diverse, self-aware leadership at all levels in the organisation; focused on balancing well-being and duty of care, with an effective and efficient approach to creating external change.

➔ **Growth:** Our vision for finance and fundraising is around organic, responsible, sustainable, strategy-led growth. We will seek and accept funding only where there is a clear fit with our goals and ensure incremental and managed growth of the team alongside new funding.

Systems, policies and ways of working

We will have a culture of improvement and investment in systems and ensure robustness in areas such as finance, personnel management, personal and data security, data and knowledge, and Monitoring, Evaluation, Accountability and Learning (MEAL).

Culture and values

- ➔ **Values:** Our values are an important part of the organisation and its culture and need to be lived by all members of the Global Team: focus on external impact; commitment to each other and mutual trust; equity and parity; empowerment with accountability; shared responsibility for well-being and security; positive culture and working environment; a coherent and shared global vision and focus.
- ➔ **Risk management:** We will deepen our awareness of risk and manage our appetite for allowing greater risk. The specific areas that we will manage and mitigate include finance and fundraising, programme performance and cyber-security. We have a lower tolerance for risk when it comes to Global Team and partners' well-being and security.





Business & Human Rights Resource Centre

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Business & Human Rights Resource Centre is an international NGO which tracks the human rights impacts of over 10,000 companies in over 180 countries, making information available on our 10-language website.