

# **The Business Responsibility to Respect Human Rights**

**The Human Right to Water in Global Value Chains**

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## **Abstract**

With the UN's official recognition of it in 2010, the human right to water was granted a full status. In March 2017, the Danish NGO Danwatch reported alarming living conditions for local communities in Petorca, Chile, as a consequence of the intensive use of water in nearby avocado plantations.

In light of Danwatch's revelations, this thesis suggests how Coop Danmark A/S can improve its corporate respect for the human right to water in its global value chains for avocados. Through a thematic analysis, I examine Coop's past CSR reports using recent literature on the right to water and I find that thus far, Coop has granted no attention to the human right to water in its global value chains for avocados. I account for this with Coop's lack of awareness regarding the human right to water. Further analysis based on a business and human rights approach anchored in the UN's Guiding Principles, on global value chain governance theory and global governance theory allows me to make tangible recommendations to Coop. I infer that in order to improve its corporate respect of the human right to water in its global value chains for avocados, Coop should focus on capacity-building and control of suppliers, and pursue the creation of a global multi-stakeholder initiative that will increase its own leverage in its value chains.

# 1. Introduction

On a global scale, an estimated 4 billion people face severe water scarcity and shortages at least a month out of the year. Of those, 500 million people are affected by this vital issue year round (Mekonnen and Hoekstra, 2016). What is more, it is estimated that water scarcity is going to worsen due to several known factors such as world population growth and climate change. Water crises are becoming the greatest global risk in terms of impact and could potentially destabilise entire regions (Ganter, 2015). What might begin as local or regional issues could quickly become global ones as water crises evolve into violent conflicts and create humanitarian crises. With a growing world population comes a growing demand for food, and since agriculture presently accounts for approximately 70% of global water usage, it is clear that pressures on water resources will only intensify in the next few decades (Alexandratos and Bruinsma, 2012). Addressing issues of water scarcity is not only a matter of countering potential conflicts and avoiding humanitarian crises, it is also and simply a matter of protecting a human right. Indeed, in July 2010, the United Nations' General Assembly (UNGA) recognised water as a human right (UNGA, 2010). This research project is anchored in a belief that human rights and business should now more than ever go hand in hand and that the human right to water deserves more attention from the global business community.

In March 2017, Danwatch, a Danish media and research centre which seeks to inform the public about issues related to environmental deterioration and human rights' abuses, released a report concerning the production of avocados in the Chilean region of Petorca. In it, the NGO denounced the way in which large plantation owners were abusing of their position and overexploiting water resources in the region having for consequence the deterioration of the environment and the violation of local communities' right to water. The report links water scarcity issues in Petorca to Danish supermarket chains like Coop (Coop Danmark A/S), who, though not directly linked to the violations described in the report, bears a corporate responsibility to respect human rights. This aspect of the issue is the focus of the thesis and the latter will seek to answer the following research question:

*How can Coop improve its corporate respect of the human right to water in its global value chains for avocados?*

This question raises other questions: What is Coop already doing to ensure it respects the human right to water in its global value chains for avocados? What can Coop change or improve in its management of its global value chains for avocados to ensure the respect of the human right to water? Beyond internal governance improvements, how can Coop ensure that the human right to water is respected in the global production of avocados?

By answering these questions, this thesis contributes to the literature concerning business and human rights and the literature on the human right to water by incorporating global value chain governance and global governance theories, and gives concrete recommendations for Coop to follow in order to ensure its corporate respect of the human right to water. Indeed, in this thesis, I show that a corporate actor such as Coop can and must take real steps to ensure its corporate respect of the human right to water. Thus the paper provides tangible advice for Coop while enriching the literature on the still new business and human rights approach.

Indeed, unlike previous research on the human right to water, this thesis does not concern itself with the state's duty to protect. It does not discuss the role of weak institutions as the possible reason behind insufficient or inadequate water supply, nor does it seek to find out whether private management of water supply is more efficient than public management. Instead, this research paper brings a new perspective on the issue by examining how a corporate actor can have a positive impact on the protection of the human right to water by ensuring the right to water is respected within its own global value chains.

The thesis is structured as follows. Section 2 lays the general context for the thesis. It presents the situation in the Petorca province of Chile where avocado production has caused water scarcity and provoked human rights violations. It also provides a definition of the human right to water based on the UN resolution that recognised it. In section 3, I review the literature regarding the human right to water, as well as business and human rights approach, global value chain governance theory, and finally global governance theory. In the next section, I consider the methodological questions related to the exercise of writing a thesis. The methodology section thus addresses six main issues: the philosophy of science, the research design, the method employed, the data selection, the theoretical framework and the delimitations. Section 5 unveils the data. Section 6 contains the analysis of the data through the four theoretical lenses presented in the theoretical framework. I then move on to the discussion in section 7 where I synthesize the analysis and weigh in on the issue at hand. While the analysis is meant to remain strictly factual, the discussion will

allow me to reflect on the corporate responsibility to respect the human right to water. Section 8 wraps up the thesis and answers the research question. Section 9, finally, will seek to open up for further discussion and research, as well as reflect on the achievement of this present research.

## **2. Context**

### **2.1. Avocados and the big water theft - Danwatch's report (2017)**

This present thesis concerns itself primarily with the human right to water and the issues first brought to my attention by a report published by the Danish NGO Danwatch in March 2017. *Avocadoerne og det store vandtyveri*, or “the avocados and the big water theft” in English, exposes the dire situation in Petorca, Chile due to the inconsiderate farming of avocados. Avocado production is naturally water intensive, but in dry regions such as Petorca in Chile, estimates suggest it takes 320L of water to produce a single avocado, contra 70L normally. In Chile, 60% of all avocados are produced in dry regions like Petorca, which indicates that the issue is likely to be much more widespread and extensive than the one depicted in the report which only depicts the water shortage in the Petorca province (Danwatch, 2017).

With the global demand for avocados growing in 1990s, large avocado plantations began appearing in the Petorca province. Having no restrictions on water permits at first, plantation owners pumped as much water as they wanted, and even though the region is now a prohibition zone, the water has not yet returned. Where there used to be flowing rivers there are now dried out river beds and many smaller farmers have had to abandon cultivating their land or keeping livestock because they were unable to procure sufficient amounts of water. Even more importantly, people no longer have enough water to cover their most basic needs like cooking, drinking and washing (Danwatch, 2017). For example, the Valencia family who was interviewed for the report describes how water gradually became more and more scarce, forcing the family to eventually get rid of its horses because they could no longer give them water. Today, the family relies on delivery trucks ran by the Chilean government to bring them water. Even so, the family has to be parsimonious with its water usage, prioritising water for drinking and food, and having to neglect basic hygiene needs (Danwatch, 2017). The government's response to the water crisis in Petorca is thus insufficient and inadequate. What is more, it does not address the root of the issue, namely the unsustainable overconsumption of water by the large avocado plantations.



To fully understand this situation in the Petorca province, it is important to understand the legal context in Chile regarding water rights. Indeed, the authoritarian Pinochet regime privatised water in Chile rendering water rights a commodity like any other under the 1981 Constitution and Water Code. Water rights were then distributed free of charge for an unlimited time period on a first come, first served basis. They could then be resold to the highest bidder. There are no other restrictions to the use of one's water rights apart from what is stipulated on the rights granted. Thus, no laws protect people in Chile from unsustainable excessive water usage from those who hold water rights, hereunder large avocado farmers. Since 2014, when Petorca was declared a prohibition zone, the Dirección General de Agua (DGA), the public body in charge of water management stopped granting water rights, but those who had already been granted rights could continue to use them and sell them as they wished. The market price for the water right to pump 1L of water per second (which is what is needed for a 1ha avocado plantation) is 10 million Chilean pesos (Danwatch, 2017) which converts to USD16,300. The Chilean GDP per capita in 2016, as a measure of comparison, was USD23,960 PPP (World Bank, 2017). This legal context explains the origins of the problem in Petorca. However, there is yet more to the story. Indeed, Danwatch reports that on top of excessive water rights, illegal drainage activities go unpunished. Law professor Matias Guiloff from the University Diego Portales in Santiago, Chile, explains that the Chilean authorities do not have sufficient capacities in terms of financial resources and manpower to address the illegal water drainage. Moreover, he believes that Chilean authorities do not have sufficient legal tools to punish those who violate the law, pointing out that the fines are too small to deter affluent plantation owners (Danwatch, 2017). This diagnosis of the situation in Petorca is shared by fellow geography and international development professor Jessica Budds from the University of East Anglia (Danwatch, 2017).

Attempts to address politically have not succeeded either. Governor Gonzalo Miquel who initially took up the challenge of confronting the illegal drainage of water in the province and initiated a research for illegal drains and found 65 of these, was quickly ousted after the release of the satellite footage serving as evidence. Similar attempts by local mayors to have the illegal drains stopped have all failed (Danwatch, 2017). Testifying for Danwatch, Gonzalo Miquel explains no one dares go against the private interests of the large avocado farmers in the region. Indeed, the report points out that the big farmers are tied to influential politicians. This is for instance the case of Agrícola Pililén which is owned by the Cerda-family, whose head is former parliament member Eduardo Cerda García. His son, who now runs the family business, has also been mayor of Cabildo

in the Petorca province. Agrícola Pililén was convicted of illegal drainage (draining the river at a rate more than 600% more than allowed) in 2013 and received a fine, although a spokesperson for the business denied in a letter to Danwatch that the concern had infringed on others' right to water. Agrícola Cóndor is another big avocado farming business that was convicted of breaching water laws in Chile. It is owned by former Minister Edmundo Pérez Yoma. His son-in-law, Osvaldo Jünemann Gazmuri, owner of Sociedad Agrícola Los Graneros and director of the Chilean avocado producers and exporters, was also fined for unauthorised extraction of water. Both deny allegations of having illegally drained water, Danwatch writes (Danwatch, 2017). Either way, it is clear that large plantation owners have the means to pay the fines they do get, and political ties to dissuade any real attempt to fight their unlawful activities and challenge the status quo. The report contends they can thus go on unconcerned with the drought that is affecting the rest of the population in the region and afford to dig ever deeper wells to find water.

According to CSR professor Andreas Rasche from Copenhagen Business School, retailers have a responsibility to apply pressure on their suppliers to make sure the products they then sell to consumers do not infringe on human rights (Danwatch, 2017). This perspective is shared by Danwatch, who contacted Danish retailers after tracing back avocados from the Petorca region in Chile back to certain Danish supermarkets, including from plantations that have been fined for breaching water laws.

One of these supermarket chains is Coop. Although Danwatch's report does not accuse Coop of having bought and sold avocados from Petorca region, but notes that the company has imported avocados from Chile before. Moreover, the NGO reports that Coop has notified its buyers and suppliers of the water scarcity issue in Petorca and reaffirmed its commitment to respecting human rights (Danwatch, 2017). This assertion is what drives the present thesis. Indeed, my thesis concerns itself with Coop's corporate responsibility to respect the human right to water in its global value chain for avocados.

## **2.2. UN Resolution A/RES/64/292**

UN Resolution A/RES/64/292 was adopted by the United Nations General Assembly (UNGA) on July 28th 2010 and recognises "the right to safe and clean water and sanitation as a human right that is essential for the full enjoyment of life and all human rights" (UNGA, 2010:2)

and “calls upon all States [...] to provide safe, clean, accessible and affordable drinking water and sanitation for all” (UNGA, 2010:3). With this resolution, the right to water and sanitation became a human right in its own right. Although this may appear symbolic, such an adoption is an important step in addressing this vital issue.

Indeed, it established three key elements that constitute acceptable water services: water must be safe, accessible and affordable. First of all, safety is an obvious condition. Unclean water and inadequate sanitation is believed to be the second cause of death of children, killing 1.5 million of them yearly as well causing 443 million missed school days every year (WSSCC, 2015). Secondly, water should be physically accessible to all. This implies that the average 6 kilometre distance an African or Asian woman walks to the nearest water source is not acceptable. Indeed, the UN wishes to limit that distance to 1 kilometre or a 30 minutes walk (WSSCC, 2015). Thirdly, water must be financially accessible, that is, it should be affordable. The UN considers that water services should not make up more than 5% of a household’s budget and should not come in the way of covering the other basic needs such as food, healthcare, education and housing (WSSCC, 2015). The UN further notes another two criteria for water and sanitation: it must be available and culturally acceptable (WSSCC, 2015). The first criteria simply posits that water should be available in sufficient quantities and continuously to cover people’s basic needs (drinking, cooking, personal and domestic hygiene) which the WHO estimates is between 50 and 100L per day. The second criteria demands water be acceptable in its colour, odour and taste to the people it is provided to. It also demands that sanitation take culture into consideration, noting that gender segregated sanitation may be preferred by women for privacy and safety reasons, and should thus be provided (WSSCC, 2015).

### **3. Literature Review**

This next section will give the reader a deeper appreciation and knowledge of literature that concerns the human right to water as well as the still emerging field of business and human rights. It will likewise present theories of global value chain governance and of global governance respectively. Each text presented contributes to the definition of key concepts and deepens the reader’s understanding of the issues at hand. To begin with I will review articles that focus on the human right to water specifically. Next, I introduce the UN’s Protect, Respect and

Remedy Framework and the UN's Guiding Principles for Business and Human Rights (UNGPs) through Ruggie's book *Just Business: Multinational Corporations and Human Rights* (2013) and a review of the UNGPs aimed at businesses. Then, I elaborate on the theoretical literature regarding global value chain governance and global governance.

The literature review will show that, although much has been written and said on the human right to water, still much needs to be considered, especially concerning the corporate responsibility to respect human rights, global value chains and global governance gaps.

### **3.1. The Human Right to Water**

Section 3.1. reviews the most relevant scientific articles concerning the human right to water and its fulfilment for the purpose of this research project. Indeed, each of the four articles reviewed below inform on aspects of the human right to water and provide an insight into the challenges of the implementation of the human right to water on the ground.

#### **3.1.1. Ameyaw and Chan (2013)**

Ameyaw and Chan (2013) focus on public-private partnerships (PPPs) in fulfilling the human right to water. Following criticism about the underperformance of public water supply systems, countries including Ghana chose a different approach to resolve the issue and turned to public-private partnerships. By PPPs, the authors refer to partnerships in which the public sector turned the management, operations and/or water supply assets over to private actors. In the 1980s, this practice was generally and largely encouraged by Western liberals and international institutions such as the World Bank - as we saw was also the case for the privatisation of water in Chile under Pinochet. However, Ameyaw and Chan (2013) note that the literature does not cover the risks involved in PPPs in water supply systems. They thus set out to do just that: evaluate the risks linked to PPPs in the water supply sector and use Ghana as the subject of their case-study. They identify a total of 40 risks and classify them into eight categories: political and regulatory risks, operational risks, market and revenue risks, financial risks, relationship risks, project and private consortium risks, social risks, and finally third party risks.

Political and regulatory risks refer to risks linked to political instability and (local and national) government unpredictability. Operational risks refer to issues arising from unreliable energy supply (eg electricity shortages), initial poor asset condition, poor maintenance and so on, which can significantly drive up the costs of running water supply. Market and revenue risks are linked to consumers' ability and willingness to pay water bills, fluctuating demand, competition, and unstable energy and maintenance costs. Financial risks involve the inability to attract and secure public and private investment in these already risky projects. Relationship risks are risks that originate in disagreements between the public and private actors involved. Project and private consortium risks relate to disputed choices of the private operators. Social risks refer to risks of public disapproval of the private operator, lack of pro-poor policies and unfit PPP process. Finally, third party risks are associated with theft or disruption from third parties, or even from employees. This typology, Ameyaw and Chan (2013) hope, will provide a basis for risk management of water supply in Ghana. It thus addresses the initial issue of people not having access to water at all, and why solving the issue is complicated.

### **3.1.2. Baer (2015)**

Baer (2015) also examines the challenges in ensuring the human right to water. In particular, Baer looks at the Bolivian case where the state has made significant investments with the aim of fulfilling its duty. The article highlights the water war that took place in Cochabamba in 1999 after the state privatised water supply under the pressure of the World Bank. Indeed, following the privatisation, water prices rose by almost 300% leaving those who could not afford it without access to water. A local protest movement was formed which was successful in having the contract cancelled, rendering water supply to the care of a public company once again. Other similar successful campaigns took place in Bolivia in the following years (Baer, 2015). However, the return to public water supply did not solve all problems and Baer argues that Bolivia still has a long way to fulfil and protect the human right to water.

Indeed, the author identifies several reasons why fulfilling the human right to water may be difficult even for well intended states. First, there are no precise guidelines states can simply implement in order to ensure everyone has access to water. This leaves states alone in figuring out what approach to take. Second, it is difficult to assess the fulfilment of the right to water. Indeed,

Baer notes that unreliable or incomplete data due to transparency issues, corruption and mere capability make it difficult to determine exactly what percentage of the population actually has access to water. Thirdly, while states may have enshrined the right to water in their laws, it may still be difficult for right holders to have their rights protected. Indeed, access to remedy through courts may not always be at the reach of poor and disadvantaged right holders. Violating these people's right can thus be done in impunity, which increases the risk of third party abuse (Baer, 2015). Taking these elements into consideration, Baer examines the Bolivian government's approach and measures, and the actual results on the ground.

Concerning the government's approach to implement the human right to water, Baer concludes that the Bolivian government has followed the social guarantees' model after a World Bank study, which refers to an approach where the government explicitly references to human rights in its development policy enabling right holders to hold policymakers accountable. Looking at hard data such as budget allocation for the fulfilment of the right to water and official coverage rates are not enough, Baer argues, and suggests qualitative data is needed to get a full picture of the level of attainment of the right to water. She notes that Bolivia altered its constitution to enshrine the human right to water. Also, access levels have risen over the course of the years. However, the data shows disparity in access, with rural areas having poorer access to water than urban areas. Moreover, prices are unfairly allocated between consumers, with poor areas having to pay more for water than do rich neighbourhoods. The quality of water is also uneven. Finally, citizen participation and consultation is still very weak, which is a problem for the legitimacy of the government's efforts. Indeed, it prevents real accountability, which is paramount for the proper fulfilment of the human right to water (Baer, 2015).

### **3.1.3. Wutich, Beresford and Carvajal (2016)**

Wutich, Beresford and Carvajal (2016) explicitly refer to the human right to water in their paper. Indeed, their aim is to define the role played by informal vendors in providing water to poor areas in Bolivia. Like Baer (2015), Wutich et al. (2016) take the example of Cochabamba, Bolivia to examine water supply issues. However, unlike her, they do not look at the role played by the authorities to fulfil the right to water. Instead, they seek to understand how informal vendors fill in the gap between water supply and water demand. They note that an ever-increasing demand and

a maladjusted supply push prices up, all the while the quality of the water stays poor. Indeed, despite authorities' attempt to regulate these vendors, many still do not register their business and oversight remains bad.

Wutich, Beresford and Carvajal (2016) set out to determine the quality of the service provided by these informal vendors in Cochabamba's poor communities by conducting a series of interviews of both vendors and clients. Notably, the authors find that prices may fluctuate for several reasons. Firstly, premiums are paid by customers that need delivery in more dangerous neighbourhoods, or who are more difficult to reach because of distance or road conditions. Secondly, establishing a personal relationship with vendors, by becoming a regular customer, can drive the price down, or similarly include additional free water. Thirdly, the quantity purchased also impacts the per litter price of water: richer customers that have installed large underground tanks with a capacity of 2,000-10,000L pay 12 bolivianos per cubic meter of water, while poorer customers with 200L barrels pay 25 bolivianos for each cubic meter of water. Finally, the price of water may also fluctuate according to the price of gas (which fuels the delivery trucks).

Furthermore, the authors find that the quality of the water sold by informal vendors is uncertain. To begin with, there is no telling where the water comes from or how polluted and contaminated it might be. Some vendors have their water tested and certified by the authorities (for a 100 bolivianos fee), but many are not monitored at all, and customers are not always aware of these safety checks and certifications. Due to the number of informal vendors, authorities have not been capable of tracing the origins of much of the water sold, and customers still face very real risks related to the poor quality of water. What is more, the paper reflects a general unjust distribution of water among citizens of Cochabamba, many clients decry the fact that municipal water supply does not reach out to all, and that vendors are not reliable enough to solve the problem of water scarcity. Thus, Wutich, Beresford and Carvajal (2016) find that informal vendors play a crucial albeit not ideal part in the water supply sector in Cochabamba and much more can and should be done to improve the efficiency and quality of the (thus far unavoidable) informal water supply.

#### **3.1.4. Rodina (2014)**

Rodina (2014) investigates the implementation of the right to water in Khayelitsha, a poor township of Cape Town, South Africa. Acknowledging that South Africa has recognised the human

right to water in its constitution, and that people may have gained access to water in terms of basic infrastructural coverage, Rodina argues that an investigation into the lived experiences of users will provide the best understanding of the actual quality of the water services in terms of both quantity and quality of the water provided, as it may reveal elements that are otherwise invisible to the outside observer.

The author focuses on a still quite informal urban settlement, Site C, in the Khayelitsha township, which is undergoing infrastructural and housing upgrades. Access to safe drinking water is almost universally ensured by the local government in sufficient quantities, with 96,6% of households having access to basic water services within 200m of their home. However, Rodina points out that this access is unequal among the population of Site C. The housing upgrades mentioned above have brought about inequality between those who have access to water through communal service points and those who have in-house connections to the water supply system. Rodina's article exposes the social consequences of such inequality. By comparing the lived experiences of her interviewees, Rodina is able to capture four main differences between those who have access to water in their private homes, and those that must use public facilities. First, private taps and private sanitation present a clear hygiene upgrade as they are easier to keep clean unlike public facilities that many do not respect. Public taps and sanitariums thus pose a health risk for users that private facilities do not. Second, public facilities are significantly more unsafe than private ones, especially at night. Third, having one's own tap gives the user a sense of ownership, and will generally mean the user will not share with his or her neighbours because it represents a direct cost to the tap owner. Meanwhile, users at public facilities share the water which creates a sense of community, enables socialisation, although conflicts may also arise. Finally, because of the direct cost of using water in private homes, users tend to be more mindful of their consumption than are those who use public taps. In general terms, Rodina notes that these differences further marginalise those without formal housing (and therefore without private access to water) and causes tensions to exacerbate between populations because lack of private access to water becomes linked to dignity and feelings of disempowerment.

Although Rodina's research is very context-specific, it does bring forward a reality that is shared by many, but that has been overlooked up until now: physical access to water is not enough to ensure the human right to water. Issues of dignity, safety, social status, gender, among others, must also be taken into consideration.



### **3.1.5 Summary - the human right to water in scientific research**

Undoubtedly, the UN's adoption of resolution A/RES/64/292 has given the issue legitimacy and greater (at least official) attention although the literature review here also does show that the right to water was already a concern for researchers and policy makers prior to its explicit recognition by the UN in 2010. However, the literature review also reveals that the focus was on water supply issues: from the state's duty to provide water to water supply strategies - whether it is public, private or PPPs - and focus on the quality and cultural and social acceptability of the water services provided. Indeed, it appears that the literature generally ignores the indirect or hidden role played by businesses in violating the human right to water and thus neglects the corporate responsibility to respect human rights. This present thesis seeks to close the gap in the literature by looking at the impact business can and does have on people's human right to water. Section 3.2. sets the human right to water in the larger context of human rights through the business and human rights approach.

### **3.2. Business and Human Rights Approach**

The Business and Human Rights Approach is a relatively new field of scientific research, emerging in the 1990s. Recent literature (Buhmann, 2017; McCorquodale et al., 2017) are grounded in the United Nations' Protect, Respect, Remedy Framework and the UN's Guiding Principles for Business and Human Rights (UNGPs) which emanated from the Framework. Indeed, Buhmann (2017) critically examines an EU Directive to inform how further regulation on firms' human rights due diligence and non-financial reporting can better embody on the Framework's two first pillars. Based on the UNGPs, McCorquodale and his colleagues (2017) examine how firms carry out their human rights due diligence and assess the effectiveness of these efforts in terms of actual fulfilment of the corporate responsibility to respect human rights. Like these scholars, I use the the UN's Framework and the UNGPs as the starting point for my thesis. Therefore, the next two subsections review the Framework and the UNGPs respectively.

### 3.2.1. Ruggie (2013)

Professor in Human Rights and International Affairs at Harvard University, John Gerard Ruggie headed the UN mandate that led to the UN's Guiding Principles on Business and Human Rights (UNGPs). In his book from 2013, *Just Business: Multinational Corporations and Human Rights*, Ruggie describes the process that led to the UNGPs' creation, from the initial doubts and challenges, to the extensive scientific research and consultations that informed the Protect, Respect and Remedy Framework and eventually to the more concrete Guiding Principles themselves. Indeed, while the Framework highlights what should be done, the UNGPs tackle the *how* of the matter. In essence, the UNGPs seek to address the human rights related risks attached to globalization and international business. They build on the Framework's three pillars: the state's duty to protect human rights, the corporate responsibility to respect human rights, and access to effective remedy for right holders when their rights unfortunately have been infringed.

First, the state's duty to protect refers to states' commitment to the protection of right holders' human rights. It bears three aspects: states themselves must not violate human rights, they must protect right holders from third party infringements (eg. from businesses), and must ensure that right holders can enjoy their rights fully (Ruggie, 2013).

Second, the corporate responsibility to respect human rights means that business actors are expected not only to comply with the laws of the country in which they operate, but also to go beyond mere compliance when states fail to protect human rights. In other words, corporate actors have a responsibility to respect human rights regardless of states' willingness or capacity to enforce human right laws. In his work, Ruggie differentiates between a business' legal obligation to respect the laws, and its moral and social responsibility to respect human rights regardless of the laws. Ruggie determines that while complying with the laws of the host country grants companies a *legal* license to operate, respecting human rights is paramount for its *social* license to operate. Ruggie further argues that the responsibility to respect human rights become a "near-universal" social norm (Ruggie, 2013:92). Thus, Ruggie explains that corporate responsibility to respect human rights can be divided into three principled rules for businesses: "to not violate them, to not facilitate or otherwise be involved in their violation" (Ruggie, 2013:95). This formulation implies that the scope of corporate responsibility goes beyond a company's direct involvement in human rights violations. Indeed, the Framework and the UNGPs posit that beyond the direct adverse effects of a business' own activities, a company is responsible for violations that occur along its value chain and not only

within. For instance, a company is (ethically if not legally) responsible for violations that occur as a result of the activities of a supplier. Business relationships with a company that violates human rights may thus make one an accomplice (again, not necessarily in a legal sense) to such abuses. Making sure one's business partners also respect human rights is thus a company's own responsibility. The excuse that one simply didn't know about the violations is consequently invalid. This is one of the issues the UNGPs seek to address by providing the tools for businesses to assess the risks related to their operations and avoid any violation (Ruggie, 2013).

Third, the UNGP demand access to effective remedy for all right holders. According to Ruggie (2013), remedy may take three forms: judicial, state-based nonjudicial and nonstate-based. The first implies that states, as is their duty, protect human rights through judicial, that is legal ways. Providing judicial remedy implies the state has legislated on human rights and that its courts have the capacity to fairly settle disputes between right holders and third parties which have allegedly violated human rights. State-based nonjudicial remedy requires states implement non-legal, for instance administrative means for right holders to have their voices heard and for effective remedy to take place. Finally, nonstate-based remedy involves private actors such as firms and right holders or their representatives to come to agreement on the best recourse for any dispute. Any of the three recourse for remedy may be effective, provided the process is legitimate and fair. Generally speaking, the Framework suggests companies should have grievance mechanisms at local levels so that they quickly can address issues as they arise, rather than solely rely on the states' institutions which may be inadequately equipped to deal with these issues (Ruggie, 2013).

### **3.2.2. UN Guiding Principles on Business and Human Rights**

Of the 31 UN Guiding Principles (UNGPs), 14 are directed to companies. They are meant to help businesses uphold their end of the bargain, namely respect human rights.

Fundamentally, businesses are expected to respect human rights, which entails not infringing them and addressing the violations should they still occur (UNGP 11). This responsibility is distinct from businesses legal obligations to follow local laws (UNGP 23). Furthermore, this responsibility is not limited in time or space. Businesses are to uphold the international human rights standards wherever they operate and for however long they may operate somewhere (UNGP

23). To this end, the UNGPs suggest businesses develop measures to identify the actual and potential human rights risks linked to a business' operations, prevent abuses and remediate to any potential violation (UNGP 15, 17, 18 and 22). These measures should be reviewed at regular intervals to ensure they are still relevant and adequate as local circumstances may change (UNGP 17). Moreover, they should be based on internationally recognised principles and rights promulgated in the International Bill of Human Rights and the International Labour Organisation (ILO) conventions (UNGP 12). These latter should serve as benchmarks for companies. What is more, companies are expected to prevent and mitigate violations that could occur in relation to their operations even if they are not directly caused by the operations (UNGP 13). In other words, companies have a responsibility to respect human rights all along their value chains, regardless of whether they directly operate somewhere or not. Any violation occurring that is linked to their products or services is thus also at least partially their responsibility. Business relationships that a company holds therefore are a liability and companies should be aware that they may contribute indirectly to human rights abuses through those relationships (UNGP 13). Thus, companies must also have mechanisms to ensure themselves that their partners do not infringe human rights (UNHRHC, 2011).

The UNGPs acknowledge that small and medium sized companies do not have the same resources or leverage to prevent and mitigate human rights abuses. They also acknowledge that large companies may have so many business partners and so many operations that it may also be challenging to keep an eye on everything. Nevertheless, all companies retain a responsibility to control whatever is in their power to control (UNGP 14). Thus, regardless of size but relative to size and capacity, the UNGPs posit companies must explicitly commit to respecting human rights implying due diligence, reporting and establishing remediation processes (UNGP 16, 20, 21 and 22). Assessing potential as well as actual human rights risks, adjusting processes accordingly and communicating to outside stakeholders about the actions taken is paramount (UNGP 19, 20 and 21). Assessment must include relevant quantitative and qualitative evidence, and can be performed internally as well as through external audits (UNGP 20). Depending on capacity, priority may be given to supervise a certain operation or a business relationship in order to address a more acute risk (UNGP 24). The severity of human rights adverse impacts may be judged on the following parameters: the scale, scope and irremediable character of the impact (UNGP 14) (UNHRHC, 2011).

Nevertheless, the UNGPs remind business actors that performing due diligence does not absolve them of any abuse, and they may still be complicit (albeit not necessarily in the legal sense) to human rights violations (UNGP 17). To the extent that is possible, business actors must use their leverage to assure human rights are respected throughout their value chain (UNGP 19). According to the UNGP 19, “leverage is considered to exist where the enterprise has the ability to effect change in the wrongful practices of an entity that causes harm” (UNHRHC, 2011:21). Moreover, leverage can be increased through capacity-building or collaboration with other actors (UNGP 19). When a company still does not have the sufficient leverage, it should consider ending its business relationships or operations that turn out to be problematic, taking into consideration the consequences of such termination may have on human rights as well (UNGP 19).

Finally, despite a company’s best efforts though, it may still be involved in adverse impacts, and in such a case, a business must have grievance mechanisms accessible to all stakeholders (UNGP 22 and 29) and a remediation process to respond to these impacts (UNGP 15, 22 and 29). The UNGPs also take into account these contingencies. They maintain companies should be willing to participate in legitimate processes of remediation (UNGP 29). Such remediation may entail apologies, financial or non-financial compensation, sanctions, restitutions and increased efforts to prevent abuse from recurring (UNGP 25). For the process to be legitimate, it must be impartial, fair, accessible, predictable and transparent (UNGP 31) (UNHRHC, 2011).

In summary, the UNGPs aim to address the way in which businesses (and states) deal with human rights risks and impacts. For firms, the UNGPs sets up recommendations to guide firms towards effective due diligence, enforcement, assessment and remediation. In other words, the UNGPs aim to compel and facilitate the respect of human rights by corporate actors.

### **3.3. Global Value Chain (GVC) Governance theory**

This section takes a look at theories about global value chain governance. Global value chains refer to the series of diverse economic activities spread across different countries that are linked to the conception, creation, production, sale and end use of a product. Unlike supply chains that only comprise the physical supply, value chains also refer to all stages of a product’s creation and comprise intangible activities such as design or marketing.


### **3.3.1. Gereffi, Humphrey and Sturgeon (2005)**

Gereffi, Humphrey and Sturgeon's 2005 article provides a framework for analysing and understanding governance structures in global value chains. The authors identify three key variables that affect the balance of power between firms along a value chain and thus the way a value chain is governed. They are (1) the complexity of transactions, (2) the ability to codify transactions, and (3) the capability of the supply-base. From this analysis the authors derive a typology composed of five types of GVC governance namely market, modular, relational, captive and hierarchical. The next paragraphs expose the five types and explain how the three variables affect the governance design.

To begin with, let us look at the variables individually. The first, the complexity of transactions refers to how difficult it is to perform a task, to produce the product or provide the service. The complexity can be high (H) or low (L). The more intricate the product, the higher the complexity of transactions. The second variable is the codifiability of the transactions. This refers to how difficult it is to explain how to produce the product. The more tacit knowledge is required, the harder it becomes to codify the transactions. Again, the ability to codify the transactions may be high (H) or low (L). The third variable is the capability of the supply-base. This refers to suppliers capacity and capability to produce a product as demanded. Like the two other variables, it can be said to be high (H) or low (L). These binary differentiations between variables (H/L) generate a simple but useful way to understand GVC governance. In the following paragraph, I discuss the combinations of these variables using merely the letters H and L to denote the state of each variables. Every time, the first letter represents the complexity of the transactions, the second reveals the ability to codify the transactions, and the third informs the capability of the supply-base.

Indeed, having three variables, there are eight combinations possible. However, the researchers excluded three of them following simple logic. Firstly, if a transaction is simple it ought not to be difficult to codify - this excludes two combinations: LLL and LLH. Secondly, if a transaction is simple and easily codifiable, a supply-base that is unable to fulfil its mission would simply be excluded from the value chain, thus eliminating the LHL combination. We are therefore left with five possible situations: market (LHH), modular (HHH), relational (HLH), captive (HHL)

and hierarchical (HLL). The table below recaps the five types of GVC governance as established by the authors (2005).

Governance type	Complexity of transactions	Ability to codify transactions	Capabilities in the supply-base	Degree of coordination and power asymmetry
Market	Low	High	High	Low
Modular	High	High	High	
Relational	High	Low	High	
Captive	High	High	Low	
Hierarchy	High	Low	Low	High

In what the authors call *markets* buyers and sellers along a value chain interact on the basis of price and product specifications. “Transactions are easily codified, product specifications are relatively simple, and suppliers have the capability to make the products in question with little input from buyers” (Gereffi, Humphrey and Sturgeon, 2005:86). In this type of value chain, both suppliers and buyers are independent of each other. Either party may choose to change business partner with relatively low costs and exchanges are largely based on the price of the product.

*Modular* value chains are characterised by the fact that all three variables qualify as “high”. In other words, the product is complex, but it is also easily codifiable and the suppliers are very capable. These value chains are defined by arm’s length relationships between buyers and suppliers, flexibility and independence of both suppliers and buyers.

*Relational* value chains exist when the product is complex and the supply base is highly capable, but it remains difficult to codify the product’s specificities. As a result, the buyer will maintain a close relationship to its supplier in order to best transfer the tacit knowledge needed to make the product. In these types of value chains, switching business partners generates high costs because of the very nature of the knowledge needed to produce a product. It is therefore important for the buyer to keep close ties to its suppliers as the latter then has critical knowledge about the product in question. Trust and social ties may play a role in these types of value chains, as well as contracts that protects intellectual property.

*Captive* value chains are characterised by the fact that although the transactions are highly codifiable, the product at hand is complex and the supply base is not very capable. Consequently, buyers need to keep greater control over its suppliers to ensure that the products are produced correctly. This creates a dependence where suppliers need their buyers to lead them. Moreover, it creates a situation where buyers will want to prevent other buyers from using the same suppliers so that their competitors do not reap the fruits of their own efforts in building supply capability.

Finally, *hierarchical* value chains are defined by the high complexity of the product, the difficulty to codify the needed knowledge and the low capability of suppliers. This results in the lead firm choosing to keep production in-house rather than outsource.

It should further be noted that these five types of global value chains are not static, and while a value chain may start out to be captive for instance, it could evolve into a modular value chain if the supply-base's capability increases. Such changes in the dynamics of value chains are exemplified in the authors' article, and one particular example is of interest here. According to the authors, fresh vegetables which have evolved from a market value chain to a more explicitly coordinated value chain. Gereffi, Humphrey and Sturgeon (2005) note that during the 1980s, supermarkets began to see an opportunity to differentiate themselves from their competitors by improving the quality of their fresh vegetables. To follow such a demarcation strategy however, demanded greater coordination with their fruit and vegetable suppliers. Moreover, supermarkets also had to comply with increasingly more demanding environmental, labor and food safety standards. This also required greater coordination and scrutiny. The authors thus argue that with the increased complexity of transactions, these value chains became modular: high complexity of transaction, high ability to codify the information, and high supply-base capability. Supermarkets require more from their wholesale suppliers. Further down the value chain, the authors argue that the chain has evolved into a relational type: wholesale buyers (importers and exporters) have very close relationships. According to the authors, a British importer will for example only have a single Kenyan exporter - although it may have business ties with exporters from other countries, it will have but a single one for each country. Finally, the increased demands have pushed many exporters to vertically integrate the production of fruits and vegetables. Thus the move has been in the direction of hierarchical or at the very least captive relationships between exporters and farmers.



### **3.3.2. Ponte and Sturgeon (2014)**

By combining a theory of linkages and convention theory, Ponte and Sturgeon (2014) propose a modular theory of GVC governance. Their work aims to explain the governance of GVC at three levels: micro, meso and macro. This section is dedicated to exposing the work of Ponte and Sturgeon (2014) and to extract the theoretical tools that will be useful in the later discussion. First, I shortly survey the theory of linkages and the convention theory as presented by Ponte and Sturgeon (2014).

As we saw above, Gereffi, Humphrey and Sturgeon (2005), three elements determine the kind of linkage firms have with one another: the complexity of the information they exchange, the codifiability of the information, and the capabilities of the trading firms. Convention theory posits that there are six conventions by which two trading firms within a GVC settle norms for the quality of the traded product: market, industrial, domestic, civic, inspirational and lastly opinion (Ponte and Sturgeon, 2014).

Ponte and Sturgeon's article (2014) then looks at the three levels of value chains in a step by step manner to analyse the overall GVC governance. At the micro level, Ponte and Sturgeon's analysis focuses on the individual node in a GVC. Using linkages and conventions, the authors argue, allows a better understanding of the operations of a GVC at each node. Linkages and conventions can be different for every node. At the meso level, the authors' modular theory of GVC governance (2014) analyses how the linkage mechanisms and conventions in one node can travel up and down the value chain to other nodes. This allows to determine what nodes are the most important for the overall value chain. Finally, Ponte and Sturgeon's theory (2014) allows to analyse the GVC governance at a macro level by bringing the micro and meso levels of analysis with external macro factors such as regulation, institutions, business systems, consumption patterns and influence of NGOs, labour unions or even social movements at large.

The last point Ponte and Sturgeon (2014) raise is the polarity of GVC governance. Based on earlier literature which posits that one firm leads a GVC (unipolar governance), the authors support the idea that GVC governance lies on a spectrum between unipolar and multipolar. They claim both internal actors (ie. Firms within the GVC) and external actors can govern a GVC. They argue that these powerful actors compete for power and influence within the GVC's governance. Another article by Ponte (2014) builds on this idea of polarity in GVC governance. In

it, Ponte shows that the governance of a GVC can change over time from unipolar to multipolar – and arguably vice versa. Indeed, he shows that different actors can have different interests within a GVC and may compete for influence on governance. Moreover, Ponte (2014) demonstrates that the governance lead in a GVC can be held by a non-firm actor like a state. In his 2014 article Ponte focuses on the biofuels GVC governance as an example of GVC governance that shifted from unipolar and state-led to multipolar.

Having looked at the literature regarding GVC governance, I now focus on the global governance literature, that is the literature that concerns itself with how to regulate business activity in a globalised world where national states are not always in a capacity to oversee and govern economic activities that are geographically far apart. Thus, my thesis will also rely on the work of Abbott and Snidal (2009) and Fransen (2012).

### **3.4. Global Governance theory**

#### **3.4.1. Abbott and Snidal (2009)**

In a chapter entitled *The Governance Triangle: Regulatory Standard Institutions and the Shadow of the State*, Abbott and Snidal (2009) contend that because of the global nature of production, national states no longer have the capacity of efficiently regulating industries. As a result, governance gaps have emerged and new actors have stepped in and devised voluntary schemes aimed at filling in these gaps. These new actors are both supranational in the form of international organisations (IOs) and private in the form of firms and non-governmental organisations (NGOs). Although they do not replace the state, they complement its governance by setting up regulatory frameworks that firms then voluntarily adopt and implement. Abbott and Snidal (2009) refer to these frameworks as regulatory standard-setting (RSS) schemes. RSS schemes may be developed unilaterally by one set of actors or they can also be the product of a cooperation between a range of actors like individual states, intergovernmental organisations (IGOs), firms and/or NGOs. Although they are not judicial institutions, RSS schemes exert

normative pressures on their members as well as non-members to comply with their standards (Abbott and Snidal, 2009).

In their study of these RSS schemes, Abbott and Snidal (2009) have developed the concept of the governance triangle which works as a mind map to identify the type of governance in RSS institutions. By examining the governance of any RSS institution, one can place the institution in the governance triangle according to participation proportion of different actors. In short, the governance triangle enables to classify an RSS institution in terms of what actors have the most influence and power within it, and thereafter compare it to other RSS institutions. Figure 1 depicts the governance triangle developed by Abbott and Snidal (2009). The seven zones represent the different governance combinations possible. Zone 1-3 depict governance by a single set of actors: states (1), firms (2), and NGOs (3). Zones 4-6 portray governance by two sets of actors: states and firms (4), NGOs and states (5), and firms and NGOs (6). The last zone (7) encloses RSS institutions that encompass all three types of actors.

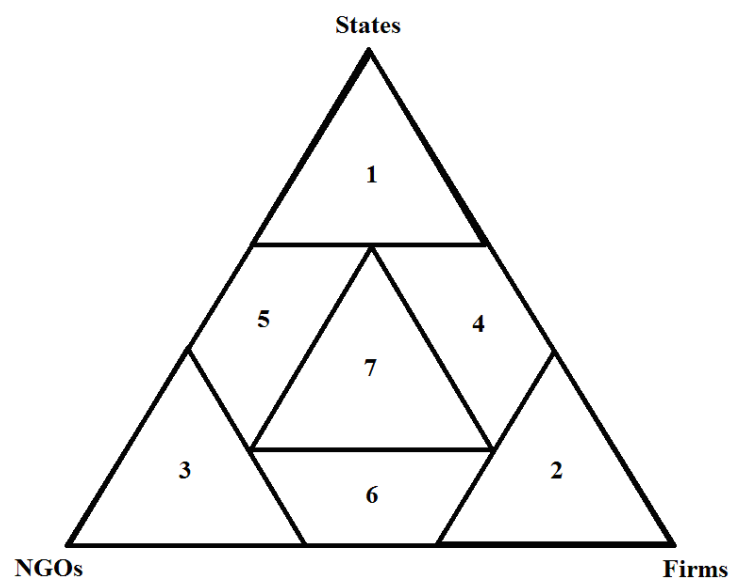


Figure 1. *The Governance Triangle*. Source: Abbott and Snidal (2009)

Moreover, Abbott and Snidal (2009) examine which type of RSS governance is best suited to solve global production issues. The authors identify four key competencies, namely independence, representativeness, expertise, and operational capacity that are essential for the regulatory process (Abbott and Snidal, 2009). This regulatory process is defined by five tasks: agenda-setting (A), negotiation (N), implementation (I), monitoring (M), and lastly enforcement (E) - and is also referred to as the ANIME-framework. Thus, Abbott and Snidal (2009) argue that the

better an actor's above mentioned competencies, the stronger its bargaining power and the greater its legitimacy in each step of the regulatory process. Furthermore, the authors expose which competencies the three types of actors possess and which part of the regulatory process they are essential to.

Firms are by nature profit seeking and are therefore reluctant to regulation that may interfere with that goal. However, firms are also concerned about their reputation, and so may be inclined to adopt standards that improve their image. Still, firms will of course prefer to set the standards themselves so as to ensure the standards do not impede profits. Thus, Abbott and Snidal (2009) determine that firms lack independence because of their profit interest. It deters the legitimacy of solely business-driven standard-setting institutions, especially when it comes down to the monitoring and enforcement of standards. Firms are, however, crucial in the implementation phase of the regulatory process as standards of global production directly affect their activities. They are also important in the negotiation phase because they are the first concerned with the adoption of new standards and have great expertise in the field in which they operate in (Abbott and Snidal, 2009).

NGOs are a very diverse group of actors. Indeed, NGOs represent a wide variety of causes from wildlife protection to labour rights to economic development. Their common characteristic, however, is that they are fundamentally value-driven (Abbott and Snidal, 2009). Moreover, because they are experts in their field, and are viewed as independent, they enjoy great legitimacy in the agenda-setting, negotiation and monitoring phases of the regulatory process. They therefore exert great normative pressure on other actors to create standards and comply with them. However, they are relatively weak actors by themselves and rely much on the cooperation of other actors (Abbott and Snidal, 2009).

At the national level, states are (ideally) actors that represent public interest rather than defending specific private ones. On the international scene, however, they represent the “private” interest of their nation and economy. By contrast, IGOs are value-driven actors in that they operate to further common international interests based on sets of values. However, because their members are national states, competition for influence within IGOs is commonplace, and this may result in the advancement of the interest of some nations to the detriment of the IGOs own values. Still, state actors are viewed as highly legitimate and important actors in most phases of the regulatory process (Abbott and Snidal, 2009). Indeed, they have the resources to act as experts, they are independent from the private interest of firms and are representative of their nation's interest.

Only during the implementation and the monitoring are they less important actors. This is due to the fact that they lack the operational capacity to implement standards at firm level – only firms can do this – and lack the operational capacity to monitor firm behaviour at the international level (Abbott and Snidal, 2009).

Abbott and Snidal (2009) suggest that the most effective type of governance must come from a truly hybrid type of governance because the three types of actors can thus combine their specific competencies in the most efficient and legitimate way throughout the regulatory process. Empirically though, most RSS schemes are found in zone 1 and (increasingly) in zone 2 (Abbott and Snidal, 2009).

### **3.4.2. Fransen (2012)**

Fransen (2012) explores the struggle for legitimacy faced by multi-stakeholder initiatives and purely business-driven programmes that seek to regulate value chain governance. Let us first look at the definitions of these concepts as formulated by Fransen (2012). On the one hand, there are multi-stakeholder initiatives (MSIs) which are regulatory schemes imagined, shaped and launched by a group of diverse actors. Indeed, such initiatives bring together business actors, governmental agencies, international organisations, unions and other non-governmental organisations to tackle a particular issue, eg. labour rights. In such schemes, all participants have an equal voice and decision power which allows all to push forward their agenda. Businesses concerned with any given issue addressed by the initiative may participate voluntarily and accept the standards drawn up and apply them to their organisation. The participation of non-business actors ensures that the initiatives have fair internal mechanisms to monitor the implementation of the scheme.

On the other hand, we have business-driven programmes. These are also volunteer based. However, unlike multi-stakeholder initiatives, these programmes are initiated solely by business actors, that is firms and business associations, and although they might let other actors play an advisory role, the latter do not have any decisional power. As such, they tend to favour business interests, and have only come into existence as a response to the emergence and proliferation of MSIs. Indeed, business-driven programmes seek to seize control of the creation of standards so as to develop only self-regulatory standards. Consequently, it is easy to imagine that the two types of regulatory schemes may come into some competition, especially in terms of seeking legitimacy and

recognition. Indeed, Fransen (2012) notes that in recent decades, voluntary regulatory schemes have multiplied, and that while multi-stakeholder initiatives may originally have had an advantage in terms of legitimacy, business-driven programmes have caught up with the former. The article seeks to answer how.

Fransen (2012) introduces a model to show the causality linkage between the governance design of a regulatory scheme and the external support a programme is likely to galvanize. In short, Fransen (2012) argues that the more legitimate the design (i.e. the more fairly distributed the power of decision is between members of a governance initiative) the more legitimate the whole initiative is going to appear to external censors. In other words, because business-driven programmes exclude other stakeholders from decision making, they lose credibility and legitimacy in the eyes of the outside stakeholders and society at large. Conversely, multi-stakeholder initiatives (MSIs), which embrace the views of many different actors and gives all an equal say in the decision making, have a more inclusive governance design and therefore inherently possess greater legitimacy than their business-centric counterpart. According to Fransen (2012) there exists on top of these two ideal types a third type: business-driven programmes that look like MSIs. These programmes are ones where the decision making power is ultimately in the hands of business actors, but other stakeholders can play an advisory role in the programme.

Moreover, Fransen suggests that these three types of governance designs are not static. Fransen identifies three mechanisms that occur as a consequence of the competition for legitimacy between different regulatory programmes. First, he suggests that as business-driven programmes have emerged, they have generated a regulatory race to the bottom that has lowered the legitimacy MSIs. Second, in an effort to gain legitimacy, purely business-driven programmes have sought to display aspects of MSIs governance - this is the *decoupling hypothesis*. Finally, Fransen identifies the *paradox of empty promises hypothesis* which posits that because business-driven programmes have boasted of incorporating other stakeholders, they have had to live up to their inclusive reputation, and include other stakeholders more and more, thus moving towards becoming real MSIs.

Fransen (2012) uses the example of the Foreign Trade Association's (FTA) Business Social Compliance Initiative (BSCI) to illustrate how programmes can evolve following the three mechanisms presented just above. At the very beginning, the FTA was open to the idea of creating a MSI. However, this idea was quickly abandoned because members opposed it, and the BSCI was presented as a business-driven programme (race to the bottom hypothesis is confirmed). However,

as Fransen (2012) recounts, the BSCI soon began to engage with societal actors and wanted to create an advisory stakeholder board that would supervise the programme while still keeping these stakeholders at arm's length. The refusal of Oxfam and others to join this board was a setback for BSCI to gain legitimacy, but not a full halt. Indeed, BSCI then pursued the endorsement of the multi-stakeholder programme Social Accountability International's (SAI) for its programme. By adjusting the BSCI to the standards set by SAI, it hoped to gain some MSI legitimacy. SAI eventually agreed and the BSCI became a business-driven programme that looks like a MSI (decoupling hypothesis is confirmed). To round up, Fransen argues that while the BSCI is at present a business-driven programme with MSI characteristics, the programme could evolve in any direction in the future, depending on the pressures it is under.

## **4 . Methodology**

### **4.1. Philosophical considerations**

Behind any scientific research lies philosophical considerations that are important to acknowledge explicitly. Indeed, the way we view and conceptualise the world, and what we regard as valid and scientific knowledge, both have great bearing on the way about which we go about studying the world around us.

In social sciences, on the one hand, naturalists, also called positivists, believe that regardless of our experience of it, there is an objective reality, a "real world" that exists independent of us. To understand and explain phenomena that occur in this "real world" a scientist needs only observe, record and think about the observations to be able to come to conclusions about the way this "real world" exists and functions. The observer, according to the naturalist perspective, is believed to be objective and unbiased. His observations can thus readily be used to understand the "real world" that he observes. Knowledge is valid when it is factual and has been tested empirically (Moses and Knutsen, 2012). Social constructivists, on the other hand, believe that *social* facts like human rights, are the product of human agency and exist only because we as individuals agree that they exist. They thus do not exist in any "real world" and are dependent on our experience of them. Consequently, there are as many realities as there are observers (Moses and Knutsen, 2012). These realities are thus subjective and contingent on the historical and cultural context of the observer

(Jørgensen and Phillips, 2002). As a result, even factual statements are value-laden. This does not prevent scientific research, however. Social constructivists focus not on the “real world” but on the human experiences of it, that is, the multiple perceptions that exist of that world. Reaching one universal truth is therefore excluded, and the social constructivists prioritise singular truths and understanding human agency (Moses and Knutsen, 2012). These two philosophies of science are two poles of a spectrum, and researches may find themselves anywhere along this spectrum.

For my part, I position myself on the side of social constructivism. Indeed, although I recognise the existence of a “real world”, I argue that when it comes to certain phenomena, like human rights, it is difficult to separate the object of study from individuals’ experience and interpretation of it. Indeed, the subject under scrutiny here, namely the human right to water, is not rooted in nature: the human right to water, as a human right, is a product of *human* agency. As such, it exists only in a socially constructed manner: human rights exist only because, and as long as, we as individuals and as societies recognise their status, their legitimacy and their authority. For instance here, although this thesis deals with the human right to water, it is Coop’s experience or interpretation of it that is of interest really. Therefore, I contend that taking a social constructivist approach to the issue at hand is the most sensible way to deal with it and answer the research question.

The rest of the thesis’ methodology derives from these philosophical considerations. Indeed, the research design, the choice of data and the method used in the thesis all reflect my social constructivist approach. The aim of the thesis is not to capture a universal truth about human rights, not even about the particular human right to water. Rather, the purpose of this paper is to add another piece of knowledge to a very large puzzle. The aim is to answer the research question and by that provide a better understanding of one aspect of human rights. Further research will inevitably be needed. Having said that, I will now present my research design and defend the choices made upstream of the analysis.

## **4.2. Research design**

After reading Danwatch’s report on the water scarcity issues related to the production of avocados in Petorca, Chile, I decided to enquire further into issues concerning water scarcity and agriculture. I found myself asking what business actors further up the value chains for such products



could do to prevent and mitigate human rights violations related to the human right to water in agriculture. The literature review will in parts show this inquiry effort. In the meantime, it allowed me to form my research design. I excluded a large survey of many cases because it would only yield a superficial answer as I would not be able to investigate many firms in depth in less than eighty pages. My ambition to propose concrete advice and recommendations to business community led me to design a project that would yield tangible results. My research question was made very precise: *How can Coop improve its corporate respect of the human right to water in its global value chains for avocados?* to encapsulate the desire I had to stay concise in my answer.

As the question reveals, I focus on a single firm, Coop. A study of a single case allows me to go deeper into detail with the specifics of the issue. By limiting my focus to a single company, I am in a better position to capture the particulars of the issue, to gather a fuller understanding of how companies incorporate the human right to water and human rights more generally in their global value chain governance and management. The choice to focus on Coop specifically can be explained by the fact that not only does Danwatch's report reinstate Coop's commitment to the respect of human rights, but can also be attributed to the fact that Coop is the biggest player in Danish food retail in terms of market share.

Moreover, the research question asks how Coop can *improve* its corporate respect of the human right to water in its global value chains for avocados, which requires that I begin by determining what Coop's current efforts and achievements in that regard are. Based on the data collected - which I address in the next subsection - the analysis will determine what Coop is already in terms of respecting the human right to water within its global value chain for avocados, get a sense of Coop's overall attentiveness to the human right to water and human rights more broadly, as well as examining Coop's governance of its value chains. This work will allow me to analyse how Coop may then *improve* its corporate respect of the human right to water in its global value chains for avocados using the theoretical framework found further down in the methodology section. The discussion that follows the analysis will seek to bind the singular analyses together and propose a compound take on the issue at hand.

### **4.3. Data collection**

This subsection discusses the process by which I selected the data used in the thesis. The aim of the thesis being to find out what Coop could do to *improve* its corporate respect of the

human right to water for its global value chains for avocados, it was primordial to establish what Coop was *already* doing to respect the human right to water. Not having the means to investigate Coop's value chains for avocados on my own, I relied on what information Coop could and would provide. It follows that two options remained regarding the data: using Coop's corporate social responsibility (CSR) reports and contacting Coop directly to carry out interviews with relevant managers. I decided that I would pursue both options, as I reckoned interviews could provide complementary information.

Coop's CSR reports are openly available on Coop's website. CSR reports communicate a company's progress with regards to its social responsibility. What the latter entails remains rather vague, and it is up to individual firms to decide what their social responsibility covers exactly. However, as we will see later, Coop eventually chose to follow the ISO 26000 standards concerning CSR reporting, which posits that firms must report on human rights, working conditions, environment and climate, good business practices, consumer relations and societal development (Coop, 2016). Thus, Coop's CSR reports should provide clear-cut and reliable statements on Coop's official policy regarding the human right to water in regard to its value chains for avocados. Naturally, I acknowledge that Coop has an incentive to present itself in the best light possible, but regardless of the subjective nature of these reports, they convey the company's vision for the respect of human rights, and give an indication of the real efforts and progress made by Coop to fulfil its responsibility to respect human rights. Surely, if Coop was taking specific measures for the human right to water in its avocado supply chains, it would be covered in the CSR reports. The absence of such measures would likewise be telling. In other words, any other topic covered (or likewise *not* covered) provides information concerning Coop's awareness, attentiveness and action concerning those topics. Furthermore, because they are Coop's unfiltered and official discourse on its CSR policies, the reports represent a primary source of data. The CSR reports are therefore perfectly suitable for the purpose of this thesis.

However, I was not able to conduct any interviews as I received no answer to my request to be granted an interview. The mail I sent Coop's CSR director, Thomas Roland, asking for an interview to discuss Coop's efforts to respect the human right to water in its global value chains and the mail I received back can be found in the appendix (Appendix 1).

Still, Coop's CSR reports represent a significant amount of empirical evidence. Indeed, although not all reports are equally long, overall, there are over 200 pages of report. An interview with Thomas Roland or another manager at Coop would certainly have been a bonus, but

I reckon the information that I would have gathered would be very similar to the official discourse found in the reports.

Thus, I used Coop’s eight CSR reports, spanning from 2009 to 2016 to conduct a thematic analysis to retrieve data concerning Coop’s policy on the human right to water in avocado value chains. 2009 is the first year for which Coop wrote a report, which concurs with the requirement from the UN’s Global Compact for a “Communication on Progress” as well as Danish law’s (Årsregnskabsloven §99a) requirement for the country’s largest firms to report on their CSR policy and initiatives. 2016 is the last available report.

Reviewing all eight reports allowed me to distinguish an evolution in Coop’s reporting, in the topics covered yearly, and how certain punctual events are related by the company. I present the data in Section 5 in the form of an overall presentation of Coop as well as summaries of the eight reports in chronological order, highlighting the more relevant parts of the reports. For further detail on the basis of my analysis, I direct the reader to the **Appendix 2-9**. Indeed, the tables found in the appendix chart quotes from the reports that indicate how Coop addresses the following topics: water, human rights, global value chain governance, and participation and involvement in regulatory standard-setting schemes. In other words, whenever Coop’s reports highlight aspects that are related specifically to the issue at hand, I extracted that meticulously so that the data section would reflect it. The themes that are extracted from the reports, are arranged into codes according to the theoretical framework, which I develop in the next subsection. For each report, I thus organised the units of data into tables under each category of theme/code. The table below demonstrates the format in which I organised the data collected and located in the thesis’ appendix.

<b>Code / Theme</b>	<b>Unit of data / quote from report (year:page)</b>
The human right to water	
UNGPs	
Global value chain	
Global governance	

The themes directing my review of the reports follow the theoretical framework. Thus, under the theme “the human right to water” I chart quotes from the report that indicate Coop’s

awareness of and concern for the human right to water. Likewise, under “UNGPs” I report quotes that show Coop’s appreciation and commitment to its corporate responsibility to respect human rights at large. Under the code “Global value chain” I present data referring to global value chain issues and governance. Finally, under “Global governance” I note Coop’s participation in or tie to regulatory standards-setting schemes and certifications. Moreover, it should be noted that as Coop’s CSR reports are written in Danish, I personally translated each quote (or unit of data) into English. Attached to each English translation is the original quote in Danish.

In its entirety, the data presented in section 5 shows the status on Coop’s efforts concerning its respect of the human right to water in its global value chains. From this data results, I apply the theoretical framework that I present just below, to form recommendations as to how Coop may *improve* its corporate respect of the human right to water in its global value chains for avocados.

#### **4.4. The applied theoretical framework**

This thesis’ analysis is based on two elements: the data results presented in section 5 and the application of a theoretical framework to that data. This subsection will now expose this framework along four main strands of literature: the human right to water, the business and human rights approach, global value chain governance theory and ultimately global governance theory. The section endeavours to show the application and the relevance of each strand of literature to the present research.

##### **4.4.1. The human right to water**

In this thesis, I seek to determine how Coop may improve its corporate respect of the human right to water. Establishing what the appropriate fulfilment of the human right to water is, is therefore necessary to judge the current state of its fulfilment in Coop’s value chains. The UN resolution A/RES/64/292 stipulates that for the right to water to be respected, water must be clean and safe, culturally acceptable, accessible, available and affordable. These requirements are primordial because if one of them is not met, then the human right to water is not met. The literature review showed that previous research has focused on different aspects of the human right to water.

Ameyaw and Chan (2013) focused on the challenges faced by the private sector in Ghana to fulfil the right to water which have consequences of the accessibility of water for rightholders. Baer (2015) investigated the accessibility, affordability and quality (cleanliness, safety, cultural acceptability) of water in Bolivia. Others focus on issues of availability, safety and affordability in Bolivia (Wutich, Beresford and Carvajal, 2016). Others still examined the cultural aspect of the human right to water in South Africa (Rodina, 2014). Together, this literature informs the thesis in the sense that it shows how the definition provided by the UN resolution A/RES/64/292 (UNGA, 2010) translates in scientific research and frames the way in which my research is attentive to the different aspects of a complex topic such as the fulfilment of the human right to water. Still, the UN resolution on the human right to water serves as the definition that I use to identify Coop's respect of it in its global value chains for avocados and its governance. In other words, it serves as a standard against which I can compare and judge Coop's respect of the human right to water. Moreover, it will serve as the baseline for further improvement of Coop's corporate respect.

#### **4.4.2. Business and Human Rights Approach**

The business and human rights approach is an ethical approach to business. It underlines the need for businesses to incorporate human rights issues into their core activities. It posits that firms have a corporate responsibility to respect human rights throughout their value chains. This responsibility exists regardless of the state's duty to protect human rights, regardless of the size of the firm, regardless of when and where it operates, and regardless of whether it operates directly or through a supplier or other business partner. Consequently, a firm must perform due diligence to ensure that its suppliers do not infringe on human rights, and must periodically revise its mechanisms to ensure the respect of human rights in its value chains. Moreover, the business and human rights approach states that firms must report on their continuous efforts to respect human rights. The approach acknowledges that these requirements are not easily met, and concedes that depending on the size and capacities of a firm, respecting human rights may pose challenges. Small and intermediate firms may not have the resources to supervise all stages of their value chains, while large firms may have so complex value chains that they are tricky to oversee perfectly. However, regardless of these challenges, albeit relative to them, firms must show continuous efforts to respect human rights to the best of their ability by making use of their leverage. Capacity-building and collaborations with other actors may be ways in which firms may increase their

leverage and address human rights issues. In any case, firms should deal with the most acute human rights risks first and foremost. To this end, firms should identify the human rights risks present in their value chains and prioritise action relative to the severity of the risk. Although the firm's *legal* license to operate might not be put into question, the approach argues that human rights violations along a firm's value chains question its *social* license to operate.

This thesis embraces the concept of corporate responsibility to respect human rights and seeks to establish how it can be implemented in practice with regards to the human right to water in Coop's global value chains for avocados. In particular, the thesis will focus on the notion of leverage which takes its origin in UNGP 19 and is introduced in the literature review. As a reminder, UNGP 19 considers "leverage [...] to exist where the enterprise has the ability to effect change in the wrongful practices of an entity that causes harm" (UNHRHC, 2011:21). In other words, Coop will be said to have leverage to the extent that it is able to influence an entity to redress wrongful doing that is causing human rights infringements. Thus, the business and human rights approach is the point of departure for this thesis. Based on the assumption that Coop has a corporate responsibility to respect human rights, I will analyse Coop's leverage and assess its corporate respect of the human right to water before offering advice on how it may apply and increase its leverage.

#### **4.4.3. Global Value Chain Governance**

With the definition of the human right to water and the conviction that businesses have a corporate responsibility to respect human rights, I apply global value chain governance theories to analyse and discuss how Coop governs its own value chains with regards to human rights. Gereffi, Humphrey and Sturgeon (2005) allow me to analyse the nodes along Coop's global value chain for avocados and argue how a requirement to respect the human right to water may alter the linkages at each node along the company's global value chain for avocados. Ponte and Sturgeon (2014) then allow me to analyse the meso-level, that is to examine the way in which a decision from Coop's part might affect the nodes all along Coop's global value chain for avocados. The authors' approach also allows me to consider the macro level of Coop's global value chains for avocados.

#### **4.4.4. Global Governance**

Global governance takes a high angle to address global issues for which national states cannot regulate unilaterally. Using Abbott and Snidal's ANIME-framework (2009), I can identify what role Coop could potentially play in advocating for the human right to water at a global scale. The authors' governance triangle and their discussion on legitimacy in global governance allows me to identify existing regulatory standard-setting schemes and advice Coop on the type of scheme that would be preferable to promote, protect and respect the human right to water in avocado value chains. Fransen's discussion on the struggle for legitimacy faced by business-driven programmes (2012) will likewise be used to discuss the usefulness of collaborating with other actors when seeking to regulate business activities on a global scale.

#### **4.4.5. Summary**

Thus, each strand of literature used in this thesis serves as a means to comprehend the issue at hand. In other words, these four strands of literature deliver the theoretical framework that will be applied in the later analysis and will nourish the discussion that follows in section 7. Indeed, in the analysis, I will apply each strand of literature separately, extracting recommendations through each theoretical lense. In the discussion, I will consider how each strand of literature contributes to the debate and allow myself to combine the four lenses in order to provide an overall assessment of how Coop can improve its corporate respect of the human right to water in its global value chains for avocados.

#### **4.5. Delimitations**

This subsection delimits the scope of my research. The thesis seeks to answer the research question, and the scope of the thesis is thus naturally delimited by it. It follows, therefore, that my research focused solely on Coop and its corporate respect of the human right to water in its global value chain for avocados. As such, then, other companies, even Coop's competitors, other human rights and other global value chains lie beyond the scope of the thesis. Moreover, it is important to note that the thesis concerns itself with the supply of avocados, and therefore deals

with Coop's global value chain *downstream*, and does not address Coop's upstream customers or other actors Coop is linked to upstream.

The thesis does not ambition to provide a framework that is universally applicable to any firm or any human right. The aim is to answer the research question posed, which exclusively concerns Coop's corporate respect of the human right to water in its global value chain for avocados and the conclusion to which I will arrive will answer that specifically.

As a consequence, further research concerning business and human rights will inevitably be needed to investigate beyond the delimitations of this thesis. In the meantime, this thesis will contribute to the literature surrounding the human right to water, business and human rights and global value chain governance.

## **5. Case results**

The case results presented in this section were found by closely examining Coop's CSR reports over the period 2009-2016. I begin by introducing Coop to the reader through a short overall presentation of the company. I then summarize each report individually and display each report's main points. This chronological inspection of Coop's CSR reports gives the reader an insight into Coop's CSR efforts over the years. As noted in the methodology section, my theoretical knowledge on the issue at hand is the lense through which I read the CSR reports, and to the extent that the reports deal with the themes presented in the methodology section 4.3., namely the human right to water, business and human rights, global value chains and global governance, the summaries also reflect these themes. Moreover, I direct the reader to the appendices 2-9 (referred to here as A2-A9) which complement this section with quotes from the reports catalogued according to the table presented in the methodology. However, the case results below should provide ample insight into Coop's CSR policy and in particular to the themes mentioned above which are of key interest to this research project.



## 5.1. Presentation of Coop

In this thesis, Coop refers to Coop Danmark A/S, a Danish retail company that owns a range of supermarket chains throughout Denmark, Greenland and the Faroe Islands, namely Kvickly, SuperBrugsen, Dagli'Brugsen, LokalBrugsen, Irma A/S, Fakta A/S as well as the online shops coop.dk and irma.dk. As its name suggests, Coop is owned by the 1.7 million members that make up the cooperative Coop Amba. In total, Coop was employing over 40.000 people across 1174 stores and its administrative offices in 2016. With annual revenues approaching 50 billion Danish kroner, it is the largest Danish food retail company in terms of revenues. Coop also represents 37% of the food retail market (Coop, 2017; Coop, 2017).

The size of Coop can also be presented in terms of its many suppliers. Indeed, Coop holds 2.500 different suppliers across the globe. This gives an appreciation of the complexity of its global value chains. To face some of the challenges present in managing such extensive value chains, Coop has chosen to join several programmes and initiatives of which I will now relate the ones that recur most often in Coop's CSR reports (Coop, 2017).

First of all, Coop joined the UN's Global Compact (UNGC) in 2008. Driven by the UN, it is a multi-stakeholder initiative that unites states, local governments, NGOs, universities and think tanks, and businesses in a movement that strives for sustainable business practices and including the universal respect of human rights (UNGC, 2017). As part of its commitment to the UNGC, Coop has had to report on its progress concerning its corporate social responsibility (CSR) efforts every year since 2009.

Another initiative that Coop has joined and which is cited in every CSR report is the Business Social Compliance Initiative (BSCI), a business-driven programme that promotes due diligence in respect to human rights in business activities, more specifically in supply chains. The BSCI offers tools, notably its Code of Conduct, to businesses so that they may more readily face the challenges of respecting human rights throughout their global value chains. The BSCI is based on the International Labour Organisation's conventions, the UN Guiding Principles (UNGPs) and the OECD Guidelines for Multinational Enterprises (BSCI, 2017) - all three of which advocate the respect of human rights in business activities.

On a more local level, Coop also participates in the national initiative Dansk Initiativ for Etisk Handel (DIEH) which translates to Danish Initiative for Ethical Business. In fact, Coop is one of the co-founders of the initiative. DIEH is a multi-stakeholder initiative that connects

businesses, business associations, NGOs, unions and governmental bodies to address issues of sustainability and human rights in international business. Its focus is to provide Danish businesses with the solutions to resolve issues arising in their supply chains in developing countries (DIEH, 2017). Like the BSCI, the DIEH also relies on international norms such as the UNGC, the UNGPs, the OECD Guidelines for Multinational Enterprises and the International Standardisation Organisation's guidance on Social Responsibility (ISO 26000).

ISO 26000, which Coop also follows, provides a set of guidelines and training for businesses to follow in order to fulfil their social responsibility commitments within their organisation and their value chains. Rather than a standard that can be certified, ISO 26000 help companies' determine what their social responsibility is and how they can act in a social responsibly way (ISO, 2017).

These four examples of programmes and initiatives that Coop has joined are mentioned repeatedly throughout Coop's own CSR reports. They thus appear to represent the four most important programmes for Coop's efforts to ensure and promote the respect human rights in their management of their global value chain.

## **5.2. 2009 CSR report**

The 2009 report is organised around four key concerns: environmental issues, health issues, climate issues and issues of ethical character (A2). From the onset of the report, Coop acknowledges its responsibility as a corporate actor to positively address these issues (A2) and discloses 10 goals for each category of issue (Coop, 2010).

To address its environmental impact, Coop focuses on promoting organic products, its own environmentally friendly product line Änglemark and other certified products (eg. MSC and FSC certified fish and wood respectively (A2)). Concerning health issues, Coop's main focus is promoting and diversifying the "Nøglehullet" label, a certification for healthy foods. In terms addressing climate change, Coop pledges for instance to reduce its carbon emissions by 12% and its energy consumption by 10 % using 2008 emissions and energy consumption as a baseline (Coop, 2010).

Eventually, Coop discusses ethical trade focusing particularly on fair trade. For example, Coop wants to double its sale of fair trade products, increase their number by at least 25 and raise consumer awareness. Furthermore, Coop aims to form partnerships with African farmers to create a product line that generates development through trade. Coop also dedicates several pages regarding its suppliers and its governance of its global value chains. Coop commits to training its Asian suppliers to comply with Coop's requirements, arrange audits of suppliers and promote the UN Global Compact initiative and Dansk Initiativ for Etisk Handel (DIEH) (A2). In the report, Coop describes the auditing process in detail. Intercoop, its co-owned Asian buyer for non-food goods, and a member of the Business Social Compliance Initiative, sets requirements for producers. Audits focus primarily on safety and working conditions for workers. Follow-up audits are carried out whenever the factories do not entirely live up to Coop's standards (A2). In 2009, 569 audits were performed and Coop's aim is to have all 1300 factories audited by 2011. Likewise, for food and non-food products from other regions, Coop purchases through either its own purchase department or through Coop Trading which is in charge of Coop's own brand supply (A2). Human rights are not explicitly mentioned in the ethical trade section of the report. (Coop, 2010).

The report also touches upon its in-house and upstream CSR policies, like food safety, human resources, safety at work and employee well-being. Finally, the report refers to the United Nations' Global Compact initiative, listing its ten principles (Coop, 2010).

### **5.3. 2010 CSR report**

Coop's CSR report 2010 is not in an actual report format. Instead, the company links to a website that presents the different sections of the report on different pages from which it links to. However, it is essentially structured the same way as the 2009 report and focuses again on four key issues: environmental issues, health issues, climate issues and ethical issues. I review here Coop's progress in reaching the targets set in the 2009 report and highlight specific cases when relevant.

Concerning environmental issues, Coop has come a long way in meeting its goals. Notably, Coop has doubled the range of MSC-certified fish compared to 2008 and their sales have increased by 70%. In promoting healthy lifestyles, Coop has reached five goals, among them that of

reaching a 80% consumer awareness of Nøglehullet certification. In regards to fighting climate change, the 2010 report reflects the challenges linked with reducing carbon footprint and energy consumption: none of the targets are yet fully met (Coop, 2011).

Regarding ethical issues the 2010 report reaffirms its commitment to improving the working conditions of employees in its suppliers' factories on the basis of codes of conduct, auditing and dialogue with suppliers (A3). Coop reports 732 audits performed across 413 different factories, which represent 44% of the factories Coop's subsidiary Intercoop trades with in Asia. The section on ethical trade also reviews Coop's progress in promoting fair trade (A3). Coop introduced at least 25 new fair trade products and the sales of fair trade products increased by 19% compared to 2009 and 67% compared to 2008. Moreover, the report also mentions Coop's efforts to develop a range of products aimed at promoting trade and development in Africa (Coop, 2011).

The report also includes a section on how each supermarket chain implements Coop's policies at their individual level and one on the UN's Global Compact in which the report reiterates Coop's commitment to the principles and sums up how its CSR policies fall under the different principles.

#### **5.4. 2011 CSR report**

The 2011 CSR report does not differ much from the previous one. Environmental issues, health, climate change and ethical trade are again the four main topics addressed.

In terms of environmental issues, Coop reports great progress. Indeed, out of the 10 targets, only three are not fully reached yet. In promoting a healthy lifestyle, Coop is also successful: only one target is not completely met yet. Concerning Coop's efforts to combat climate change by tackling its own carbon footprint and energy consumption, the report notes that the company has made progress. For instance, Coop has reduced its carbon emissions by 12% and sales of eco-friendly products have doubled (compared to 2008) (Coop, 2012).

According to the report, efforts to address ethical issues have likewise been fruitful. Regarding the monitoring of suppliers' ethical performance, Coop reports 467 audits carried out across the 971 factories Intercoop trades with. The results of audits further show a remarkable improvement has taken place compared to previous years and confirm that Coop complied with

BSCI required rate of  $\frac{2}{3}$  approved audits (A4). In general, the section reaffirms Coop's commitment to improve working conditions for employees in its value chain, and focuses on the actions taken with Asian suppliers (Coop, 2012).

Again, the report also reviews the different supermarket chains and how the policies are implemented in each. It also contains a section dedicated to the UN's Global Compact, where on top of listing the principles, it gives an overview of how the policies it has presented fall under the principles. The report ends with an account of the company's HR policy.

### **5.5. 2012 CSR report**

Coop's 2012 CSR report is particularly short, only 16 pages. Moreover, unlike the previous two reports, it takes the shape of a regular report in PDF-format. Its structure is also different from previous years. Climate change and concerns about the environment are addressed in the same chapter. Thus, the 2012 report has three chapters: climate and the environment, health and finally ethical trade.

The two pages highlight a new product, namely minced meat mixed with 20% minced vegetables, to illustrate its "green" policy translates in reality. Coop also reinstates its commitment to sustainable fishing and forestry through the MSC and FSC certification respectively, in fact removing eel from its stores because the fish is a threaten species (A5). The chapter on health focuses mainly on a campaign promoting healthy meals among middle schoolers (Coop, 2013).

Finally, concerning Coop's efforts on ethical trade, the report has one principle focus: the new Savannah initiative. Savannah refers to partnerships between Coop and African farmers with the aim of promoting development through trade (A5). The report allocates three pages to it displaying testimonies of 8 volunteers having visited Savannah farms in Uganda and Kenya. The Coop Savannah project sees to show similarities with the fair trade, although the report does not disclose much about the precise workings of the project. Actually, the 2012 report only touches upon fair trade products sold by Coop (unlike the focus in previous reports) (A5). Unlike previous reports, the 2012 CSR report does not deal with labour rights, or auditing of suppliers in Asia, nor does it refer to labour or human rights (Coop, 2013).

Thus for 2012, Coop seems to have chosen to only compile a number of stories reflecting its CSR policies, rather than explicate its policies and targets.

## **5.6. 2013 CSR report**

The 2013 CSR report is built around six chapters: human rights, working conditions, environment, good business practice, consumer relations, societal development and involvement. It is noteworthy that human rights are now explicitly referred to and put in the forefront of the report (A6).

The human rights' chapter takes up 3 pages out of a 25 page report. It reinstates Coop's commitment to respecting human rights and assures human and labour rights are taken into consideration when entering new trade partnerships with suppliers (A6). It also reveals that Coop itself joined BSCI in 2012 and that the company fulfils the BSCI's requirement in terms of the number of approved audited suppliers (A6). Moreover, while auditing had thus far only encompassed factories producing non-food products, Coop pledged to begin reviewing suppliers of food products (A6). Furthermore, the report refers to another initiative that Coop has joined in 2013, namely the Accord on Fire and Building Safety in Bangladesh which targets working conditions in the Bangladeshi garment industry (A6). The chapter goes on to displaying Coop's policy its own shops and administrative departments in Denmark, discussing equal opportunities to all, working environment, and safety in its warehouses (A6) (Coop, 2014).

The report next chapter deals with working conditions, more specifically those of Coop's own employees in stores and the administration emphasising its collaboration with the labour union LO, its commitment to promote women in leadership (A6), and the wellbeing of its 38,000 employees. In the following chapter, the report gives several examples of measures taken to address environmental issues, for instance, developing new packaging that is both greener and easier to recycle and installing supervision systems that monitor and optimise energy consumption. In its chapter on good business practices, Coop states its strict stance against corruption and bribes referring to its code of conduct (A6). Suppliers sign off on Coop's code of conduct and agree to being audited based on it (A6). The chapter presents Coop's engagement in Africa through the Savannah product line meant to address the economic and social challenges met by the farmers and

their communities (Coop, 2014). In consumer relations, Coop focuses on food safety controls and the phasing out of potentially dangerous chemicals in their own products. It also states that it requires suppliers for its own brands to replace regular palm oil with palm oil certified by the Roundtable for Sustainable Palm Oil (RSPO) if palm oil makes up any more than 2% of a product (A6). Likewise, the report promotes organic products as well as other certifications (eg. MSC, FSC and fair trade (A6)). Finally, it reviews initiatives taken in Denmark to involve its stakeholders like its partnerships with NGOs (eg. Care Denmark) and the GoCook campaign that involves middle schoolers.

### **5.7. 2014 CSR report**

Coop's 2014 report focuses again on six main areas: human rights, working conditions, climate and environment, good business practices, consumer relations and societal involvement.

The human rights chapter opens with a case of uncovered violation of Coop's code of conduct in a tuna factory in Thailand (A7). As the report acknowledges, Coop cannot do much on its own, and collaborating internationally with other actors yields more convincing results, which is how Coop addressed it (A7). Coop contacted the BSCI to approach jointly the International Labour Organisation (ILO), Thai authorities and other customers of the factory (A7). Together with 25 other customers, Coop sent a letter requiring prompt improvements. Within a couple of months, the factory had rectified its wrongdoings (A7). Moreover, Coop reinstates its commitment to upholding human rights in its value chain and underlines the importance of its participation in the BSCI and DIEH in that regard (A7). The report also states Coop performed enough audits to reach BSCI's requirement of approved audits. Furthermore, Coop endeavoured to train its managers and its buyers to be attentive to human rights issues in their supply chains (A7). The report highlights its division in Bangladesh that was already covered in the 2013 report as well as Coop's hiring of marginalised job seekers in Denmark (Coop, 2015).

Concerning working conditions, the 2014 report notes on the Coop's success in to decreasing work related accidents with 33% since 2012 (A7). Moreover, it discusses breaking women's glass ceiling within the organisation and mentions its relation with the labour union LO.

The chapter on the environment and climate informs the reader of action taken to ease recycling for consumers, its own waste recycling (including turning organic waste into biogas), reducing food waste by 10% compared to 2012 by eg. donating unsold foods. In this chapter, Coop also pledges to remove herbicides from its assortment due to their impact on groundwater and shows concern regarding fabric softeners effect on aquatic environment (A7). The next chapter reviews Coop's good business practices - namely Coop's anti-corruption policy, its code of conduct and its political work more broadly (A7). Coop is engaged in political debates to influence public policies concerning eg. animal welfare, organic farming, and food waste. The chapter also gives an update of the Savannah project (A7). Coop's consumer relations' chapter uses an example to show how Coop tackles food safety concerns. Following authorities' alert about the presence of listeria bacteria in cold cuts, Coop immediately removed the products from the stores and revoked any sold meats (A7). Thus, despite the national scandal that this incident represented, Coop was not directly affected by it. The chapter also raises concern for chemicals in products or packaging. Coop has thus removed fluor from its packaging, and has prohibited it from that of suppliers. The chapter also reviews different certifications schemes making it easier for customers to consume responsibly. Regarding Coop's societal involvement, the report highlights the GoCook project and Coop's participation in the yearly political rally on Bornholm. Moreover, the report declares how much the yearly fundraising campaigns for charities have yielded (Coop, 2015).

## **5.8. 2015 CSR report**

Coop's 2015 CSR report opens with a reaffirmation of Coop's commitment to sustainability (A8). Like the previous two, it is divided into six chapters addressing human rights, working conditions, the environment and climate, good business practices, consumer relations and societal development in that order (Coop, 2016).

Human rights are given 6 pages out of 32, more than any other chapter, and are the first subject to be tackled. It begins with the company's code of conduct which reflects Coop's commitment to the UN Global Compact and its involvement in the BSCI (A8). With reference to the BSCI and notes noticeable improvements thanks to international cooperation (A8). For example, the report mentions the list of risky countries developed by the BSCI, which Coop uses to identify



which suppliers they should be extra watchful of. To that effect, Coop has extra requirements for these suppliers and use third party auditors to monitor compliance (A8). What is more, although Coop has mainly focused on non-food suppliers in Asia previously, the report announces that greater attention will be given to food product suppliers, even if the supplier is not located in a risky country (A8). The report reveals a case in tomato production in Italy, where migrant workers were exploited. In collaboration with DIEH and their British and Norwegian counterparts, Coop pressured Italian authorities and local organisations to address the issue with Italian tomato suppliers (A8). A due diligence report was published for Coop to apply to other supply chains. The report also mentions Coop's participation in the Bangladesh Accord and cutting ties with a supplier who refused to change practices to comply with the standard (A8). Moreover, the chapter also comprehends the collaboration with LO and human resources policies about diversity and gender equality (Coop, 2016).

The next chapter concerns working conditions and focuses on employee satisfaction and safety at work. The report reflects Coop's satisfaction with results including a 30% drop in accidents between 2011-2015 and a reduction in robberies leading to psychological repercussions from 20 in 2012 to 1 in 2015 (A8). The chapter about the environment and climate, the report focuses again on Coop's energy consumption and waste management. It thus notes a 3% decrease in its energy consumption and efforts to recycle and transform organic waste into biofuel. It should also be noted that this chapter also shows concern for groundwater with regards to conventional farming (A8). The next chapter addresses good business ethics. In it Coop announces the signing of the EU Supply Chain Initiative, which promotes fair competition and contractual respect in the food retail industry. The chapter also discusses Coop's code of conduct, audits, corruption and consequences for suppliers that do not comply (A8). It then reviews Coop's Savannah project and voices the usefulness of dialogue with societal actors such as NGOs (A8) (Coop, 2016). The chapter on consumer relations addresses chemicals in products, food safety, product traceability and overall transparency. It lists various certifications schemes and assures Coop's efforts to promote them. With regards to organic farming for instance, Coop commits to doubling the sales of organic products by 2020 (compared to 2015). The 2015 report ends on a chapter addressing Coop's role in societal development where it promotes the GoCook initiative as well as Coop's contribution to charities, including the Danish Red Cross (A8) (Coop, 2016).

## 5.9. 2016 CSR report

The structure of the 2016 CSR report differs significantly from previous years as the chapters reflect: Short about Coop, Better products, A strong consumer voice, Balance in our footprint, A responsible workplace, Strategy and framework for responsibility.

The first chapter introduces the company and its complex value chain and retraces the company's history. It also acknowledges that Coop's corporate responsibility goes two ways: upstream to its customers and downstream to its suppliers (A9). It carries on assuring continuous dialogue with NGOs and other stakeholders, and referring to the international standard on social responsibility ISO 26000 and its own code of conduct (A9). Concerning its responsibility towards customers, the report refers to sustainable and healthy products available to them (Coop, 2017).

"Better products" deals with the way in which Coop ensures the products it sells are produced responsibly. This chapter acknowledges the strain on natural resources and the environment at large that a global rise in consumption has led to. Consequently, the report conveys a sense of urgency to address this issue sustainably (A9). For Coop, this means promoting products certified as for example fair trade, organic or sustainable (eg. RSPO, MSC, FSC, Änglemark). By 2025 Coop aims to sell only MSC fish for instance. The production of palm oil and soy is also put under spotlight in the report. While palm oil been under Coop's radar for some years, the production of soy is a relatively new issue (A9). Coop have begun addressing the issue in 2016 by mapping out how much soy takes up in Coop's supply chains, to understand the full scale of the issue for the company. In terms of managing human rights risks in their value chains Coop uses its membership in the BSCI and its own code of conduct to monitor its suppliers (A9). Generally speaking, Coop reports that 97% of its risky suppliers (both food and non-food) are approved after audits. Concerning Coop's Savannah project, the report names a Human Rights Impact Assessment report that investigated the value chain for Savannah coffee (A9) (Coop, 2017).

A strong consumer voice refers to customer relations. The chapter lists ways in which Coop communicates with consumers. Moreover, the report recounts that Coop participated in the yearly political rally on Bornholm where it exchanged with both politicians and civil society (A9). The chapter called "balance in our footprint" deals Coop's impact on the environment and climate. The banner target is to recycle 95% of Coop's waste by 2020. Concerning food waste, the report says Coop will optimise its purchasing policies, lower prices just before end date, donate to charities and turn waste to biogas. With regards to easing recycling, Coop reports  $\frac{2}{3}$  of its own

products have guidelines. Coop further pledges to reduce energy consumption by 20% by 2020 compared to 2014. The following chapter deals with employee safety and wellbeing (A9). Accidents decreased by 5% in 2016 and Coop spent 2000 hours to educate employees about safety and facing robberies. The report also reaffirms Coop's commitment to promote diversity and equal opportunity (Coop, 2017).

The strategy and framework for responsibility chapter, finally, lists how Coop's initiatives and policies contribute to the UN's Sustainable Development Goals (SDGs). The latter are a group of 17 goals created and endorsed by the UN meant to address the world's most pressing issues. For example, auditing suppliers contributes to SDG 12, Responsible Consumption and Production. The chapter also offers a table that organises Coop's policies according to the ISO 26000 framework on social responsibility: human rights, working conditions, environment and climate, good business practices, consumer relations and societal development. For instance, with regards to human rights, the table lists Coop's code of conduct, its membership to the Bangladesh Accord, the Savannah project, and its policy to promote women in leadership. The chapter also lists the initiatives of which Coop is a part of, for example the UN Global Compact, the BSCI, and the Supply Chain Initiative (Coop, 2017).

## **6. Analysis**

This chapter will seek to make sense of the data presented above by applying this thesis' theoretical framework. The four theoretical lenses formed from each strand of theory - the Human Right to Water, Business and Human Rights, Global Value Chain governance theory and Global Governance theory - will generate four perspectives on Coop's corporate responsibility to respect the human right to water in its global value chains for avocados. To render the analysis more clear, I will therefore use each theoretical lens one after the other, assessing firstly what Coop is presently doing to respect the human right to water before formulating recommendations.

## 6.1. Coop and the Human Right to Water

The newly recognised human right to water does not appear explicitly in any of Coop's CSR reports. However, it is indirectly referred to in certain passages in the reports when Coop discusses environmental issues (Coop, 2015; Coop, 2016) as well as one instance of when Coop promotes a campaign by the Danish Red Cross (Coop, 2016). Indeed, both in 2014 and 2015, Coop was attentive to the contamination risk that certain chemicals represent for groundwater. In the 2014 report, Coop announces that it will phase out weed killers and fabric softener because it is concerned for the environmental impact those products have on groundwater (A7). Thus, implicitly, Coop's concern is for the safety of drinking water in Denmark, and therefore the human right to water. In the 2015 report, Coop again mentions its concern for the quality of groundwater, when it uses that as an argument to turn to organic farming rather than conventional farming (A8).

Moreover, the 2015 report, Coop presents its partnership with the Danish Red Cross concerning a campaign to finance access to water (Coop, 2016). Indeed, the report displays a campaign poster from the Danish Red Cross which explicitly states "4,000 children die each day in the world's poorest countries because they lack access to clean water and sanitation" (Coop, 2016:32; A8). Although it is not Coop's own sentence - it is found in its report and indicates Coop's support of the Danish Red Cross work in realising the human right to water.

Thus Coop's attention to the human right to water is minimal and arguably accidental. Indeed, the Red Cross' campaign so happens to regard the human right to water, but it is not because it deals with the issue that Coop shares it. Coop publishes the poster because it exemplifies its partnership with the humanitarian NGO. Moreover, the company's concern for groundwater as embodied in its policy to remove polluting herbicides and fabric softeners shows only limited awareness of the issues related to the human right to water in agriculture. Therefore, it appears Coop's awareness to the human right to water is insufficient to deal with it correctly and may explain why no attention has been granted to the human right to water in Coop's global value chains for avocados.

It is therefore paramount that Coop acknowledges the human right to water, understands its far-reaching implications for its operations, including but not limited to its global value chains to avocados, and grants it the attention it is due.

## 6.2. Coop and the Corporate Responsibility to Respect Human Rights

Concerning human rights at large, the data collected shows a rather significant concern on the part of Coop. Moreover, a chronological review shows that human rights are increasingly important to Coop. Indeed, while the CSR reports for 2009-2012 make no mention of human rights explicitly, the reports for the years 2013-2016 explicitly recognise and address human rights issues. However, when Coop does address human rights, it focuses primarily on labour rights: for instance its auditing efforts to ensure compliance with its code of conduct in its Asian suppliers' factories. For instance, the case of the infringement in a tuna factory in Thailand and the actions taken by Coop as result indicates that Coop takes these matters seriously. Coop's commitment to respecting human rights is also embodied by the company's determination to address discrimination within its own organisation (eg. regarding gender discrimination and women's glass ceiling). Thus, the reports show that Coop has an understanding of its corporate responsibility to respect human rights and that it comprehends that its corporate responsibility goes beyond its own organisation.

However, Coop's awareness of its corporate responsibility to respect human rights appears to be limited to preventing direct involvement in its value chain. Indeed, although Coop alludes to human rights risks linked to unsustainable forestry, palm oil production or conventional agriculture for instance, the reports never make a direct link between these practices and Coop's own corporate responsibility to respect human rights nor does it even refer to these issues explicitly as human rights risks. Human rights risks arising *along* its global value chains are thus disregarded.

Addressing infringements that are or may occur along its global value chain is just as much Coop's responsibility. Therefore, to live up to its responsibility to respect human rights, Coop must also have mechanisms to identify, address and remediate human rights risks along its global value chains for avocados. Moreover, the UN's Guiding Principles posit that companies are expected to use their *leverage* to influence other actors. This implies that Coop is also expected to use its authority on its suppliers to bring about change in the way the latter operate so as to ensure the human right to water is respected throughout Coop's global value chains for avocados. Moreover, the existence of Coop's leverage cannot be disputed since Coop's reports clearly show that Coop was able to pressure suppliers into compliance with regards to other human rights. Although the issue at hand is that of the human right to water in avocados' value chains, there is absolutely no reason to assume that Coop should have no power over its avocado suppliers. Thus, I

posit that Coop undoubtedly has leverage that it may use in order to improve its corporate respect of the human right to water in its global value chains for avocados.

How this leverage can be employed and how Coop may increase it will be addressed in the next two subsections of this analysis when I use global value chain governance theory and global governance theory to form recommendations for Coop. Indeed, both theories deal indirectly with this notion of leverage presented in the UNGPs and suggest ways in which leverage may materialise.

### **6.3. Coop's Global Value Chain Governance**

Coop has a highly complex global value chain with several hundred different suppliers, 2,500 to be precise according to the 2016 CSR report (A9). This may explain the lack of attention granted avocados. Indeed, none of the reports mention any supervision over the production or routing of avocados.

This section will seek first to understand why Coop has not been more attentive to its global value chain for avocados, and then suggest how the company could govern its global value chain for avocados so as to ensure the human right to water is respected throughout. Indeed, as we saw in the previous section, unawareness of an issue does not diminish a firm's corporate responsibility to respect human rights (Ruggie, 2013).

The data shows that there is a number of ways in which Coop seeks to govern its value chains. Firstly, it has a code of conduct that it makes suppliers sign and adhere to. The code of conduct states that Coop's "social responsibility concerns the rights, health and safety of workers and local societies involved in our supply chain" and that its "environmental responsibility concerns [...] sustainable use of natural resources in the goods and services sourced by the Coop Group" (Coop, 2017:1). It also stipulates that suppliers "must ensure that its subsuppliers comply" with the code of conduct (Coop, 2017:1). Secondly, Coop carries out regular audits or has an external party carry them out following BSCI methodology and requirements. These supervising efforts are useful, as the Coop reports noticeable improvements in compliance over time. Indeed, when issues do arise, for example with the case with the tuna factory in Thailand in 2014, the company addresses it right away. With the assistance of its network, Coop was able to resolve the problem within a few

months and ensure compliance once again (A7). Furthermore, the code of conduct warns that if a supplier continues to violate the code of conduct, this may have consequences on future collaboration between Coop and the supplier.

These elements suggest that Coop keeps a close eye on its global value chains, at least when it comes to certain suppliers or products. Indeed, Coop's close supervision of Asian non-food supplier is based on a risk-based approach and BSCI's list of risky countries. Thus, it would appear that Coop's lack of attention to the global value chain for avocados is due to a lack of awareness of the human rights risks related to their production with regards to water overconsumption and its consequences on the human right to water. However, Danwatch's report has now unarguably made Coop aware of the issue in Petorca, Chile, and surely also of the fact that avocados regardless of origin present a risk to the human right to water.

When looking at the issue from the perspective of Gereffi, Humphrey and Sturgeon's theory of linkages (2005), it becomes apparent that until now, Coop had been regarding avocados as a simple product, that is, that Coop has assumed that the complexity of the transaction is *low*. As a consequence, Coop and its suppliers were interacting on *market linkages*, characterised by low complexity of transaction, high ability to codify the transactions and highly capable supply-base. Indeed, as we saw in the literature review, when the complexity of a transaction is low, firms automatically operate under simple market rules: supply and demand determine the price, and the relationships between buyers and sellers are flexible and independent. Thus, price, rather than the assurance that avocados were produced responsibly will have been the determining factor in the wholesale purchase of avocados.

Knowing now, as we do, that avocados represent a human rights risk at least in terms of the human right to water, Coop's management of its global value chains for avocados should be adapted accordingly so that it may ensure its corporate respect of the human right to water in its global value chain for avocados.

I contend that *market linkages* are not adequate to ensure the respect of the human right to water because the production of avocados that requires the respect of the human right to water is complex. In other words, such avocados present a *high* complexity of transactions to use Gereffi, Humphrey and Sturgeon's terminology. Indeed, a requirement demanding that the production of avocados should not violate the human right to water is a product specification that makes the product more complex to produce.

However, it is also rather simple to codify the transactions, that is, it is simple to give clear instructions that the suppliers must follow in order to respect with the human right to water. Indeed, clarifying what the human right to water is and having a code of conduct or other set of rules for suppliers to follow is rather a straightforward matter. Water must be safe, clean, accessible, available, affordable and culturally acceptable. As the literature review showed, breaking these conditions further down is simple, and thus the ability to codify transaction is also *high*.

Referring back to Gereffi, Humphrey and Sturgeon's typology (2005), two types of linkages are thus still adequate: *captive* and *modular*. Captive linkages involve a poorly capable supply-base, while modular linkages involve a highly capable supply-base. Since the CSR reports do not address the global value chains of avocados, I cannot determine the capability of the supply-base based on the data. Danwatch's report gives examples of avocado plantation owners who have paid fines for violations which have impacted the availability of water to nearby communities - but who have according to the report not changed their behaviour (Danwatch, 2017). This does not indicate a lack of capability as much as that of a lack of willingness to respect the human right to water. However, that may still be regarded as *low* capability of the very base of the supply-base, that is of the farmers.

Therefore, based on Gereffi, Humphrey and Sturgeon (2005), Coop should make sure that the entity which deals directly with avocado producers keep the latter *captive* and builds up suppliers' capacity. This *captive* relation between farmers and what is most likely a wholesale buyer, does not need be representative of the entire value chain, however. Indeed, wholesale buyers are likely to be much more capable, and thus, a *modular* linkage - characterised by complex transactions, an ease to codify requirements about the transactions and highly capable suppliers - are more likely to be the norm between wholesale buyers and Coop (or any other intermediary firm). Within Coop's departments, from the CSR department that may present the idea of tighter control of the value chain for avocados, to the department in charge of wholesale purchase, different nodes may exist, but all those are characterised by Coop's internal hierarchical governance.

This schematisation of Coop's global value chain for avocados concurs with Gereffi, Humphrey and Sturgeon's argument (2005) that the type of linkage between nodes at different levels of a value chain may be different. Moreover, if we imagine that Coop has several wholesale suppliers of avocados, depending for instance on the country of origin of the fruit, as is likely the case, we can also suppose that some wholesale suppliers might be less capable and thus require *captive* linkages, or we may imagine that some avocado producers are already highly capable or



would eventually become capable thanks to capacity-building efforts and would in time not require as much control as other producers and will have *modular* linkages with the wholesale supplier.

In short, by reconsidering the complexity of avocado product requirements and reassessing the capability of its supply-base, Coop could improve its corporate respect of the human right to water. Indeed, Coop would most likely begin working with its avocado suppliers like it does with its non-food suppliers in Asia. An additional set of guidelines on top of the existing code of conduct could be a easy instrument to ensure that all its suppliers and subsuppliers are aware of and agree to conform to Coop's requirements concerning the respect of the human right to water. As the data noted, Coop has continuous dialogues with its suppliers and carries out regular audits. Such continuous exchange with avocado producers and wholesale suppliers, as well as internal and external monitoring like the ones depicted in the CSR reports would be fitting to ensure that the requirements regarding the human right to water in avocado production are met.

If we consider Ponte and Sturgeon's modular theory of global value chain governance (2014), we can look at Coop's value chain for avocados from three levels of analysis: micro, meso and macro. Above I performed what the authors would designate as a micro-level analysis. Indeed, I inspected each node within Coop's global value chain for avocados and, using the theoretical framework, identified the type of governance pattern I would expect to arise Coop's global value chain for avocados.

At the meso-level of analysis, Ponte and Sturgeon (2014) contend that the power structure are inherently connected to the type of linkage and governance type that travel up and down the value chain. In other words, by examining how linkages in one node may influence that of other nodes, I can determine the relative power of one actor in the global value chain.

Coop's ability to impose requirements on its suppliers and subsuppliers (as the data shows it does with suppliers for other products) - whether it be in the form of its code of conduct or any other means - implies that Coop works as a lead firm in the value chain. This brings me to the concept of polarity in the governance structure of the overall global value chain, suggesting that Coop can also adopt a leading role in its global value chain for avocados.

However, at the macro-level, other factors external to the global value chain may influence and determine its governance. Such factors may for instance be the influence of an NGO like Danwatch, national or international regulations, or even consumption patterns like a boycott campaign. Thus, Coop should be aware that external factors can impede in its governance as much

as internal actors may contest its position as leader. In fact, over time, Coop may have to share influencing power and decision power with other actors - internal or external to the value chain for avocado - for example states that regulate the production or competing firms that likewise shape the environment in which Coop operates. According to Ponte and Sturgeon (2014), the governance of a global value chain may have several power poles. Unfortunately, the data extracted from the CSR reports provides no information about the international institutional environment, nor the national or international competition that Coop faces. It is therefore not sufficient to infer on the specific external factors that may affect Coop's global value chain for avocados, nor to infer on whether those potential influences would support or impede Coop's efforts to respect the human right to water.

In summary, this theoretical perspective suggests that Coop can impose itself as the lead firm in its own global value chains for avocados by taking the initiative to address the human rights risks related to the human right to water, in the production stage particularly. Coop may endorse the leader role in its global value chain for avocados by imposing the respect for the human right to water throughout its global value chain for avocados, for instance through a set of principles and guidelines that are made contractual for suppliers. Imposing the respect for the human right to water to its own departments first, the policy and guidelines will trickle down the value chains all the way to avocado farmers. These measures will alter the type of relationship Coop has with its suppliers (and all the business relations in the value chains) and will require that Coop engages actively with its value chain and suppliers to monitor implementation and enforce compliance.

Having used global value chain governance theory to analyse how Coop can improve its corporate respect of the human right to water in its global value chain for avocados, I now turn to global governance theory to inform another suggestion about how Coop can improve its corporate respect of the human right to water.

#### **6.4. Addressing the Human Right to Water through Global Governance**

This section looks at Coop's current participation in global governance and suggests how Coop could engage in global governance to address the issue of the human right to water in its global value chain for avocados.

The data collected from Coop's CSR reports between 2009 and 2016 shows that Coop is already participating in several of what Abbott and Snidal (2009) call regulatory standard-setting schemes, for example the UN Global Compact, the BSCI and DIEH. In fact Abbott and Snidal have classified the UN Global Compact in their governance triangle and placed it in zone 4. They also classified the Forestry Stewardship Council (FSC) and Marine Stewardship Council (MSC) in zone 6 - Coop refers to FSC and MSC repeatedly in its reports to show its commitment to sustainably sourced products. Based on Fransen's analysis of the BSCI (2014), the BSCI would be placed in zone 2 of the governance triangle. As for the DIEH, whose executive board is made of representatives from all three types of actors (DIEH, 2017), it fits in zone 7 of the governance triangle. Thus, the different regulatory standards-setting schemes Coop has joined or supports indirectly through its purchasing policy are very diverse in their governance.

The next two examples illustrate the usefulness of such regulatory schemes for Coop in addressing issues arising in its global value chains. In 2014, Coop discovered a case of child labour in a Tuna factory in Thailand. Coop used the BSCI network to increase its leverage on its supplier and ensure compliance. Likewise, in 2015, Coop was faced with another human rights violation in its value chain for canned tomatoes. Through the DIEH, Coop collaborated with the British and Norwegian DIEH counterparts to pressure Italian authorities to step in and for the Italian producers to rectify their wrongdoings. These two examples highlight the normative power regulatory standard-setting schemes have on firms as well as authorities. This is noteworthy, as such regulatory schemes do not have any legal bearing. However, as the two examples show, this does not prevent them from addressing salient issues and close governance gaps.

It is precisely such a governance gap that the Danwatch report revealed: the human right to water is not protected by the Chilean government as is its duty, and other actors may therefore seize the opportunity to make an important difference. Coop may just be that actor.

Recalling Abbott and Snidal (2009), the way in which regulatory standards-setting schemes emerge, take shape and operate can be mapped with the ANIME-framework. ANIME stands for agenda-setting, negotiation, implementation, monitoring and enforcement and resumes the entire process of regulatory standards-setting schemes. *Agenda-setting* refers to the time when actors take up an issue and place it on the global stage to address it. A human rights' violation may not be "an issue" until it is discovered by influential actors and put on the global scene as something to be addressed. This is how some violations may persist for a long time before they are resolved and remediated. Once an issue has been set on the global agenda, *negotiations* may take place.

Here, different actors convene to discuss *how* to address the issue. Upon agreement, actors reach the *implementation* phase which refers to the concrete measures taken by involved actors to resolve and remediate the issue. *Monitoring* refers to the supervision and oversight of the measures taken in the implementation phase to assure that they serve their purpose. Finally, *enforcement* refers to responding to issues of non-compliance with the standards set.

According to the framework, different types of actors have different strengths and weaknesses in terms of the four key competencies. Their legitimacy in the process depends on their independence, representativeness, expertise and operational capacity. Coop, a firm, possesses *expertise* and *operational capacity* first and foremost. Indeed, Coop has a lot of knowledge and experience about the environment in which it operates, it has a wide and deep understanding of its products and operations, and extensive and sometimes exclusive ties with other firms through its global value chain. Expertise is paramount in all stages of the process because it ensures the adequacy of the response to the issue at hand. In terms of operational capacity, Coop's is as large as its enterprise is: its financial resources and its authority within and beyond its own organisation (i.e. its leverage on suppliers and business partners) constitute Coop's operational capacity. Operational capacity is crucial to the implementation phase especially, as it is the phase in which the standards set are realised. Indeed, firms are the primary actors concerned by the regulatory standards-setting schemes as the latter are created to regulate their activities in the global economy. Thus, according to Abbott and Snidal (2009), Coop's role in addressing the risks related to the human right to water in the global production of avocados could be particularly relevant because of its expertise and its operational capacity.

However, Coop is a small global player compared to giants of the food retail industry like Walmart or Carrefour, and we cannot expect Coop to pull all the weight. In fact, regulatory standard-setting schemes are by definition not the product of a single actor: they are the result of collaboration between actors. To take action through global governance thus, Coop cannot act alone and must seek to cooperate with other actors.

To begin with, Coop would need to "create" the issue as it were. To begin with, recognising that there *is* an issue by voicing its own concern for the risks related to the human right to water in global value chains for avocados is already a step towards agenda-setting. Formulating this concern will begin to define and frame it. This is, in essence, what Danwatch's report has begun. Approaching other business actors, such as other supermarket chains, wholesale buyers, and agribusiness associations in Denmark, in Scandinavia, Europe and beyond, is a second step. Indeed,

raising awareness about the issue and gaining allies for the cause will have a ripple effect as they will begin advocating for the idea that the human right to water in global value chains is an issue worth addressing. In fact, important allies in the agenda-setting phase are also to be found in other types of actors: NGOs and states or international organisations (IOs). Indeed, the issue of legitimacy already arises at the agenda-setting stage, and I argue that Coop would be a more convincing advocate for the human right to water if it gathered the support of NGOs and IOs. In general, NGOs and IOs have the advantage of seeming more legitimate because they are by nature value-driven and appear *independent* of private pecuniary interests. They are also *representative* which is paramount for agenda-setting. Indeed, the more important an issue appears to be to society and consumers (who are *represented* by civil society and IOs), the bigger the incentive for business actors (and governments) to acknowledge and address the issue. Finally, NGOs and IOs also harbour extensive *expertise*, which adds to their legitimacy as actors in the different phases of the regulatory process. As for states, these are deemed *independent* and *representative* actors as they are by nature there to serve the interest of all their citizenry. Moreover, because states usually have very large resources, they are also able to hire experts, thus gaining *expertise* in matters that are not inherently state business, like the present issue relating to the human right to water in global value chains for avocados. Furthermore, at the international level, a state can engage with its counterparts to join forces and direct the energy of entire international organisations. Thus, there are many actors with whom Coop can interact to advocate for the human right to water in global value chains for avocados.

This is, as Abbott and Snidal (2009) present it, the first phase of the creation of a regulatory standard-setting scheme. If we imagine that this first step is successfully reached, Coop's role in negotiations will be to provide expert knowledge on the complexity of global value chains and their management. This expertise is grounded in Coop's first hand experience and knowledge of its operations and global value chains for avocados (and for other similar products). Moreover, Coop's operational capacity will inform the feasibility of implementing the measures negotiated and is therefore also essential to this stage of the regulatory process.

For the implementation phase of the process, Coop will need a crucial actor. Indeed, these regulatory standard-setting schemes target firms' operations and activities. Only the firms themselves can implement the standards into their culture, their management and day-to-day operations. Thus, if such a regulatory scheme is to enable Coop to improve its corporate respect of the human right to water in its global value chains for avocados, then it is ineluctably Coop that needs to implement the standard in its business practices.

Monitoring requires expertise, independence and operational capacity. While Coop as a firm possesses expertise and operational capacity, it lacks independence due to its profit-seeking nature, and as such is only partially legitimate in monitoring its own implementation of the regulatory scheme. Third party monitoring from a more independent actor will increase the efficiency and legitimacy of the results.

Finally, enforcement requires all four competencies: expertise, representativeness, independence and operational capacity. Again, business actors lack independence because of their profit-seeking purpose, and representativeness because they are believed to represent stockholders first and foremost. Therefore, for enforcement to be most legitimate, Coop should also rely on the assistance of other more suitable actors.

Thus, Coop may improve its corporate respect of the human right to water in its global value chain for avocados by seeking to establish a regulatory standard-setting scheme with the cooperation of other actors that complement Coop with their competencies. A regulatory standard-setting scheme shaped and operated by the three types of actors (firms, NGOs and states) are the most efficient Abbott and Snidal (2009) argue.

Moreover, recalling Fransen (2012), regulatory standard-setting schemes that include all types of actors - or multi-stakeholder initiatives to use Fransen's own language - are the most legitimate. Indeed, Fransen (2012) argues that the way in which power is distributed within a regulatory standard body defines how legitimate it will appear to external censors. Thus, multi-stakeholder initiatives (MSIs) will appear most legitimate because they grant non-corporate actors - who are more representative of stakeholders - equal decisional power compared to business actors. Business-driven programmes on the other hand, exclude non-corporate-actors, and therefore suffer from a lack of legitimacy. Fransen (2012) posits that business-driven programmes have tried to camouflage themselves as MSIs to gain legitimacy. However, in essence, they remain business-driven programmes and therefore lack real legitimacy.

Therefore, I would advise Coop to pursue the creation of a multi-stakeholder initiative because such regulatory schemes are both more legitimate and more efficient in addressing global governance gaps such as the one relating to the human right to water in the global value chains for avocados.

## 7. Discussion

The example of the violation of the human right to water presented in Danwatch's report is not that of supermarket chains' direct involvement in human rights abuses, in the sense that it is not a violation inside the value chains, but rather a violation that occurs in the periphery of them. Now although Danwatch's report does not accuse Coop of being involved in the violations in Petorca, this does not excuse Coop from its corporate responsibility to respect the human right to water in its global value chains for avocados, wherever they might be located. Moreover, it does not exclude the possibility that Coop faces human rights risks in regards to avocados. Indeed, avocados are especially water intensive fruits to produce and need warm climates to grow. This combination makes it reasonable to expect that human rights risks with regards to water may exist or arise in Coop's global value chain for avocados.

As a corporate actor, Coop has a responsibility to identify its actual and potential human right risks, and address them. Thus, if Coop is to improve its corporate respect of the human right to water in its global value chain for avocados, it is paramount that it first of all acknowledges it as an issue. Furthermore, this awareness must also translate into actions. Indeed, beyond recognising its corporate responsibility to respect the human right to water, Coop must actually ensure its respect within and beyond its organisation to avoid becoming complicit to its violation.

According the UNGPs, Coop is expected to use its leverage to pressure suppliers into respecting the human right to water at each node of its global value chain. To this end, Coop can impose requirements to suppliers, and may find useful to invest in its suppliers through capacity-building efforts so that suppliers fully understand and implement the demands. Moreover, Coop will need to monitor the implementation of the rules it imposes. In case of non-compliance, Coop could require rectifications and remediation, and even decide to end collaboration with suppliers that repeatedly infringe the human right to water and neglect to remediate. In other words, Coop could improve its respect of the human right to water by governing its global value chains for avocados the way it governs those of other products that represent a human rights risk, that is by increasing its control over suppliers. Indeed, I expect such measures to be as successful and efficient in addressing the human right to water risks as Coop reports similar measures have worked in other value chains.

However, if we recall the data, Coop has often made use of its network through the BSCI and the DIEH to pressure non-compliant suppliers. In other words, Coop uses regulatory standard-setting bodies to strengthen its leverage. This may be as I suggested in the analysis a powerful way to increase Coop's leverage and eventually improve its corporate respect of the human right to water. Thus, the recommendation I made in this regard, was for Coop to join forces with other actors and create a regulatory standard-setting body addressing the human right to water in global value chains for avocados.

Approaching like-minded actors may be the first step towards imposing the human right to water in avocado value chains as a salient issue to be addressed on the global stage. Concretely, Coop could appeal to Danwatch, other Danish food retail companies first, as well as the Danish government. Framing the issue so that it is relevant to a maximum number of actors will be crucial in this first phase. Appealing to firms' responsibility to respect and states' duty to protect human rights is one way to frame the issue of water in avocado production and make it salient to corporate and state actors. Because it is a particularly value-bound issue, it will also interest NGOs that deal with human rights. The more various the actors and the greater their number, the more perspectives and expertise the process can accumulate, the more inclusive the negotiation process, the more legitimate and the more powerful the regulatory scheme is likely to be.

During negotiations, Coop can draw from its experience with the governance of other value chains and codes of conducts for instance, to give expert input on how to govern complex value chains. Familiarity with other regulatory bodies and standards (like the BSCI, DIEH, FSC, MSC, RSPO, etc.) may be an advantage as they may inspire measures and processes that Coop has found useful in other but similar circumstances. In fact, creating a product specific scheme, like RSPO, may allow to concentrate expert focus on the issues that are specific to avocados. Likewise, limiting the focus to the single human right to water, the way the Bangladesh Accord targets only issues of fire and building safety, would render the regulatory scheme more efficient in its response. Indeed, the more specific the issue addressed, the more hands-on and precise the response can be.

When a set of standards is created then, Coop will be expected to implement it throughout its global value chains. As I discussed above, a clear set of instructions for suppliers and a close control of the implementation process are likely to be necessary in order to ensure the respect of the human right to water. Although internal monitoring is an option, third party monitoring will be preferred to increase the validity and outward legitimacy of findings. Finally, as



local authorities may not be willing or capable of addressing the issues when they arise, Coop with the support of the regulatory body and its members may thus be expected to step in.

## 8. Conclusion

The purpose of this thesis was to address the issue of the human right to water by answering the following research question: *How can Coop improve its corporate respect of the human right to water in its global value chains for avocados?*

The thesis' structure reflects the research process. The context section introduced more thoroughly the background the thesis took its origin in. It presented Danwatch's report concerning the production of avocados in Chile and water scarcity issues linked to it. It also introduced the human right to water recognised officially by the United Nations in 2010 which posits that water is a human right that is fulfilled when water is available, accessible, affordable, clean, safe and culturally acceptable. I then reviewed the relevant literature regarding the human right to water, the business and human rights approach, global value chain governance theory, and global governance theory. Section 4 presented my methodology. It unveiled my philosophical considerations and explained my social constructivist approach to the issue. It also displayed my research design, my method to approach the data and the theoretical framework I applied. Section 5 exposed the results of the review of Coop's CSR reports between 2009 and 2016 which were used as primary data sources and to which the appendices 2-9 are a complement. The analysis that followed in section 6 revealed that Coop's past CSR efforts had not addressed the human right to water in Coop's global value chains for avocados. It showed however, that Coop's commitment to respecting human rights had led it to take action in other value chains. Using the theoretical framework, I derived recommendations for Coop according to each strand of the literature. In the discussion, I combined the perspectives and recommendations discussing the possibilities open to Coop for the latter to improve its corporate respect of the human right to water in its global value chains for avocados. This process led me to conclude as follows.

To improve its corporate respect of the human right to water in its global value chains for avocados, Coop must first and foremost acknowledge the human right to water and understand the implications for its own value chains. Thus, Coop must identify the actual and potential risks

related to the human right to water in its value chains for avocados. Then, the company will need to set up strategies and mechanisms to address those risks concretely. The thesis suggests two ways in which Coop can use its leverage to improve its corporate respect of the human right to water in its global value chains for avocados.

The first way Coop is by strengthening the internal governing mechanisms. By tightening its control of its suppliers, through legal contracts and capacity-building, Coop may influence suppliers to comply with and respect the human right to water. I suggest that detailing the requirements so that they reflect the conditions for the fulfilment of the human right to water is an effective way to ensure suppliers understand the full nature of the human right to water. Moreover, training suppliers (and Coop's own staff) to be capable of recognising risks and addressing them may improve the overall respect of the human right to water in Coop's value chains. Furthermore, Coop should develop predictable and effective mechanisms to deal with non-compliance.

The second strategy I suggest complements the first. In essence, it aims at increasing Coop's leverage so that it may govern its global value chains for avocados more readily and ensure the respect of the human right to water throughout. In short, I recommend Coop addresses the human rights risk to water in its global value chains for avocados through joint action. By reaching out to other actors - corporate and other - Coop may propel the human right to water on the global agenda and impel change through global governance. Indeed, through international cooperation, Coop may participate in the creation of a regulatory standard-setting scheme that will address the issue of the human right to water in global value chains for avocados. This regulatory scheme may in turn assist Coop in ensuring the human right to water is respected throughout its own global values chains for avocados. Indeed, through the regulatory body's network and through the normative pressure it represents, Coop's leverage will be increased and Coop will thereby be able to further improve its corporate respect of the human right to water in its global value chains for avocados.

In short, Coop may improve its corporate respect of the human right to water in its global value chains for avocados by firstly understanding and identifying the risks related to the product, secondly by using its leverage to strengthen its control over its suppliers and thirdly in helping shape a global governance framework that it can then use to increase its leverage on suppliers.

## 9. Final remarks

This final section reviews the thesis and gives a critical assessment of its strengths and limitations. It also suggest how further research can complement the knowledge produced by this present work.

This thesis contributes to the literature on the human right to water in that unlike previous literature, it focuses on a corporate actor and its responsibility to respect the human right to water in its global value chains. Furthermore, the thesis enriches the existing business and human rights approach literature by using global value chain governance theory and global governance theory to concretise the notion of leverage. Finally, this novel use of these two strands of global political economy literature informs new ways to apply classic theories to new issues.

In terms of its tangible usefulness, its provides concrete advice for Coop to follow in order for the company to improve its corporate respect of the human right to water in its global value chains for avocados, and may in fact also inform other similar corporate actors about the way in which to ensure the respect of the human right to water.

However, being a case study of a single firm and a specific product, it renders only limited indications about how other companies might improve their corporate respect of the human right to water. Moreover, the thesis does not cover the remediation mechanisms that should also be set up in order for a firm to fulfil its responsibility towards human rights. The thesis is thus not without its limitations.

Further research could address these shortcomings by examining how other firms address human rights risks related to the right to water. In that respect, inspecting the effect of agriculture on the human right to water is likely to be a potent research area to cover. Indeed, violations of the human right to water such as the ones that arose in Petorca, Chile are likely to occur in other regions of the world and be linked to other products. Finally, addressing the challenges attached to remediation should also be researched and overcome if firms are to fully live up to their responsibility to respect the human right to water.

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## Appendix

### Appendix 1 - Correspondence with Thomas Roland (Retrieved from personal mail)

Fra: Fleur Flavigny  
Til: Thomas Roland  
Dato: 11/07/2017

#### Interview til kandidatspeciale - Menneskerettigheder og retten til vand i globale værdikæder

Kære Thomas,

Jeg har fået din kontakt gennem Kristina Feldt hos Coop Trading. Jeg læser min kandidat på CBS (MSc. International Business and Politics) og er i gang med at skrive mit speciale omkring menneskerettigheder og helt især vandrettigheder. Jeg har mere specifikt interesseret mig i, hvordan virksomheder kan forsikre sig at de ikke overtræder denne menneskerettighed inden for deres værdikæde. Jeg har taget udgangspunkt i Danwatch's rapport fra marts i år om krænkelse der har fundet sted i Petorca provinsen i Chile, og som Coop har reageret til og du måske også kender til personligt.

Jeg vil høre om det er muligt at interview dig for at den bedste forståelse af, hvad Coop gør for at sikre at Coop respekterer menneskerettighederne og retten til rent vand helt specifikt i dens værdikæder.

Grunden til, at jeg især interesserer mig for, hvordan Coop håndterer risiciene knyttet til menneskerettigheden til vand, er netop fordi Coop er så engageret. Jeg mener, at der er nogle "best practices" at finde hos jer, og at både erhvervslivet og det akademiske miljø kan gavne af at få et indblik i, hvordan Coop driver en etisk og bæredygtig virksomhed. Samtidig tror jeg også bestemt på, at du og Coop generelt ville kunne lære mere om retten til vand som menneskerettighed igennem mit speciale. Desuden er jeg åben overfor at diskutere nærmere, hvad mere du kunne få ud af disse interviews.

Helt konkret kunne jeg tænke mig, at vi aftalte to møder. Ved det første ville vi at diskutere din rolle indenfor Coop og hvordan afdelingen du arbejder for håndterer risici i værdikæden ift. menneskerettigheder og retten til vand helt specifikt. Efter mødet vil jeg analysere det materiale jeg har samlet ind og vurdere om Coop har de nødvendige redskaber til at håndtere de risici som findes ift. menneskerettigheder og retten til vand. Ved det andet møde kunne vi således diskutere mine konklusioner og udveksle idéer om hvad mere Coop kan gøre fremadrettet.

Jeg skal aflevere specialet den 15. september, og ville ideelt gerne lave det første interview i starten af august, men jeg er selvfølgelig fleksibel og håber først og fremmest, det overhovedet er muligt at mødes. På forhånd tak.

Med venlig hilsen,  
Fleur Flavigny

Fra: Thomas Roland  
Til: Fleur Flavigny  
Dato: 11/07/2017

**Ikke til stede: Interview til kandidatspeciale - Menneskerettigheder og retten til vand i globale værdikæder**

Tak for din mail,

Jeg er på ferie til 1. august og læser ikke mails regelmæssigt.  
Hvis det ikke kan vente, så send en sms på 30919242.

Venlig hilsen

Thomas Roland  
CSR-chef, Coop

**Appendix 2 - 2009 CSR report (Coop, 2010)**

Code / Theme	Unit of data / quote from report
The human right to water	
UNGPs	<ul style="list-style-type: none"><li>• <i>We believe that we have a particular obligation to work towards better health, smaller environmental and climate footprint and better conditions for our own and our suppliers' employees</i> ("Vi mener, at vi har en særlig forpligtelse til at arbejde for bedre sundhed, mindre miljø- og klimabelastning og bedre forhold for vores egne og vores leverandørers medarbejdere" 2010:5)</li><li>• <i>As a part of [our commitment to the UN Global Compact] we will publish a yearly report on our work with CSR</i> ("Som led i dette vil vi offentliggøre en årlig rapport om vores arbejde med ansvarlighed" 2010:5)</li><li>• <i>With a market share of 37%, Coop is a market leader</i> ("med en markedsdel på 37% er Coop markedsleder" 2010:7)</li><li>• <i>Our CSR work is embedded in our policies regarding the environment, ethical trade and health</i> ("er vores arbejde med ansvarlighed forankret i vores politikker for miljø, etisk handel og sundhed" 2010:8)</li><li>• <i>Deforestation is a threat for both humans and the animals who live in the original forests [...] All of Coop's products made from rainforest tree are therefore FSC certified</i> ("Skovrydning er en trussel for både mennesker og de dyr, der lever i de oprindelige skove [...] Derfor er alle Coops [...] varer der er fremstillet i træ fra regnskoven FSC certificeret" 2010:23)</li></ul>

	<ul style="list-style-type: none"> <li>• <i>Ensure that the products we sell are produced in a decent manner that is both legal and meets our ethical requirements</i> (“sikre, at de varer, vi sælger, er produceret på en anstændig måde, der både er lovlig og lever op til vores etiske krav” 2010:39)</li> <li>• <i>Spread awareness and support to the UN Global Compact among Danish firms</i> (“Udbrede kendskabet og tilslutningen til Global Compact blandt danske virksomheder” 2010:40)</li> <li>• <i>Encourage our Danish suppliers to join the Danish Initiative for Ethical Trade</i> (“Opfordre vores danske leverandører til at indmelde sig i Dansk Initiativ for Etisk Handel” 2010:40)</li> <li>• <i>The Code of Conduct is the set of rules that describes Coop’s requirements concerning eg. labour rights, child labour and working hours, which all of Intercoop’s suppliers must sign and comply with</i> (“Code of Conduct er det regelsæt, der beskriver Coops krav til eksempelvis arbejdstagerrettigheder, børnearbejde og arbejdstid, og som alle leverandører til Intercoop skal underskrive og overholde” 2010:48)</li> <li>• <i>We ambition [...] to further integrate the UN Global Compact’s 10 principles in the way we conduct business</i> (“Vi har ambitioner om at [...] i stadig højere grad integrere de 10 Global Compact principper i vores måde at drive forretning på” 2010:73)</li> <li>• <i>Corporate social responsibility is a process - a journey that never ends</i> (“ansvarlighed er en proces - en rejse der aldrig ender” 2010:73)</li> </ul>
Global value chain	<ul style="list-style-type: none"> <li>• <i>Purchasing takes place through Coop Danmark’s own purchasing departments for food and nonfood respectively, through the common nordic wholesale purchaser Coop Trading [...]. Furthermore, Coop is co-owner of Intercoop [...] which is in charge of the purchasing of nonfood products in the Far East</i> (“Indkøb sker dels gennem Coop Danmarks egne indkøbsafdelinger for henholdsvis food og nonfood, dels via det fælles nordiske indkøbsselskab Coop Trading, [...] Derudover er Coop medejer af selskabet Intercoop [...] som står for indkøb af nonfood i Fjernøsten” 2010:7)</li> <li>• <i>Based on our policies we have formulated specific product requirements for a wide range of our products</i> (“har vi med udgangspunkt i vores politikker formuleret specifikke varekrav, som en lang række af vores varer skal opfylde” 2010:8)</li> <li>• <i>We are in constant dialogue with our suppliers [...] and in that regard we stress our approach towards CSR and specific product requirements to the suppliers</i> (“er vi i konstant dialog med vores leverandører [...] I den forbindelse gør vi meget ud af at orientere leverandører om vores holdninger til ansvarlighed og om vores specifikke varekrav” 2010:10)</li> <li>• <i>Intercoop carries out controls of the factories that produce goods for Coop</i> (“Intercoop udfører kontroller på de fabrikker, der producerer varer til Coop” 2010:10)</li> <li>• <i>Ensure that the products we sell are produced in a decent manner that is both legal and meets our ethical requirements</i> (“sikre, at de varer, vi sælger, er produceret på en anstændig måde, der både er lovlig og lever op til vores etiske krav” 2010:39)</li> </ul>

	<ul style="list-style-type: none"> <li>• <i>Through control and dialogue, we seek to ensure that there are steady improvements within the firms that produce the products we sell</i> (“Gennem kontrol og dialog arbejder vi for at sikre, at der sker stadig forbedringer hos de virksomheder, der fremstiller varer, vi sælger” 2010:39)</li> <li>• <i>Offer courses in ethical trade to our suppliers in the Far East</i> (“udbyde kurser i etisk handel for vores leverandører i fjernøsten” 2010:40)</li> <li>• <i>The Code of Conduct is the set of rules that describes Coop’s requirements concerning eg. labour rights, child labour and working hours, which all of Intercoop’s suppliers must sign and comply with</i> (“Code of Conduct er det regelsæt, der beskriver Coops krav til eksempelvis arbejdstagerrettigheder, børnearbejde og arbejdstid, og som alle leverandører til Intercoop skal underskrive og overholde” 2010:48)</li> <li>• <i>There is a great need to continue to focus on monitoring, but luckily it also bring about real improvements in the controlled fabrics</i> (“der er stort behov for fortsat at have fokus på kontrol og opfølgning, men heldigvis også at det reelt medfører forbedringer på de kontrollerede fabrikker” 2010:50)</li> <li>• <i>Since 1996, there have been statistically the same percentage of “newdanes” employed in Coop as there are “newdanes” in Denmark</i> (“Statistisk set har der siden 1996 været procentuelt lige så mange nydanskere ansat i Coop som andelen af nydanskere er i Danmark” 2010:67)</li> <li>• <i>The greatest challenge for us concerning human rights and labour rights is thus to ensure proper working conditions for the employees of our suppliers</i> (“Den største udfordring for os hvad angår menneske- og arbejdstageresrettigheder er således at sikre ordentlige forhold for arbejderne hos vores leverandører” 2010:73)</li> </ul>
Global Governance	<ul style="list-style-type: none"> <li>• <i>We participate regularly in meetings with Danish authorities and give consultations about law proposals and reports</i> (“Vi deltager jævnligt i dialogmøder med danske myndigheder og giver høringssvar om lovforslag og bekendtgørelser” 2010:10)</li> <li>• <i>We took part in founding the Danish Initiative for Ethical Trade and are active members of the Council for Sustainable Business Development</i> (“Vi var med til at stifte Dansk Initiativ for Etisk Handel og er aktivt medlem af Rådet for Bæredygtig Erhvervsudvikling” 2010:10)</li> <li>• <i>We want to ensure the widest range of MSC certified fish products in Danish retail</i> (!Vi vil sikre det bredeste sortiment af MSC mærkede fiskeprodukter i dansk dagligvarehandel” 2010:14)</li> <li>• <i>We want to collaborate with FDB to develop and market new FSC certified products</i> (Vi vil i samarbejde med FDB udvikle og markedsføre nye FSC mærkede varer” 2010:14)</li> <li>• <i>It can be [...] difficult - not to say impossible - for both private consumers and supermarkets to figure out which fish stocks are managed sustainably. At Coop we are convinced that the MSC certification is the only certification that gives the needed security</i> (“Det kan [...] vanskeligt - for ikke at sige umuligt - for såvel private forbrugere som supermarkeder at</li> </ul>

	<p>gennemskue, hvilke fiskebestande der er forvaltet på en måde, således at de er bæredygtige. I Coop er vi overbevist om, at MSC-mærket er det eneste mærke, der giver den nødvendig tryghed” 2010:20)</p> <ul style="list-style-type: none"> <li>• <i>Deforestation is a threat for both humans and the animals who live in the original forests</i> (“Skovrydning er en trussel for både mennesker og de dyr, der lever i de oprindelige skove” 2010:23)</li> <li>• <i>Through credible certification schemes, controlled by an independent third party we can ensure that our customers participate in supporting a more fair world</i> (“Gennem troværdige mærkningsordninger, som er kontrolleret af en uafhængig kontrolinstans, sikrer vi, at vores kunder er med til at støtte en mere fair verden” 2010:41)</li> <li>• <i>Spread awareness and support to the UN Global Compact among Danish firms</i> (“Udbrede kendskabet og tilslutningen til Global Compact blandt danske virksomheder” 2010:40)</li> <li>• <i>Encourage our Danish suppliers to join the Danish Initiative for Ethical Trade</i> (“Opfordre vores danske leverandører til at indmelde sig i Dansk Initiativ for Etisk Handel” 2010:40)</li> <li>• <i>BSCI is a network of retail firms and European importers that share the monitoring of factories through a common BSCI Code of Conduct and Ethical standard so that all need to audit the same factory again</i> (“BSCI er et netværk af detailhandelsvirksomheder og importører til Europa, der ud fra en fælles BSCI Code of Conduct og Ethical standard, deler kontrol af fabrikker, således at ikke alle behøver at auditere den samme fabrik” 2010:52)</li> </ul>
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### Appendix 3 - 2010 CSR report (Coop, 2011)

Code / Theme	Unit of data / quote from report
The human right to water	
UNGPs	<ul style="list-style-type: none"> <li>• <i>Create better conditions for our suppliers’ employees</i> (“At skabe bedre forhold for medarbejderne hos leverandører” 2011, Velkommen)</li> <li>• <i>As a retail business, we are a link between producers and consumers and we have therefore an opportunity to influence both</i> (“Som dagligvarevirksomhed er vi bindeled mellem producenter og forbrugere og vi har derfor mulighed for at påvirke begge parter” 2011, Velkommen)</li> <li>• <i>At Coop we believe that diversity contributes positively to our business, therefore we recruit with the aim of having a diverse staff with regards to gender, age, ethnicity, religion, etc</i> (“I Coop tror vi på at forskellighed bidrager positivt til vores forretning, så derfor rekrutterer vi med henblik på at have en mangfoldig medarbejderstab hvad angår, køn, alder, etnicitet, religion m.v.” 2011, Velkommen)</li> </ul>

	<ul style="list-style-type: none"> <li>• <i>We will encourage our Danish suppliers to join the Danish Initiative for Ethical Trade</i> (“vi vil opfordre vores danske leverandører til at indmelde sig i Dansk Initiativ for Etisk Handel” 2011, Etisk handel)</li> <li>• <i>Develop long term procurement relationships with African suppliers - including providing special support for those who need a development push to improve their production and outlets</i> (“udvikle langsigtede indkøbsrelationer med afrikanske leverandører – herunder at yde særlig støtte til dem, der har behov for en udviklingsmæssig indsats for at forbedre deres produktion og afsætningsmuligheder” 2011, Etisk handel)</li> <li>• <i>Publish a yearly report about our ethical work and spread awareness and promote the UN Global Compact among Danish firms</i> (“Vi vil som led i vores tilslutning til FN’s Global Compact (GC) offentliggøre en årlig rapport om vores etiske arbejde og udbrede kendskabet og tilslutningen til GC blandt DK virksomheder” 2011, Etisk handel)</li> <li>• <i>The UN Global Compact are 10 principles concerning human rights, labour rights, the environment and anti-corruption which firms are encouraged to support “within their sphere of influence”</i> (“Global Compact er 10 principper vedrørende menneskerettigheder, arbejdstagerrettigheder, miljø og anti-korruption, som virksomhederne opfordres til at støtte ”inden for deres indflydelsessfære”” 2011, Global Compact)</li> <li>• <i>1. Businesses should support and respect the protection of internationally proclaimed human rights; and 2. make sure that they are not complicit in human rights abuses</i> (“ 1. Virksomheden bør støtte og respektere beskyttelsen af internationalt erklærede menneskerettigheder 2. Virksomheden bør sikre, at den ikke medvirker til krænkelse af menneskerettighederne” 2011, Global Compact)</li> <li>• <i>Our purchasing firm Intercoop has devised a Code of Conduct that is meant to ensure that there is no infringement of labour rights at our suppliers in the Far East</i> (“Vores indkøbsselskab Intercoop har udarbejdet en Code of Conduct der helt overordnet skal sikre, at der ikke sker brud på arbejdstagerrettighederne hos vores leverandører i Fjernøsten” 2011, Global Compact)</li> <li>• <i>We recruit with the aim of having a diverse staff with regards to gender, age, ethnicity, religion etc.</i> (“rekrutterer vi med henblik på at have en mangfoldig medarbejderstab hvad angår, køn, alder, etnicitet, religion mv.” 2011, Global Compact)</li> </ul>
Global value chain	<ul style="list-style-type: none"> <li>• <i>Create better conditions for our suppliers’ employees</i> (“At skabe bedre forhold for medarbejderne hos leverandører” 2011, Velkommen)</li> <li>• <i>As a retail business, we are a link between producers and consumers and we have therefore an opportunity to influence both</i> (“Som dagligvarevirksomhed er vi bindeled mellem producenter og forbrugere og vi har derfor mulighed for at påvirke begge parter” 2011, Velkommen)</li> <li>• <i>We have applied the 13 points plan as a point of departure for our dialogue with our suppliers</i> (“har vi anvendt 13 punktsplanen som udgangspunkt for dialog med vores leverandører” 2011, Sundhed)</li> <li>• <i>Be present in factories to ensure a gradual improvement, but naturally to</i></li> </ul>

	<p><i>also react if something unacceptable occurs</i> (“være til stede på fabrikkerne med henblik på at sikre, at der sker en gradvis udvikling mod det bedre, men naturligvis også for at kunne reagere, hvis der finder forhold sted, der er unacceptable” 2011, Etisk handel)</p> <ul style="list-style-type: none"> <li>• <i>The physical control is carried out either by Intercoop’s own auditors or by a third party auditor</i> (“Den fysiske kontrol sker enten gennem Intercoops egne auditorer eller gennem uafhængige 3. parts kontroller” 2011, Etisk handel)</li> <li>• <i>The results of the 2010 [audits] show that conditions in the factories are improving - the work with the suppliers is fruitful</i> (“resultaterne for 2010 viser, at forholdene på fabrikkerne bliver bedre – arbejdet med leverandørerne bærer altså frugt” 2011, Etisk Handel)</li> <li>• <i>Offer courses in ethical trade to our suppliers in the Far East</i> (“udbyde kurser i etisk handel for vores leverandører i Fjernøsten” 2011, Etisk Handel)</li> <li>• <i>Develop long term procurement relationships with African suppliers - including providing special support for those who need a development push to improve their production and outlets</i> (“udvikle langsigtede indkøbsrelationer med afrikanske leverandører – herunder at yde særlig støtte til dem, der har behov for en udviklingsmæssig indsats for at forbedre deres produktion og afsætningsmuligheder” 2011, Etisk handel)</li> <li>• <i>At Coop, we are convinced that one of the best ways to improve living conditions for people in Africa is through trade</i> (“I Coop er vi af den overbevisning, at en af de bedste måder at skabe bedre levevilkår for folk i Afrika er gennem handel” 2011, Global Compact)</li> <li>• <i>Our purchasing firm Intercoop has devised a Code of Conduct that is meant to ensure that there is no infringement of labour rights at our suppliers in the Far East</i> (“Vores indkøbsselskab Intercoop har udarbejdet en Code of Conduct der helt overordnet skal sikre, at der ikke sker brud på arbejdstagerrettighederne hos vores leverandører i Fjernøsten” 2011, Global Compact)</li> <li>• <i>Intercoop seeks to reduce the number of suppliers [...] so as to have better opportunities to maintain sustained and long term cooperation where the suppliers can ,with the help of Intercoop’s team of auditors, improve the conditions at the factories. This long term cooperation also includes the training of suppliers</i> (“Intercoop forsøger at reducere mængden af leverandører [...], da det giver bedre muligheder for at indgå et vedvarende og langsigtet samarbejde, hvor leverandøren sammen med Intercoops team af auditører kan arbejde på at forbedre forholdene på fabrikkerne. Til dette langsigtede samarbejde hører også uddannelse af leverandørerne” 2011, Global Compact)</li> <li>• <i>Intercoop’s Code of Conduct emphasises that we will not work with suppliers that use [...] forced labour [...] child labour</i> (“Intercoops Code of Conduct fremhæver, at man ikke vil arbejde med leverandører, der gør brug af [...] tvangsarbejdere [...] børnearbejdere” 2011, Global Compact)</li> </ul>
Global Governance	<ul style="list-style-type: none"> <li>• <i>We have [...] devised a list that shows which fish species we can sell without taking special consideration. The list is based on the</i></li> </ul>

	<p><i>recommendations from NGOs and the International Council on the Exploration of the Sea</i> (“Vi har [...] udarbejdet en liste, der viser hvilke fiskearter, som vi kan sælge uden at tage særlige hensyn. Listen er baseret på blandt andet anbefalinger fra NGO’er og ICES” 2011, Miljø og klima)</p> <ul style="list-style-type: none"> <li>• <i>Deforestation is a threat for both humans and the animals who live in the original forests. A way to counter this evolution is to work with FSC certified wood</i> (“skovrydning er en trussel for både mennesker og de dyr, der lever i de oprindelige skove. En måde at arbejde for at bremse denne udvikling er ved at arbejde for FSC-certificeret træ” 2011, Miljø og klima)</li> <li>• <i>We will encourage our Danish suppliers to join the Danish Initiative for Ethical Trade</i> (“vi vil opfordre vores danske leverandører til at indmelde sig i Dansk Initiativ for Etisk Handel” 2011, Etisk handel)</li> <li>• <i>Publish a yearly report about our ethical work and spread awareness and promote the UN Global Compact among Danish firms</i> (“Vi vil som led i vores tilslutning til FN’s Global Compact (GC) offentliggøre en årlig rapport om vores etiske arbejde og udbrede kendskabet og tilslutningen til GC blandt DK virksomheder” 2011, Etisk handel)</li> <li>• <i>The UN Global Compact are 10 principles concerning human rights, labour rights, the environment and anti-corruption which firms are encouraged to support “within their sphere of influence”</i> (“Global Compact er 10 principper vedrørende menneskerettigheder, arbejdstagerrettigheder, miljø og anti-korruption, som virksomhederne opfordres til at støtte ”inden for deres indflydelsessfære”” 2011, Global Compact)</li> <li>• <i>The idea behind the UN Global Compact is to create a platform for firms, NGOs, academic institutions, business associations, unions, etc. to have a meaningful dialogue</i> (“Ideen med Global Compact er at skabe en platform for en konstruktiv dialog mellem virksomheder, NGO’er, akademiske institutioner, erhvervssammenslutninger, fagforeninger m.m.” 2011, Global Compact)</li> </ul>
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#### Appendix 4 - 2011 CSR report (Coop, 2012)

Code / Theme	Unit of data / quote from report (year)
The human right to water	
UNGPs	<ul style="list-style-type: none"> <li>• <i>As a retail business, we are a link between producers and consumers and we have therefore an opportunity to influence both</i> (“Som dagligvarevirksomhed er vi bindeled mellem producenter og forbrugere og vi har derfor mulighed for at påvirke begge parter” 2012, Velkommen)</li> <li>• <i>Ensure that the products we sell are produced in a decent manner that is both legal and meets our ethical requirements</i> (“sikre, at de varer, vi</li> </ul>



	<p>sælger, er produceret på en anstændig måde, der både er lovlig og lever op til vores etiske krav” 2012, Etiske Handel)</p> <ul style="list-style-type: none"> <li>• <i>When we joined the UN initiative, we committed to initiate changes in our operations so that the Global Compact and its principles would become an integral part of our strategy, culture and actions</i> (“Da vi i Coop tilsluttede os FN-initiativet skrev vi under på, at vi vil iværksætte forandringer i vores operationer, sådan at Global Compact og dens principper bliver en integreret del af vores strategi, kultur og daglige handlinger” 2012, Global Compact)</li> <li>• <i>1. Businesses should support and respect the protection of internationally proclaimed human rights; and 2. make sure that they are not complicit in human rights abuses</i> (“ 1. Virksomheden bør støtte og respektere beskyttelsen af internationalt erklærede menneskerettigheder 2. Virksomheden bør sikre, at den ikke medvirker til krænkelse af menneskerettighederne” 2012, Global Compact)</li> </ul>
Global value chain	<ul style="list-style-type: none"> <li>• <i>As a retail business, we are a link between producers and consumers and we have therefore an opportunity to influence both</i> (“Som dagligvarevirksomhed er vi bindeled mellem producenter og forbrugere og vi har derfor mulighed for at påvirke begge parter” 2012, Velkommen)</li> <li>• <i>Deforestation is a threat for both humans and the animals who live in the original forests. A way to counter this evolution is to work with FSC certified wood</i> (“skovrydning er en trussel for både mennesker og de dyr, der lever i de oprindelige skove. En måde at arbejde for at bremse denne udvikling er ved at arbejde for FSC-certificeret træ” 2012, Miljø og klima)</li> <li>• <i>We have applied the 13 points plan as a point of departure for our dialogue with our suppliers</i> (“har vi anvendt 13 punktplanen som udgangspunkt for dialog med vores leverandører” 2012, Sundhed)</li> <li>• <i>Ensure that the products we sell are produced in a decent manner that is both legal and meets our ethical requirements</i> (“sikre, at de varer, vi sælger, er produceret på en anstændig måde, der både er lovlig og lever op til vores etiske krav” 2012, Etiske Handel)</li> <li>• <i>Through control and dialogue, we seek to ensure that there are steady improvements within the firms that produce the products we sell</i> (“Gennem kontrol og dialog arbejder vi for at sikre, at der sker stadig forbedringer hos de virksomheder, der fremstiller varer, vi sælger” 2012, Etisk Handel)</li> <li>• <i>Be present in factories to ensure a gradual improvement, but naturally to also react if something unacceptable occurs</i> (“være til stede på fabrikkerne med henblik på at sikre, at der sker en gradvis udvikling mod det bedre, men naturligvis også for at kunne reagere, hvis der finder forhold sted, der er uacceptabelt” 2012, Etisk handel)</li> <li>• <i>The physical control is carried out either by Intercoop’s own auditors or by a third party auditor</i> (“Den fysiske kontrol sker enten gennem Intercoops egne auditorer eller gennem uafhængige 3. parts kontroller” 2012, Etisk handel)</li> </ul>

	<ul style="list-style-type: none"> <li>• <i>The results of the 2011 audits show [...] that it is gradually improving - the work with the suppliers is thus fruitful</i> (“resultaterne af audits i 2011 viser, [...] at det gradvis bliver bedre – arbejdet med leverandørerne bærer altså frugt” 2012, Etisk Handel)</li> <li>• <i>Intercoop is a member of BSCI, and wishes therefore, that it is BSCI that is used, or even better SA 8000 which is regarded as the most advanced standard</i> (“Intercoop er medlem af BSCI, og ønsker derfor, at det er BSCI’s standard, der anvendes, eller endnu bedre at der anvendes SA 8000 der anses som den mest avancerede standard” 2012, Etisk Handel)</li> <li>• <i>We have continuously encouraged our suppliers to join the [Danish Initiative for Ethical Trade]</i> (“Vi har løbende opfordret vores leverandører til at blive medlemmer af initiativet” 2012, Etisk Handel)</li> <li>• <i>Suppliers in the Far East have [...] had the opportunity to sign up for seminars organised by the Danish Initiative for Ethical Trade</i> (“Leverandørerne i Fjernøsten har i stedet for haft mulighed for at tilmelde sig seminarer, der er afholdt i regi af Dansk Initiativ for Etisk Handel” 2012, Etisk Handel)</li> <li>• <i>As part of the project, FDB established an Africa fund to finance training, certification and infrastructure development for current and future African suppliers</i> (“Som led i projektet har FDB etableret en Afrikapulje, der skal finansiere uddannelse, certificering og opbygning af infrastruktur hos nuværende og kommende afrikanske leverandører” 2012, Global Compact)</li> <li>• <i>Intercoop’s Code of Conduct emphasises that we will not work with suppliers that use [...] forced labour [...] child labour</i> (“I Intercoops Code of Conduct fremhæves, at man ikke vil arbejde med leverandører, der gør brug af [...] tvangsarbejdere [...] børnearbejdere” 2012, Global Compact)</li> </ul>
Global Governance	<ul style="list-style-type: none"> <li>• <i>Deforestation [...] is a threat for both humans and the animals who live in the original forests. A way to counter this evolution is to work with FSC certified wood</i> (“skovrydning [...] er en trussel for både mennesker og de dyr, der lever i de oprindelige skove. En måde at arbejde for at bremse denne udvikling er ved at arbejde for FSC-certificeret træ” 2011, Miljø og klima)</li> <li>• <i>Coop’s chains has focused on Fairtrade product continuously and has backed up Fairtrade Denmark’s campaigns</i> (“Coops kæder har løbende haft fokus på Fairtrade varerne og har bakket op om de kampagner, som Fairtrade mærket Danmark har afviklet i løbet af året” 2012, Etisk Handel)</li> <li>• <i>Coop was one of the initiators for the establishment of the Danish Initiative for Ethical Trade in 2008. Since then, we have participated actively in the board and have since November 2011 been chair of the association</i> (“Coop var en af initiativtagerne til oprettelsen af DIEH i 2008. Vi har siden oprettelsen deltaget aktivt i bestyrelsen og har siden november 2011 varetaget formandsposten for foreningen” 2012, Etisk Handel)</li> <li>• <i>We have continuously encouraged our suppliers to join the [Danish Initiative for Ethical Trade]</i> (“Vi har løbende opfordret vores leverandører til at blive medlemmer af initiativet” 2012, Etisk Handel)</li> </ul>

	<ul style="list-style-type: none"> <li>• <i>The idea behind the UN Global Compact is to create a platform for firms, NGOs, academic institutions, business associations, unions, etc. to have a meaningful dialogue</i> (“Ideen med Global Compact er at skabe en platform for en konstruktiv dialog mellem virksomheder, NGO’er, akademiske institutioner, erhvervssammenslutninger, fagforeninger m.m.” 2012, Global Compact)</li> </ul>
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#### Appendix 5 - 2012 CSR report (Coop, 2013)

Code / Theme	Unit of data / quote from report
The human right to water	
UNGPs	<ul style="list-style-type: none"> <li>• <i>Coop’s three development projects in Africa that are supposed to make producers capable of supplying products for Coop</i> (“Coops tre udviklingsprojekter i Afrika, som skal gøre små producenter i stand til at levere varer til Coop” 2013:15)</li> </ul>
Global value chain	<ul style="list-style-type: none"> <li>• <i>Coop’s three development projects in Africa that are supposed to make producers capable of supplying products for Coop</i> (“Coops tre udviklingsprojekter i Afrika, som skal gøre små producenter i stand til at levere varer til Coop” 2013:15)</li> </ul>
Global Governance	<ul style="list-style-type: none"> <li>• <i>Coop [...] removed eel from its assortment [...] because eels are an endangered species. Look for the MSC-label when you buy fish</i> (“Coop [...] fjernede ålen fra sortimentet [...] fordi ålen er udrydningstruet. Kig efter MSC-mærket” 2013:6)</li> <li>• <i>three new beautiful FSC-labelled products</i> (“tre nye, smukke FSC-mærkede produkter” 2013:6)</li> <li>• <i>Coop [...] placed the focus on Fairtrade with several campaigns during the year</i> (“Coop satte [...] fokus på Fairtrade med flere kampagner i løbet af året” 2013:14)</li> </ul>

#### Appendix 6 - 2013 CSR report (Coop, 2014)

Code / Theme	Unit of data / quote from report (year)
The human right to water	

<p>UNGPs</p>	<ul style="list-style-type: none"> <li>• <i>On top of competitive issues, Coop must take human rights and labour rights into consideration when selecting suppliers</i> (“Coop skal tage hensyn til menneskerettigheder og arbejdstagerrettigheder i tillæg til andre konkurrencemæssige forhold ved valg af leverandører” 2014:5)</li> <li>• <i>Coop must work actively to establish efficient measures to ensure that goods and services are produced in a way that doesn't threaten labour rights or human rights</i> (“Coop skal arbejde aktivt for at etablere effektive tiltag som sikrer, at varer eller tjenester produceres på en måde, som ikke truer arbejdstagernes rettigheder eller menneskerettigheder” 2014:5)</li> <li>• <i>Our Code of Conduct states that we do not work with suppliers that use child labour</i> (“I vores Code of Conduct fremgår det, at vi ikke vil indgå samarbejde med leverandører, der benytter børnearbejder i produktionen” 2014:6)</li> <li>• <i>We recruit with the aim of having a diverse staff with regards to gender, age, ethnicity, religion etc.</i> (“rekrutterer vi med henblik på at have en mangfoldig medarbejderstab hvad angår, køn, alder, etnicitet, religion mv.” 2014:6)</li> <li>• <i>At Coop a lot of work is put into preventing work related accidents</i> (“I Coop gøres der et stort arbejde for at forebygge antallet af arbejdsulykker” 2014:7)</li> <li>• <i>A long term effort to increase the proportion of women in strategic leadership position</i> (“en langsigtet indsats for at øge andelen af kvinder i strategiske ledelsespositioner” 2014:8)</li> <li>• <i>Third party certifications that advocate fair conditions for employees and small producers</i> (“tredje parts certificerede mærkningsordninger, som arbejder for fair vilkår for arbejdstagere og små producenter” 2014:18)</li> </ul>
<p>Global value chain</p>	<ul style="list-style-type: none"> <li>• <i>On top of competitive issues, Coop must take human rights and labour rights into consideration when selecting suppliers</i> (“Coop skal tage hensyn til menneskerettigheder og arbejdstagerrettigheder i tillæg til andre konkurrencemæssige forhold ved valg af leverandører” 2014:5)</li> <li>• <i>Coop must work actively to establish efficient measures to ensure that goods and services are produced in a way that doesn't threaten labour rights or human rights</i> (“Coop skal arbejde aktivt for at etablere effektive tiltag som sikrer, at varer eller tjenester produceres på en måde, som ikke truer arbejdstagernes rettigheder eller menneskerettigheder” 2014:5)</li> <li>• <i>In 2013 we have especially our efforts regarding our non-food suppliers</i> (“Vi har i 2013 især intensiveret indsatsen overfor vores non-food leverandører” 2014:5)</li> <li>• <i>We have identified only one severe deviation in 2013, a bribery case. We have been in dialogue with the supplier</i> (“Vi har identificeret en enkelt alvorlig afvigelse i 2013, en bestikkelsessag. Vi har været i dialog med leverandøren” 2014:5)</li> <li>• <i>Coop has intensified its BSCI work to include food products as well, which is bought by our common nordic buyer Coop Trading</i> (“har Coop</li> </ul>

	<p>intensiveret BSCI arbejdet til også at omfatte food varer, der indkøbes via vores fælles nordiske indkøbsselskab Coop Trading” 2014:5)</p> <ul style="list-style-type: none"> <li>• <i>Our Code of Conduct states that we do not work with suppliers that use child labour</i> (“I vores Code of Conduct fremgår det, at vi ikke vil indgå samarbejde med leverandører, der benytter børnearbejder i produktionen” 2014:6)</li> <li>• <i>The Green Idea Prize as a starting point will collect consumers’, employees’ and supplier’s suggestions for a greener every day life</i> (“Grøn idépris som afsæt indsamler vi forbrugernes, medarbejdernes og leverandørernes forslag til en grønnere hverdag” 2014:12)</li> <li>• <i>In collaboration with other actors [we] seek to find solutions with regards to responsible production, responsible purchase and responsible supplier management throughout the value chain</i> (“i fællesskab med andre aktører søger at finde løsninger i relation til ansvarlig produktion, ansvarlig indkøb og ansvarlig leverandørstyring i hele værdikæden” 2014:13)</li> <li>• <i>The Code of Conduct stipulates that Coop has the right to inspect production to ensure compliance and that Coop withholds the right [...] to end collaboration with a producer if rules are severely violated or if critical conditions are not straightened in due time</i> (“indeholder Code of Conduct, at Coop har ret til at inspicere produktionen for at sikre, at aftalerne overholdes, og at Coop har ret [...] at afbryde samarbejdet med producenten, hvis regler brydes groft, eller kritisable forhold ikke bliver bragt i orden indenfor en aftalt periode” 2014:13)</li> <li>• <i>We can prompt development through trade by engaging with suppliers and business partners and getting involved with the social and economic challenges faced by producers in developing countries</i> (“ I Coop tror vi på, at vi kan skabe udvikling gennem handel ved sammen med vores leverandører og samarbejdspartnere at involvere os i de sociale og økonomiske udfordringer, som findes blandt vores producenter i udviklingslandene” 2014:13)</li> <li>• <i>Suppliers that produce goods for Coop must be approved. Approval comprehends an appraisal of whether a supplier’s quality management control ensures that law requirements and Coop’s own [requirements] are met</i> (“Leverandører, der producerer varer for Coop, skal også godkendes. Godkendelser omfatter en vurdering af, om leverandørens kvalitetsstyringssystem sikrer, at krav ifølge lovgivningen samt Coops særlige vare- og kvalitetskrav til fødevarer sikkerhed, kvalitet, miljø og etik er opfyldt.” 2014:15)</li> <li>• <i>Coop has since 2008 worked towards phasing out palm oil and replace it with certified sustainable oil (RSPO)</i> (“har Coop siden 2008 arbejdet med at udfase palmeolie og erstatte den med bæredygtigt certificeret olie (RSPO)” 2014:16)</li> <li>• <i>Since August 2013, Coop has required that suppliers use RSPO certified palm oil whenever palm oil makes up more than 2% of a product</i> (“Coop har ved alle forhandlinger med leverandørerne siden august i 2013 krævet, at hvis der indgår mere end 2 pct. palmeolie i en vare, som</li> </ul>
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	<p>produceres for os, så skal det være RSPO certificeret” 2014:16)</p> <ul style="list-style-type: none"> <li>• <i>Third party certifications that advocate fair conditions for employees and small producers</i> (“tredje parts certificerede mærkningsordninger, som arbejder for fair vilkår for arbejdstagere og små producenter” 2014:18)</li> </ul>
Global Governance	<ul style="list-style-type: none"> <li>• <i>In 2012, we joined the Business Social Compliance Initiative (BSCI)</i> (“I 2012 meldte vi os ind i BSCI” 2014:5)</li> <li>• <i>Coop signed the Accord on Fire and Building Safety in Bangladesh</i> (“underskrev Coop den Internationale Aftale om Brand- og Bygningssikkerhed i Bangladesh” 2014:5)</li> <li>• <i>The Green Idea Prize as a starting point will collect consumers’, employees’ and supplier’s suggestions for a greener every day life</i> (“Grøn idépris som afsæt indsamler vi forbrugernes, medarbejdernes og leverandørernes forslag til en grønnere hverdag” 2014:12)</li> <li>• <i>In collaboration with other actors [we] seek to find solutions with regards to responsible production, responsible purchase and responsible supplier management throughout the value chain</i> (“i fællesskab med andre aktører søger at finde løsninger i relation til ansvarlig produktion, ansvarlig indkøb og ansvarlig leverandørstyring i hele værdikæden” 2014:13)</li> <li>• <i>Coop has since 2008 worked towards phasing out palm oil and replace it with certified sustainable oil (RSPO)</i> (“har Coop siden 2008 arbejdet med at udfase palmeolie og erstatte den med bæredygtigt certificeret olie (RSPO)” 2014:16)</li> <li>• <i>We support the [...] MSC-campaign</i> (“vi støtter op om den [...] MSC kampagne” 2014:17)</li> <li>• <i>The number of MSC-products has increased with 48% compared to last year</i> (“antallet af MSC-varer er steget med 48 pct. siden sidste år” 2014:17)</li> <li>• <i>The number of FSC-labelled products has increased with 56%</i> (“er antallet af FSC-mærkede varer vokset med 56 pct” 2014:17)</li> <li>• <i>Third party certifications that advocate fair conditions for employees and small producers</i> (“tredje parts certificerede mærkningsordninger, som arbejder for fair vilkår for arbejdstagere og små producenter” 2014:18)</li> <li>• <i>We have stakeholder dialogues with NGO’s and organisationer eg. concerning animal welfare [...] and food waste</i> (“Vi har interessentdialog med NGO’er og organisationer, f.ek.s omkring dyrevelfærd [...] og omkring madspild” 2014:21)</li> </ul>

## Appendix 7 - 2014 CSR report (Coop, 2015)

Code / Theme	Unit of data / quote from report (year)
The human right to water	<ul style="list-style-type: none"> <li>• <i>In 2014, Coop enacted to remove the last 10.000 bottles of herbicides we had in stock [because it causes] big damage to the aquatic environment</i> (“I 2014 vedtog Coop at fjerne de sidste 10.000 flasker sprøjtemiddel, som vi havde på lager. Beslutningen skyldtes, at sprøjtemidlerne i hænderne på almindelige forbrugere nemt anvendes uhensigtsmæssig til stor skade for vandmiljøet” 2015:22)</li> <li>• <i>If we all refrain from using fabric softener, we preserve the aquatic environment from 3.000 tons of xenobiotic chemicals</i> (“Hvis vi alle undlader skyllemiddel, sparer vi hvert år vandmiljøet for 3.000 tons miljøfremmede stoffer” 2015:22)</li> </ul>
UNGPs	<ul style="list-style-type: none"> <li>• <i>The aim is to avoid eg. child labour, discrimination and dangerous working conditions</i> (“Målet er at undgå f.eks. børnearbejde, diskrimination og farlige arbejdsforhold” 2015:7)</li> <li>• <i>Coop adopted “Coop’s principle on human rights” [...] In the principle it says among other things: “Coop supports and respects the human rights and has a responsibility to ensure that we do not contribute to human rights violations”</i> (“Coop har i 2014 vedtaget ’Coops princip for menneskerettigheder’. [...] I princippet står der bl.a.: ”Coop støtter og respekterer menneskerettighederne og har et ansvar for at sikre, at vi ikke medvirker til krænkelse af menneskerettighederne” 2015:8)</li> <li>• <i>Coop’s work with BSCI shows how we can achieve noticeable improvements for human rights compliance in the supply chain through international cooperation</i> (“Coops arbejde med BSCI (Business Social Compliance Initiative) viser, hvordan vi igennem internationalt samarbejde kan opnå mærkbare forbedringer for menneskerettigheder i leverandørkæden” 2015:8)</li> <li>• <i>Coop participates actively in the Danish Initiative for Ethical Trade [...] which in 2014 has worked to fight forced labour and ensure compliance with labour rights</i> (“Coop deltager også aktivt i Dansk Initiativ for Etisk Handel (DIEH ), der i 2014 bl.a. har arbejdet for at bekæmpe tvangsarbejde og sikre overholdelse af arbejdstagerrettigheder” 2015:8)</li> <li>• <i>Accord on Fire and Building Safety in Bangladesh [...] the goal is to create a safer and more sustainable garment industry in Bangladesh</i> (“Aftale om Brand- og Bygningssikkerhed i Bangladesh [...] målsætningen er at skabe en mere sikker og bæredygtig beklædningsindustri i Bangladesh” 2015:9)</li> <li>• <i>A systematic approach to prevention [of work related accidents that] has resulted in a 33% reduction in the number of accidents between 2012 and 2014</i> (“en systematisk tilgang til forebyggelse og denne tilgang har resulteret i en 33% reduktion i antallet af ulykker fra 2012-2014” 2015:12)</li> <li>• <i>Coop has worked concretely with improving the proportion of the underrepresented gender</i> (“Coop arbejdet konkret med at forbedre</li> </ul>

	<p>andelen af det underrepræsenterede køn” 2015:13)</p> <ul style="list-style-type: none"> <li>• <i>As described in the chapter on human rights, we work continuously to improve conditions when we experience deviance. We believe that is better that we stay and seek to improve conditions rather than leave suppliers and let things be as is</i> (“Som beskrevet under afsnittet om Menneskerettigheder arbejder vi løbende på at forbedre forholdene, hvis vi erfarer uoverensstemmelser. Vi mener som udgangspunkt, at det er bedre, at vi bliver og søger at forbedre forholdene, end at vi forlader leverandørerne og lader stå til” 2015:18)</li> <li>• <i>The Savannah project also concerns 3 development projects in Kenya, Namibia and Ghana. In collaboration with CARE Danmark, IBIS and Toms Chokolade, we focus on creating a sustainable production and improve living conditions for small farmers</i> (“Savannah-arbejdet omfatter også 3 udviklingsprojekter i hhv. Kenya, Namibia og Ghana. I samarbejde med bl.a. CARE Danmark, IBIS og Toms Chokolade har vi fokus på at skabe en bæredygtig produktion og forbedre levevilkårene for småbønder” 2015:19)</li> <li>• <i>261 fairtrade products</i> (“261 Fairtrade-mærkede produkter” 2015:23)</li> <li>• <i>In 2014, Coop received 122 inquiries from consumers every day</i> (“I 2014 var der 122 henvendelser hos Coops forbrugerservice hver dag” 2015:25)</li> </ul>
Global value chain	<ul style="list-style-type: none"> <li>• <i>All of Coop’s suppliers sign our ethical set of rules</i> (“Alle Coops leverandører underskriver vores etiske regelsæt” 2015:7)</li> <li>• <i>Coop and the international organisation BSCI urgently convene the International Labour Organisation, representatives from the Thai government and customers from the factory. Concrete demands of improvement are sent to the factory from 26 customers including Coop. The factory improves employee conditions - and sends documentation in June proving that it now lives up to Coop’s requirements</i> (“Coop og den internationale organisation BSCI hasteindkalder den internationale arbejdstagerorganisation ILO, repræsentanter fra Thailands regering og kunder til fabrikken til konference. Konkrete krav om forbedringer sendes fra 26 kunder - heriblandt Coop - til fabrikken. Fabrikken forbedrer vilkårene for de ansatte – og sender i juni dokumentation på, at de nu lever op til Coops krav” 2015:7)</li> <li>• <i>We know that we can achieve better results with regards to improving conditions in the supply chain by taking part in international partnerships, than if we stand alone</i> (“ved vi, at vi kan opnå bedre resultater vedr. forbedring af vilkår i leverandørkæden ved at indgå i internationale partnerskaber, end hvis vi står alene” 2015:8)</li> <li>• <i>Coop’s work with BSCI shows how we can achieve noticeable improvements for human rights compliance in the supply chain through international cooperation</i> (“Coops arbejde med BSCI (Business Social Compliance Initiative) viser, hvordan vi igennem internationalt samarbejde kan opnå mærkbare forbedringer for menneskerettigheder i leverandørkæden” 2015:8)</li> <li>• <i>Coop participates actively in the Danish Initiative for Ethical Trade [...]</i></li> </ul>



	<p><i>which in 2014 has worked to fight forced labour and ensure compliance with labour rights</i> (“Coop deltager også aktivt i Dansk Initiativ for Etisk Handel (DIEH ), der i 2014 bl.a. har arbejdet for at bekæmpe tvangsarbejde og sikre overholdelse af arbejdstagerrettigheder” 2015:8)</p> <ul style="list-style-type: none"> <li>• <i>Coop Trading A/S updated its Code of Conduct in accordance with BSCI and is working towards securing a responsible supply chain</i> (“Coop Trading A/S har i 2014 opdateret deres Code of Conduct i overensstemmelse med BSCI og arbejder også for at sikre en ansvarlig leverandørkæde” 2015:9)</li> <li>• <i>Accord on Fire and Building Safety in Bangladesh [...] the goal is to create a safer and more sustainable garment industry in Bangladesh</i> (“Aftale om Brand- og Bygningssikkerhed i Bangladesh [...] målsætningen er at skabe en mere sikker og bæredygtig beklædningsindustri i Bangladesh” 2015:9)</li> <li>• <i>My toolbox with meaning is meant to make responsibility a part of employees and relevant decision makers’ routine</i> (“Min Værktøjskasse Med Mening’ har til formål at gøre ansvarlighed til en del af hverdagen for medarbejdere og relevante beslutningstagere i Coop” 2015:9)</li> <li>• <i>For Coop, good business practice constitutes responsible production, purchase and supply management throughout the value chain</i> (“God forretningskik i Coop handler om ansvarlig produktion, indkøb og leverandørstyring i hele værdikæden” 2015:18)</li> <li>• <i>Coop can interrupt collaboration with a producer if rules are severely broken or if critical conditions are not redressed within the agreed period</i> (“Coop kan afbryde samarbejdet med producenten, hvis regler brydes groft, eller kritisable forhold ikke bliver bragt i orden indenfor en aftalt periode” 2015:18)</li> <li>• <i>As described in the chapter on human rights, we work continuously to improve conditions when we experience deviance. We believe that is better that we stay and seek to improve conditions rather than leave suppliers and let things be as is</i> (“Som beskrevet under afsnittet om Menneskerettigheder arbejder vi løbende på at forbedre forholdene, hvis vi erfarer uoverensstemmelser. Vi mener som udgangspunkt, at det er bedre, at vi bliver og søger at forbedre forholdene, end at vi forlader leverandørerne og lader stå til” 2015:18)</li> <li>• <i>Coop’s Code of Conduct lays the groundwork for our auditing process</i> (“Coops Code of Conduct ligger til grund for vores auditproces” 2015:18)</li> <li>• <i>The Savannah project also concerns 3 development projects in Kenya, Namibia and Ghana. In collaboration with CARE Denmark, IBIS and Toms Chokolade, we focus on creating a sustainable production and improve living conditions for small farmers</i> (“Savannah-arbejdet omfatter også 3 udviklingsprojekter i hhv. Kenya, Namibia og Ghana. I samarbejde med bl.a. CARE Danmark, IBIS og Toms Chokolade har vi fokus på at skabe en bæredygtig produktion og forbedre levevilkårene for småbønder” 2015:19)</li> <li>• <i>With about 20.000 different food products and more than 900 food</i></li> </ul>
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	<p><i>suppliers</i> (“Med ca. 20.000 forskellige fødevarer på hylderne og mere end 900 fødevarerleverandører” 2015:20)</p> <ul style="list-style-type: none"> <li>• <i>Following the [Listeria] case, Coop has updated its approval procedures for suppliers and goods</i> (“Som følge af sagen har Coop bl.a. opdateret godkendelsesprocedurer for leverandører og varer” 2015:20)</li> <li>• <i>261 fairtrade products</i> (“261 Fairtrade-mærkede produkter” 2015:23)</li> </ul>
Global Governance	<ul style="list-style-type: none"> <li>• <i>Coop can however rarely change much alone. The way forward is therefore most often through international cooperation, that can really address the issues</i> (“Coop kan dog sjældent ændre meget alene. Vejen frem er derfor som oftest internationalt samarbejde, der for alvor kan gøre noget ved problemerne” 2015:7)</li> <li>• <i>Coop and the international organisation BSCI urgently convene the International Labour Organisation, representatives from the Thai government and customers from the factory. Concrete demands of improvement are sent to the factory from 26 customers including Coop. The factory improves employee conditions - and sends documentation in June proving that it now lives up to Coop’s requirements</i> (“Coop og den internationale organisation BSCI haster indkalder den internationale arbejdstagerorganisation ILO, repræsentanter fra Thailands regering og kunder til fabrikken til konference. Konkrete krav om forbedringer sendes fra 26 kunder - heriblandt Coop - til fabrikken. Fabrikken forbedrer vilkårene for de ansatte – og sender i juni dokumentation på, at de nu lever op til Coops krav” 2015:7)</li> <li>• <i>We know that we can achieve better results with regards to improving conditions in the supply chain by taking part in international partnerships, than if we stand alone</i> (“ved vi, at vi kan opnå bedre resultater vedr. forbedring af vilkår i leverandørkæden ved at indgå i internationale partnerskaber, end hvis vi står alene” 2015:8)</li> <li>• <i>Coop’s work with BSCI shows how we can achieve noticeable improvements for human rights compliance in the supply chain through international cooperation</i> (“Coops arbejde med BSCI (Business Social Compliance Initiative) viser, hvordan vi igennem internationalt samarbejde kan opnå mærkbare forbedringer for menneskerettigheder i leverandørkæden” 2015:8)</li> <li>• <i>Coop participates actively in the Danish Initiative for Ethical Trade [...] which in 2014 has worked to fight forced labour and ensure compliance with labour rights</i> (“Coop deltager også aktivt i Dansk Initiativ for Etisk Handel (DIEH ), der i 2014 bl.a. har arbejdet for at bekæmpe tvangsarbejde og sikre overholdelse af arbejdstagerrettigheder” 2015:8)</li> <li>• <i>Coop Trading A/S updated its Code of Conduct in accordance with BSCI and is working towards securing a responsible supply chain</i> (“Coop Trading A/S har i 2014 opdateret deres Code of Conduct i overensstemmelse med BSCI og arbejder også for at sikre en ansvarlig leverandørkæde” 2015:9)</li> <li>• <i>Accord on Fire and Building Safety in Bangladesh [...] the goal is to create a safer and more sustainable garment industry in Bangladesh</i></li> </ul>

	<p>(“Aftale om Brand- og Bygningssikkerhed i Bangladesh [...] målsætningen er at skabe en mere sikker og bæredygtig beklædningsindustri i Bangladesh” 2015:9)</p> <ul style="list-style-type: none"> <li>• <i>In 2014 Coop has been a member of the Danish Initiative for Ethical Trade, Council for social responsibility, the Ministry of Food’s Advisory Committee on Food, the board for the Environmental label</i> (“2014 har Coop bl.a. været medlem af Dansk Initiativ for Etisk Handel, Rådet for Samfundsansvar, Fødevareministeriets Rådgivende Fødevareudvalg, Miljømærkenævnet” 2015:18)</li> <li>• <i>Coop has furthermore been active in political dialogues by providing expert input to the political debate and decision making process</i> (“Coop har derudover været aktiv i politiske dialogmøder for at give specialistinput til at kvalificere den politiske debat og beslutningsprocesser” 2015:18)</li> <li>• <i>The Savannah project also concerns 3 development projects in Kenya, Namibia and Ghana. In collaboration with CARE Danmark, IBIS and Toms Chokolade, we focus on creating a sustainable production and improve living conditions for small farmers</i> (“Savannah-arbejdet omfatter også 3 udviklingsprojekter i hhv. Kenya, Namibia og Ghana. I samarbejde med bl.a. CARE Danmark, IBIS og Toms Chokolade har vi fokus på at skabe en bæredygtig produktion og forbedre levevilkårene for småbønder” 2015:19)</li> <li>• <i>Following the [Listeria] case, Coop [...] has contributed alongside other actors to a critical review of the national Listeria-efforts</i> (“Som følge af sagen har Coop [...] sammen med andre aktører har vi bidraget til en kritisk gennemgang af den nationale Listeria-indsats” 2015:20)</li> <li>• <i>261 fairtrade products</i> (“261 Fairtrade-mærkede produkter” 2015:23)</li> <li>• <i>Revenues from FSC-labelled tree has increased significantly for the second year in a row</i> (“omsætningen af FSC mærket træ for andet år i træk er steget markant” 2015:23)</li> <li>• <i>Coop [is committed] to promoting key consumer issues through national and international cooperation</i> (“Coop har [...] en forpligtelse til at fremme forbrugerpolitiske mærkesager gennem nationalt og internationalt samarbejde” 2015:27)</li> </ul>
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### Appendix 8 - 2015 CSR report (Coop, 2016)

Code / Theme	Unit of data / quote from report (year)
The human right to water	<ul style="list-style-type: none"> <li>• <i>If [Denmark becomes twice as organic], [...] 100 billion liters of groundwater will be protected from pesticides</i> (“Lykkedes det at nå visionen om et dobbelt så økologisk Danmark, vil det betyde, [...] at 100 mia. liter grundvand beskyttes mod pesticider” 2016:26)</li> <li>• <i>Donate your bottle deposit and support the work for clean drinking</i></li> </ul>

	<p><i>water to all</i> (“Donér din flaskepant og støt arbejdet for rent drikkevand til alle” 2016:32)</p> <ul style="list-style-type: none"> <li>• <i>The Red Cross is present in 189 countries and has in Syria alone provide 16 million people access to clean drinking water in 2014</i> (“Røde Kors er til stede i 189 lande og har alene i Syrien sikret 16 mio. mennesker adgang til rent drikkevand i 2014” 2016:32)</li> <li>• <i>Together we can ensure more than 57 million liters of clean drinking water to needy people all over the world.</i> (“kan vi sammen sikre mere end 57 mio. liter rent drikkevand til værdigt trængende mennesker i verden” 2016:32)</li> <li>• <i>4.000 children die each day in the world’s poorest countries because they lack access to clean water and sanitation</i> (“Hver dag dør 4.000 børn i verdens fattigste lande, fordi de mangler adgang til rent vand og sanitet” 2016:32)</li> <li>• <i>With the money from your bottles, the Red Cross can establish water sources and wells that ensure clean water to children and adults in catastrophe stricken areas</i> (“Med pengene fra dine flasker kan Røde Kors etablere vandkilder og brønde, som sikrer rent vand til børn og voksne i verdens katastrofeområder” 2016:32)</li> </ul>
UNGP's	<ul style="list-style-type: none"> <li>• <i>In Coop’s Food manifesto, we make clear that [...] better food is food that [...] is produced and sold with a concern for people, animals and the environment</i> (“I Coops Madmanifest gør vi det klart, at [...] bedre mad er mad, der [...] er produceret og solgt med omtanke for mennesker, dyr og miljø” 2016:3)</li> <li>• <i>Human rights in the supply chain</i> (“Menneskerettigheder i leverandørkæden” 2016:8)</li> <li>• <i>Coop’s Code of Conduct is a part of our contract with suppliers and reflects our joining to the UN Global Compact, the international conventions on workers’ rights and human rights as well as our membership to the Business Social Compliance Initiative</i> (“Coops Code of Conduct er en del af vores kontraktuelle aftale med leverandørerne og afspejler vores tilslutning til UN Global compact, internationale konventioner for arbejdstager- og menneskerettigheder samt vores medlemskab af Business Social Compliance Initiative” 2016:8)</li> <li>• <i>Through international cooperation, we have experienced that we are able to achieve noticeable improvements for employees in our supply chain</i> (“I gennem dette internationale samarbejde har vi oplevet, at vi kan opnå mærkbare forbedringer for arbejdstagere i leverandørkæden” 2016:8)</li> <li>• <i>In 2015, efforts have been made to fight illegal migrant work and ensure compliance with labour rights in the tomato industry in Italy</i> (“I 2015 har indsatsen bl.a. handlet om at bekæmpe ulovligt migrant-arbejde og sikre overholdelse af arbejdstagerrettigheder i tomatindustrien i Italien.” 2016:9)</li> <li>• <i>During 2014-2015 Coop collaborated with the Norwegian and English initiatives for ethical trade through the Danish Initiative for Ethical Trade. Through that project, pressure was applied on Italian authorities</i></li> </ul>

	<p><i>to improve the situation</i> (“I løbet af 2014-2015 har Coop via Dansk Initiativ for Etisk Handel indgået et samarbejde med det norske og engelske Initiativ for Etisk Handel. Igennem dette projekt er der lagt pres på de italienske myndigheder og samarbejdet med organisationer i Italien for at forbedre situation” 2016:9)</p> <ul style="list-style-type: none"> <li>• <i>All factories that Coop trades with directly have been audited according to the principles of the Accord on Fire and Building Safety in Bangladesh</i> (“Alle de fabrikker, som Coop handler direkte med, har fået foretaget en audit i henhold til principperne bag Bangladesh Accorden” 2016:10)</li> <li>• <i>In 2015, Coop Danmark A/S board approved a new “Policy for the underrepresented gender in the concern Coop Danmark A/S”</i> (“Coop Danmark A/S’ bestyrelse godkendte i 2015 en ny ”Politik for det underrepræsenterede køn i Koncernen Coop Danmark A/S” 2016:12)</li> <li>• <i>30% fewer serious accidents compared to 2011</i> (“30% færre alvorlige ulykker i Coop ift. 2011” 2016:15)</li> <li>• <i>In Coop’s Code of Conduct, our suppliers are obliged to ensure proper procedures for their employees and make ethical requirements for their sub-suppliers</i> (“I Coops Code of Conduct forpligtiger vores leverandører sig til at sikre ordentlige arbejdsgange for deres medarbejdere og til at stille etiske krav til deres underleverandører” 2016:19)</li> <li>• <i>Coop has collaborated with the Fairtrade label since 1995</i> (“Coop har samarbejdet med Fairtrade mærket siden 1995” 2016:28)</li> </ul>
Global value chain	<ul style="list-style-type: none"> <li>• <i>Coop has over 2.500 suppliers</i> (“Coop har mere end 2.500 leverandører” 2016:5)</li> <li>• <i>Human rights in the supply chain</i> (“Menneskerettigheder i leverandørkæden” 2016:8)</li> <li>• <i>Coop’s Code of Conduct is a part of our contract with suppliers and reflects our joining to the UN Global Compact, the international conventions on workers’ rights and human rights as well as our membership to the Business Social Compliance Initiative</i> (“Coops Code of Conduct er en del af vores kontraktuelle aftale med leverandørerne og afspejler vores tilslutning til UN Global compact, internationale konventioner for arbejdstager- og menneskerettigheder samt vores medlemskab af Business Social Compliance Initiative” 2016:8)</li> <li>• <i>Through international cooperation, we have experienced that we are able to achieve noticeable improvements for employees in our supply chain</i> (“Igennem dette internationale samarbejde har vi oplevet, at vi kan opnå mærkbare forbedringer for arbejdstagere i leverandørkæden” 2016:8)</li> <li>• <i>We use a risk based approach in our work for responsible supply management, which means that we have extra requirements for suppliers from countries deemed at-risk by BSCI</i> (“I vores arbejde med ansvarlig leverandørstyring har vi en risikobaseret tilgang, som betyder, at vi har ekstra krav til leverandører placeret i et BSCI defineret risikoland” 2016:8)</li> <li>• <i>Those suppliers are obliged to receive the approval of a third party</i></li> </ul>

	<p><i>CSR-audit to live up to our Code of Conduct</i> (“Disse leverandører er forpligtiget til at modtage en godkendt tredjeparts CSR-audit for at leve op til vores krav i vores Code of Conduct” 2016:8)</p> <ul style="list-style-type: none"> <li>• <i>Historically, Coop has focused particularly on non-food products from the Far East, as Coop deemed that from a risk-based approach, it was there that there was the greatest need for follow-up. In recent years, however, we have experienced that there is a need for a similar approach for food products. In 2015, we therefore intensified our efforts concerning our own food products.</i> (“Historisk set har Coop haft særlig fokus på nonfood-varer fra fjernøsten, da Coop ud fra en risikobaseret tilgang vurderede, at behovet for opfølgning var størst her. I de seneste år har vi dog oplevet et behov for samme tilgang til fødevarerproducenter. I 2015 har vi derfor intensiveret indsatsen overfor leverandører af vores egne varemærker af fødevarer” 2016:8)</li> <li>• <i>Our work with responsible food supply management will be more comprehensive in 2016 so as to also include follow-up on suppliers that constitute an indirect risk. E.g. suppliers for certain food products that are not located in at-risk countries</i> (“Vores arbejde med ansvarlig leverandørstyring på food, vil i 2016 være mere omfattende ved også at involvere opfølgning på leverandører, der udgør en indirekte risiko. Det kan eksempelvis være leverandører inden for særlige fødevarergrupper der skal følges op på, selvom de ikke er placeret i et risikoland” 2016:8)</li> <li>• <i>In 2015, efforts have been made to fight illegal migrant work and ensure compliance with labour rights in the tomato industry in Italy</i> (“I 2015 har indsatsen bl.a. handlet om at bekæmpe ulovligt migrant-arbejde og sikre overholdelse af arbejdstagerrettigheder i tomatindustrien i Italien.” 2016:9)</li> <li>• <i>During 2014-2015 Coop collaborated with the Norwegian and English initiatives for ethical trade through the Danish Initiative for Ethical Trade. Through that project, pressure was applied on Italian authorities to improve the situation</i> (“I løbet af 2014-2015 har Coop via Dansk Initiativ for Etisk Handel indgået et samarbejde med det norske og engelske Initiativ for Etisk Handel. Igennem dette projekt er der lagt pres på de italienske myndigheder og samarbejdet med organisationer i Italien for at forbedre situation” 2016:9)</li> <li>• <i>All factories that Coop trades with directly have been audited according to the principles of the Accord on Fire and Building Safety in Bangladesh</i> (“Alle de fabrikker, som Coop handler direkte med, har fået foretaget en audit i henhold til principperne bag Bangladesh Accorden” 2016:10)</li> <li>• <i>In 2015, Coop signed [...] the EU Supply Chain</i> (“I 2015 underskrev Coop [...] ”EU Supply Chain Initiative” 2016:19)</li> <li>• <i>In Coop’s Code of Conduct, our suppliers are obliged to ensure proper procedures for their employees and make ethical requirements for their sub-suppliers</i> (“I Coops Code of Conduct forpligtiger vores leverandører sig til at sikre ordentlige arbejdsgange for deres medarbejdere og til at stille etiske krav til deres underleverandører” 2016:19)</li> </ul>
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	<ul style="list-style-type: none"> <li>• <i>In Kenya, Namibia and Ghana, we have been [...] integrating small farmers into our value chains</i> (“I Kenya, Namibia og Ghana, har vi [...] integrere[t] små farmere i vores værdikæder” 2016:20)</li> <li>• <i>Coop has collaborated with the Fairtrade label since 1995</i> (“Coop har samarbejdet med Fairtrade mærket siden 1995” 2016:28)</li> </ul>
Global Governance	<ul style="list-style-type: none"> <li>• <i>Coop’s Code of Conduct is a part of our contract with suppliers and reflects our joining to the UN Global Compact, the international conventions on workers’ rights and human rights as well as our membership to the Business Social Compliance Initiative</i> (“Coops Code of Conduct er en del af vores kontraktuelle aftale med leverandørerne og afspejler vores tilslutning til UN Global compact, internationale konventioner for arbejdstager- og menneskerettigheder samt vores medlemskab af Business Social Compliance Initiative” 2016:8)</li> <li>• <i>Some cases are difficult to handle alone. That is why Coop co-founded the Danish Initiative for Ethical Trade</i> (“Nogle sager er svære at håndtere alene. Derfor er Coop medstifter af Dansk Initiativ for Etisk Handel (DIEH)” 2016:9)</li> <li>• <i>During 2014-2015 Coop collaborated with the Norwegian and English initiatives for ethical trade through the Danish Initiative for Ethical Trade. Through that project, pressure was applied on Italian authorities to improve the situation</i> (“I løbet af 2014-2015 har Coop via Dansk Initiativ for Etisk Handel indgået et samarbejde med det norske og engelske Initiativ for Etisk Handel. Igennem dette projekt er der lagt pres på de italienske myndigheder og samarbejdet med organisationer i Italien for at forbedre situation” 2016:9)</li> <li>• <i>We have [committed ourselves] to promoting key consumer issues through national and international cooperation</i> (“har vi en forpligtelse til at fremme forbrugerpolitiske mærkesager gennem nationalt og internationalt samarbejde” 2016:21)</li> <li>• <i>We are stronger when we join network based initiatives, councils and cooperations</i> (“vi står stærkere når vi indgår i netværksbaserede initiativer, råd og samarbejder” 2016:21)</li> <li>• <i>Coop has collaborated with the Fairtrade label since 1995</i> (“Coop har samarbejdet med Fairtrade mærket siden 1995” 2016:28)</li> <li>• <i>Coop is working to make MSC and ASC labels available and visible in all Coop’s stores</i> (“Coop arbejder med at gøre MSC og ASC tilgængeligt og synligt i alle Coops kæder” 2016:28)</li> </ul>

## Appendix 9 - 2016 CSR report (Coop, 2017)

Code / Theme	Unit of data / quote from report (year)
The human right to water	
UNGPs	<ul style="list-style-type: none"> <li>• <i>As a big actor in the food retail market, Coop has a responsibility both towards its suppliers and to the consumers</i> (“Som stor aktør på dagligvaremarkedet har Coop et ansvar, der både rækker tilbage i værdikæden til leverandører og frem til forbrugerne” 2017:6)</li> <li>• <i>Global consumption is increasing, and it is a fact that both humans, animals and the environment are affected by the increasing pressure on the world’s resources</i> (“Forbruget i verden er stigende, og det er en kendsgerning, at både mennesker, dyr og miljø er påvirket af et stigende pres på verdens ressourcer” 2017:10)</li> <li>• <i>The products our customers and members buy in Coop’s shops affect global issues</i> (“De varer, som vores kunder og medlemmer køber i Coops butikker, påvirker de globale problemstillinger” 2017:10)</li> <li>• <i>Make products certified for responsibility available and attractive</i> (“gøre varer med certificeringer for ansvarlighed tilgængelige og attraktive” 2017:10)</li> <li>• <i>We define mindful products as products that make a positive difference for eg. health, the environment, the climate, social responsibility or animal wellbeing, and are certified by a third party</i> (“Omtankevarer definerer vi som produkter, som gør en positiv forskel for fx. sundhed, miljø, klima, socialt ansvar eller dyrevelfærd, og som er certificeret af en anerkendt tredjepart” 2017:11)</li> <li>• <i>Production of soy is like palm oil directly causing deforestation with big negative impact on climate, biodiversity and the population in the areas where soy fields are established.</i> (“Sojaproduktion er ligesom palmeolie direkte årsag til rydning af skov- og steppearealer med store negative konsekvenser for klima, biodiversitet og befolkningen i de områder, hvor sojamarkeerne er blevet etableret” 2017:13)</li> <li>• <i>We have therefore committed ourselves to support and respect the UN’s human rights. At our suppliers, this happens through our Code of Conduct, our auditing processes and in relation to our membership at the Business Social Compliance Initiative (BSCI)</i> (“vi [har] derfor forpligtiget os til at støtte og respektere FN’s menneskerettigheder. Hos vores leverandører sker det igennem vores Code of Conduct, vores auditeringsprocesser og i relation til vores medlemskab af Business Social Compliance Initiative (BSCI)” 2017:16)</li> <li>• <i>Coop’s Savannah initiative which engenders development through trade</i> (“Coops Savannah-initiativ, der skaber udvikling gennem handel” 2017:16)</li> <li>• <i>During 2016, we shaped a Human Rights Impact Assessment that examines the entire value chain [...] [for coffee]. The report contains recommendations for how we ensure we comply with human rights</i></li> </ul>



	<p><i>throughout the value chain for coffee</i> (“I løbet af 2016 har vi fået udformet en Human Rights Impact Assessment, der har undersøgt hele værdikæden [...] vi køber kaffen i. Rapporten indeholder anbefalinger til, hvordan vi sikrer, at menneskerettighederne overholdes i hele kaffeværdikæden” 2017:16)</p> <ul style="list-style-type: none"> <li>• <i>We wish to reduce our environmental and climate footprint as well as influence consumers, suppliers and competitors to do the same</i> (“[...] ønsker vi at mindske vores miljø- og klimamæssige aftryk samt påvirke forbrugere, leverandører og konkurrenter til at gøre det samme” 2017:27)</li> <li>• <i>We wish to reduce our environmental and climate footprint as well as influence consumers, suppliers and competitors to do the same</i> (“[...] ønsker vi at mindske vores miljø- og klimamæssige aftryk samt påvirke forbrugere, leverandører og konkurrenter til at gøre det samme” 2017:27)</li> <li>• <i>Coop has participated in Virksomhedsforum for Socialt Ansvar [...] [which] advises the ministry of employment and promotes corporate social responsibility</i> (“har Coop [...] deltaget i Virksomhedsforum for Socialt Ansvar [...] [som] rådgiver Beskæftigelsesministeren og arbejder for at fremme virksomhedernes sociale ansvar” 2017:33)</li> <li>• <i>The UN’s Sustainable Development Goals provide a common framework across sectors. In Coop we contribute towards the fulfilment of several of these goals through our responsibility strategy.</i> (“FN’s verdensmål giver en fælles ramme på tværs af sektorer. I Coop bidrager vi via vores ansvarlighedsstrategi til opnåelsen af flere af disse mål” 2017:39)</li> <li>• <i>Our consumer and member service deals with about 200.000 inquiries yearly [...] Our consumers and members can contact us by phone or through coop.dk/kundeservice</i> (“Vores forbruger- og medlemservice håndterer årligt omkring 200.000 forbrugerhenvendelser. [...] Vores forbrugere og medlemmer kan komme i kontakt med os via telefon eller coop.dk/kundeservice” 2017:43)</li> </ul>
Global value chain	<ul style="list-style-type: none"> <li>• <i>2,500 suppliers linked to Coop</i> (“2.500 leverandører er tilknyttet Coop” 2017:4)</li> <li>• <i>As a big actor in the food retail market, Coop has a responsibility both towards its suppliers and to the consumers</i> (“Som stor aktør på dagligvaremarkedet har Coop et ansvar, der både rækker tilbage i værdikæden til leverandører og frem til forbrugerne” 2017:6)</li> <li>• <i>We cooperate with our suppliers worldwide and impose requirements to employee relations, environmental considerations, and last but not least the quality of products</i> (“Vi samarbejder med vores leverandører fra hele verden og stiller krav til medarbejderforhold, miljøhensyn og ikke mindst kvaliteten af varerne” 2017:6)</li> <li>• <i>Coop also cooperates with and listens to stakeholders like NGOs, researchers, consumer movements, and politicians, who thereby also influence our responsibility strategy</i> (“Coop samarbejder også med og lytter til interessenter såsom NGO’er, forskere, forbrugerbevægelser og politikere, som dermed også er med til at præge vores</li> </ul>

	<p>ansvarlighedsstrategi” 2017:7)</p> <ul style="list-style-type: none"> <li>• <i>All our suppliers must follow our product requirements and Code of Conduct, og via test og auditeringer har vi en systematisk opfølgning</i> (“Alle vores leverandører skal derfor følge vores varekrav og Code of Conduct, og via test og auditeringer har vi en systematisk opfølgning” 2017:7)</li> <li>• <i>The products our customers and members buy in Coop’s shops affect global issues</i> (“De varer, som vores kunder og medlemmer køber i Coops butikker, påvirker de globale problemstillinger” 2017:10)</li> <li>• <i>We [...] require that our suppliers for our own products are certified by the international standard Roundtable for Sustainable Palm Oil</i> (“vi [...] stiller krav til vores leverandører af egne varemærker om certificering i henhold til den internationale standard Roundtable for Sustainable Palm Oil” 2017:13)</li> <li>• <i>We are in dialogue with suppliers, consumers, industry organisations about how we can ensure a sustainable use of soy in our products going forward</i> (“Samtidig er vi i dialog med leverandører, forbrugere og brancheorganisationer om, hvordan vi fremover kan sikre brug af bæredygtig soja i vores varer” 2017:13)</li> <li>• <i>Coop has its own auditors and in 2016, 78 audits were carried out at producers of Coop’s own products</i> (“Coop har egne auditører, og i 2016 blev der gennemført 78 audits hos producenter af fødevarer i Coops egne varemærker” 2017:15)</li> <li>• <i>We have therefore committed ourselves to support and respect the UN’s human rights. At our suppliers, this happens through our Code of Conduct, our auditing processes and in relation to our membership at the Business Social Compliance Initiative (BSCI)</i> (“vi [har] derfor forpligtiget os til at støtte og respektere FN’s menneskerettigheder. Hos vores leverandører sker det igennem vores Code of Conduct, vores auditeringsprocesser og i relation til vores medlemskab af Business Social Compliance Initiative (BSCI)” 2017:16)</li> <li>• <i>Suppliers from BSCI-defined at risk countries are audited by a third party</i> (“leverandører fra BSCI-definerede risikolande have en tredjeparts-auditering” 2017:16)</li> <li>• <i>Where we see problems with the conditions that do not comply with our requirements, we enter into dialogue with the supplier to find the best possible solution</i> (“hvor vi ser problemer med forholdene, der er i uoverensstemmelse med vores krav, går vi i dialog med leverandøren for at finde den bedste mulige løsning” 2017:16)</li> <li>• <i>Coop wishes for shorter distances between farmer and customer</i> (“Coop ønsker kortere afstand fra bonde til forbruger” 2017:16)</li> <li>• <i>During 2016, we shaped a Human Rights Impact Assessment that examines the entire value chain [...] [for coffee]. The report contains recommendations for how we ensure we comply with human rights throughout the value chain for coffee</i> (“I løbet af 2016 har vi fået udformet en Human Rights Impact Assessment, der har undersøgt hele værdikæden [...] vi køber kaffen i. Rapporten indeholder anbefalinger til,</li> </ul>
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	<p>hvordan vi sikrer, at menneskerettighederne overholdes i hele kaffeværdikæden” 2017:16)</p> <ul style="list-style-type: none"> <li>• <i>Stakeholder meetings [...] with [...] NGOs, research institutes, suppliers and authorities</i> (“interessentmøder [...] med [...] NGO’er, forskningsinstitutioner, leverandører og myndigheder” 2017:22)</li> <li>• <i>We wish to reduce our environmental and climate footprint as well as influence consumers, suppliers and competitors to do the same</i> (“[...] ønsker vi at mindske vores miljø- og klimamæssige aftryk samt påvirke forbrugere, leverandører og konkurrenter til at gøre det samme” 2017:27)</li> <li>• <i>a policy [...] that seeks for an even distribution of men and women in leadership positions</i> (“en politik [...] der tilstræber en ligelig fordeling blandt mænd og kvinder i lederstillinger” 2017:34)</li> <li>• <i>Coop’s Code of Conduct reflects our commitment to the UN Declaration on Human Rights, the UN’s conventions on the rights of the child, UN Global Compact principles and the International Labour Organisation. All suppliers sign it to ensure the compliance with human rights and labour rights in the value chain</i> (“Coops Code of Conduct reflekterer vores forpligtigelse overfor UN Declaration of Human Rights, FNs konventioner for børns rettigheder, principperne i UN Global Compact (UNGC) og International Labour Organisation (ILO). Alle leverandører skal underskrive dette for at sikre overholdelse af menneske- og arbejdstagerrettighederne i værdikæden” 2017: 42)</li> </ul>
Global Governance	<ul style="list-style-type: none"> <li>• <i>Coop also cooperates with and listens to stakeholders like NGOs, researchers, consumer movements, and politicians, who thereby also influence our responsibility strategy</i> (“Coop samarbejder også med og lytter til interessenter såsom NGO’er, forskere, forbrugerbevægelser og politikere, som dermed også er med til at præge vores ansvarlighedsstrategi” 2017:7)</li> <li>• <i>We use ISO 26000 on social responsibility as the frame for our efforts</i> (“ISO 26000 for samfundsansvar bruger vi som referenceramme for vores indsatser” 2017:7)</li> <li>• <i>The products our customers and members buy in Coop’s shops affect global issues</i> (“De varer, som vores kunder og medlemmer køber i Coops butikker, påvirker de globale problemsstillinger” 2017:10)</li> <li>• <i>With an increasing global consumption there is a need for sustainable conversion driven by both consumers, producers, civil society and political decision makers</i> (“Med et stigende globalt forbrug er der behov for en bæredygtig omstilling - drevet af både forbrugere, producenter, civilsamfund og politiske beslutningstagere” 2017:10)</li> <li>• <i>Make products certified for responsibility available and attractive</i> (“gøre varer med certificeringer for ansvarlighed tilgængelige og attraktive” 2017:10)</li> <li>• <i>We define mindful products as products that make a positive difference for eg. health, the environment, the climate, social responsibility or animal wellbeing, and are certified by a third party</i> (“Omtankevarer definerer vi som produkter, som gør en positiv forskel for fx. sundhed,</li> </ul>

	<p>miljø, klima, socialt ansvar eller dyrevelfærd, og som er certificeret af en anerkendt tredjepart” 2017:11)</p> <ul style="list-style-type: none"> <li>• <i>We [...] require that our suppliers for our own products are certified by the international standard Roundtable for Sustainable Palm Oil</i> (“vi [...] stiller krav til vores leverandører af egne varemærker om certificering i henhold til den internationale standard Roundtable for Sustainable Palm Oil” 2017:13)</li> <li>• <i>We are in dialogue with suppliers, consumers, industry organisations about how we can ensure a sustainable use of soy in our products going forward</i> (“Samtidig er vi i dialog med leverandører, forbrugere og brancheorganisationer om, hvordan vi fremover kan sikre brug af bæredygtig soja i vores varer” 2017:13)</li> <li>• <i>We have therefore committed ourselves to support and respect the UN’s human rights. At our suppliers, this happens through our Code of Conduct, our auditing processes and in relation to our membership at the Business Social Compliance Initiative (BSCI)</i> (“vi [har] derfor forpligtiget os til at støtte og respektere FN’s menneskerettigheder. Hos vores leverandører sker det igennem vores Code of Conduct, vores auditeringsprocesser og i relation til vores medlemskab af Business Social Compliance Initiative (BSCI)” 2017:16)</li> <li>• <i>The Accord on Fire and Building Safety in Bangladesh</i> (2017:16)</li> <li>• <i>Stakeholder meetings [...] with [...] NGOs, research institutes, suppliers and authorities</i> (“interessentmøder [...] med [...] NGO’er, forskningsinstitutioner, leverandører og myndigheder” 2017:22)</li> <li>• <i>Coop has participated in Virksomhedsforum for Socialt Ansvar [...] [which] advises the ministry of employment and promotes corporate social responsibility</i> (“har Coop [...] deltaget i Virksomhedsforum for Socialt Ansvar [...] [som] rådgiver Beskæftigelsesministeren og arbejder for at fremme virksomhedernes sociale ansvar” 2017:33)</li> <li>• <i>The UN’s Sustainable Development Goals provide a common framework across sectors. In Coop we contribute towards the fulfilment of several of these goals through our responsibility strategy.</i> (“FN’s verdensmål giver en fælles ramme på tværs af sektorer. I Coop bidrager vi via vores ansvarlighedsstrategi til opnåelsen af flere af disse mål” 2017:39)</li> <li>• <i>our commitment to the UN Declaration on Human Rights, the UN’s conventions on the rights of the child, UN Global Compact principles and the International Labour Organisation</i> (“vores forpligtigelse overfor UN Declaration of Human Rights, FN’s konventioner for børns rettigheder, principperne i UN Global Compact (UNGC) og International Labour Organisation (ILO)” 2017: 42)</li> <li>• <i>Coop is co-founder and member of the Danish Initiative for Ethical Trade</i> (“Coop er medstifter og medlem af Dansk Initiativ for Etisk Handel” 2017:42)</li> <li>• <i>Coop has joined The Supply Chain Initiative</i> (“Coop har tilsluttet sig The Supply Chain Initiative” 2017:42)</li> </ul>
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