

Corporate Actors in Zones of Conflict: RESPONSIBLE ENGAGEMENT

Checklist

1. Legitimate Purpose of Business Operations (Right Intention)

What are the goals of our activities in this area? Are they acceptable from a stakeholder point of view?

2. Reasonable Hope of Success

If the company enters into an area with the aim of constructive engagement, it must consider whether it is

likely to succeed in this goal: Is it realistic to assume that our engagement will work constructively?

3. Direct and Indirect Responsibility (Double Effect)

Intended ends and means: What do we aim to achieve through our company's activities? What kinds of means

should we choose to reach our goals? What standards should we follow in terms of protecting employees,

human rights and the environment?

Side-effects: What types of harmful side-effects can we foresee? What steps can we take to prevent or minimize these?

Proportionality: How can we make sure that harmful side-effects are not greater than the positive effects?

Will the harmful effects affect one group while the positive effects affect another? In short, do we cause more

harm than good in the host country?

Indirect Complicity: Are we unintentionally complicit in someone else's wrongful acts? Do we aid and abet an

oppressive and corrupt regime? Do we assist in prolonging an ongoing conflict by making it possible for one

of the parties to continue its wrongdoings?

4. Legitimate Authority

Are decisions that have major social consequences made at the right level within the company? What is the

corporation's legitimate role in society, in terms of its purpose?

5. Openness

What are our goals for the whole investment as well as for individual operations? What possible harmful

effects can be expected? What measures should we take to prevent and/or minimize these?

It is vital that companies publicly declare their answers to these questions, and that they subsequently report

whether their goals have been achieved and to what extent the measures taken had the desired effect.

6. Additional Question: Corporate Identity and Integrity

What kind of company do we wish to be? What do we want people to associate with our brand name and

logo? What kind of actions comply with the company's self-understanding? Is there anything we would never

do or never wish to be involved in?