Table of contents

Preface Lists of tables, figures, boxes and abbreviations	i vi
Summary	X
1 Introduction	1
1.1 Globalisation and MNCs	1
1.2 Universal human rights	2
1.3 The impact of business on human rights	3
1.4 Accountability of business regarding human rights	5
1.5 Corporate social responsibility, sustainable development and human rights	7
1.6 Global standards and voluntary initiatives	8
1.7 Research objective and questions	13
1.8 Structure of the thesis	14
2 Defining a research model for embedding human rights within a MNC	16
2.1 Exploring the emergent field of business and human rights	16
2.2 Business drivers to commit to human rights	17
2.3 Business responsibilities regarding human rights	19
2.4 Human rights dilemmas for business	22
2.5 The concept of weak-embeddedness	24
2.6 Kostova's model of embeddedness	28
2.7 Discussing Kostova's model	30
2.8 Mechanisms to embed human rights	33
2.9 Stakeholder management	36
2.10 Human rights management strategy	46
2.11 Human rights management system	48
2.12 External and internal contexts	55
2.13 Summary: elements of the research model	60
3 Method of approach	63
3.1 Available methods	63
3.2 Case study research	64
3.3 Action research	67
3.4 Selection of cases	72
3.5 Data collection and analysis	76
3.6 Publication of PhD	83
3.7 Summary method of approach	83
4 Embedding human rights mechanisms within Shell Headquarters	85
4.1 Use of data	85
4.2 Overall policy and objectives	86
4.3 Approaches to embed human rights within Shell Group	88
4.4 Management system related to human rights within Shell Group	96
4.5 Employees: global implementation of human rights	100
4.6 Contractors and business partners: global implementation of human rights	106
4.7 Security forces: global implementation of human rights	107
4.8 Community: global implementation of human rights	108
4.9 Government: global implementation of human rights	111
4.10 International society on human rights: stakeholder management in the	113
global context	
4.11 Degree of internalisation	124
4.12 Summary and conclusions	129

5 Overview embedding human rights mechanisms within Shell	137
5.1 Use of data	137
5.2 Global versus local strategy on human rights	139
5.3 Core operations: local implementation of human rights mechanisms	142
5.4 Contractors and business partners: local implementation of human rights mechanisms	145
5.5 Security forces: local implementation of human rights mechanisms	146
5.6 Community: local implementation of human rights mechanisms	146
5.7 Government: local implementation of human rights mechanisms	147
5.8 Local internalisation of human rights mechanisms	147
5.9 Summary and conclusions	147
6 Embedding human rights mechanisms within six existing and new	150
Shell subsidiaries	
6.1 Use of data	150
6.2 Embedding human rights mechanisms within Shell subsidiary in country 1	152
6.3 Embedding human rights mechanisms within Shell joint venture in country 2	166
6.4 Embedding human rights mechanisms within new Shell subsidiaries and/or	173
joint ventures	
6.5 Summary and conclusions	183
7 Embedding human rights mechanisms within Shell subsidiary in	192
Nigeria	
7.1 Nigeria and the impact of oil	192
7.2 Shell in Nigeria: SPDC	199
7.3 Human rights related issues faced by SPDC	201
7.4 Core operations SPDC: implementation and internalisation of human rights mechanisms	207
7.5 Contractors SPDC: implementation and internalisation of human rights mechanisms	211
7.6 Security forces SPDC: implementation and internalisation of human rights mechanisms	212
7.7 Communities in which SPDC operates: implementation and internalisation of human rights mechanisms	214
7.8 Government and SPDC: implementation and internalisation of human rights mechanisms	220
7.9 International society and SPDC: implementation and internalisation of human rights mechanisms	223
7.10 Relationship SPDC and Shell Headquarters	225
7.11 Summary and conclusions	226
8 Conclusions and recommendations	232
8.1 Empirical results	232
8.2 Theoretical implications	240
8.3 Limitations, discussion and further research	244
8.4 Recommendations	244
O. T NCCOMMICHAGONS	273
References	252

Appendix	
Appendix 1 UDHR	274
Appendix 2 Human rights system	279
Appendix 3 Mandate UN Special Representative on business and human rights	281
Appendix 4 Draft norms on transnational corporations and human rights	282
Appendix 5 Examples influencing strategies company and its stakeholders	288
Appendix 6 HRCA tools	289
Appendix 7 Global stakeholders: questions, fora and reports	293
Appendix 8 Case study protocol for countries using HRCA	297
Appendix 9 Interview protocol Country Chairs	299
Appendix 10 Spread SPDC operations	301
Appendix 11 Map of attacks in the Niger Delta	302
Appendix 12 Big Rules SCD Nigeria	303
Samenvatting (Dutch)	304
Curriculum Vitae	312