



Mr John Ruggie
Special Representative
of the UN Secretary-General
for “business and human rights”
c/o Kennedy School of Government
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Cambridge, MA 02138-5801
USA

21 December 2006

Dear Mr Ruggie,

Please find attached our paper on “The role of business in weak governance zones” developed by the International Organisation of Employers (IOE), in collaboration with the International Chamber of Commerce (ICC) and the Business and Industry Advisory Committee to the OECD (BIAC) in response to your invitation to international business to identify effective ways for companies to deal with human rights dilemma situations encountered in weak governance zones.

Drawing on the experiences of our three organisations, this paper reflects the position of representative global business in its very broadest sense.

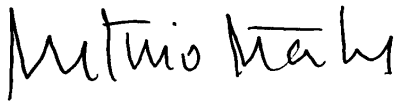
This paper also represents a further elaboration of how business can respond to human rights issues, building on the considerable efforts already made by companies - be they national or multinational - in promoting respect for human rights in their operations around the world.

We welcome this opportunity to contribute to your work.

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The paper necessarily recognises the complementary role companies can play in support of the key responsibility of Government to implement and enforce national laws on human rights. It also recognises the practical and legal limitations faced by any non-state actor in this debate.

We hope that this contribution will assist you in furthering the requirements of your mandate. Yours sincerely,



Antonio Peñalosa
Secretary-General
IOE



Guy Sebban
Secretary-General
ICC



Thomas R. Vant
Secretary-General
BIAC

Annex