

What does a globally responsible Wales look like and how do we get there?

*Tips and tools for public, private and
third sectors in Wales*

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Quick look - 10 steps to global responsibility in Wales

- 1. Understand the goal, then measure it!** Everyone involved in implementing the Well-being of Future Generations Act needs absolute clarity about what the globally responsible goal is, and isn't – which means ensuring indicators and milestones are in place at all levels.
- 2. Raise awareness and encourage critical discussion:** Let people know about the Act and the goals and encourage debate and discussion.
- 3. Global citizenship for life:** If every person in Wales has opportunities to become an active global citizen, all sectors will be equipped with the knowledge, skills and values to support deliver well-being goals through the ways of working.
- 4. Money matters:** ensure the financial and legal support is in place across sectors to make real change to procurement and investment practices –continue to support Fair Trade, but also look to supply chains in industrial scale procurement (e.g. steel industry or medical equipment). Ensure divestment from harmful industries.
- 5. Apply different economic models:** Promote a wellbeing economy at all levels through circular and foundational economics.
- 6. Inclusive internationalism:** Make sure every person representing Wales on global issues or international partnerships is able to use language and practice of inclusivity and equity. The identities and cultures we celebrate in sports and arts and culture should come from across the communities of Wales.
- 7. Consistency not contradiction:** Check actions and plans against the globally responsible Wales goal with support from relevant experts outside silos. For example, if there are plans to prioritise certain sectors (locally, regionally, nationally or internationally), are these going to contribute towards the goals for people in and out of Wales? And the planetary impacts?
- 8. Spot the token:** It is great to celebrate successes but take a balanced impact measurement approach – buying FairTrade tea and coffee in the staff room is great, but shouldn't be used to ignore human rights abuses in supply chains for your core materials, products and services. Effective monitoring is really the only way to do this, but a simple starting point is that every time you ask 'how are we contributing towards this goal?' you also ask 'how might we be stopping or harming progress against this goal?'
- 9. Bring people with you – not just in spirit:** In these complex issues, there isn't always a win-win – put appropriate financial and moral support in place so people who may lose out during transition are supported, for example, when reprioritising investments.
- 10. Experiment, learn and share:** We don't have all the answers – build collaboration across and between globally responsible networks. Implementation should be rooted in the best available evidence but the complexity of these issues means there will be uncertainties, trade-offs and unknowns - these should be articulated where possible. These uncertainties shouldn't be an excuse not to act; experiment, learn and share results.

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Introduction

The Well-being of Future Generations Act (2015) places a duty on the Welsh Government and public bodies in Wales to work towards the seven wellbeing goals through the five ways of working.

As with the Sustainable Development Goals, the Well-being Goals and ways of working are inextricably linked as are the issues they seek to address so it might seem inappropriate to focus in on one goal.

However, the Globally Responsible Wales goal is distinct in that it is the only goal that explicitly recognises Wales' impact on and relationship with the rest of the world. It has also been identified as not having appropriate indicators, and as being the least well understood and implemented goal (WWF/Welsh Government [All Together report](#)). The [International Strategy for Wales](#) places Global Responsibility high on the list of priorities but there is some inconsistency between the goal and some of the actions.

The [2020 Wellbeing of Future Generations report](#) recognises these shortcomings and makes a series of recommendations about how the Welsh Government and public sector can respond, but there are still gaps in how Wales as a whole and individual public, private and third sector bodies can take this forward.

Therefore, the Welsh Centre for International Affairs and Oxfam Cymru, recognised a need for specific work on the Globally Responsible Wales goal in order to start to answer the questions:

- If Wales truly became a globally responsible nation, what would that look like?
- What steps should Welsh Government, public bodies and others in Wales take to systematically become globally responsible?
- What are the areas of uncertainty that require more research or experimentation?

We held six events during 2020 bringing together groups of experts in different areas of global responsibility to share ideas and develop recommendations. This is a broad topic so we have tried to focus on the areas where there are gaps.

As well as the top 10 big steps highlighted on the previous page, this report sets out some of the key discussions, questions and discussions that emerged during these discussions.

We do not want to replace or duplicate work already done and recommend referring to the [2020 Wellbeing of Future Generations report](#) and [Globally Responsible Wales Journey checker](#) alongside this report. There are also excellent detailed recommendations produced by organisations involved as experts in the discussions.

Understanding the goal

“Any action to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.”

The Globally Responsible Wales goal requires us to consider how our actions taken here in Wales may make a positive contribution to global wellbeing. This goal reflects the people of Wales' care for the world and people outside of Wales, as highlighted in the Wales We Want 2014 and the civil society efforts to secure this goal in the Act.

To frame discussions of the goal, we discussed a starting point of ‘do no harm’ then the positive contributions that could be made. We emphasised that being globally responsible is not about tokenistic gestures, but about systematically ensuring that actions taken in Wales that are known to be harmful are first stopped, moving towards a ‘do no harm’ scenario, and actions have positive impacts where possible. The diagram below illustrates this but is not exhaustive.



There are a number of practical tools and suggestions for actions that might be considered globally responsible (e.g. [Globally Responsible Wales Journey checker](#)) but taking these actions in isolation can risk tokenism, for example, planting trees in one place, only to cut down more somewhere else, or buying FairTrade tea and coffee for the staffroom, but not considering ethics in core products and service procurement.

Our approach

We held six expert discussions on the theme of A Globally Responsible Wales. Each event was held in partnership with an organisation with particular expertise in the topic under discussion as follows:

- What does anti-racist global responsibility look like? With **Sub Saharan Advisory Panel**
- Nature and Climate Emergencies with **Size of Wales**
- Human rights, equality and global responsibility with Professor Simon Hoffman, Chair of the **Human Rights Stakeholder Forum**
- Globally responsible soft power with **Cardiff University**
- Peace, justice and global responsibility with **Academi Heddwch Cymru**
- Wales in the global economy: supply chains, trade and trade-offs with **Fair Trade Wales**

The two-hour by-invitation sessions were participatory, facilitated by the WCIA and the partner organisation. We used a combination of whole group discussion, presentation and breakout rooms to capture information in as much detail as time allowed. Ahead of each event, we shared a short paper setting out the premise of the series, and a series of broad questions for participants to consider. We worked with partners to identify an appropriate invitation list, and also asked people to get in touch via social media and our website. Numbers were kept below 30 per session to enable a productive discussion under Chatham House Rules.

Globally responsible Wales, goal by goal

In this section, we summarise key discussion points, and highlight key questions organisations can ask themselves when examining how to improve progress towards the Globally Responsible Wales goal. The discussion points also highlight uncertainties and trade-offs that are important to consider. There are any number of ways to organise these and they often overlap or interlink, but for the purposes of readability, we've divided these by the other well-being goals and the ways of working. As a quick reference, in Annex 1 you can find a checklist of the questions organised by sector.

A prosperous Wales; a prosperous world

The prosperous Wales goal recognises the importance an economic system that supports fair work without compromising planetary boundaries, and the importance of education in achieving prosperity. From a globally responsible perspective, this means fair work throughout the supply chain, including outside of Wales, staying within planetary boundaries and ensuring education is appropriate to achieving these ends.

Education for Sustainable Development and Global Citizenship

Question Checklist

- Is there an opportunity to provide global learning to your workforce? This might be sector-specific such as ESDGC training for teachers, or more general workforce training in subjects like carbon literacy and global citizenship.
- Can you raise awareness of the Well-being of Future Generations Act? Can you highlight the role it can play in building an economy that works for people and planet?
- Can you connect your work on the Wellbeing Goals to the Sustainable Development Goals? Can you engage with those in Wales already involved in the [UN Global Compact](#) to amplify your efforts?
- Can you capitalise on the shift to more digital learning and engagement to bring more perspectives from outside of Wales into what you do?
- Are you consistently linking global and local issues and supporting understanding of the connections between the Well-being Goals?
- Can you have conversations in your workplace about how we can foster a just and green recovery from the pandemic?
- Are there opportunities to promote international volunteering and skill-sharing, including virtual exchange opportunities?
- Are you confident your interactions across borders are based in language and practice of equality and exchange?

Discussion points

- The Curriculum for Wales offers excellent opportunities for Education for Sustainable Development and Global Citizenship (ESDGC) but this has not been in place for those in the current workforce of Wales.
- Workbased learning opportunities in global citizenship are more limited but there are some examples.
- There may be a lack of public understanding of or interest in some international issues, and such issues can often be polarising (international aid, Brexit, trade, migration).

- A new ‘national conversation’ about the Wales We Want may be beneficial in the post-Brexit, post-Covid era.
As many people struggle with the day-to-day, the connections between the local and the global are particularly important, as there can be a trend towards looking inwards.
- Several discussions highlighted that the media specific to Wales is not as strong as counterparts in other parts of the UK and that UK-wide media tends to focus on England and misunderstand or neglect the devolved context
- Organisations/programmes that can support global citizenship education and international exchanges are rapidly disappearing due to underfunding (this is a UK-wide issue) and this trend is likely to continue if European funding for such programmes is not replaced – this includes Erasmus+ and European Solidarity Corp.
- There are some exchanges between professionals for learning in the health sector but also in education and youth work (mostly funded by Erasmus+).
- Physical international exchange has a high carbon footprint which needs to be considered against the benefits.
- There can be power imbalances in international exchanges which can result in exploitative practices and perpetuate a ‘white saviour’ narrative which must be avoided.

The economy

Question checklist

- Can you become part of the [Wellbeing Economy](#) movement in Wales?
- Are you maximising the use of [circular](#) and [foundational economic](#) approaches and sharing learning from your experiences?
- As you make changes in your investments and economic practices, what tailored, non-tokenistic support are you offering those negatively impacted by these economic shifts?
- If you’re prioritising particular sectors or regions, for example, for import and export investment, are these in keeping with the well-being goals, particularly considering environmental impacts and potential outsourcing of harm (through waste or supply chains for example)?

Discussion points

- The Welsh Government has joined the Wellbeing Economy Government Network and has also offered financial support for circular economy and foundational economy pilots. There is interest in different ‘new’ economic models across sectors.
- The biggest perceived challenge here is that Wales’ constitutional framework makes it very difficult for Wales to take a substantially different approach to the rest of the UK and discussions about Welsh independence arose.
- The current economic approach is failing people and planet, but the benefits of changing economic policy is not well understood among many people and businesses – how can we prioritise integrated and collaborative approaches?

- Natural Resources Wales and Welsh Government are both doing work on measuring overseas carbon footprints which should be considered as part of Wales' national indicators for the Well-being Goals.

International trade

Question checklist

- What levers can you use to influence UK trade deals to adopt responsible trade practices that don't compromise on core principles such as human rights or sustainable development?
- How can you reduce engagement with industries, governments or organisations with practices not aligned with the well-being goals?
- Can you develop stronger partnerships with countries/regions/organisations/partners that share values aligned to the Well-being goals?
- Do you have strict due diligence around issues such as human rights and deforestation (see procurement section)?
- How can you prioritise human rights, equality and environmental impact assessments of existing and emerging investment plans?
- Have you given gender, human rights and safeguarding training to all international staff and participants in overseas delegations?
- Have you created an organisational culture where safeguarding, human rights and equalities are core values in your organisation?

Discussion points

- International trade is not a devolved competency but the Welsh Government does engage in international trade missions and seek to shape UK government policy. Trade missions also can include areas of work which are devolved. There are challenges around 'level playing field' laws if Welsh Government takes stricter approach to trade (e.g. higher costs)
- A boycotting approach to trade may discriminate against certain populations and/or be ineffective in creating change. Instead we should help industries to improve their standards through long-term engagement and clearly demonstrate why this approach brings benefits to all stakeholders.

A resilient Wales, a resilient world

Many of the 46 well-being indicators are linked to both a resilient Wales and a globally responsible Wales because our protection of Welsh ecosystems form part of protection of global biodiversity; moreover, carbon emissions are not geographically bound in their impacts. We also need to consider waste products and their impact on the environment.

When thinking about global responsibility, we need to be particularly aware of any 'exported harms' – such as emissions and deforestation within the supply chain and our population level consumption, as well as issues around the exportation of waste. As a Nation of Sanctuary we also have a role in recognising the role the climate and nature emergencies play in the displacement of people.

Nature and climate

Question checklist

- Are nature-based solutions appropriate in your context? Are you assessing the potential impact on biodiversity of your planned climate action?
- Are you setting science and equity-based targets to reduce carbon emissions from consumption as well as production and reporting on these in a timely manner?
- Can you conduct equality impact assessments when implementing climate change mitigation and prevention approaches (example given was that some people need to use straws for drinks consumption)?
- What support mechanisms are in place for those who face economic harm as a result of shifting away from high emission practices?
- How is sustainable land management incentivised and practiced?
- What role are you playing to safeguard Welsh wildlife and migratory species?
- Can you recognise climate refugees and draw on their expertise when supporting those in Wales impacted by, for example, flooding?
- Do you have an ethical investment policy and is this reflected in your practice? What are the provisions in this policy relating to fossil fuels and extractive industries?

Discussion points

- Wales is limited in its ability to legislate around climate change. Brexit may lead to a loss of EU environmental protections.
- Net zero target of 2050. Unless carefully managed, emissions reduction schemes can have negative consequences, particularly for vulnerable people.
- Consider negative environmental impacts, such as green energy initiatives destroying Welsh habitats (e.g. Tidal Lagoons). Cross-border working is needed to protect migratory species.
- Tree planting is a particularly tricky topic and should only be undertaken if carefully and effectively implemented. Should we consider a Welsh oversight body to enforce post-Brexit environment legislation?

A healthy Wales; a healthy world

As well as the health impacts of the climate and nature emergencies (see *a resilient Wales; a resilient world*), our actions here in Wales can have a significant impact on health elsewhere. This includes potential negative health impacts where there are unfair wages, human rights abuses, and slavery in our supply chains through to positive impacts through the sharing of skills and resources we can see through health links in Wales.

Any investment in harmful industries (alcohol, arms, tobacco, etc.) could also contribute to global health harms. The pandemic has been a reminder that global health and national health are closely linked, and that to manage the current pandemic, vaccinations will be needed globally.

Procurement

Question checklist

- Can you reduce the number of links in your supply chains? How often do you review your supply chains?
- Can you conduct and respond to social/life-cycle analysis of your products and services?
- Are you implementing the [Ethical Employment in Supply Chains Code of Conduct](#)? How are you measuring implementation?
- What steps do you have in place to ensure procurement of items that cannot be secured locally – e.g. medical equipment – have fair working practices?
- Do relevant team members have training in ethical issues in supply chains?
- Does your procurement team have the senior leadership and legal support required to implement an ethical approach?
- Can you share barriers to ethical procurement practice and work across your networks to identify solutions?

Discussion points

- The purchasing power of public bodies in Wales, particularly the NHS was highlighted.
- The influence of private sector here was also discussed and the importance of supporting the implementation of the Act outside of the public sector (as with the UN Global Compact for the SDGs).
- The UK Supply Chain Due Diligence Bill was discussed as having potential post-Brexit to take a stronger approach to ensuring good practice in supply chains.
- There is a general support for ethical procurement practice but the implementation is legally and practically difficult and requires more support especially for more complicated supply chains where there is no label scheme (like FairTrade)

Sharing knowledge and expertise

Question checklist

- Can you engage in a health-based skill-sharing partnership with a partner organisation in another part of the world?
- Can you use existing international links to strengthen global health education in your workplace?
- Can you share trauma informed care experience across health organisations including awareness of situations of those seeking sanctuary?

Discussion points

- There are health links that share expertise between Wales and, in particular, Sub Saharan Africa. There are also a large number of school partnerships.
- As with other international exchanges, power imbalances and equity are prime considerations.

Industry

Question checklist

- Can you support the development of stronger links between public, private and third sector so practice can be better understood and shared?
- How can pension and investment schemes adhere to values and ethical considerations?

Discussion points

- Many in the discussions had some discomfort around some industries prioritised by the Welsh Government, for example, the cybersecurity industry. However, there was acknowledgement that understanding of these sectors was limited so it was difficult to make specific recommendations.
- Industries are broad and complex and greater understanding is needed across and between sectors in order to understand the right approach.

An Equal Wales; an equal world

Equality is a key value in the international strategy for Wales. Stronger links could be made between the work done within Wales on equality and our approach to global responsibility, taking lessons from inclusivity and anti-racist and human rights movements and activities. There is also direct action needed in terms of ensuring all our international relationships are based in equitable partnerships and the language we use consistently reflects our values.

International relations

Recommendations

- What are you doing to ensure your international relationships are a space for genuine learning and exchange with others?
- What relationships are you building with counterparts in other nations that can share approaches to equality?
- Can you provide opportunities for people from other countries to share their stories and experiences in Wales in developing equity?
- Do you recognise and engage with diverse communities in Wales in international work, especially when taking delegations from Wales?
- How do you ensure diversity in those representing Wales in global/international work, e.g. the arts, sports?
- Do you frame international exchange and volunteering as learning experiences with mutuality and long-term relationships in mind?

Discussion points

- What roles can Wales take in mediation in international conflicts, either through military/peacekeeping interventions or providing a space for negotiation and reconciliation?
- Welsh history is inextricably linked with the UK's imperialist past, which may damage our relationship with other countries.
- To what extent could perceptions of UK Government regarding reductions in Aid and Brexit affect the perception of Wales? There is a lack of consensus on how to portray Welsh history/the 'Story of Wales'.

- Critical self-reflection is not a comfortable process, and many will struggle with this.
- The burden of educating people about discrimination is too often carried by those experiencing discrimination.

International development

Questions

- What are you doing to shift the mind-set and language from international development (a non-devolved competency) towards international solidarity and broader social justice approaches where respect and mutuality are emphasised?
- Is your workforce aware and honest about privilege and power in Welsh international development, and engaging in an ongoing process of self-reflection?
- How do you avoid dominating conversations with overseas partners or offering “help” based on one-sided assumptions?
- How do you include diverse groups in the design and implementation of new programmes and projects, particularly those with experience of the issue in question?
- Do you champion the voices of those with less or different power, even when this is more difficult or takes more time?
- How do you support those at the frontlines of international issues (Indigenous people, victims of human trafficking, etc.)?
- When referring to international development, do you recognise Wales’ historical role in the current systems of global poverty and inequality?

Discussion points

- There is a culture of white superiority and white saviourism in some parts of UK and Welsh international development
- It would be valuable to scale up Welsh Government international support mechanisms such as the Wales and Africa programme.
- Draw lessons from Welsh history (working class activism and international solidarity) to inspire similar actions now
- Is it unethical to present Wales as globally responsible when there are still so many issues of injustice within Wales?

A Wales of Cohesive Communities; a peaceful world

Over 70 million people in the world are displaced or refugees. Wales’ can play a small but important role in this global challenge but ensuring those who arrive in Wales are offered a warm welcome, and that this welcome is extended to all those who are visiting or living here. As communities meet and learn from each other, peace becomes more possible.

Nation of Sanctuary and a welcoming Wales

Question checklist

- What contribution can you make towards strengthening Wales as a Nation of Sanctuary?
- How can you engage people in dialogue about asylum seekers and refugees rooted in facts rather than stereotypes?
- Can you take a vocal stance on UK policies that threaten the welcoming approach sought in Wales?
- Can you raise sanctuary awareness in your sector?
- Do you consistently challenge stereotypes with positive language and communications about Wales' role as a place of welcome?
- How can you embed the welcoming approach materials promoting Wales so your brand reflects the diversity of the communities in Wales?

Discussion points

- A huge challenge is that immigration matters are not devolved and the policies that lead to a hostile environment for sanctuary seekers are outside Welsh Government control.
- Wales is a Nation of Sanctuary and there are already schools, communities and organisations that take a sanctuary approach. However, racism and xenophobia in Wales are at high levels.
- There is a challenging balance in educating about sanctuary between a critical and honest reflection of how sanctuary seekers are treated and have been treated in Wales and sharing positive stories of welcome to reinforce welcoming behaviour today.
- More research is needed into the role Wales plays in armed conflicts and peace efforts

Diaspora and international relations

Question checklist

- Have you sought diaspora voices and inclusion in your international plans and strategies at the early stages?
- Have you considered the impact of your work on the diaspora community in Wales?

Discussion points

- Wales has many diaspora groups from across the world who maintain links with their countries of origin. Diaspora have valuable input to offer in international relations.
- No individual from a diaspora community can represent the views of the whole community; care should also be taken to seek views from those remaining in the country of origin when planning partnership work, not solely relying on diaspora voices.

A Wales of vibrant culture and thriving Welsh language; a world where vibrant cultures and languages are shared and celebrated

Within the international strategy, there is an emphasis on sharing approaches to bilingualism and also sharing and celebrating Welsh language and culture. From a globally responsible perspective, the mutual sharing of cultures and languages is valuable.

Language

Question checklist

- Can you incentivise people to speak Welsh and English and at least one other language?
- Can you use immersive approaches to language learning as a tool for bringing people together?
- Are the opportunities to conduct knowledge exchange around bilingualism that recognises the well-developed bi- and multi- lingual approaches of partners?
- Can you use Wales' multilingual status as a means to engage with other multilingual countries, especially non-European ones?

Questions and trade-offs

- Some suggested that Wales' approach to language learning is quite dissimilar to that of many other countries where multilingualism is more established.
- Wales is a bilingual nation and has been involved in the UN's year and decade of indigenous languages. There is perhaps not enough focus on the other languages spoken in Wales, or on learning other languages that would support international relationships.

Culture

Questions

- Do you celebrate all Welsh cultures in internationalism?
- In arts/culture delegations, how can you improve inclusivity?
- Are you ensuring celebration of identity and culture doesn't remove critical reflection and analysis of more negative aspects of our past and present actions?
- Can you play a role in encouraging the media to report on Welsh-specific stories by offering them and media students training and resources?
- Can you do more to celebrate cultural successes and unique approaches in Wales?

Discussion points

- Promoting Welsh culture, art and sport form a large part of the International Strategy for Wales but there were some questions about the inclusivity of these approaches, for example, does what we promote represent all of Wales?
- Welsh Government and Welsh organisations lack the capacity to publicise themselves on a global scale as compared to counterparts in other nations
- The UK media is very limited in its Wales-specific coverage.

- How can we distinguish Wales from the UK by emphasising Wales' unique history, culture and institutions?

Ways of working

The five ways of working in the Act (long term, prevention, integration, collaboration and involvement) also came up as strong themes during discussions, particularly the importance of long-term approaches and the needs for collaboration and involvement in international approaches. These points that regularly arise in discussions about the Well-being of Future Generations Act but they bear mentioning again.

Key cross-cutting recommendations that emerged here were:

- Greater information sharing between organisations in all sectors and including academics working on key topics
- Stronger network of internationally engaged organisations across sectors within Wales
- Audit and map networks that already exist and that Welsh organisations are already involved in as a starting point to build stronger and new relationships
- Collaboration and involvement must be resourced appropriately rather than organisations being consistently asked to give their time and resource for free
- Greater cohesion and decision making across public sector – One Welsh Public service
- Effective monitoring and evaluation with results visible to public

The key challenges in this space were, predictably, lack of resources to engage in international network, particularly post-Brexit.

Recurring themes

Although it is outside the scope of this paper, a recurring theme in the discussions was that there were limits on what Wales could do because of limits to devolved competencies. There was particularly intense discussion about this with regards to the Internal Markets Bill and the Brexit situation. Some ideas that emerged through these discussions included:

- The importance of cultural diplomacy/soft power and joint working with networks and partners.
- Possibility of more engagement through UN and European mechanisms where available.
- Importance of building relationships with UK Government and potentially other institutions in order to exert more influence.
- Showing public leadership to distinguish Wales from UK when international action is disagreed with.
- Welsh Government and institutions should show leadership on and be more outspoken about international issues.
- Engage with networks and processes such as the UN Universal Periodic Review to highlight good work and learn from others.
- Concern about trade deals that contain Investor State Dispute Settlement ([ISDS](#)) clauses.
- Concern about backsliding on environmental standards due to Brexit.
- The indicators associated with the Globally Responsible Wales goal need updating, removing those which aren't relevant and adding new indicators that do measure the goal and including appropriate and ambitious milestones and applying those milestones throughout sector.

Annex 1: Further reading and resources

DRAFT

Annex 2: Globally responsible principles checklist (or sector by sector checklists?)

Throughout the sessions, there were some consistent principles and themes which are applicable across the goals and ways of working. This is a useful checklist that can be applied to considering global responsibility (and the implementation of the Act more broadly in many cases).

Each action/plan/policy/strategy consistently embodies the ways of working, the goals and the stated values – think through potential harms and benefits to people and planet	Check each action against the stated values and the Act
Acknowledge and explain trade-offs of potential perceived inconsistencies	This might equate to the approach taken in an Equality Impact Assessment where you might say “we recognise the impact on xx but believe it is justified by y”)
Check your positive impacts outweigh your negatives – if they don’t – change tack	For example, if your metric is ‘number of trees planted’ you also need to measure ‘carbon emissions’ of project and ‘number of trees cut down’ to make sure your negative impact doesn’t offset your positive
Be prepared to stop doing or not do something that may be harmful	
Limit long term sacrifices for short term gains – instead look at how short term losses can be mitigated or managed	
Consistent consideration of people as well as planet	