2025 Year in Review

In 2025, we mobilized investors to advance rights-respecting and conflict-sensitive business conduct, equipped investors to understand and navigate the rapidly evolving landscape of digital rights and AI-related risks, supported robust investor engagement with companies on conflict-affected and high-risk areas, and advanced companies' human rights performance in five high-risk sectors.

INVESTOR ALLIANCE FOR HUMAN RIGHTS
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From Human Rights Principles to Investor Action: Completing the CR2R Webinar Series

We completed our five-part webinar series on the corporate responsibility to respect human rights (CR2R). The series translated expectations of the UN Guiding Principles on Business and Human Rights (UNGPs) into practical guidance for investors to engage companies on their human rights performance, including through the Corporate Human Rights Benchmark engagement of companies in five high-risk sectors. The final installment focused on effective operational-level grievance mechanisms, a cornerstone of the UNGPs and a vital bridge between the corporate responsibility to respect and access to remedy. The CR2R series is now a core part of the Investor Alliance's suite of investor resources, unpacking the normative expectations underpinning our work and supporting investor stewardship.

Unpacking the Human Rights Risks of AI-Based Technologies and Encouraging Investor Action

In April, we published the seventh installment of our Technology and Human Rights Salient Risk Briefings examining the adverse human rights impacts of AI-based technologies, the business case for investor engagement on AI-related risks, and the UNGPs as a framework for engaging companies on those risks. The publication equips investors with practical questions for company engagements, outlines international and regional policy frameworks addressing AI-related human rights risks, offers examples of investor action to promote rights-respecting AI, including policy advocacy, collaborative company engagements, and shareholder resolutions.

CAHRA In Focus:

Advancing Collaborative Engagement on Conflict-Affected and High-Risk Areas (CAHRA)

We partnered with Heartland Initiative and PeaceNexus Foundation to equip more than 30 lead and support investors from 20 organizations across nine countries to engage select technology and renewable energy companies on their heightened human rights due diligence (hHRDD) measures to systematically identify and manage CAHRA risks. Through knowledge-sharing with technical experts, tailored engagement support, and peer learning, the Investor Engagement in CAHRA Pilot Project enabled investors to lead impactful dialogues on their portfolio companies' policies, practices, and governance processes to identify and manage CAHRA risks. Twice-yearly dialogues and tailored recommendations contributed to early improvements in several of the engaged companies' CAHRA policy commitments, risk management practices, and public disclosures.

16

new members welcomed, bringing us to over 250 institutional investors, representing more than $20T in assets and 21 countries.

34

civil society organizations and experts contributing to investor briefings and working group meetings that built investor capacity on human rights risks and informed investor priorities and engagement.

74+

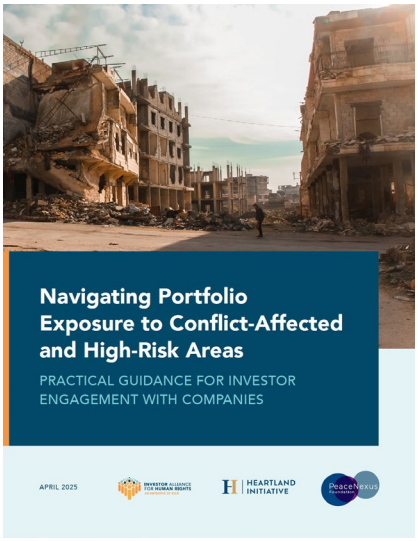
companies engaged on Uyghur forced labor for >5 years by 70+ investors representing more than $6T in assets, before transitioning the work to ICCR in 2025.

12

webinars, investor briefings, and conference sessions combining human rights expertise and investor perspectives on evolving risks and responsible investment practices.

CAHRA Resource Spotlight

In April 2025, we published **Navigating Portfolio Exposure to Conflict-Affected and High-Risk Areas: Practical Guidance for Investor Engagement with Companies** with co-authors Heartland Initiative and PeaceNexus Foundation. Contributing to the emerging body of guidance on this increasingly salient risk area, the report captures learnings from the first 18 months of company engagements and translates these insights into practical, rights-based guidance to help investors take a more systematic approach to identifying and managing CAHRA risks and encouraging portfolio companies to adopt conflict-sensitive and rights-respecting business practices.



A New Working Group Emerges: Advancing Investor Action on CAHRA Risks

The CAHRA Pilot Project laid the groundwork for the CAHRA Working Group, established in response to growing investor demand for practical guidance and capacity-building on CAHRA risk management across portfolios. By year end, the Working Group had grown to over 100 participants representing 53 investor organizations headquartered in 14 countries. To address knowledge and practice gaps, we organized four investor briefings in partnership with eight expert and civil society organizations covering topics such as the legal and normative foundations of hHRDD, business and investor responsibilities under international law in occupied territories, and risk profiles of companies remaining in Russia.

Evolving Our Strategy for the Road Ahead

After one year of stakeholder consultations and strategic reflection, we completed our Strategic Review in August 2025, which resulted in an updated **theory of change**, **organizational strategy**, and **membership offering**. The resulting framework guides our priorities, responds to members' evolving needs, strengthens our long-term financial footing and growth, and focuses our work on where it can have the greatest impact amid political efforts to roll back business and human rights progress. Priority work areas include advancing progress on human rights due diligence and robust corporate disclosures, managing investor and business exposure to conflict, responsible deployment of AI and other technologies, and the intersections of these issues.

Agility.

Our rapid response enables investors to maximize their collective impact with both companies and policymakers on urgent and emergent human rights issues.

Ground-truthing.

We ensure that our engagements on business and human rights concerns are informed by the perspectives of impacted rights-holders.

Rigor.

Our engagements are held to the highest international business and human rights standards, including the UNGPs and OECD Guidelines on Multinational Enterprises, to assess, disclose, and drive responsible business and investor conduct.

We invite you to join us!

Membership in the Investor Alliance is currently open to all institutional investors for a nominal yearly fee. To learn more about membership, please read our **membership principles**, contact Rebecca DeWinter-Schmitt at **rdewinter@iccr.org** and visit our website at **www.investorsforhumanrights.org**.

The Investor Alliance for Human Rights is an initiative of the **Interfaith Center on Corporate Responsibility (ICCR)**.

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