

## Module 4: Whose responsibility?

### The governance and partnership framework to prevent and address gender-based violence in global supply chains

#### Learning objective

At the end of the module, participants will be able to:

- Understand who plays a role in preventing gender-based violence in the world of work.
- Realize which international standards may be used to promote business compliance with human rights and combat violence in the world of work.
- Appreciate the importance of social dialogue and partnerships.
- Identify connections between global action and local action to prevent gender-based violence.

#### Module contents

Three briefings:

- Briefing 4.1 – Making the case: human rights, economic development and business arguments for eliminating gender-based violence in global supply chains
- Briefing 4.2 – The role of global instruments and frameworks on human rights and labour rights
- Briefing 4.3 – Introducing the partners who can play a role in preventing gender-based violence in global supply chains

Three case studies:

- Case Study 4.1: Ethical Tea Partnership Standards
- Case Study 4.2: US Fair Food Program and Code of Conduct – a new model for addressing sexual harassment on farms
- Case Study 4.3: Challenging sexual harassment in the apparel supply chain through MSI action

Three learning activities (in Part C, electronic format):

- Learning Activity 4.1: Whose responsibility?
- Learning Activity 4.2: Working effectively in partnership
- Learning Activity 4.3: Promoting decent workplaces

## Target Audiences

This module will particularly interest representatives of:

- Lead global companies (e.g. brands and supermarkets)
- Multi-stakeholder initiatives and CSR stakeholders
- Multi-lateral and national organizations
- Employers' organizations and trade unions at local, national and international level
- Legal and government agencies
- Trainers of managers and workers in factories and farms in global supply chains
- Local trade unions and NGOs supporting worker education
- International and local development programme planners.

## Briefing 4.1 – Making the case: human rights, economic development and business arguments for eliminating gender-based violence in global supply chains

### 1. Introduction

This section sets out the human rights, economic development and business cases for workplaces to be free from sexual harassment. Eliminating gender-based violence positively impacts on women's participation in work and public life, their freedom of movement in public places, and ultimately on the economic development of a country. Many employers recognize the business case for preventing sexual harassment and the negative impact that it can have on profits and competitiveness.

### 2. Gender-based violence is a violation of human rights

Gender-based violence violates fundamental human rights and is a major barrier to achieving gender equality. The UN regards violence against women as one of the most significant violations of women's rights across the world.

Human rights were enshrined in the 1948 UN Universal Declaration of Human Rights, and since then a range of international conventions cover gender-based violence. This includes the UN Convention on the Elimination of All Forms of Discrimination against Women (CEDAW), CEDAW General Recommendations 12 and 19, and the 1993 UN Declaration on the Elimination of Violence against Women. In 1995 the UN World Conference on Women in Beijing declared that 'violence against women is an obstacle to the achievement of the objectives of equality, development and peace. Violence against women both violates and impairs or nullifies the enjoyment by women of their human rights and fundamental freedoms'.

Women are entitled to the full and equal enjoyment of their human rights free from discrimination, and all workers, regardless of immigration status, have the right

to protection and redress from sexual harassment and other workplace abuses. Crucial to addressing these issues in the workplace are a range of international labour standards that are relevant to preventing and eliminating gender-based violence at work.

Watch the video from UN Women on International Day for the Elimination of Violence against Women and Girls (2015). <http://www.unwomen.org/en/digital-library/videos?videoid=bCh0ITnLU4c>

See also the infographic from UN Women on women's human rights: <http://www.unwomen.org/en/digital-library/multimedia/2015/12/infographic-human-rights-women>

➔ Refer to Information Sheet 1 for information and definitions about gender-based violence, as well as the main international instruments from the UN and the ILO.

### 3. Gender-based violence is an obstacle to development

Gender-based violence in the world of work is an **obstacle to development** and implies significant costs for developing country economies. In 2015 the United Nations agreed an ambitious set of new **sustainable development goals (SDGs)** as a follow on from the Millennium Development Goals. The seventeen SDG goals aim to eradicate poverty and promote sustainable development and prosperity.

Importantly, SDG 5 '*Achieve gender equality and empower all women and girls*' has a specific goal to "Eliminate all forms of violence against all women and girls in the public and private spheres, including trafficking and sexual and other types of exploitation" For further information about the UN Sustainable Development Goals and gender equality see: <https://sustainabledevelopment.un.org/topics>.

### The economic and social development impacts of gender-based violence: World Bank Group Violence against Women and Girls Resource Guide

The Violence Against Women and Girls Resource Guide (published by the World Bank Group, the Global Women's Institute at George Washington University, and the Inter-American Development Bank) provides guidance about how to address violence against women and girls through policies and legislation, sector programmes and projects and partnerships between governments and multi-stakeholder initiatives. Violence is widely recognized as hindering social and economic development as well as the achievement of internationally agreed targets such as the reduction of poverty. The resource guide argues that violence against women: "prevents women and girls from participating equally in social, economic, and political life and perpetuates the cycle of poverty." See: World Bank (2014) Violence against Women and Girls Resource Guide: <http://www.vawresourceguide.org>

## 4. The business benefits of addressing gender-based violence

Human rights risks can adversely affect profitability of the businesses involved, for example through operational disruptions, reduced productivity and challenges in securing new business.

*[...] "sexual harassment undermines equality at work by calling into question integrity, dignity and the well-being of workers. It damages an enterprise by weakening the bases upon which work relationships are built and impairing productivity." (ILO, 2003, p. 463)*

Sexual harassment and violence can have negative business outcomes, affecting brand image, restricting business productivity and profitability, and therefore impacts on economic growth. From a **business case perspective**, gender-based violence in the workplace causes pain and suffering which can result in victims' absence from work or leaving their job, ill-health, disability or even death. It can impact on work performance, motivation, staff loyalty, the quality of work and timely production, as well as on the working

environment. (Cruz & Klinger, 2011) It can lead to workplace conflict, a failure to retain workers and high turnover of employees, especially where there is nearby competition. The employer faces costs including the cost of sick days, lower productivity and poor concentration and the costs of recruitment and re-training if a person leaves their job. (DFID, 2015a)

Evidence shows that profitability of garment factories improves when working conditions improve. Research from the Better Work impact assessment in Viet Nam demonstrates profitability of garment factories increases as working conditions improve. (Brown et al., 2014; Better Work, 2015) Profitability is boosted by increased productivity among workers in better working environments; the financial benefit accrued by the factory from this productivity improvement is shared with workers in the form of higher wages. Better Work found that in factories which were more compliant with labour standards and had better working conditions, workers were more productive than their counterparts in otherwise similar factories. Better management practices and human resources policies have been shown to creating better business outcomes and higher profitability. For example, Better Work (2015) research found a 17 percent increase in productivity among a subset of Indian textile firms whose managers received information on international best-practice management techniques. Responsible supply chain management has the potential to achieve direct economic benefits as a result of productivity gains by suppliers.

*"...we have seen first-hand that investing in women's employment is good for business. Many of our private sector clients and partners know that supporting women's employment is not only the right thing to do, but benefits the bottom line." Jin-Yong Cai, Executive Vice President and CEO of International Finance Corporation (IFC), quoted in International Finance Corporation (2013) report on investing in women's employment.*

For further information and guidance see: ITCILO (2015) A Guide on CSR and Human Rights – what does it mean for companies in supply chains? Available at: [http://www.itcilo.org/en/the-centre/programmes/employers-activities/project-tcas/A\\_Guide\\_on\\_CSR\\_and\\_Human\\_Rights\\_FINAL.pdf](http://www.itcilo.org/en/the-centre/programmes/employers-activities/project-tcas/A_Guide_on_CSR_and_Human_Rights_FINAL.pdf)

## Briefing 4.2 – The role of global instruments and frameworks on human rights and labour rights

There are a number of global instruments and frameworks on responsible business that address human rights and labour-related issues. These are described below.

### 1. ILO Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy (MNE Declaration)

The ILO recognizes the important role played by multinational enterprises in the economies of most countries and in international economic relations. It also recognizes their enormous potential to contribute to the goal of decent work for all in today's globalized world. To guide and encourage their positive contribution to socio-economic development and minimize negative impacts of their operations, the ILO promotes the Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy (MNE Declaration). It is one of the ILO's key instruments for promoting socially responsible labour practices in the corporate world.

This global declaration, adopted in 1977 and revised in 2006, contains a comprehensive set of guidelines on employment and labour-related issues based on international labour standards (covering general policies, employment promotion and security, equality of opportunity and treatment, training, wages and benefits, minimum wages, occupational safety and health and industrial relations). Adopted by governments, employers' and workers' organizations, it provides specific recommendations on how companies can maximize their positive economic and social impacts and minimize any negative impact.

With regard to gender equality, the revised MNE Declaration incorporates the 1998 ILO Declaration on Fundamental Principles and Rights at Work (that includes the non-discrimination Conventions 100 and 111) in the general principles section, and extends equality of opportunity and treatment in

employment in the employment section. It states that "All governments should pursue policies designed to promote equality of opportunity and treatment in employment, with a view to eliminating any discrimination based on race, colour, sex, religion, political opinion, national extraction or social origin."

Further information on the MNE Declaration see: [http://www.ilo.org/wcmsp5/groups/public/---ed\\_emp/---emp\\_ent/---multi/documents/publication/wcms\\_094386.pdf](http://www.ilo.org/wcmsp5/groups/public/---ed_emp/---emp_ent/---multi/documents/publication/wcms_094386.pdf)

### 2. UN Guiding Principles on Business and Human Rights

In 2011 the UN Human Rights Council adopted the Guiding Principles on Business and Human Rights which contains three distinct but interrelated principles: the state duty to protect against human rights abuses by third parties, including by business; the corporate responsibility to respect human rights through proactive due diligence to avoid infringing on rights of others ('do no harm' principle); and greater access by victims to effective remedy. "Guidance to business enterprises on respecting human rights should indicate expected outcomes and help share best practices. It should advise on appropriate methods, including human rights due diligence, and how to consider effectively issues of gender, vulnerability and/or marginalization, recognizing the specific challenges that may be faced by indigenous peoples, women, national or ethnic minorities, religious and linguistic minorities, children, persons with disabilities, and migrant workers and their families."

Specific reference is made to conflict-affected areas and to "providing adequate assistance to business enterprises to assess and address the heightened risks of abuses, paying special attention to both gender-based and sexual violence. In tracking the effectiveness of implementation, the guidance recommends "using gender-disaggregated data where relevant". The follow-up mechanism includes

the establishment of a working group on business and human rights, whose mandate includes integration of a gender perspective throughout its work and special attention to persons living in vulnerable situations.

The due diligence concept describes a responsibility for companies to proactively identify, prevent, mitigate and account for how they address their impacts on human rights. The introduction of this concept in the UN Guiding Principles and the 2011 OECD Guidelines for Multinational Enterprises may impact on multi-stakeholder initiatives (MSIs) in two different ways. First of all, it may prove to be a useful concept to transcribe in MSI standards and requirements for companies that participate in the MSI. Furthermore, as part of the implementation of due diligence processes, companies may increasingly seek to link up to MSIs.

**For further information about the UN Guiding Principles see:** [http://www.ohchr.org/Documents/Publications/GuidingPrinciplesBusinessHR\\_EN.pdf](http://www.ohchr.org/Documents/Publications/GuidingPrinciplesBusinessHR_EN.pdf)

### 3. UN Global Compact

The UN Global Compact (UNGC) asks companies to integrate into their business practices and promote within their spheres of influence a set of ten universally accepted principles covering human rights, labour standards, environmental protection and anti-corruption. It is a global network involving UN agencies, companies, governments, employers' organizations, trade unions and NGOs. Companies also commit to issue an annual Communication on Progress (COP) report on how they are implementing the ten principles of the UN Global Compact, and supporting broader UN development goals. Today, over 8000 companies from 170 countries participate in the UNGC to share experiences and engage in dialogue through local networks and thematic working groups.

In 2010, the Women's Empowerment Principles were launched by the UNGC in collaboration with UN Woman. A set of seven principles offer guidance to business on how to empower women in the workplace, marketplace and community and emphasizes the business case for corporate action to promote gender equality and women's empowerment (see box below).

The **Women's Empowerment Principles (WEPs)** – a joint initiative of the UN Global Compact and UN Women – are global principles offering guidance to businesses on empowering women in the workplace, marketplace and community. The WEPs encourage employers to prioritize the safety of their female employees, both in and outside of the workplace. Principle 3: 'Ensure the health, safety and well-being of all women and men workers' highlights the responsibility of employers to support victims of violence and to provide a workplace that is free from violence. Suggestions include offering services for survivors of domestic violence; respecting requests for time off for counselling or medical care; training staff to recognize the signs of violence against women; identifying security issues, including the safe travel of staff to and from work; and establishing a zero-tolerance policy towards violence and harassment at work. Principle 7 also focuses on measuring and publicly reporting on progress to achieve gender equality. DIFD (2015b)

**For further information and recommendations on what companies can do in the workplace see: The Labour Principles of the United Nations Global Compact – A Guide for Business. Available at:** [http://www.ilo.org/empent/Publications/WCMS\\_101246/lang--en/index.htm](http://www.ilo.org/empent/Publications/WCMS_101246/lang--en/index.htm)

### 4. OECD Guidelines for Multinational Enterprises 2011

The OECD Guidelines are a set of international standards for responsible business behaviour, based on non-binding principles and standards for responsible business conduct in a global context, in line with internationally recognized standards on decent work, equality and collective bargaining. The guidelines place a responsibility on companies to proactively identify, prevent, mitigate and account for how they address their impacts on human rights. **For further information on the OECD Guidelines see:** <http://www.oecd.org/corporate/mne/oecdguidelinesformultinationalenterprises.htm>

## Briefing 4.3 – Introducing the partners who can play a role in preventing gender-based violence in global supply chains

### 1. Introduction

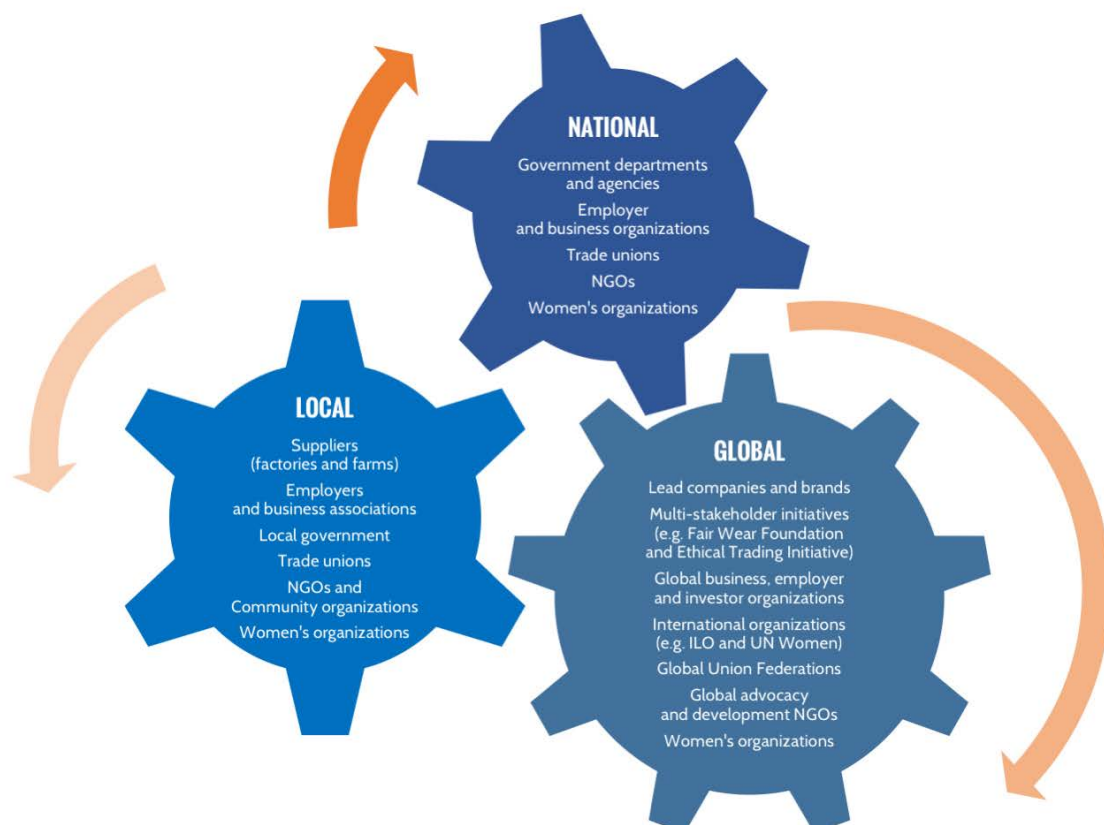
#### Summary of key points

- There are many different stakeholders who can play a part in preventing and responding to gender-based violence in global supply chains at global, national and local levels.
- Multi-agency approaches and partnerships are the best way to achieve workplaces that are free from sexual harassment and violence.
- This requires practical strategies and tools across the supply chain.

This briefing continues the focus on the governance system that can support the prevention and elimination of gender-based violence at work. It introduces some of the main stakeholders that have a responsibility to address sexual harassment and violence in global supply chains. The briefing starts with the duty of governments to prevent gender-based violence, and then refers to the role of non-State actors in eliminating gender-based violence in global supply chains.

**Chart 4** illustrates the wide range of stakeholders that can play a role in preventing sexual harassment in global supply chains, and the inter-relationship between global, national and local actions.

**Chart 4: The national, local and global stakeholders who can play a part in preventing sexual harassment**



## 2. The role of governments

Effective implementation of legislation, protection of workers' rights and greater investment in factory inspection are some of the ways in which workers in global supply chains can be protected from exploitation and the risk of gender-based violence.

Governments have a crucial role in reducing inequalities in the workplace through implementing international Conventions, ensuring compliance with national legislation and raising awareness and support for organizations involved in tackling gender-based violence.

Better enforcement of legislation and standards in the context of global production requires governments, employers and trade unions working together to implement solutions through social dialogue. (Barrientos, Kabeer & Hossain, 2004) Governments also have a duty to raise awareness about gender-based violence and establish enterprise taxation policies and minimum wage policies to address the risk factors identified in Module 2.

Effective economic and social policies are also needed to provide economic opportunities, dignity at work and social protection for workers. In Brazil and Cost Rica, for example, enterprise development and social policy reforms have helped to build competitiveness and promote gender equality. In Costa Rica, where the economy has a strong export sector in electronics and agricultural products, government policies have helped to manage the impact of global competitive risks on workers through the introduction of inclusive universal health and education services, and social protection measures. (UN Women, 2015)

An example of State-wide government action is the **California Transparency in Supply Chains Act of 2010**, which aims to make initiatives for the elimination of slavery and human trafficking visible to consumers. The law covers all retailers and manufacturers that do business in California and have global annual sales of more than \$100 million. These companies are required to release information publicly, for example, on their website, concerning their initiatives aimed at preventing human trafficking.

However, recent research (LeBaron and Lister, 2016) argues that a reliance on company audits to monitor the implementation of labour standards, whether carried out by companies or NGOs, has had the effect of reducing the role of states in regulating business enterprises and is re-orientating global corporate governance towards the interests of private business.

Labour inspection has an important role to play in implementing and enforcing the legal provisions that promote gender equality. However, in many developing countries labour inspection is under-resourced and often does not give priority to gender equality issues or gender-based violence in the workplace.

The ILO has produced a guide on how to address gender issues in labour inspection, including the knowledge, attitudes and tools by which inspectors can recognize and address gender-related issues. The guide sets out the need to train and provide guidance to labour inspectors on how to identify gender-related issues in the workplace and promote the implementation of national laws and the fundamental ILO Conventions. Suitably trained women labour inspectors who specialize in sectors that employ large numbers of low-skilled women, such as domestic service, the garment sector and horticulture, is another important way to address these challenges. There are some good practices from countries across the world, including in Costa Rica where special campaigns addressed to women workers and young workers by the labour inspectorate have been implemented to protect the rights of pregnant women and adolescents.

**For further information on how labour inspection can address gender equality issues see ILO (2014) Labour inspection, gender equality and non-discrimination in the Arab states: Guide Book. Available at: [http://www.ilo.org/beirut/publications/WCMS\\_249296/lang--en/index.htm](http://www.ilo.org/beirut/publications/WCMS_249296/lang--en/index.htm)**





### 3. The role of non-State actors

This section discusses the three main ways in which non-State actors can play a role in eliminating gender-based violence in global supply chains:

- Social dialogue – employers, workers and trade unions.
- Engagement with lead companies and brands.
- Working with multi-stakeholder initiatives.

Human rights and international labour standards are increasingly reflected in commitments undertaken by industry bodies, multi-stakeholder and other collaborative initiatives, through codes of conduct, performance standards, global framework agreements between trade unions and transnational corporations, among others.

Preventing and responding to sexual harassment in global supply chains can enhance productivity and economic development and ensure decent work for women. This requires the involvement of all stakeholders across a supply chain.

Employers, trade unions, MSIs and NGOs can develop programmes to encourage changes in workplace culture and social norms in order to prevent sexual harassment. The role of local actors, including NGOs and women's organizations at the local level, is discussed in more detail in Module 8.

Lead companies have a key role to play in promoting decent working conditions; however they cannot drive these initiatives alone. Governments, employers, trade unions and NGOs also have a critical role to play in promoting decent work and in addressing sexual harassment. Initiatives that aim to empower women through social dialogue have a key role in promoting workplaces free from violence and sexual harassment.

#### 3.1 Social dialogue initiatives

##### Key points about social dialogue (employers, trade unions and workers)

- Social dialogue at the company, sector, national and international levels is crucial to preventing sexual harassment.
- It requires good negotiation systems within companies, commitment to the development of social dialogue mechanisms and the right to freedom of association.
- Gender-awareness training will help trade unions and employers at the local level to fully understand and identify sexual harassment.
- A proactive step is to include clauses related to the prevention of sexual harassment in collective agreements.
- Sexual harassment is found in global production sites and is an issue that can be used to organize women workers into unions.
- Trade union participation in multi-stakeholder activity can help raise awareness of, and prevent, sexual harassment in global supply chains.

According to the ILO “Social dialogue is crucial for shaping an enabling environment to provide better links between economic and social benefits in GSCs.” (ILO, 2015, p. 148) In global supply chains social dialogue can help to secure improvements in productivity, safe work practices and respect for workers' rights, such as limits on long working hours and improved work organization. (ILO, 2015) Social dialogue initiatives at the global level include international framework agreements negotiated by employers and trade unions that cover workers across a global company and its suppliers.

## Definitions

**Social dialogue** is a process of negotiation between workers and managers, which can result in collective bargaining agreements in specific areas, such as pay, working hours, sexual harassment, violence and dignity at work. Social dialogue varies from one country to another, and can exist at the national, regional, sectoral and workplace level. It is based on the principle of ‘freedom of association’, including the right to form a trade union and negotiate collective agreements, which is embedded in international human rights norms.

**Freedom of association** and the right to bargain collectively are core labour standards and human rights.<sup>3</sup> This right should be included in all initiatives – without the right to be represented and bargain collectively workers have very little ability to influence their working lives.

The risk of sexual harassment and violence is likely to be higher in workplaces where there is no trade union representation or collective bargaining. Trade unions have an important role to play in helping victims of sexual harassment and violence to understand that they can take action to have their rights respected.

In workplaces at the bottom of global supply chains there are frequently no trade unions, or where they are present, there are weak social dialogue structures. In some instances collective organization is either suppressed or there are inadequate institutional supports and legal frameworks. Social dialogue is crucial if the voice of women workers is to be heard, particularly on issues such as long working hours, access to toilet breaks and complaints’ systems to deal with sexual harassment. All these are issues that can, and are, negotiated in collective bargaining agreements.

However, the reality is that private sector firms and suppliers frequently violate workers’ rights to freedom

of association. According to the ITUC (2011) in most cases corporate social responsibility initiatives address these issues by redefining freedom of association and do not focus on the responsibility of business enterprises for their adverse impacts on these human rights. The Better Work programme considers that women need access to independent workers’ organizations that can empower them and represent their interests in the workplace. Trade unions must be able to form, organize and to bargain on behalf of workers. Barriers that prevent them from doing so should be removed. By their own admission, trade unions also need to better represent women workers, particularly in sectors with a high staff turnover.

## Worker participation in garment factories in Bangladesh

The **Bangladesh Accord** is a unique legally binding agreement between brands/lead firms and trade unions in the garment sector and shows a new model of cooperation between global buyers and trade unions. It has opened up possibilities for new solutions to be found to other entrenched supply chain rights challenges, including issues such as gender-based violence and sexual harassment. The Accord focuses on factories with a registered trade union and active Accord signatory companies.

The **Bangladesh Accord Occupational Safety & Health (OSH) Committee Pilot Programme** commenced in September 2015 with 15 factories nominated by Bangladesh Accord signatories. The pilot programme covers building and fire safety but could be a model for dealing with women workers’ personal safety. It has led to the establishment of Occupational Safety and Health (OSH) Committees, with training for committee members and consultations with employees to inform workers of the existence and functions of the OSH Committee. The Accord training programme for workers and managers who serves on these OSH Committees aims to explain the role of the OSH Committee, establishes workplace OSH maintenance and monitoring systems, and develops labour-management committee joint problem solving techniques.

**Source:** Bangladesh Accord Quarterly Update – November 2015. Available at: <http://bangladeshaccord.org/2015/11/quarterly-update-november-2015/>

3 ILO Convention 87 on Freedom of Association and Protection of the Right to Organise (1948) and ILO Convention 98 on the Right to Organise and Collective Bargaining (1949)

Social dialogue has played a positive role in progressing decent work for women through addressing sexual harassment in the workplace, HIV/AIDs, maternity protection, equal pay and living wages, in organizing low paid women workers and domestic workers, and in addressing violations of women's rights in global supply chains. The absence of a specific international standard on gender-based violence in the workplace has led to a call for a new ILO standard on gender-based violence at work. In 2018 the International Labour Conference will consider "Violence against Women and Men in the World of Work" as a standard-setting agenda item.

There are a number of different ways in which trade union action and social dialogue can help identify abuses in global supply chains. Two examples are given below of how trade unions have addressed this issue.

### Union responds to sexual harassment in Ethiopia

An Ethiopian affiliate of the global union IndustriALL reported that sexual harassment was 'rampant' in a factory producing for a German brand. Because IndustriALL had a good relationship with the brand and the factory was organized, IndustriALL was able to contact the brand head office to let them know that there was a problem with sexual harassment. The brand called their factory in Ethiopia and the managers there took immediate action. Some local managers were dismissed and local factory awareness-raising training organized. After this, women members reported that the situation improved. (Based on interview with Monika Kemperle, Assistant General Secretary)

### The collective approach and freedom of association: women informal workers organizing for change in global supply chains

The Self-Employed Women's Association (SEWA) was established in India in 1972 and is now affiliated to the International Trade Union Confederation. SEWA has supported home-workers at the bottom of global supply production. It organizes informal workers with the longer-term aim to support women to negotiate for change with employers, sub-contracting firms and buyers and the national and local governments. SEWA provides a range of services to members—including savings and credit, health and childcare, insurance, legal aid and capacity building—to enable women to become self-reliant. SEWA also supports members in negotiations with employers to improve working conditions. For example, SEWA Delhi, in partnership with the UK-based Ethical Trading Initiative, negotiated with lead firms to buy directly from home-based workers rather than through intermediaries in the supply chain. This enabled sub-contracted workers to become self-employed, with their own producer group, and to negotiate better rates for their goods. (UN Women, 2015, p. 119)

### Global Framework Agreements (GFAs)

The International Trade Union Confederation (ITUC) and Global Union federations (GUFs) covering different sectors of the economy have worked at the global level to implement ILO core labour standards through framework agreements. The GUFs have played an important role in promoting women's decent work and gender equality through GFAs, policy developments to raise awareness among affiliates at country level and through ILO policy and global programmes.

GFAs, also known as International Framework Agreements, between multinational enterprises and GUFs are an important way in which GUFs and global brands have sought to build international co-operation and joint action in different countries that share common employers. The purpose of GFAs is to stimulate global social dialogue between a multinational company and the representatives of

workers. They aim to promote compliance with ILO labour standards throughout complex supply chains.


Up to March 2014 a total of 142 GFAs had been negotiated and signed between multinational enterprises and global union federations. (ILO, 2014b) Worker and employer representatives monitor the agreements. Through industry-wide bargaining, these agreements enable wages and working conditions to improve for all workers in an industry.

The following four examples of global framework agreements have been negotiated in global supply chain sectors, with a specific focus on sexual harassment and gender-related workplace issues. The agreements are an effective form of collective bargaining to create sustainable improvements in working conditions and help secure living wages for workers. The agreements also have provisions in place for reviewing and monitoring their implementation.

- Global Framework Agreement between Unilever and the International Union of Food, Agricultural, Hotel, Restaurant, Catering, Tobacco and Allied Workers' Association (IUF) and IndustriAll 'Joint Commitment to preventing sexual harassment' (2016)
- Global Framework Agreement (GFA) between H&M Hennes & Mauritz GBC AB and IndustriALL and Industriefacket Metall (2015)
- Global Framework Agreement between Inditex and IndustriALL on the 'implementation of international labour standards throughout the supply chain of Inditex' (2014)
- Global Framework Agreement between IUF/ COLSIBA/Chiquita 'Joint Understanding on Sexual Harassment' (2013)

For example, the most recent agreement, signed in 2016, between Unilever and IUF and IndustriAll is the '**Joint Commitment to preventing sexual harassment at the workplace**', which is addressed to Unilever management at every level and all employees, including employees provided by third-party labour suppliers. It also contains detailed guidelines for jointly implementing the commitment at every Unilever workplace and for evaluating progress. It builds on work carried out to raise awareness of gender inequalities, for example, under the Unilever programme 'Winning Balance', which aims to improve gender diversity in the supply chain. Unilever's goal was for every factory to have gender

balance in every job. IndustriAll, IUF and Unilever have established a gender equality working group spanning two continents.

 See Information Sheet 2: Global Framework Agreements addressing gender-based violence, for the full texts of these four examples of global framework agreements.

### 3.2 Multi-Stakeholder Initiatives

#### Key points about multi-stakeholder initiatives (MSIs):

- MSIs are alliances of companies, trade unions and NGOs to promote respect for workers' rights to tackle issues collectively that cannot be addressed by individual companies working alone.
- Companies with a commitment to ethical trade adopt a code of labour practice that they expect all their suppliers to work towards, usually with reference to ILO Conventions.
- MSIs have different approaches to issues such as auditing, verification of workers' conditions and relationship to companies.
- MSIs have an important role to play in building capacities with relevant stakeholders along the supply chain. Working alone governments, businesses, trade unions or civil society organizations are unable to solve complex global supply problems.
- MSIs have supported the development of 'Global Framework Agreements' whereby a company and the global trade union agree the conditions across a sector.
- MSIs have a key role to play in preventing sexual harassment. Several MSIs have undertaken initiatives, including training, to challenge sexual harassment.

Many producers and suppliers want to comply with requests that come from companies or brands that are members of MSIs as a means to secure future orders from that buyer. Although many of the existing MSIs do not have a direct role in the workplace, they have the potential to influence workplace rights and support new strategies to prevent and respond to sexual harassment. Where trade unions exist in

factories or farms they may find MSI involvement assists in making agreements across a whole sector, such as the Framework Agreement signed by Inditex and the global union IndustriALL.


Auditing has been one of the ways in which ethical trade is monitored. However, many companies and MSIs now acknowledge the limitations of audits, particularly in relation to identifying discrimination and sexual harassment.

The following are examples of how MSIs have addressed sexual harassment:


Ethical Tea Partnership (ETP): has used the Ethical Trading Initiative Base Code for the tea sector to set standards for suppliers in the sector, including a specific standard on discrimination and equal treatment. ETP also carries out equal treatment training for supervisors in tea plantations.

 **Refer to Case Study 4.1: Ethical Tea Partnership Standards**

US Fair Food Program: this programme on decent work and work in dignity has developed a new model for addressing sexual harassment on farms.

 **Refer to Case Study 4.2: US Fair Food Program and Code of Conduct – a new model for addressing sexual harassment on farms**

Fair Wear Foundation has developed a Prevention of Violence Programme in garment factories.

 **Refer to Case Study 4.3 Challenging sexual harassment in the apparel supply chain through MSI action**

There are other national and global initiatives that bring together a range of stakeholders, an example of which is the Better Work partnership between the ILO and IFC.

### 3.3 Lead company and business-led initiatives

#### Key points about lead companies/brands

- Lead companies and brands can ensure that their supply chains promote gender equality, decent work and effective implementation of national and international standards.
- Building on the ILO 'Recommended Action to Increase the Voice of Women in Social Dialogue', lead companies and brands have a role in supporting initiatives to ratify and implement the key ILO Conventions that address freedom of association and collective bargaining as well as gender equality and non-discrimination, particularly Conventions Nos. 87, 98, 100, 111.
- Specific ways in which lead companies/brands can influence suppliers and prevent sexual harassment include the ending of buying practices that lead to excessive hours.
- Initiatives can also provide support and finance for projects to prevent sexual harassment, through complaints and grievance processes, support for victims, and resources and incentives for training of managers, supervisors and workers on gender-based violence and its negative impact on productivity and well-being.

Lead companies have a responsibility to prevent and address human rights violations in their own operations and in their supply chains. To be able to fulfill this responsibility brands and retailers have to know where their products are being made. Without such knowledge, addressing human rights risks is impossible. Lead firms are increasingly recognizing the importance of tackling gender inequalities across the supply chain. They have significant leverage to ensure that suppliers respect international labour standards and adopt gender-specific measures in their contracting and sourcing policies, in areas such as training, non-discrimination and complaints systems. (Staritz and Guilherme Reis, 2013)

Trade and investment agreements are also important instruments to promote compliance with international labour standards, for example, through commitments not to lower domestic labour legislation in order to

attract foreign trade or investment. However, the ILO (2015) argues that although these commitments are important they rarely address the particularities of global supply chains.

One of the main barriers is that codes of conduct implemented by lead companies often fail to reach workers at the bottom of complex supply chains, particularly where workers are employed through sub-contracting, in contract labour, informal work and home work. (Barrientos, Kabeer & Hossain, 2004) In addition, company and multi-stakeholder codes do not always address key gender equality issues such as childcare and the reproductive health of workers (Barrientos et al., 2003).

Lead companies can support changes in factory organization to create workplaces free from gender-based violence, which in turn can influence social norms in the wider community. If there is a culture change in the workplace – women treated with respect and managers and supervisors adopt zero-tolerance approaches to violence against women – there is likely to be a knock-on effect in the communities in which workers, supervisors and managers live.

*Social norms are powerful prescriptions reflected in formal structures of society and in its informal rules, beliefs and attitudes. Social norms define what is deemed appropriate behaviour and desirable attributes for women, men, boys and girls, creating gender roles. (World Bank, 2014)*

Some lead firms have invested in the sustainable development impacts of their supply chain activities by revising their purchasing and pricing practices through buyer responsibility agreements to deal with cost competition between lead and supplier firms. (ILO, 2015) For example, some lead firms have improved the capacity of their suppliers to deal with fluctuations in demand through annualized hours schemes and multiskilling, which has helped to reduce reliance on temporary employment and balance concerns of competitiveness with the needs of workers. (ILO, 2014a)

A growing number of lead companies are seeking to promote and assess compliance with ILO's labour standards through company codes of conduct, multi-stakeholder ethical codes and sourcing policies. These initiatives recognize that consumers want to buy products that are supplied by workers who

have opportunities for decent work and fair working practices. However, these initiatives do not always reach women in the lowest tiers of global supply chains where sub-contracting takes place.

While some lead companies have adopted voluntary codes of conduct, corporate social responsibility commitments and private compliance initiatives that may contribute to improvements in the monitoring and compliance with labour standards, they often lack transparency and in some cases do not adhere to domestic regulations. (ILO, 2015) The problems of auditing systems are documented in recent research by LeBaron and Lister (2016). Their research found that auditing systems are failing to detect, report and correct labour abuses, poor working conditions and environmental degradation within global supply chains, and are an ineffective way to implement standards. They argue that: "Corporations have embraced CSR goals and ethical audits as an opportunity to preserve their business model and take responsibility for supply-chain monitoring out of the hands of governments." (p.6) The report cites examples of the failure of audits to detect labour abuses, such as for example, the collapse of the Rana Plaza garment factory in Bangladesh in April 2013 and an exposé of slavery and human trafficking in the Thai shrimp industry in 2014 both of which took place within 'certified' and audited supply chains.

A further problem is that lead companies do not always give attention to sexual harassment in the workplace or integrate the issue into their policies and audits. Many critics have noted that regular factory audits do little to address problems rooted in the behaviour of lead companies, such as the effects of excessive price pressure. In addition, corporate initiatives may not address gender inequalities in a systematic way, nor have effective mechanisms to have an impact at factory or farm level, particularly on sensitive issues such as sexual harassment. Gender-based violence is almost impossible to identify via traditional audit methodologies. Workers, for many reasons, are reluctant to discuss their experiences of harassment and violence, and almost never raise the issue with auditors.

In some cases, follow-up investigations of factories that had been audited have revealed discrepancies. Findings differed significantly from those of the audits carried out on behalf of multinational corporations. There is also anecdotal evidence from garment factories of workers signing forms that verify they have

received training, when in fact they have never received the training at all; and of workers being instructed by managers to give the 'right' answers to auditors. In addition, gender issues are not systematically integrated into voluntary corporate instruments or in purchasing and contracting practices. Sexual harassment is rarely identified as an issue.

EIRIS, an NGO promoting responsible investment, reported in 2009 on the implementation of core labour standards in company supply chains. The report *A Risky Business? Managing core labour standards in company supply chains* found that 45 per cent of companies analysed in the research had no policy or management system in place to protect labour standards in their supply chain, including a failure to report on the issue. It argues that a breach of supply chain labour standards is a risk to investors affecting company value and performance. It suggests that companies should link their management systems for supply chain labour standards with their internal procurement systems.



**(Palle Stenberg, CEO Nudie Jeans, Sweden)**

*Brands hope to demonstrate their commitment to gender equality and labour standards in their supply chain, particularly as consumers have increasingly higher expectations for the way supply chains are managed. And factories want to enhance their standing with the international brands on which their order books depend.*



**(Mark Held, Secretary General European Outdoor Group)**

*In order to end sexual harassment and violence in garment factories we encourage brands to take positive preventative action against the production pressures in which harassment flourishes: long hours working, unfair power differentials and pay incentives that lead to abuse and pressure on the production line. Brands and suppliers need to address the causes, as well as establish fair complaints' procedures.*

## Tool 2: Tips on how brands, lead companies, retailers and supermarkets can reduce the risks of gender-based violence in their global supply chains

- ✓ Become familiar with the various international guidelines for businesses on human rights and how they can be used to prevent gender-based violence.
- ✓ Address these issues through social dialogue (with trade unions and workers).
- ✓ Partner with multi-stakeholder initiatives to find new solutions to uncovering workplace sexual harassment and violence.
- ✓ Work with governments in promoting and implementing labour laws that guarantee decent work and freedom from gender-based violence.
- ✓ Aim to promote transparency across all tiers of global supply chains, and particularly where there are sub-contracting arrangements.
- ✓ Address pricing, sourcing and procurement policies as part of corporate accountability and ensure that they do not result in adverse pressures on suppliers that may lead to a heightened risk of labour abuses and gender-based violence. Include in this the social and environmental quality of sourced products, as well as production targets and lead times.
- ✓ Build long-term buyer-supplier relationships to enable suppliers to improve working conditions on a continuous basis and address gender-based violence in a systematic way.
- ✓ Take a proactive approach that addresses the causes of gender-based violence.
- ✓ Raise awareness about and provide training on gender-based violence with suppliers and employers.



### Examples of lead company initiatives

The following examples of lead company initiatives illustrate different approaches taken, although they are not intended to recommend or endorse any specific approach.

The **Panasonic Code of Conduct on Global Human Rights and Labor Policies** sets out how the company adheres to human rights principles that it expects to be applied to all tiers of the global supply chain (covering prohibition of forced labour and child labour, rights of migrant workers, prohibition of discrimination, decent work and working hours, fair wages, freedom of association and the right to collective bargaining). The Code of Conduct stipulates that labour-management dialogue and collective bargaining are one of the conditions for doing business with suppliers in its Standard Purchase Agreement, and demands suppliers comply with this condition. Specific reference is made to the UN Guiding Principles on Business and Human Rights. An Equal Employment Opportunity Office has been established at each Company and business division, in an effort to provide a place for employees to go to discuss their concerns about sexual harassment. For further information see: [http://www.panasonic.com/global/corporate/sustainability/human\\_rights/approach.html](http://www.panasonic.com/global/corporate/sustainability/human_rights/approach.html)

The technology company Dell has drawn up a **Human Rights and Labor Policy Statement** to ensure that all employees are treated with respect and dignity, are working under their own free will, and are paid fairly. Dell is committed to ensuring that they are not complicit in any human rights violations and hold their suppliers and partners to this same high standard. The statement covers freely chosen employment, no child labour, minimum wages, legally mandated working hours and benefits, the right to freedom of association and collective bargaining, and the right to a safe and healthy working environment. On non-discrimination it states that: “We are committed to a workforce that is free of harassment and unlawful discrimination”. For further information see: <http://www.dell.com/learn/us/en/uscorp1/corp-comm/cr-report-human-rights-labor-policy>

**Levi Strauss & Co** carried out a **stakeholder consultation** process on human rights standards as part of its global supply chain strategy. This led to a new Code of Conduct with a focus on gender equality and sexual harassment across its global supply chain. However, it found many problems with compliance, monitoring and reporting on its original Code of Conduct. The new approach focuses on five priority areas: economic empowerment; health and family well-being; equality and acceptance; education and professional development; and access to a safe and healthy environment. For information see: <http://www.ceres.org/resources/reports/improving-workers-well-being-a-new-approach-to-supply-chain-engagement>





## Case Study 4.1

# Ethical Tea Partnership Standards

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The Ethical Tea Partnership (ETP) has established a set of standards to ensure that suppliers meet international and national legal obligations. Based on the standards set out in the Ethical Trading Initiative Base Code, they cover the main ILO Conventions. Industry best practice, local law and collective bargaining agreements that are relevant to worker welfare are used to support, clarify and enrich the standard, and to ensure that it is appropriate to the country in which it is applied. In case of contradictions, those provisions that afford workers the greatest protection will be used. The ETP Standard applies to all sites that produce and process tea leaves that are bought by ETP members.

Standard 7 on ‘Discrimination’ calls for equal treatment, equal pay for work of equal value and no discrimination against pregnant women. In particular it states that: “In collective negotiations and industrial relations the parties should respect the principle of equality of opportunity and treatment in employment and occupation, and should ensure that collective agreements contain no provisions of a discriminatory character in respect of access to, training for, advancement in or retention of employment or in respect of the terms and conditions of employment (ILO Recommendation No. 111).”

Standard 9.1 states that: “No Harsh or Inhumane Treatment: Physical abuse or discipline, the threat of physical abuse, sexual or other harassment and verbal abuse or other forms of intimidation shall be prohibited.

- a) Every employee shall be treated with respect and dignity,
- b) There should be a written policy which sets out how employees are treated and that prohibits bullying, harassment and abuse of any kind. This policy should be communicated to the workforce,
- c) The employer should set up a grievance/complaints procedure which allows workers to confidentially report harassment or abuse. This procedure should be communicated to all levels of the workforce,
- d) Supervisors should be trained in fair treatment of workers and on disciplinary and grievance procedures.”

Examples of sexual harassment include but are not limited to unwelcome sexual advances, unwanted hugs or touches, suggestive or lewd remarks, requests for sexual favours, derogatory or pornographic posters, pictures or drawings, as well as permitting a generally gender-harassing environment.

The ETP carries out training for managers and supervisors in preventing sexual harassment and a training manual on ‘Social Issues’ has been produced with a strong focus on sexual harassment. (For further information on ETP training, see Module 5).

## Case Study 4.2

# US Fair Food Program and Code of Conduct – a new model for addressing sexual harassment on farms

This case study is an example of a code of conduct that has been implemented in the agricultural sector to promote compliance with international labour standards and to address critical issues such as sexual harassment. The US Fair Food Program is a multi-stakeholder initiative and shows how workers, businesses, retailers and consumers are all part of the solution to workplace sexual harassment.

The US Fair Food Program is based on human rights protection known as ‘Worker-driven Social Responsibility’ where workers play a leading role in the monitoring and protection of their rights. It was established by the Coalition of Immokalee Workers (CIW), a worker-based human rights organization in the USA, which has established a partnership between farmworkers, producers, retailers and consumers. The industry that has seen downward pressure on farmworker wages as retailers aim to leverage their volume purchasing power to demand lower prices. Agriculture is one of the high-risk sectors for trafficking, exploitation and violence.

The code of conduct is based on human rights principles with enforceable zero tolerance policies on forced labour, child labour, violence and sexual assault. It includes prohibitions against sexual harassment, the right to report abuses, fair wages and safe working conditions. Compliance is checked through regular independent monitoring by the Fair Food Standards Council. The code of conduct states that physical forms of sexual harassment will have market consequences for the employer in the form of the curtailment of purchases from participating buyers for at least a three-month period, unless the harasser is dismissed and other necessary corrective action taken immediately once the incident is confirmed. Sexual harassment not involving physical contact triggers a requirement that the employer develops and implements a corrective action plan that is satisfactory to the CIW and to the participating buyer. If the time frame set forth for full compliance is not met, purchases are curtailed until the situation is remedied. The participatory safety and health committees required under the code create a space for workers to address sexual harassment as important safety and health issues in a collaborative process with their employers.

As well as adopting the Fair Food Code of Conduct, growers agree to participate in a worker education programme conducted by the CIW on company premises and in company time. The training directly addresses protection against sexual harassment as an important set of rights under the code. All workers receive a Know Your Rights and Responsibilities booklet that focuses specifically on sexual harassment and a video shown to workers includes a sexual harassment scenario.

When one participating grower failed to respond appropriately to a complaint of sexual harassment, it was removed from the programme. Determined to continue its participation in the programme, and thereby regain its lost sales, the grower chose to engage in corrective action, including dismissing the offender, formulating a sexual harassment policy and carrying out training.

The programme and code provide models for changing the norm of sexual harassment in other parts of the agricultural industry, as well as other industries where women face similarly widespread harassment and violence.

**Further information:** YouTube “One of the great human rights success stories of our day: the Fair Food Program” <https://www.youtube.com/watch?v=BDrOoNGVnJY>

Fair Food Program Changes the Norm: Confronting Sexual Violence and Harassment in the Fields: [http://ciw-online.org/blog/2012/03/ffp\\_sexual\\_harassment\\_brief/](http://ciw-online.org/blog/2012/03/ffp_sexual_harassment_brief/)

## Case Study 4.3

# Challenging sexual harassment in the apparel supply chain through MSI action

### **Fair Wear Foundation's (FWF) violence prevention programme in export-oriented garment factories in India and Bangladesh supports the setting up of factory anti-harassment committees and help-lines.**

FWF and local stakeholders develop initiatives with factories, as well working with brands to ensure their purchasing practices do not exacerbate workplace verbal, physical or sexual abuse.

The FWF programme operates at three strategic levels:

- At factory level: management, supervisors and workers receive training and support to prevent sexual harassment. Practical support is provided to set up and train the anti-harassment committees required by national legislation<sup>4</sup>.
- At community level: the project builds networks to provide a supportive environment to workers and new anti-harassment committees, through locally provided training, workers' helplines and support from local workers' organizations and NGOs.
- At international level: the project uses the influence of FWF member brands with factories to introduce the programme, coach management, train supervisors and workers and support anti-harassment committees.

FWF brands also work towards eliminating business practices that exacerbate violence in factories, such as demands for unreasonably high production targets. Eventually FWF aims to include new requirements to reduce sexual harassment in the verification process for all its brand members.

The following describes the linked steps of the FWF Violence Prevention programme:

#### **Step 1) Test whether sexual harassment is a problem**

A FWF baseline survey (unpublished) and off-site interviews with workers indicated sexual harassment and verbal abuse was common in garment factories. Interviews with workers took place away from the workplace, making it easier for them to speak out about sexual harassment.

*“During the run-up to a regular FWF factory audit we interview workers off-site. Factories are not told which workers are interviewed and strict confidentiality is maintained. These worker interviews are often the source of important insights into conditions and pay in the factory.” (Bablur Rahman, FWF Bangladesh country officer)*

#### **Step 2) Engaging participation and support from factories**

Brands and factory managers were approached to participate in finding solutions to sexual harassment, highlighting the potential business benefits for the factory. FWF offered management and workers training and monthly support for managers and anti-harassment committees. Union negotiators were included in the process, if there was a union.

4 In India under the *Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act 2013* and under a Bangladeshi High Court ruling recommending factories establish Anti-Harassment Committees.

**Step 3) Provide training on sexual harassment**

Training for managers, supervisors and workers helped raise awareness of sexual harassment in factories. The local trainers were not associated with the factory and were specialists in dealing with sexual harassment. Preparatory training was provided to 1164 female and 571 male workers and the managers at 45 factories in Bangladesh and India. A new component of the programme focuses on training male line supervisors on sexual harassment, who are often the offenders, as well as training of women to become supervisors.

Since many female workers in garment factories in India and Bangladesh are not literate, good use was made of role-plays, art through interactive focus groups and body mapping. (FWF, 2015)



**Refer to Module 6 for more information about the creative tools used to reach workers, including artwork focus group discussions.**

**Step 4) Factory committees**

Technical advice was provided to anti-harassment committees and managers on how to deal fairly and confidentially with complaints of sexual harassment or flag up factory-wide issues, for example, name calling at factory gates or on work buses.

*“Workers are hesitant to talk to senior management, so the fact that they now have representatives who are at the same level as them has really helped them to discuss these matters. And I think communication is really the key – once you start talking about something, the men and women, then these kinds of incidents are reduced.” (Indian factory owner who joined the FWF violence prevention programme)*

The training helped managers to see that preventing sexual harassment can bring benefits to the factory and was an important early step towards giving workers some voice.

**Step 5) Local harassment helplines**

FWF telephone helplines staff, trained to deal sensitively with sexual harassment complaints, provided independent advice and a reporting mechanism for workers. Many of the early calls to the FWF helpline concerned sex discrimination – such as pregnancy dismissal or overtime – but gradually they became trusted to deal with sexual harassment.

*“When FWF started handing out cards with the hotline information instead of putting the telephone hotline number on the factory wall, there was a big increase in the number of calls from women workers.” (Suhasini Singh, FWF India country officer)*

**Step 6) Provide practical support**

Factory committees received regular training and technical assistance, such as legal advice and help with identifying sexual harassment.

**Step 7) Develop model policies and procedures**

New model factory sexual harassment/violence prevention policies and complaints procedures were developed by FWF for factories to adapt and implement.

**Step 8) Expand social dialogue**

Ending sexual harassment proved a useful starting point for employers and workers to develop initial social dialogue, particularly as many factories have no history of management-worker negotiations or trade unions.

Participation in the project has led to a shift in some managers' attitudes towards sexual harassment in the factory. As a result of the success of the FWF violence prevention programme, some European clothing brand members include participation in the programme as part of their business negotiations with factories. This provides a motivation for factories to participate.

*“Initially many factory managers denied that sexual harassment even existed. But it was noticeable that some of the younger factory managers (often the better-educated sons of factory owners) were keener... on maintaining a good working environment. Eventually, with the support of some of our brand affiliates, we got together a small critical mass of factories in Bangladesh and India. Once we started running our management and worker education training programmes, we had managers from other factories come and ask to join the programme because they heard the training is good – and it helps them comply with the law.” (Juliette Li, FWF Violence Prevention Programme Coordinator)*

FWF's violence prevention programme gives ground for encouragement. Factories and clothing brands are beginning to work together more effectively to challenge a culture of violence against women and see the benefit of constructive social dialogue. An important outcome is that workers are beginning to speak out about problems and to suggest solutions to factory problems. FWF's initiative on preventing sexual harassment is expanding and has been integrated into a five-year Strategic Partnership (2016-2021) between FWF, Dutch trade unions and the Dutch Ministry of Foreign Affairs.

*“Working conditions for women have changed dramatically after the intervention of the anti-harassment programme in our factory... After the anti-harassment awareness training, I am able to analyse sexual harassment of many kinds. Some are explicit and some remain implicit...if a woman does not feel comfortable working in a factory, productivity must suffer.” (Ms Morsheda, aged 26, a senior operator and Anti-Harassment Committee President in India, quoted in UN Women, 2014)*

**Source:** Fair Wear Foundation (2015) Setting up Anti-harassment committees and violence prevention systems: The experience of Fair Wear Foundation. Available at: <http://www.fairwear.org/ul/cms/fck-uploaded/documents/policydocs/Settingupahcs2015.pdf>

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## **b) Additional resources and further reading**

### **Resources for employers and suppliers in global supply chains**

The ILO Helpdesk for Business provides expert assistance services to companies on implementing the principles of the MNE Declaration and the international labour standards, including issues related to non-discrimination and equality. See: [www.ilo.org/business](http://www.ilo.org/business)

ILO E-learning programme of the MNE Declaration: [www.ilo.org/mnelearning](http://www.ilo.org/mnelearning)

HR Policy Association. Web page dedicated to Corporate Social Responsibility and Human Rights: <http://www.hrpolicy.org/issues-and-advocacy/sub-issues/corporate-social-responsibility-and-human-rights-1404>

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UN Global Compact: [www.unglobalcompact.org](http://www.unglobalcompact.org) and [http://www.unglobalcompact.org/docs/issues\\_doc/human\\_rights/Resources/GPs\\_GC%20note.pdf](http://www.unglobalcompact.org/docs/issues_doc/human_rights/Resources/GPs_GC%20note.pdf)

Institute for Human Rights and Business: <http://www.ihrb.org>

The Global Business Initiative on Human Rights: <http://www.global-business-initiative.org>

Training manual to fight trafficking in children for labour, sexual and other forms of exploitation, ILO and UNICEF under the UN Global Initiative to Fight Human Trafficking. (2009). Available at: [http://www.ilo.org/ipecc/areas/Traffickingofchildren/WCMS\\_1111537/lang-en/index.htm](http://www.ilo.org/ipecc/areas/Traffickingofchildren/WCMS_1111537/lang-en/index.htm)

### **Further information on advocacy organizations working specifically on labour rights in global supply chains**

Centre for Research on Multinational Corporations: <http://www.somo.nl>

SOMO Fact Sheets on the textiles and garment industry (child labour, sub-contracting, unsafe factory buildings, socially responsible public procurement and migrant labour): [http://www.somo.nl/publications-en/Publication\\_4230/](http://www.somo.nl/publications-en/Publication_4230/)

Good Electronics is an international network on human rights and sustainability in electronics. It brings together networks, organizations and individuals that are concerned about human rights, including labour rights, and sustainability issues in the global electronics supply chain. It includes trade unions, grass roots organizations, campaigning and research organizations, academia, and activists. For further information see: <http://goodelectronics.org/about>

China Labour Bulletin: An organization supporting the development of workers' rights, trade unions and collective bargaining in China. For further information: <http://www.clb.org.hk>