



Workshop on decent work (the MNE Declaration) and responsible business conduct in global supply chains

18 April 2016, Beijing, China

Summary report

The workshop on decent work and responsible business conduct in global supply chains (GSCs) was jointly organized by the ILO and UNIDO in Beijing on 18 April 2016 as one of the key consultations in preparation for the International Labour Conference (ILC) discussion.

The ILO and UNIDO, two specialized agencies of the UN, are engaged in promoting inclusive and sustainable business development through standard setting and adaptation, technical cooperation and knowledge sharing based on the principles of respectful and appreciative dialogue. The ILO Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy (MNE Declaration) is a key international instrument in encouraging the positive contribution of business to inclusive economic growth and decent work through corporate social responsibility (CSR). UNIDO promotes a more holistic approach to industrial development shown in its Inclusive and Sustainable Industrial Development (ISID) initiative, which has a strong focus on environment and resource efficiency.

The workshop was particularly intended to help the ILO and UNIDO to better understand the capacity building needs of ILO constituents and other Chinese stakeholders in GSCs, and identify potential to develop partnerships with state and non-state entities and economic actors. GSCs impact economies as well as lives. Such wide impact requires the setting of clear roles and responsibilities of different entities, constructive dialogue and collective actions. The workshop brought together most relevant stakeholders in promoting responsible GSCs and provided a platform to share knowledge and experiences. It has also provided an opportunity to promote better understanding of cross-cutting issues, such as environmental impacts, the concept of “making nobody lose” and the Sustainable Development Goals (SDGs). Together with a series of follow-up consultations, it will facilitate the collection of information on national experiences that can be incorporated into global and national tools.

Participants included representatives from the Ministry of Commerce, Ministry of Human Resources and Social Security, China Enterprise Confederation, All-China Federation of Trade Unions, industrial associations, chambers of commerce, embassies, academic institutions and leading multinational enterprises (MNEs). Experts from the ILO and UNIDO also attended.



Opening remarks

Mr Tim De Meyer, Director of the ILO Country Office for China and Mongolia, first highlighted some basic facts as follows. 25 per cent of employment in emerging economies is generated by GSCs, with a large part in small and medium-sized enterprises (SMEs). However, overall labour productivity in GSCs has increased much more than wages, causing destabilizing inequality that ultimately threatens sustainable economic growth – the key target in Goal 8 of the 2030 Agenda for Sustainable Development. MNEs have difficulty coping with global competition that has sometimes placed downward pressures on working conditions and respect for rights at work. International mechanisms seek to provide guidance for businesses to adopt responsible business practices regardless of where they operate. Among them, one of the first to be adopted is the MNE Declaration, which clearly distinguishes between the roles of governments and enterprises.

Against this background, the ILO Governing Body decided in October 2013 to place an item on decent work in GSCs on the agenda of the 105th Session of the ILC (2016) for general discussion. The ultimate aim is to achieve stronger coherence between economic outcomes and decent work. It is the shared responsibility of all relevant stakeholders. In particular, as both the largest recipient of foreign direct investment and a rapidly expanding foreign investor, China has been at the forefront of the development of GSCs.

Mr Ralf Bredel, Representative and Head of UNIDO Beijing, recognized that workplace issues are among the many major issues China faces today and can only be solved if all relevant stakeholders join hands. The mandates of the ILO and UNIDO are complementary in [securing a coherent UN-wide approach](#). The cooperation of this workshop reflected the joint commitment to the 2030 Agenda and the 17 SDGs, in which partnership and cross-cutting approaches are critical.

There are three key words in the concept of CSR: “corporate”, “social” and “responsibility”. The term “social” is the ultimate objective of CSR, which indicates the “what” dimension, as it were. Different CSR issues are strongly interlinked. For example, in China, labour issues, environmental protection and consumer protection, including food safety, are all major priorities that overlap and require a holistic approach. “Responsibility” is the “why” dimension. CSR by its very definition implies the internalizing of responsibility and self-commitment. UNIDO’s method has been to start with a business case approach to responsibility and combine it with value considerations: economic savings from increased resource efficiency and good environmental performance add to companies’ triple bottom line. But in the medium to long term they also increase the trust that workers, consumers and other stakeholders bestow upon a company, generating an intangible and yet very important kind of added value. The “corporate” is the “who” dimension. Sometimes the business case is not immediately evident to SMEs. A more promising way is not to look at SMEs in isolation but to



look at the whole supply chain, and to work closely with buyers and chain governors, as well as all relevant and legitimate stakeholders.

Finally, the most important dimension is “how” to achieve a practical approach, which will be the focus of the following discussion. As China continues to supply global value chains and increasingly drives them, CSR will remain important for SMEs and big corporations – both domestically and abroad.

Decent work in global supply chains – Challenges and opportunities

Presenter: Ms Emily Sims, Senior Specialist, Manager for the ILO Helpdesk for Business, Multinational Enterprises and Enterprise Engagement Unit

Ms Emily Sims first addressed the influence of international labour standards on companies and the impact of GSCs on decent work. GSCs cover products, technologies and services, while the globalized international market breaks them into parts in the world.

4 pillars of decent work: 1) Employment: to promote employment, the first priority shall be given to formalization of companies, including their registration and operation within the legal framework, with the aim of increasing individual employment opportunities. 2) Rights at work: the rights of workers should be respected, including core labour standards, collective bargaining agreements and laws concerning minimum wage, working conditions, occupational safety and health, overtime, etc. 3) Social protection covers not only the period during employment, but also temporary unemployment, maternity, sickness, disability, retirement, etc. 4) Labour relations: open communication channels facilitate constructive dialogue in the workplace. Social dialogue allows different groups and their representatives to find a joint resolution, based on mutual or overlapping interests.

Challenges and opportunities brought by GSCs: China can be seen as a model where suppliers at different layers contribute to economic development. GSCs break down barriers between countries, providing opportunities for industries that were constrained within one country to participate in the international economy. They also facilitate the dissemination of technologies and knowledge. However, increased participation in GSCs augments the competition MNEs face, which can result in a “race to the bottom” if safeguards are not put in place. Competition should instead be based on improvements in productivity, quality, logistics and innovation. GSCs also pose governance risks, since supply chain operations typically are spread across numerous jurisdictions with differing labour laws and collective agreements. MNEs hope to have an integrated approach, and have increasingly approached ILO for answers.

Actions in the future: MNEs that require suppliers to comply with their codes of conduct may be imposing significant burdens on producers if profit margins are already very thin. Consequently, suppliers may reduce visible production sites and resort to using precarious or



informal employment, which risks further deterioration of working conditions and respect for workers' rights. The question is how to find an alternative model to help SMEs benefit more from GSCs. Different policies can be developed to enhance their participation in GSCs through technical cooperation, organization improvement and increased productivity.

Introduction of UNIDO approaches to responsible business conduct in global supply chains, including in China

Presenter: Mr Florian Beranek, UNIDO Lead Expert Societal Responsibility and RBC

Mr Florian Beranek emphasized the economic aspect of CSR and the principle of “win-win”, or at least “no one loses”. He pointed out the potential direction of inclusive sustainable development and cooperation between UN agencies, and called for changes in behaviour.

New conception of “societal responsibility”: “Societal responsibility” means the responsibility of everyone with greater social support, the commitment of crucial actors and the social contract, which is different from CSR. How can this goal be achieved? There are already existing tools and reference documents. As for ISO 26000, it is a framework with non-certifiable guidelines. SDGs, which are objectives of all UN members, can also help to build a solid partnership.

Key elements to achieve the goal: It is very important to respect the rule of law – not only particular legal clauses, but also their objectives, which means no operation in grey areas. Transparency is also crucial. Relevant information shall be available to people who are influenced by business activities, including financial information, recruitment of high-level management and decision-making processes. Less corruption leads to greater efficiency. As for the SDGs, their inter-linkages and integrated nature are of crucial importance in ensuring that the purpose of the new agenda is realized. The participation of other stakeholders besides UN agencies is necessary.

Necessity to change mentality: The main direction of intervention pointed out the need to change mentality. The core values of success include respect, appreciation and trust between buyers and suppliers, as well employers and employees. Initiatives shall be generated internally by businesses, not only imposed by organizations such as UNIDO. To implement these initiatives, a holistic management approach that emphasizes an evaluation and internal communication system is needed.

Action now: At present, the construction of mutual trust is of fundamental importance. Respectful dialogue requires using language understandable by the counterpart. Also, the education that inspires people to raise questions, not only to answer them, is crucial to bring about a change of mindset as well. Legal equality is also important. The engagement of governments can lead to stronger partnerships.



China's policy framework and practices for promoting responsible supply chains

Presenter: Ms ZHOU Li, Director, Labour Relations Department, Ministry of Human Resources and Social Security (MoHRSS)

Ms ZHOU Li introduced the main duties of Labour Relations Department. The Department works on drafting rules to promote the conclusion of labour contracts. Moreover, regarding collective labour relations, it encourages the two parties to negotiate autonomously and clarify their own rights and obligations. The adoption of relevant legislation is driven by tripartite constituents, which facilitate its implementation. The Department has also worked on the implementation of annual leave since 2007. Nowadays, more than 50 per cent of Chinese workers enjoy this right. In practice, labour administration at all levels focuses on providing services and guidance to businesses, including organizing awareness-raising activities and training. Other practices include the protection of workers' rights and formalization of informal sectors.

Business case 1: Due diligence practices in global supply chains (Primark)

Presenter: Ms GE Youli, Senior Ethical Trade Manager, Greater China and Southeast Asia, Primark

Expectations of stakeholders and action steps of businesses: The media increasingly pays attention to the business activities of MNEs, and due to the rapid dissemination of information via the Internet, the visibility of CSR is significantly increased. Both NGOs and consumers have requirements on CSR. There are four steps to meet the expectations of stakeholders: 1) identifying risks along supply chains, including labour and environmental issues; 2) understanding the causes of problems, and relevant laws and policies; 3) engaging multiple partners and making joint efforts; 4) adopting a more practical attitude towards sustainability, because work in different industries varies and responsible cooperation along the supply chain is needed.

Responses of Primark: Business can be a good force. Besides providing numerous employment opportunities, decent work shall also be guaranteed. The responses of Primark include adopting a code of conduct and requiring suppliers to comply with it. The code of conduct is based on international labour standards, the laws of host countries, internal rules and instruments developed by the Ethical Trading Initiative (ETI). If there are conflicts with local laws, the higher standards will apply. Another action is to identify the risks of non-compliance. Factors to consider include distribution along the value chain and the distance to the brand, as well as local circumstances.

Methods of implementation: Primark carries out field visits before placing an order. If basic requirements are met, the order will then be placed. The final decision is made by the CSR department, not by the purchase department. If some standards are not met (excluding basic ones), measures will be taken to assist the suppliers to improve. Primark also calls for the



engagement of industrial associations, governments, and international organizations such as the ILO and UNIDO to cooperate and make joint efforts.

Business case 2: Sustainability of supply chains (HUAWEI)

Presenter: Ms SUN Jing, Senior CSR Manager, Huawei Device Co. Ltd

Actions of Huawei: Difficulties exist in the management of supply chains regarding decent work. However, Huawei is motivated to take leadership of sustainable development. CSR has been integrated into its procurement business. In 2015, Huawei conducted new supplier qualification audits, signed CSR agreements with first-tier and lower-tier suppliers, and undertook annual risk ranking and performance reviews. Training and workshops were also organized to facilitate communication and cooperation.

Vertical and horizontal cooperation: No business can stand alone, while the healthy operation and continuous development of supply chains is vital. For this purpose, vertical cooperation between upstream clients, Huawei, first-tier suppliers and lower-tier suppliers is very important. From 2009, conferences were organized between suppliers, buyers and other clients to share knowledge and experiences. Huawei emphasized that CSR is not an additionally imposed burden, but an integrated part of business operation. In order to collect first-hand information, Huawei also developed an app that allows frontline workers to convey their opinions online. Horizontally, Huawei has also developed partnerships with various NGOs and industrial associations, and initiated practical guidelines and CSR guidance for the ICT industry. It is recognized that good performance in respect of CSR will lead to better commercial opportunities.

Roundtable discussion

Ms Emily Sims (ILO): The national tripartite structure can create strategically more efficient policies and legal frameworks, which will help to improve the implementation of CSR. Bipartite dialogue between employers and trade unions at all levels is also important.

Ms ZHAO Fang, Commercial Officer, Economic and Commercial Department, Embassy of the Kingdom of the Netherlands: Despite various initiatives, instruments and meetings at different levels, the voices of manufacturers have not been sufficiently expressed. She agreed with Mr Florian Beranek that one-to-one vertical supply chain management is not enough and a horizontal structure model is needed. MNEs in China shall together find solutions with a focus on improvement, not only on auditing.

Mr YANG Weiguo, Dean and Professor, School of Labour and Human Resources (SLHR), Renmin University: MNEs that operate within multiple jurisdictions should meet their responsibilities. In addition to imposing CSR requirements on suppliers, MNEs should ask



themselves what they have done for the supply chain apart from auditing and organizing workshops. Poor CSR performance from suppliers might be caused by the profit-driven nature of the capital and/or their incompetency. In the case of the latter, some companies operating at the low stream of supply chains have very low profit margins; if the social costs are excessively high, they might be squeezed out of the market.

Ms GAO Yun, China Representative, ETI: A “race to the bottom” is indeed happening, and trade unions and NGOs will help reduce the negative effect. Under the ETI framework, companies report to ETI, following which ETI produces reports regarding what MNEs have done for the supply chain. However, these reports have only been shared among member companies and are not accessible to the public. ETI is now considering increasing transparency. ETI attaches importance to cooperation with governments and the integration of CSR and international labour standards.

Ms DAI Ruijun, Associate Research Fellow, Institute of International Law and Center for Human Rights Studies, Chinese Academy of Social Sciences (CASS): She focused on challenges. In supply chains, some small factories still struggle to survive and are not competent to meet the higher CSR requirements of international buyers. Also, all the existing international instruments are “soft law” without binding force. Under social pressure, large companies are “willing” to implement CSR. Moreover, most host countries are developing countries where there is significant distance between international standards and local laws and policies. It is unfair in practice to impose the same standards on MNEs and local SMEs.

Mr ZHOU Guoyin, Senior Manager of Supplier CSR/EHS Expert, Procurement Qualification Management Department, Huawei Device Co. Ltd: He indicated the shortcomings of CSR. First, the CSR campaign was originally initiated by consumers, while the participation of workers has been limited. Moreover, it is mostly buyer-driven, whereas suppliers’ voices are barely heard. In most cases, they have to accept the rules passively. Cooperation between industries and along supply chains is urgently needed.

Mr NIU Zhiqiang, Division Chief, International Department, China Enterprise Confederation (CEC) asked the differences between decent work in GSCs and CSR. **Ms Emily Sims (ILO)** clarified that the ILO can only focus on the labour-related aspects of CSR and therefore it is important that the ILO cooperates with other agencies and actors to provide a more comprehensive approach. The tripartite structure of the ILO focuses on labour issues, but it does not mean that other elements are unimportant. Normally, CSR focuses on protecting brands and stops at the point of “doing no harm”, or not being involved in violations. However, new developments have gone beyond this terrain and are directed towards maximizing positive impact. To this extent, “decent work” is a more comprehensive concept and CSR is a smaller part of the decent work agenda.



Business and decent work – The MNE Declaration

Presenter: Ms Emily Sims, Senior Specialist, Manager for the ILO Helpdesk for Business, Multinational Enterprises and Enterprise Engagement Unit

Corporations should not only respect national laws, but also the principles contained in international labour standards. Where supply chain operations extend beyond one jurisdiction, an integrated framework is useful for guiding a company's CSR. Moreover, it is necessary to build a corporate culture where social responsibility is internally driven, as opposed to just responding to external pressure.

ILO instruments addressing corporations: ILO documents that directly address corporations include the MNE Declaration and the 1998 Declaration on Fundamental Principles and Rights at Work. The MNE Declaration, as the first ILO instrument that directly targets corporations and addresses business, provides in-depth guidance on labour issues. The revision of the implementation of the MNE Declaration is under discussion. The ILO makes efforts to ensure all the stakeholders can participate.

Content of the MNE Declaration: The MNE Declaration identifies the responsibilities of both corporations and governments. The five key areas include general policies, employment, training, work and living conditions, and industrial relations. It aims to maximize the positive contribution of MNEs to economic and social development, and to minimize difficulties.

Importance of social dialogue: The MNE Declaration emphasizes the importance of social dialogue at all levels, including the traditional tripartite structure and dialogue between host countries and home countries. Social dialogue can also help to build and maintain mutual trust. Continuous dialogue is the channel to achieve the ultimate goal of rights protection. Dialogue platforms should be established to facilitate communication with MNEs, both in host countries and home countries. The ILO's capacity building activities pay great attention to the tripartite constituents. The ILO is also working to support national statistical offices to collect accurate data on the economic and social development impacts of MNEs, which could help to shape more effective policies to maximize the positive impacts of MNE operations in certain countries, particular less developed ones.

⇒ Q&A following the presentation

Ms GAO Yun (ETI) asked about the monitoring and evaluation of the MNE Declaration. **Ms Emily Sims (ILO)** replied that a follow-up mechanism was established in 1984 to conduct periodic surveys, but was unsuccessful because it did not collect accurate information on the operation of MNEs. However, a different follow-up mechanism has been developed, focusing on a specific region each year (linked to the ILO regional meetings). The economic and social development impacts of MNEs in Asia and the Arab states will be discussed during the Asia-Pacific Regional meeting in December 2016. She again emphasized the importance of data



collection, especially for China, where flows of foreign investment are both inward and outward.

Mr WU Qingjun, Associate Professor, Department of Labour Relations, SLHR, Renmin University, inquired about the influence of technology advancement on employment and asked about the responsibility of companies when workers are replaced by machines. **Ms Emily Sims (ILO)** indicated that, to the extent possible, the use of technology should create more employment opportunities and increase productivity at the same time. For labour-intensive industries, it is important to keep a balance between machines and workers. Professor Wu also held that, although the ILO emphasized the importance of industrial relations, it seemed that collective bargaining is globally declining. Ms Emily Sims indicated that, with the growth of inequality and increased precariousness of work in many parts of the world, interest in organizing is increasing. In any event, it remains the right of workers to organize if they so choose.

Case study – Dialogue around inclusive business practices in Africa’s extractive industries (Zambia)

Presenter and Monitor: Ms Emily Sims, Senior Specialist Manager for the ILO Helpdesk for Business, Multinational Enterprises and Enterprise Engagement Unit

Problems and solutions: Zambia is one of the most undeveloped countries with rich storage of copper and gems. In the late 1990s and early twenty-first century, because of the rise of copper prices, a large amount of foreign investment arrived. However, as a capital-intensive industry, prosperity in the mining industry did not create many employment opportunities. As such, the increase in GDP did not lead to the improvement of people’s lives, and conflicts between mining companies and local communities intensified. Measures that have been taken include the establishment of a tripartite and bipartite communication mechanism, as well as dialogue between home countries and the host country. The conflicting parties engaged in constructive dialogue in order to establish the reasons as to why jobs had not been created and possible solutions.

A step forward: Zambia does not have industry and relies heavily on imports. Technology and knowledge was thus urgently needed for local development. Capacity building activities are being established to provide workers with relevant skills. Measures were taken to facilitate the participation of local companies in the competitive bidding for service contracts with MNEs in mining. In order to facilitate the competitiveness of SMEs, collective bidding was encouraged. Experience showed that clear governmental policies are needed to foster the development of local companies and orient foreign investment to promote the diversification of the economy. Moreover, it is of crucial importance to build channels of dialogue with mutual trust and institutionalize cooperation between various stakeholders.

Promoting responsible supply chains – Role of Chamber of Commerce

Presenter: Mr SUN Lihui, RBC Expert, China Chamber of Commerce of Metals, Minerals and Chemicals Importers and Exporters (CCCME)

“Curse of resources” and 3+1 model: In relation to the mining industry, the concept of a “curse of resources” describes a paradox whereby rich natural resources can lead to conflict instead of development. The 3+1 model has been proven effective at the international level. It integrates multilateral organizations, governments of both host countries and home countries, companies (especially those at the downstream of supply chains) and independent third parties. There are increasing international frameworks, national legislations and sectoral initiatives to guide the sustainable use of natural resources in GSCs.

Criticism against social auditing: Chinese companies did not have a positive attitude towards the social auditing of supply chains for various reasons, including the following: cost increases (estimated 3 per cent); inadequate participation in the rule making process; risk of disclosing



confidential business information; and insufficient management capacity. Chinese companies accept social auditing and participate in those activities passively rather than actively.

CCCMC measures: In order to take a step forward, CCCMC took measures to regulate the investments of member companies. First, in cooperation with GIZ (Deutsche Gesellschaft fuer Internationale Zusammenarbeit/German Corporate for International Cooperation), CCCMC has developed CSR guidelines for the mining industry according to three principles: internationalization, localization and chinization. Also, CCCMC has launched an initiative called “responsible supply chain of mining industry”, which focuses on risk control. To implement this initiative, a memorandum of understanding has been signed with the OECD. The active campaign of due diligence can be seen as a valuable experiment for China to participate in global resource governance. CCCMC has also adopted a three-year plan, which includes establishing partnership networks, improving mutual acknowledgement between international standards and Chinese instruments, and setting up knowledge-sharing platforms in order to provide a systematic and holistic problem solving framework for Chinese companies.

Conclusions: The governance of CSR in GSCs needs the joint action of governments, companies and civil society, with differentiated responsibilities. He questioned the legitimacy and effectiveness of trade sanctions, such as the termination of trade partnerships. He also had reservations about the relationship between child labour and poverty, and the possibility of eliminating child labour during the process of development.

Experience of Chinese textile industry in promoting sustainable supply chains and responsible labour practices

Presenter: Mr HU Kehua, Deputy Director, Office for Social Responsibility, China National Textile and Apparel Council (CNTAC)

History of CSR in China: 20 years ago, CSR issues were managed by the government, and different issues were handled by corresponding departments. CNTAC was then a ministry in charge of the textile industry. In 1993, it was restructured into an industrial management agency. The CSR office was set up in 2005.

Actions of CNTAC: Since 2010, in order to harmonize numerous competing standards, the CNTAC has taken the lead to establish a Multi-stakeholders Advisory Committee (MAC), in which seven standard systems participate, and which aims to strengthen the synergy and cooperation between different systems. Special attention was paid to practices of industrial relations and environmental issues with a focus on the participation of workers and suppliers. Managing supply chains focuses on traceability, transparency and innovation. At the heart of the approach is building trust.



Current innovations: To adapt to the current circumstances, the CNTAC are developing new projects for supply chains. These include responsible textile investment for “Go Global” companies in the context of the Belt and Road Initiatives, living wages (with H&M) and a survey on the impact of social security reform in China on the promotion of decent work in the manufacturing industry (with Nike).

Conclusions: The Chinese economy is expanding rapidly and leading Chinese companies starting to operate overseas will become globally leading MNEs in the future. Consequently, Chinese companies should actively engage in the promotion of fair market order, and pay special attention to labour and environmental issues.

Roundtable discussion

Ms Wang Xuemei, Director, Section of rights protection for workers overseas, International Department, All-China Federation of Trade Unions (ACFTU), expressed her intention to convey the voice of the ACFTU on behalf of Chinese workers. She indicated that Chinese trade unions were not absent from CSR in supply chains. However, communication was insufficient between different agents. The ACFTU has been intensively involved in establishing a communication platform for Chinese businesses overseas, such as organizing events that bring together foreign trade unions, Chinese companies, Chinese governmental departments and scholars. She stressed that CSR was initiated by consumers and NGOs in developed countries, while workers in developing countries were passively involved. Moreover, suppliers (particularly SMEs) are facing a highly competitive environment and available resources are limited. As a result, trade unions have changed their strategies and demanded MNEs to share certain profits with suppliers instead of just imposing pressure on them.

Ms Wang Zhenqi from Beijing Zhong Jian Xie Certification Co. Ltd held that many guidelines, such as ISO 26000, lack concrete evaluation criteria. The Certification Company is thus developing a system of evaluation criteria in cooperation with UNIDO. The first draft has been submitted, which covers seven topics and over 200 criteria for evaluation. A digital platform will also be established for information release, self-evaluation and evaluation by independent third parties. The purpose of this project is to localize international standards in order to develop a practical system both adapted into Chinese circumstances and in compliance with international standards. The Certification Company also provided consultancy services for companies, helping them with the effective implementation of the guidelines.

Closing remarks

Mr Florian Beranek (UNIDO) highlighted that participants have reached an agreement on the necessity of mutual trust. Companies should not rely on so-called experts for concrete



solutions. On the contrary, the joint actions of all stakeholders are needed to build such trust. There was also a need for more discussions on technical issues.

Mr Tim De Meyer (ILO) stated that the segmentation of international production will continue in GSCs, while driving elements to realize the 2030 SDGs will generate significant effects. The ILO will conduct follow-up discussions, even after the ILC in June. He also stressed that, besides mutual trust, sharing and learning are also of crucial importance.

Suggestions for follow-up

- **Organize follow-up workshops** once or twice a year to maintain the initial momentum. Following this more general one, it is suggested that future workshops develop more discussions oriented around certain themes. A diverse range of participants from both the public and private sectors and a greater allocation of time for discussions are needed.
- **Provide training and learning opportunities** to constituents to increase their understanding of GSC issues. This may include relevant ILO courses in Turin, and increasing their exposure to important international and national discussions.
- **Strengthen the research capacity** of constituents and partners for GSC issues. Engage research departments of the constituents and Renmin University in relevant discussions and field studies. Research projects may be useful to deepen their understanding of GSCs, which will help them play a more active and constructive role in future discussions.