



International
Labour
Organization

Internationale Normen – Nationale Verantwortung

**Das Normengefüge der Internationalen Arbeitsorganisation (ILO)
in nationalen und internationalen Lieferketten**



Produzieren in globalen Lieferketten – das ist Alltag für Unternehmen, ganz gleich wie groß sie sind. Klar ist längst: Deutschland ist unter den Top 5 der am besten vernetzten Wirtschaften der Welt. Originalausrüstungshersteller und Zulieferer agieren gleichermaßen international.

Globale Lieferketten sind mit arbeitsrechtlichen Rahmenbedingungen flankiert, die den Status von Menschenrechten besitzen. Diese werden im Grundsatz von der Internationalen Arbeitsorganisation (ILO) verabschiedet, einer Sonderorganisation der Vereinten Nationen, der sowohl Arbeitgeber als auch Arbeitnehmer sowie Repräsentanten der Mitgliedsstaaten angehören. Die ILO hat die Aufgabe, diese Arbeitsnormen und ihre Einhaltung auf nationaler Ebene zu überprüfen. Gleichzeitig hilft sie direkt bei der Umsetzung vor Ort, in Kooperation mit Regierungen, Sozialpartnern und anderen Akteuren der Zivilgesellschaft.

Mit dieser Publikation zeigen wir, was die ILO zur Verbesserung der weltweiten Arbeitsbedingungen in Lieferketten tut und wie gerade Sie als Unternehmen ein wichtiger Partner sind. Eindrückliche Beispiele liefert z.B. das Programm „Förderung von wettbewerbsfähigen und verantwortlichen Unternehmen“ (englisch SCORE), das sich direkt an kleine und mittelständische Unternehmen richtet und dort hilft, wo es am nötigsten ist: In den Fabriken vor Ort, wo menschenwürdige Arbeit noch nicht gewährleistet ist.

Und es lohnt sich: Dort wo Arbeitnehmerrechte geschützt und Arbeitsbedingungen verbessert werden, steigt auch die Produktivität – aber lesen Sie selbst!

Viel Vergnügen wünscht Ihnen

Dr. Annette Niederfranke
Direktorin der ILO Deutschland

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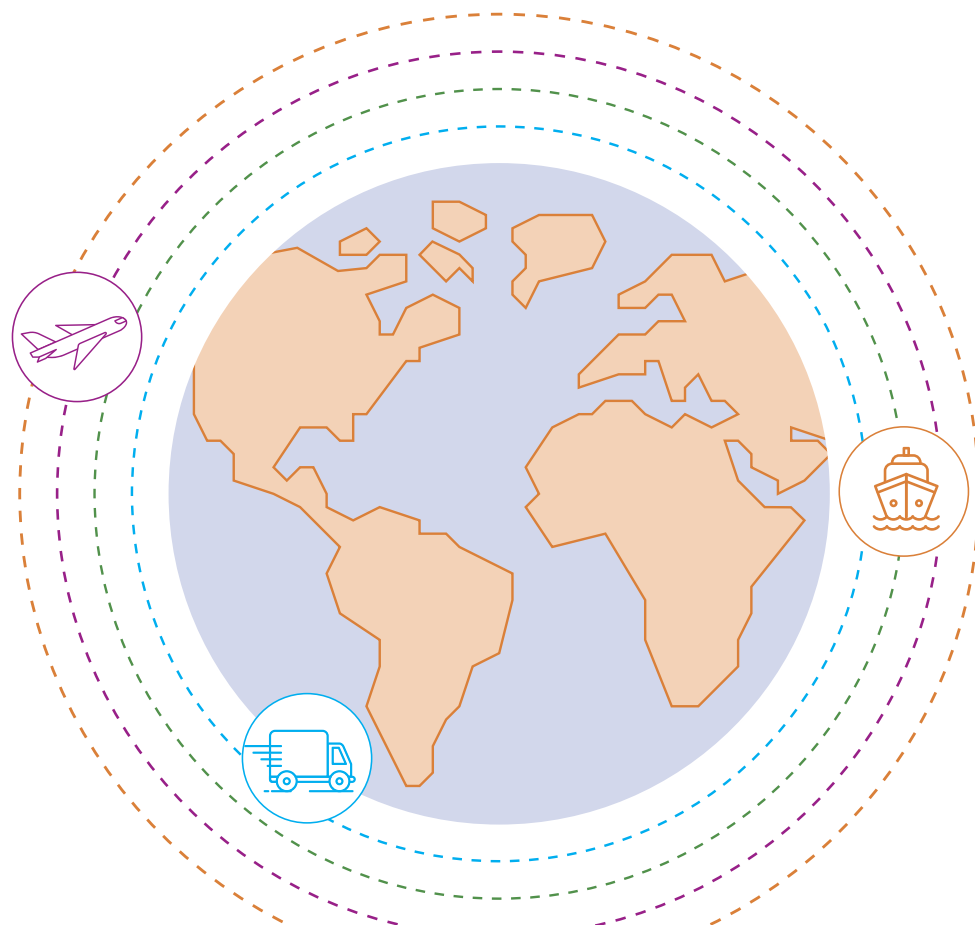
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Globale Lieferketten menschenwürdig gestalten

Globale Lieferketten auf Wachstumskurs

Innerhalb von nur zwei Jahrzehnten, zwischen 1995 und 2013, stieg der Anteil der Beschäftigten in globalen Lieferketten um mehr als 50 Prozent. Nach Berechnungen der ILO arbeiten heute weltweit **453 Millionen Menschen** in globalen Lieferketten. Allein in der EU sind ein Drittel der Beschäftigten darin tätig (World Employment and Social Outlook, WESO 2015). Nach Schätzungen der UN-Handelskonferenz findet zudem 80 Prozent des weltweiten Handels in globalen Lieferketten statt (UNCTAD World Investment Report 2013).

Dabei bietet die weltweite Vernetzung große Chancen. Denn generell gilt: Globale Lieferketten steigern die Produktivität. Sie können das Wirtschaftswachstum ankurbeln und so neue Jobs schaffen. Allerdings profitieren Industriestaaten eher von den Vorteilen als Schwellenländer, für die es weniger einfach ist, Produktionskosten zu senken, etwa indem die Herstellung ins Ausland verlagert wird (WESO 2015).

Die Schattenseiten der weltweiten Vernetzung

Globale Lieferketten führen zudem nicht automatisch zu besseren Arbeitsbedingungen. Im Gegenteil: Schlechte Sozial- und Umwelt-

standards sind die Kehrseite einer weltweit vernetzten Wertschöpfung. Löhne unterhalb des vergleichbaren Mindestlohns, Gesundheitsgefahren am Arbeitsplatz, fehlende soziale Absicherung bei Krankheit, Unfall oder Alter sowie prekäre Beschäftigungsverhältnisse stellen die größten Herausforderungen dar. Vor allem Frauen sind überproportional im Niedriglohnsektor beschäftigt, obwohl sie es sind, die oft das Einkommen ihrer Familien sichern.

Hinzu kommt: Nicht selten besteht eine Lieferkette aus **20 bis 30 Stationen**. Die Zusammenhänge sind dabei komplex: Vielfältige Beschäftigungsverhältnisse, ein Geflecht von Zuliefererverträgen mit mehreren Akteuren und Ländern, verschiedene nationale Gesetzgebungen, unterschiedlich starke Gewerkschaften und Betriebsräte. All diese Aspekte spielen eine erschwerende Rolle, wenn es darum geht, internationale Arbeitsstandards durchzusetzen.

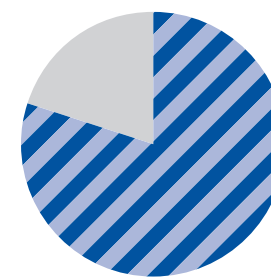
ILO-Kernaufgabe: Verbesserung der weltweiten Arbeitsbedingungen

Die ILO unterstützt diese Akteure in ihren Bemühungen. Seit ihrer Gründung 1919 ist es Kernaufgabe, Arbeitsbedingungen über nationale Grenzen hinweg zu verbessern und menschenwürdige Arbeit in jedem Land durchzusetzen. Mit ihrer umfangreichen Expertise stellt sie

dafür das nötige Rüstzeug bereit. Neben den ILO-Kernarbeitsnormen gehört dazu insbesondere die konkrete Projektarbeit vor Ort, mit der sie Regierungen, Betrieben und Beschäftigten hilft, bessere Arbeitsstandards zu implementieren. Innerhalb der UN-Organisationen sorgt sie zudem dafür, das Thema auf die internationale Agenda zu setzen. Ganze Regionen entwickeln sich, wenn Internationale Organisationen wie die ILO Staaten helfen, zu gemeinsamen Vereinbarungen zwischen Entwicklungs-, Schwellen- und Industrieländern zu kommen. Denn weltweit gute Arbeitsbedingungen kann es dauerhaft nur geben, wenn alle gemeinsam an diesem Ziel arbeiten.

Alle Beteiligten in die Verantwortung nehmen

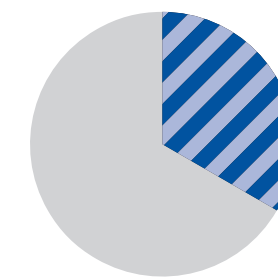
Die Verantwortung für menschenwürdige Arbeitsbedingungen in den Produktionsketten liegt deshalb gemeinsam bei allen Beteiligten. Regierungen können dazu beitragen, indem sie neben nationalen Gesetzgebungen die ILO-Kernarbeitsnormen ratifizieren und umsetzen. Unternehmen können Selbstverpflichtungen eingehen und Zuliefererverträge schließen, die die Kernarbeitsnormen achten. Arbeitnehmervertretungen können deren Einhaltung einfordern und die Interessen der Beschäftigten wahrnehmen. Und Verbraucher können durch einen bewussteren Konsum Einfluss nehmen.



80 %

des weltweiten Handels findet in globalen Lieferketten statt

Nach Schätzungen der UN-Handelskonferenz
Quelle: UNCTAD World Investment Report 2013



ein Drittel

der Beschäftigten in der EU sind in globalen Lieferketten tätig

Quelle: ILO 2015 World Employment and Social Outlook

Arbeitsschutz & Arbeitssicherheit

Menschenwürdige Arbeit ist sichere Arbeit – mit diesem Leitsatz wirbt die ILO für den Schutz vor Arbeitsunfällen und einhergehenden Verletzungen sowie arbeitsbedingten Krankheiten.

Die ILO setzt sich weltweit für höheren Arbeitsschutz ein, denn die Dimensionen und Konsequenzen von laxen Sicherheitsbedingungen sind oft nicht hinreichend bekannt. Alle 15 Sekunden stirbt auf der Welt ein Mensch durch eine arbeitsbedingte Verletzung oder Krankheit. Alle 15 Sekunden haben 153 Arbeitnehmer einen Unfall am Arbeitsplatz. Diesem Ausmaß gilt es Einhalt zu gebieten. Die wirtschaftlichen Folgen sind enorm.

Und Arbeitsschutz ist kein Ding der Unmöglichkeit. Das Einhalten gesetzlicher Rahmenbedingungen angelehnt an mehr als 40 ILO Übereinkommen, der Aufbau und Ausbau von Arbeitsinspektionssystemen und die gezielte Schulung von Unternehmen können die Arbeitssicherheit stärken und damit Leid abwenden. Die ILO unterstützt interessierte private Akteure und den öffentlichen Sektor dabei, Sicherheit am Arbeitsplatz zu gewährleisten und Unfälle und Krankheiten am Arbeitsplatz ultimativ zu vermeiden. Beispielsweise berät die ILO Länder beim Aufbau von Unfallversicherungssystemen oder schult das öffentliche Personal bei der Einhaltung und Überwachung von Mindeststandards für mehr Arbeitsschutz und Arbeitssicherheit vor Ort.

Better Work:

Menschenwürdige Arbeit in der Textilindustrie

Über 60 Millionen Menschen, vor allem Frauen, arbeiten weltweit und unter oft schwierigen Bedingungen in der Herstellung von Textilien und Schuhen. In acht Ländern auf drei Kontinenten – Bangladesch, Kambodscha, Haiti, Indonesien, Jordanien, Lesotho, Nicaragua und Vietnam – setzt sich die ILO deshalb mit ihrem „Better Work“-Programm für menschenwürdige Arbeitsbedingungen ein. Dazu gehen die Mitarbeiterinnen und Mitarbeiter der ILO in die Fabriken und beraten Management und Beschäftigte darin, wie die Arbeit sicherer und gesünder gestaltet werden kann. Über 1.250 Fabriken und 1,5 Millionen Beschäftigte werden auf diese Weise erreicht. Außerdem bringt die ILO Regierungen, Gewerkschaften und Arbeitnehmer an einen Tisch, um gemeinsame Lösungen beim Arbeitsschutz zu entwickeln. Neben der konkreten Arbeit in und mit den Fabriken vor Ort konzentriert sich das Programm auch darauf, die großen internationalen Abnehmer mit ins Boot zu holen, um so die gesamte Lieferkette zu erreichen. Das zeichnet „Better Work“ vor allem aus.

Positive Auswirkungen auch auf die Unternehmen

Der Erfolg gibt der ILO Recht: Das Programm zeigt, dass sich gute Arbeitsbedingungen und unternehmerischer Ertrag keinesfalls ausschließen. Denn neben den Arbeitnehmerinnen und Arbeitnehmern profitieren auch Arbeitgeber nachhaltig vom Programm. So konnten beispiels-

weise in Vietnam über 60 Prozent der Fabriken, die an „Better Work“ teilnehmen, ihre Kapazitäten ausbauen und mehr Mitarbeiter einstellen. In den Unternehmen, in denen die Sicherheitsstandards für die Arbeitnehmer deutlich verbessert wurden, wuchs die Profitabilität um 5,9 Prozent. Auch mehr Mitbestimmung zahlt sich aus: Wenn die Beschäftigten ihre Interessen vertreten und mitbestimmen konnten, steigerte sich die Produktivität um 7,6 Prozent. Und Lohnsteigerungen führten sogar zu höheren Einnahmen: Eine Anhebung der Löhne um ein Prozent ließ die Einnahmen um 0,6 Prozent wachsen.

Mit anderen Worten:

Wo der Verlust von Arbeitsplätzen befürchtet wurde, haben dank „Better Work“ Produktivität und Produktion zugenommen – bei gleichzeitig besseren Arbeitsbedingungen für die Beschäftigten.



Value for Global Brands and Retailers

Better Work is a joint programme of the International Labour Organization and the International Finance Corporation, a member of the World Bank Group

Better Work helps Global Brands and Retailers in the garment industry meet a number of distinct challenges in managing their supply chains. We reduce risk to reputation and operations through improving suppliers' adherence to labour standards and laws, providing greater transparency on compliance and supporting stable and well managed sourcing environments.

Since 2007 Better Work has been working with more than 60 well-known global brands to support a thriving, competitive garment industry with decent working conditions. In collaboration with suppliers, factories, trade unions and governments we have created lasting, positive change through capacity-building, assessments, training and research focused on changing attitudes and behaviour.

Better Work has over 200 staff in seven countries offering comprehensive, factory-level programmes with assessment, training and advisory services that provide capacity-building and guidance to factory workers, their representatives, supervisors and managers alike. To-date, Better Work has assisted more than 1300 factories employing 1.6 million workers in improving working conditions.

We also work at the national and international level, drawing on the convening power of the ILO, IFC and the World Bank to bring together governments, policymakers and development partners to influence policies and practices that promote better jobs, inclusive growth and sustainable improvements in the apparel supply chain.

And this progress has not come at the expense of business. On the contrary, a 2016 independent assessment¹ of the Better Work programme showed that participating factories saw significant increases in profitability (up to 25 per cent) as a direct result of the smoother operations that came with improved working conditions.



BetterWork.



1. Why work with Better Work?

Responsible Global brands and retailers are critical to the success of Better Work. Through their concern for customers' values and preferences for ethically sourced fashion, they help drive improvements in factories and support Better Work in strengthening the competitiveness of the garment sector.

In turn, Better Work offers global brands access to unparalleled industry insights and expertise, which help build sustainability into supply chains. Better Work brands benefit from cost savings, enhanced reputation and risk management, and a safe venue for collaborating with other global brands to create stable sourcing environments.

When brands and retailers join Better Work, they are making a smart decision for their staff, shareholders, customers and workers in their supply chain. Benefits include:

INCREASED FACTORY-LEVEL EFFICIENCIES AND COST SAVINGS

Better Work's presence in the field and regular reporting can help reduce the need for locally established compliance teams, so reducing complexity and cost. Our single, high quality assessments can be used by all brands sourcing from a given factory, reducing duplication. Additionally, brand and suppliers can access IFC programmes that advise on resource efficiency and access to finance². Businesses may also qualify for the Global Trade Supplier Finance Programme³.

ENHANCED REPUTATION AND RISK-MANAGEMENT WITH FACTORY SERVICES THAT HAVE A PROVEN IMPACT ON COMPLIANCE

At the factory level we implement our unique Service Model, which includes:

- ◆ A 'self-diagnosis' phase where the factory is

supported to identify key challenges and areas for improvement as well as to establish a worker-management committee.

- ◆ Unannounced visits from ILO Officials to check compliance with national law and international labour standards, with an assessment report released after approximately 30 days.
- ◆ Advisory visits to build capacity for effective worker-management dialogue and to support the implementation of an Improvement Plan.
- ◆ A range of highly effective and practical training programmes, using innovative and participatory approaches on key topics including supervisory-skills training, human resources management, and occupational safety and health.
- ◆ Public reporting against a list of key issues to encourage factory ownership, fast-track improvements and support better targeting of government resources.

COLLABORATION WITH OTHER GLOBAL BRANDS AND RETAILERS TO CREATE STABLE SOURCING ENVIRONMENTS AND GAIN INDUSTRY INSIGHTS AND EXPERTISE

As a global brand or retailer, we invite you to have a seat around the table with workers, employers and governments to share information and experience and to help drive legal and policy changes on work quality and competitiveness. Also, you have access to cutting-edge, independent research on the global supply chain - a unique and growing, body of evidence and analysis drawn from 15,000 stakeholder interviews to-date. And finally, every year, Better Work hosts regional and country-level business forums, often with privileged access to political and business leaders. A chance to network with other brands and retailers and to learn more about the programme's strategy and vision.

How to join the programme?

There are two plans for working with global brands and retailers:

PARTICIPANTS

Global brands and retailers getting to know the programme may work with us as participants. Participants subscribe to a cycle of factory reports, including one assessment (audit), two progress reports and a "live" improvement plan.

PARTNERS

Partnership provides wider and more strategic benefits than the Participant plan. Partners are involved with the programme at a deeper level and take part in its governance, defining its strategic direction and more. Partners sign a public-private partnership agreement with the ILO and IFC which articulates the benefits and responsibilities of being a Partner.

BETTER WORK KEY SERVICES FOR BUYERS⁹

- ◆ A brand dashboard customized for your factories, showing the latest compliance information at a glance, with benchmarking capabilities that help you make informed sourcing decisions¹⁰.
- ◆ Regular updates and quarterly calls with country programmes to provide local updates; opportunities to engage in strategic-planning processes.
- ◆ Webinars and regular events with Better Work management to discuss the latest in compliance trends and industry developments.

Long-Term Experience. Proven Expertise

POSITIVE RESULTS

Independent research by Tufts University found the following:

- ◆ **25 per cent increase in firm profitability:** After four years of participation in the Better Work Programme, the revenue-cost ratio for factories in Vietnam increased by 24.9 per cent (holding other factors constant).
- ◆ **22 per cent increase in productivity:** Better Work offers supervisory skills training (SST) to provide factory supervisors with the communication skills they need to succeed. An independent evaluation confirmed that after the training, workers needed less time to reach production targets, with savings of up to 11 minutes in just under an hour, representing a 22 per cent increase in productivity. This effect was driven by female supervisors.

- ◆ **Improved working conditions:** Factories participating in the Better Work Programme experienced an overall reduction in the gender pay gap, coercive labour practices, and abuse of probationary contracts, while workers reported fewer concerns about safety and health risks.

- ◆ **Positive effects beyond the workplace:** In several countries, the health of workers and their children has improved, along with children's access to education, as results of the programme.

These are only a few examples of how Better Work contributes to positive change in your supply chains. Independent research has proven that across the board, Better Work succeeds for business and for workers.

BENEFITS OVERVIEW

BENEFIT	PARTICIPANT	PARTNER
CORE SERVICES		
Prioritized factory subscription ⁴		✓
Access to factory reports on an online portal ⁵	Pay per factory report cycle	UNLIMITED ACCESS TO FACTORY REPORT CYCLES ⁶
Prioritised scheduling of assessments		✓
Factory access to assessment, advisory and training services	✓	✓
Opportunity to collaborate with BW on factory remediation and specialized training		✓
COMMUNICATION		
Acknowledgement of collaboration with BW on websites or other public domains		✓
Global Brand Dashboard		✓
Electronic updates for global brands	✓	✓
Quarterly calls with BW Country Staff		✓
Rapid alerts in case of emergencies		✓
Webinars with BW Management	✓	✓
LEARNING AND POTENTIAL TO INNOVATE		
Access to cutting-edge research on global supply chains	✓	✓
Privileged access to technical experts and management at the ILO and IFC		✓
Country and Regional Business Forums	Access to open sessions	ACCESS TO OPEN AND CLOSED SESSIONS
Ability to participate in scalable pilot programmes on key issues in the sector		✓
GOVERNANCE		
Formal, legal relationship with the IFC and ILO		✓
Eligible to run as elected “buyer” representative on BW Advisory Committee ⁷		✓
Regular calls with Buyer Representatives		✓
Invitations to engage with Programme Advisory Committees (PACs) at the national level ⁸		✓

BETTER WORK COVERAGE



Have further questions?

For more information on the participant and partner packages, please access our web page betterwork.org/brands. If you have further questions, please be in touch at buyers@betterwork.org.

NOTES

- 1 Progress and Potential: How Better Work is Improving Garment Workers’ Lives and Boosting Competitiveness: A summary of an independent assessment of the Better Work Programme/ International Labour Office: ILO, 2016. Available at <http://betterwork.org/blog/portfolio/impact-assessment/>
- 2 The IFC can assist brands by providing advisory services in resource efficiency and access to finance for their suppliers. To date, IFC has worked with over 300 factories realizing over US\$48.2 million dollars of annual cost-savings for factories, close to 550,000 metric tons of GHG avoided, 39.6 million cubic meters (m3) water saved or wastewater avoided, and 2.1 million megawatt hours (MWH) saved
- 3 Global Trade Supplier Finance program (GTSF), which allows suppliers to access short-term financing; (ii) medium-term financing to implement workplace improvements; and (iii) long-term financing for factory upgrades, expansions, remediation, cleaner production and other improvements
- 4 Large country programmes may have a waiting list for factory subscription. Partner factories receive priority service.
- 5 Partners and participants can access reports from all programmes directly from the Better Work online portal. Assessments are conducted against national laws and international standards with guidance on interpretation from relevant ministries and the ILO.
- 6 Partners have unlimited access to factory reports for all factories from which they source in Better Work countries, or factories from which they are actively considering sourcing.
- 7 Partners have elected representatives on the Better Work Advisory Committee, which provides input on strategy and direction.
- 8 PACs guide the programmes at country level and are comprised of representatives of governments, business associations, suppliers and trade unions.
- 9 Buyer partners and participants receive different levels of service. Please see the Benefits Overview Table for details.
- 10 The Brand Dashboard is under development and will be completed in 2017.

OSH GAP: Globaler Aktionsplan für Arbeitsschutz und Gesundheit

Um arbeitsbedingte Erkrankungen, Unfälle und Todesfälle abzubauen, hat die ILO ein globales Aktionsprogramm „Global Action for Prevention on Occupational Safety and Health“ (OSH GAP) ins Leben gerufen. Warum ein solches Engagement notwendig ist, zeigen die Zahlen:

Nach Berechnungen der ILO sterben jährlich 2,3 Millionen Menschen – das sind 6.300 Menschen am Tag – an den Folgen von Unfällen und Krankheiten am Arbeitsplatz. Hinzu kommen zwei Millionen arbeitsbedingte Erkrankungen sowie 313 Millionen Arbeitsunfälle im Jahr.

Das hat auch Folgen für die Wirtschaft: 4 Prozent des weltweiten Bruttoinlandsprodukts gehen auf diese Weise verloren. Für sichere Arbeitsplätze zu sorgen, kommt deshalb nicht nur den Beschäftigten zugute, sondern auch den Betrieben.

Unterstützung für Beschäftigte, Unternehmen und Regierungen

Mangelnder Arbeitsschutz trifft vor allem vulnerable Gruppen zu denen Arbeitsmigranten, Frauen, junge Arbeitnehmer und landwirtschaftliche Arbeitskräfte zählen. Die Wirtschaft leidet unter nicht beachteten oder nicht vereinheitlichten Arbeitsschutznormen. Den Staaten wiederum fehlt es oft an Know-how und Kapazitäten, um ein sicheres Arbeitsumfeld zu schaffen. Hier trägt die ILO mit ihrem Aktionsprogramm dazu bei, eine Präventionskultur zu etablieren. Sie hilft Regierungen, passende Arbeitsschutzgesetze zu entwickeln. Unternehmen unterstützt sie beim Aufbau

von Sicherheitssystemen und -verfahren. Arbeitnehmervertretungen und Gewerkschaften werden sensibilisiert und geschult. Darüber hinaus fördert sie den Dialog der verschiedenen Akteure und erarbeitet mit ihnen Compliance-Leitfäden. Sie unterstützt die Beteiligten bei der Schaffung eines Controllings und hilft beim Aufbau eines Inspektionssystems, um die Sicherheitsmaßnahmen vor Ort zu überprüfen.

Das Programm wirkt – von Lesotho bis Paraguay

Um bessere Kontrollmechanismen geht es beispielsweise beim ILO-Engagement in Lesotho. Der Staat hat aufgrund mangelnder und schwacher Inspektionen Schwierigkeiten, die ratifizierten Arbeitsschutzstandards durchzusetzen. Seit Anfang 2016 hilft die ILO deshalb bei der Verbesserung der Compliance-Regeln. So schult sie etwa Inspektoren, um Kinder- und Zwangsarbeit besser zu erkennen, und gibt dem Arbeitsministerium Werkzeuge an die Hand, um künftig eigenständig effektive Kontrollen durchführen zu können. Ähnliche Unterstützung erhält das Arbeitsministerium in Paraguay. Hier begleitet die ILO die Umstrukturierung und technische Aufrüstung und entwickelt gemeinsam mit dem Ministerium den Aufbau einer Arbeitsinspektion – vom Rekrutieren der Inspektoren bis zum Fabrikbesuch vor Ort. Doch auch entwickelte Volkswirtschaften haben noch Luft nach oben in puncto sichere Arbeit. Belgien hat beispielsweise Anfang Juni 2016 das Übereinkommen über den Arbeitsschutz im Bauwesen sowie als eines von 16 Staaten das Übereinkommen über die Teilzeitarbeit ratifiziert.

The Vision Zero Fund

Against the background of unacceptable social and economic losses through work related injuries and diseases, in June 2015 at the G7 Summit, the German Ministry of Employment and Social Affairs (BMAS) and the German Ministry for Economic Cooperation and Development (BMZ) proposed the creation of a work place injury and disease prevention and protection Fund - the Vision Zero Fund (VZF) - within the framework of the "sustainable supply chains initiative". The International Labour Office (ILO) administers and implements the Fund's projects.

The VZF aims to achieve zero fatal and severe work-related injuries and diseases by improving occupational safety and health practices and conditions in sectors that link to global supply chains and to strengthen institutional frameworks such as labour inspectorates and employment injury insurance schemes in countries linked to such global supply chains. The Fund supports appropriate action in low-income producing countries by governments, business, social partners and NGOs. Its main objective is to increase collective public and private action aimed at fostering and enhancing concrete prevention activities in businesses operating in low income countries. The Fund's particular aim is to bring national and international stakeholders together to engage jointly in sectoral activities in a country.

VZF engages both public and private actors at country level. In the private sphere, VZF implements targeted interventions at sector and company level to achieve sustainable safe and healthy working conditions and practices, and to improve the linkages between enterprises and the social security system, in particular with the Employment Injury Insurance scheme. VZF assists countries in strengthening the legislative framework related to OSH and social protection, which includes technical advice on national laws, national policy and supporting regulations. Labour inspection institutions often need to be strengthened in low-income countries and the Fund

supports such efforts. Finally, the Fund supports the development of Employment Injury Insurance schemes, which are usually the most desirable mechanism to protect the incomes of employees who suffer work-related injuries and diseases and to cover medical costs.

VZF projects during the first phase of operations (2017-2019) will focus on the the garment and textile sector and the agricultural and food sector. The participation of companies in the activities of the VZF is strongly encouraged. For example, in Myanmar, the VZF has received strong support from Hennes & Mauritz (H&M), which committed itself to collaborate with the VZF project in the country. In the first quarter of 2017, VZF will commence its project activities in the country. This includes: (i) a baseline survey to assess OSH risks in the garment industry; (ii) an OSH awareness campaign in the sector, working closely with the Myanmar labour inspectorate; (iii) a workshop for Parliamentarians to prepare them for consideration of the new OSH bill; and (iv) social security training for workers and employers organizations.

The VZF Multi Donor Trust Fund accepts contributions from governments of Sovereign States, intergovernmental or non-governmental organizations, and from private sources including companies, foundations and individuals. Donors are encouraged to contribute with multi-year pooled/non-earmarked resources as well as "in-kind" contributions.

FACTS

Current Partners: Germany, United States of America, European Commission
Beneficiary countries: Project implementation started in Myanmar and Ethiopia, other countries will follow
Budget: USD 7.000.000



SCORE: Ein Programm für kleine und mittelständische Unternehmen

Hilfe für KMU bei der Umsetzung guter Arbeitsbedingungen weltweit

Mit dem Programm „Förderung von wettbewerbsfähigen und verantwortlichen Unternehmen“ (englisch SCORE) bietet die ILO kleinen und mittelständischen Unternehmen (KMU) weltweit praktische Hilfe an, die Arbeitsbedingungen innerhalb der Betriebe zu verbessern. Das Programm zeigt: Diese Verbesserungen gehen sehr wohl mit der Steigerung der Produktivität einher. Firmen werden darin unterstützt, die Chancen des internationalen Handels zu nutzen und die Erwartungen von anderen Akteuren in globalen Lieferketten in puncto gute Arbeitsbedingungen zu erfüllen.

KMU erhalten Schulungen von Experten vor Ort mit dem Ziel, die Management- und Produktionssysteme der Firmen zu modernisieren. Seit 2010 haben ca. 1.000 Unternehmen aus Afrika, Lateinamerika und Asien, größtenteils aus dem produzierenden Gewerbe, mit mehr als 200.000 Angestellten am Programm teilgenommen. Mehr als 7.000 Führungskräfte und Mitarbeitende haben Schulungen durchlaufen und über 4000 Fabrikbesuche wurden durchgeführt.

Viele Unternehmen berichten von Effizienzsteigerungen, Qualitätsverbesserungen, Kostensenkungen auf der unternehmerischen Seite und von verbessertem Arbeitsklima und Arbeitsschutz, niedrigeren Unfallzahlen und niedrigeren Fehlzeiten beim Personal

Interview

mit ILO-Experte Stephan Ulrich

Warum es Stephan Ulrich begeistert, wenn sich ein indonesisches Mikro-unternehmen für Werkzeugteile zu einem mittelständischen Teilehersteller mausert und wie SCORE hilft, scheinbar ganz einfache Dinge zu sortieren und Menschen vor Arbeitsunfällen zu schützen, zeigt das folgende Interview.

Globale Lieferketten, das sind oft undurchsichtige und komplexe Verbindungen. Wer trägt Verantwortung für eine faire Produktion?

Die Verantwortung tragen mehrere Akteure: Die Verbraucher, die politische Ebene und natürlich die Unternehmen, Auftraggeber wie Auftragnehmer. Als Verbraucher nutzen wir jeden Tag hunderte Produkte, die in globalen Lieferketten gefertigt werden; da habe ich durchaus die Verantwortung, mich zu informieren woher die Produkte kommen und unter welchen Bedingungen produziert wird. Allerdings gibt es Grenzen: Globale Lieferketten sind so komplex geworden, dass es selbst mit langwierigen Nachforschungen unmöglich ist, die Fertigungsketten vieler Produkte nachzuvollziehen.

„Wir, als ILO, stärken Regierungen und Sozialpartner in Entwicklungsländern, um existierende nationale und internationale Arbeitsstandards besser durchzusetzen.“

In vielen Ländern mangelt es jedoch nicht an Gesetzen, sondern an ihrer Umsetzung. Hier schließt das Programm SCORE mit einem Unterstützungsangebot ganz praktisch an.

Das ILO-Programm SCORE richtet sich an kleine und mittelständische Unternehmen mit Trainings und Schulungen. Warum nehmen Sie diese Gruppe in den Fokus? Sobald KMU anfangen zu exportieren, kann man einen riesigen Sprung in den Fähigkeiten des

Unternehmens feststellen. Experten sprechen von einem „learning-by-exporting“-Effekt. Der Kontakt mit dem Weltmarkt eröffnet – positiv formuliert – die Möglichkeit von Veränderungen, z.B. weil der Auftraggeber eine „saubere Produktion“ bei seinem Zulieferer sehen will. Gute Arbeitsbedingungen und die Erfüllung von Sozialstandards in der Fertigungskette sind für viele Unternehmen, ob Auftraggeber oder Zulieferer, ein wichtiges Kriterium für Wettbewerbsfähigkeit im internationalen Handel. Das Interesse an Verbesserungen ist also vorhanden. Es gibt Anfragen aus den Ländern und den Firmen selbst, die um Hilfe bitten. Aber auch Großunternehmen, die Verbesserungspotenzial bei ihren Zulieferfirmen sehen, melden sich, um Abhilfe zu schaffen.

Was erwartet die teilnehmenden Firmen?

Die Schulungen werden in Zusammenarbeit mit lokalen Wirtschaftsverbänden sowie ausgebildeten Trainern angeboten und finden vor Ort in der jeweiligen Fabrik statt. Sie enthalten fünf Module, die jeweils zwei Tage Training umfassen. Der erste Schritt und „Pflichtteil“ ist unser erstes von fünf Modulen: „Zusammenarbeit am Arbeitsplatz“. Hier werden, wo nötig, grundsätzliche Strukturen eingeführt. Dabei regen wir die Gründung eines Betriebsrates an oder, wenn das nicht möglich ist, ein Gremium aus Führungskräften und Arbeitnehmern. Denn alles, was an Problemanalyse folgt, sollte diese zwei Perspektiven berücksichtigen. Gemeinsam wird dann erarbeitet, wo Schwächen in der Firma liegen. Themen sind: Gesundheit und Sicherheit am Arbeitsplatz, Produktivität durch saubere Produktionsmethoden, Qualitätsmanagement, Personalpolitik. Im Anschluss an

die Schulungen unterstützen Experten vor Ort, häufig Industrieingenieure, die Umsetzung.

Haben Sie ein konkretes Beispiel?

Ja, in Indien nehmen zum Beispiel gerade Zulieferer der indischen Niederlassung des deutschen Pumpenherstellers „KSB“ am Modul „Produktivität durch saubere Produktionsmethoden“ teil.

Zunächst wurden formelle und informelle Strukturen geschaffen, in denen sich die Angestellten äußern können. Die „Arbeitsplatzorganisation“ in den Fabriken spielt dort nun eine entscheidende Rolle. Fragen, die momentan geklärt werden, sind: Stehen alle Maschinen an einem sicheren Ort, funktionieren sie, haben alle Angestellten einen Platz zum Arbeiten, haben sie die nötigen Werkzeuge, sind diese intakt und wie werden sie gelagert? Ferner wurde eine morgendliche Produktionsbesprechung einberufen: Sind alle Mitarbeiter anwesend und was ist das Tagesziel in der Produktion? Erstmals werden Kennzahlen für die Messung des Produktionsergebnisses eingeführt. Auch wird die Infrastruktur für die Angestellten überprüft und aufgebaut: Gibt es Sanitärräume und einen Pausenraum? Diese scheinbar banalen Änderungen schützen Menschen ganz konkret vor Unfällen und verbessern die Arbeitsbedingungen enorm.

Was war Ihr bislang größter Erfolg?

Ich denke gerne an ein Unternehmen aus Indonesien zurück, das durch unsere Schulung zu substanziellen Verbesserungen der Arbeitsbedingungen gekommen und dabei kräftig gewachsen ist. Die Firma stellte Ersatzteile für Autowerkstätten her. Hier war es der Auftraggeber, ein großer Automobilhersteller, und damit quasi der Kontakt mit der Lieferkette, der Druck auf seinen Zulieferer in puncto Arbeitsbedingungen ausübte. Ich war vor Ort und die Zustände in der Fabrik waren nicht gut: Die Arbeitnehmenden saßen auf dem Boden der Fabrik, die teilweise sehr dunkel war, wurden schlecht bezahlt, der Arbeitsschutz war mangelhaft, die Produktion chaotisch. Mit unserer Schulung traten richtig schnell Verbesserungen ein: Die Führungskräfte zeigten Engagement, die Fabrik zog um und wuchs innerhalb von 2 Jahren zu einem mittelständischen Betrieb, von 50 auf 250 Mitarbeitende. Mittlerweile

produziert das Unternehmen nicht mehr Ersatzteile, sondern ganze Autoteile für ihren Auftraggeber. Mein Fazit: Der Ansatz, Organisationsstrukturen unter die Lupe zu nehmen, hat sich für die Beschäftigten und die Firma ausgezahlt.

Was wünschen Sie sich für die Zukunft?

Seit einigen Jahren erst interessieren sich auch große Konzerne für das Programm und setzen es zur Förderung ihrer Zulieferer ein. Mehr als 30 Großunternehmen haben in den letzten drei Jahren Zulieferer zum SCORE-Training geschickt, darunter bekannte Unternehmen wie COOP, Inditex, Gap, Pentland und das deutsche Handelsunternehmen Metro. In den nächsten Monaten werden wir das Programm weiter anpassen, um es noch interessanter für Großunternehmen zu machen. Wir hoffen, dass wir weitere Großunternehmen, speziell in Deutschland, als Partner gewinnen können. Zudem ist toll zu beobachten, wie sich das Projekt verselbstständigt und wir als Impulsgeber zurücktreten können: In einigen Ländern gibt es Tendenzen, dass genug Know-how vor Ort ausgebildet wurde und auch die finanziellen Mittel da sind, um das Programm unabhängig von der ILO weiterzuführen und weiterzutragen.



ZUR PERSON

Stephan Ulrich ist KMU-Spezialist für das Programm SCORE mit Sitz in Genf und seit zehn Jahren bei der ILO beschäftigt. Zuständig ist er für das Herzstück des Programms, die Qualitätssicherung im Training. Um zu sehen, wie die Arbeit der Partner und Fachkräfte vor Ort läuft, reist er alle zwei Monate in die betreffende Region.

Chinese Supplier Training

Global markets provide unprecedented opportunities for small and medium-sized enterprises (SMEs) in developing and emerging economies – and full advantage is not yet being taken of these markets. If SMEs could increase their participation in global markets, the benefits to businesses – and those who work in them – would be significantly increased, with positive multiplier effects for the economy, society and the environment. Problems with product quality, productivity, waste and pollution, workplace safety and health, and human resources management, all reduce SME competitiveness and hamper participation in global supply chains. They also have a negative impact on the environment. From the standpoint of the lead buyers, including multinational enterprises (MNEs) and large national buyers that often purchase from SMEs, these problems represent risks, ranging from supply chain disruption to damage to brand reputation and a loss of consumer confidence. Investing in responsible and sustainable enterprise practices in SMEs is a way of addressing the root causes of these problems, thereby achieving real returns for MNEs, for the SMEs from whom they buy, and for those who work in them.

The Response

The ILO’s Sustaining Competitive and Responsible Enterprises (SCORE) is a practical training and in-factory counselling programme that improves productivity and working conditions in small and medium enterprises. The product demonstrates best international practice in the manufacturing and service sectors and helps SMEs to participate in global supply chains. The training is equally relevant to start-ups, established companies struggling to maintain market share, and dynamic firms with big ambitions. Based on proven lean-manufacturing techniques and the development of worker-manager cooperation, the training boosts production efficiency and enterprise performance with on-site consultations helping to address the individual

needs of companies. The ILO has partnered with the Business Social Compliance Initiative (BSCI) as part of its implementation of the SCORE training programme. BSCI is a business-driven initiative of the Foreign Trade Association (FTA) that supports companies committed to improving working conditions in global supply chains. A previous SCORE partnership saw COOP, a Swiss retail group and member of BSCI, sponsor SCORE training for three of their Chinese suppliers in 2011 and 2012. Given the success of this project (as outlined below), a further partnership with BSCI has been developed to expand access to this training.

This new partnership involves 10 SMEs in China, employing up to 2,500 workers, trained in SCORE. All enterprises are in the supply chains of BSCI members. To support this intervention and as part of a sustainability strategy that ensures the independent delivery of SME upgrading services, the overall SCORE programme – funded by the Norwegian Agency for Development Cooperation (NORAD) and the Swiss State Secretariat for Economic Affairs (SECO) – is working to create a network of trainers that will be able to continue providing high-quality training services in China and six other countries (China, Colombia, Ghana, South Africa, India, Viet Nam and Indonesia). This network is being built through the implementation of “training of trainer” courses and refresher sessions for the benefit of SCORE training coordination institutions and local service providers.

Results

The pilot partnership with COOP Switzerland saw three of its Chinese supplier enterprises trained under the SCORE package. COOP and its suppliers noted improvements in defect rates, number of accidents, energy consumption, waste production, and cost savings. Feedback from workers and SME managers on the training programme was also positive.

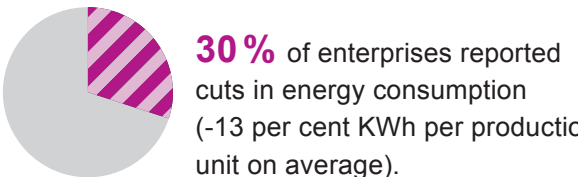
For example:

92 % of interviewees considered that worker-management relations had improved and that trust and mutual respect had been strengthened

100 % of managers surveyed considered that production costs had decreased and productivity increased – for example, Lianglonog Socks cut production costs by 30 per cent and increased output capacity by 10 per cent;

94 % of interviewed workers agreed that their working environment had improved and 87 per cent indicated that their working efficiency had also increased dramatically.

The overall SCORE programme (Phase I) in China trained 53 SMEs (784 staff), and conducted 224 enterprise visits. The results were as follows:



In addition to including more Chinese SMEs in the SCORE programme, the current partnership with BSCI will further demonstrate the benefits of partaking in SCORE training. This will, in turn, help to expand the reach of SCORE and thus benefit more SMEs – and ultimately communities, economies and the environment.

FACTS

Partners: COOP Switzerland; Foreign Trade Association (FTA)
Beneficiary country: China
Budget: USD 80.000



Public Private Partnerships

Wenn es darum geht, international menschenwürdige Arbeitsbedingungen durchzusetzen, spielt die Zusammenarbeit mit dem privaten Sektor eine immer wichtigere Rolle. Dies gilt besonders bei der Bekämpfung von Zwangsarbeit. Durch Public Private Partnerships (PPP) mit Unternehmen und Konzernen, Stiftungen, Universitäten und Forschungseinrichtungen, Sozialpartnern und weiteren staatlichen und nicht-staatlichen Akteuren

hat die ILO in den letzten Jahren wesentlich dazu beigetragen, Maßnahmen gegen Zwangs- und Kinderarbeit vor Ort umzusetzen. PPP dienen dabei nicht nur der gemeinschaftlichen Finanzierung von Projekten, sondern auch der Vereinbarung von Standards, dem Wissenstransfer, Schulungen, gemeinsamen Kampagnen und ähnlichem. Mehr als ein Viertel aller von der ILO generierten PPP-Mittel geht in die Bekämpfung der Kinderarbeit.

Kooperationen mit der ILO

In Zusammenarbeit mit der ILO durchgeführte PPPs gibt es beispielsweise im Rahmen der sogenannten Süd-Süd-Kooperation. Dabei handelt es sich um die aufstrebenden Schwellenländer wie etwa China, Indien, Brasilien, Mexiko und Südafrika, die ihre wirtschaftliche Zusammenarbeit intensivieren und Entwicklungsländern mit ihrem Fachwissen sowie finanziellen und personellen Ressourcen unter die Arme greifen (Dreieckskooperationen).

Mit den Unternehmen gegen Kinderarbeit in den Lieferketten

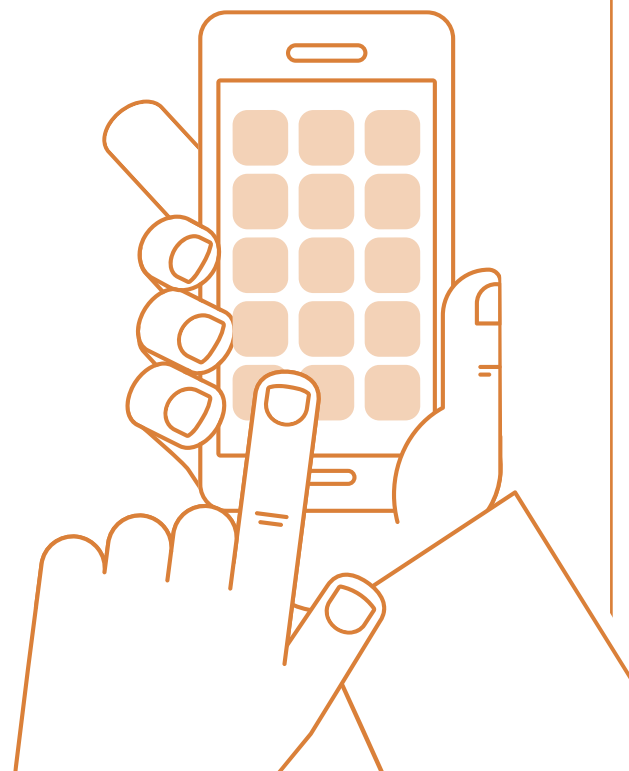
Eine PPP mit dem Textilunternehmen Primark zeigt, wie eine Kooperation mit multinational agierenden Konzernen aussehen kann. So will Primark gemeinsam mit der ILO in einem

Drei-Jahres-Projekt (2015-2018) das Problem der Kinderarbeit in seinen Lieferketten angehen. Dazu hat das Unternehmen in einem ersten Schritt zusammen mit der ILO die Gesetzeslage in den verschiedenen Zuliefererländern sowie deren Umsetzung bei den Herstellern überprüft. Im zweiten Schritt will Primark, ebenfalls mit Unterstützung der ILO, eigene Standards zur Verhinderung von Kinderarbeit für seine Zulieferer schaffen und den Betroffenen vor Ort mit Trainings zur Seite stehen. Dabei sollen gezielt auch nationale Netzwerke aufgebaut und aktiviert werden. In einer weiteren PPP, der „Child Labour Platform“, engagieren sich Unternehmen und Organisationen mit Unterstützung der ILO ebenfalls in einem gemeinsamen Projekt (2014-2017), um Kinderarbeit in globalen Lieferketten abzubauen.

Mobile Apps mit Checkliste

Mit zwei Apps für Smartphones, „**Eliminating and Preventing Child Labour**“ und „**Eliminating and Preventing Forced Labour**“, bietet die ILO Unternehmensverantwortlichen und externen Betriebsprüfern direkte Unterstützung. Interessierte können mit den Apps interaktive Checklisten erstellen, die es ihnen ermöglichen, Arbeitsprozesse in den unterschiedlichsten Sektoren ohne Kinder- beziehungsweise Zwangsarbeit zu gestalten. Best-Practice-Lösungen helfen, konkrete Abhilfe zu schaffen.

Die Apps sind sowohl für iOS als auch Android verfügbar.



Work4Youth: The MasterCard Foundation's Partner- ship with the ILO

Young people represent the promise of changing societies for the better. Yet, there are not enough decent jobs for them. Their transitions to the labour market are long and difficult, and even more so since the global recession in 2008 and 2009. The global youth unemployment rate in 2013 was 12.6 per cent and as many as 73 million young people were estimated to be unemployed. At the same time, informal employment among young people remains pervasive and transitions to decent work are slow and difficult. The economic and social cost of extended periods of large-scale unemployment, discouragement, and widespread low-quality jobs for young people continues to grow.

It is therefore a compelling priority of governments across the world to address the youth employment challenge through effective policy measures. Availability of data on the characteristics and extent of the challenge is a prerequisite to designing relevant policy and programmatic initiatives at the country level. ILO constituents have emphasized this message within the Resolution on Youth Employment ('The youth employment crisis: A call for action') adopted at the 101st International Labour Conference of the ILO held in Geneva in June 2012.



The Response

The partnership between the ILO and The MasterCard Foundation, namely 'Work4Youth', focuses on knowledge development and dissemination and it is fully in line with the 2012 Resolution. The field of intervention of the project is data collection and analysis oriented towards policy formulation. The main research focus is the transitions of young people to the labour market.

Over a life time of five years, Work4Youth will output national, regional and global-level studies, mostly based on evidence from school-to-work transition surveys (SWTSs) run in twenty-eight countries. The SWTS is an ILO research tool designed to collect up to-date and nationally representative data focusing on the youth labour market and the transition of young people from education into the world of work. National data is synthesized into national reports analyzing findings and proposing policy recommendations.

These reports are shared with constituents at national workshops where the findings are reviewed and policy follow-up is discussed with the assistance of the ILO. At the regional and global level, data from national surveys are pulled together to allow analysis and recommendations with regional and global scope. Events and publications disseminate this knowledge to researchers and experts on youth employment. In addition, the project shares both SWTS data and qualitative analyses of youth employment policies in target countries through two global databases, YouthSTATS and YouthPOL.

The Results

Before the end of the project it is expected that the data produced with the support of the project will have contributed to the youth employment policy dialogue in several of the target countries. It is also expected that international research on youth employment issues will benefit from the wealth of fresh and nationally representative data made globally available by Work4Youth.

To-date: a first round of SWTS has been completed and has reached more than 102,000 young people. The project is working with labour market experts from around the world to produce the national-level analytical reports summarizing the findings (7 have been released so far). A regional report concerning Labour market transitions of young women and men in Sub-Saharan Africa was launched in December 2013, and similar

reports will be launched in 2014 in Asia and the Pacific and Eastern Europe and Central Asia.

The project has also published a thematic report on Informal employment among youth, while a publication on youth and rural employment is forthcoming. Findings from the surveys fed into the 2013 edition of the Global Employment Trends for Youth, the ILO flagship publication on the subject of youth employment.

FACTS

Partners: The MasterCard Foundation
Countries: Global – 28 countries in all regions
Budget: USD 14.600.000



The Global Business Network for Social Protection Floors

Today nearly 73 per cent of the world's population lack access to adequate social protection coverage. The establishment of social protection floors (SPFs) requires a strong political will from the government and social partners, and private sector enterprises can help promote them. There are many reasons why private-sector companies and their representative business associations may wish to be involved in discussions on balanced and sustainable public social protection policies and their implementation at the country level. A growing body of studies shows that social protection supports companies' competitiveness, and results in lower absenteeism, greater worker productivity and reduced turnover. Furthermore,

it is a driver of growth and development: it boosts aggregate demand for goods and services by increasing incomes, which can create new business opportunities for private-sector enterprises; and it is a driver of social and political stability, which are important factors that impact firms' success and economic development at large.

The Response

In collaboration with the French Observatoire de la Responsabilité Sociétale des Entreprises (ORSE), the ILO published a report, Extension of social protection and corporate social responsibility of multinational enterprises: an exploratory

study, which presents the conceptual framework of the possible contribution of Corporate Social Responsibility (CSR) to the extension of social protection – as well as the results of the global researches of the ILO on this thematic. This study also includes results of the survey conducted with the ORSE about 15 French enterprises. The publication was presented at a Conference held in Paris on 6 February 2013. Subsequently, the ILO, with support from the "Groupement d'Intérêt public – santé protection sociale internationale" (GIP SPSI), held a meeting in Paris on 9 December 2014 to define the areas of collaboration between the ILO and French enterprises on setting up SPFs.

The ILO's Global Flagship Programme on Social Protection Floors, launched in 2015, aims to organize the private-sector participation in SPFs and to achieve several targets related to social protection – including SPFS – as part of the Post-2015 Development Agenda. This participation was channelled through the creation of a Global Business Network for Social Protection Floors (GBN for SPFs) that was launched on 28 October 2015 in Geneva. The GBN includes multinational enterprises, employers' organizations and corporate foundations that wish to share good practices and contribute to the promotion and establishment of SPFs worldwide. It has two main objectives:

Objectives

1. Enable enterprises developing protections for their employees to share their experiences and to learn from other companies, and to determine the extent to which these protections can be implemented through public social protection systems, particularly in countries where social protection systems exist and are functional.
2. Enable enterprises, their affiliates and subsidiaries to support the implementation of public social protection systems through advocacy and other activities. The ILO and the participants in the GBN are jointly trying to achieve these objectives that embody a win-win partnership. The objectives and a list of expected outcomes and possible activities have been discussed with the potential members and endorsed at the launch meeting of the Network.

Results

The Global Business Network for Social Protection Floors (GBN for SPFs) was successfully launched by the Director-General of the ILO, Mr Guy Ryder; the Chairman and CEO of L'Oreal, Mr. Jean-Paul Agon; and the Secretary-General of the International Organisation of Employers (IOE), Ms. Linda Kromjong. Twenty-two representatives of the 12 enterprises participated in the launch event – and a further ten enterprises have shown interest in the Network and will be included in the follow-up discussions and activities. Participating enterprises have agreed to work on two mutually reinforcing fronts:

1. Exchanging information on current business practices, policies and programmes on social protection. They propose to jointly develop, with the ILO's support and guidance, a practical toolkit on the development of corporate social protection schemes/guarantees.
2. Supporting the development of national social protection programmes more generally – and through targeted efforts – in a number of countries. They are interested in developing material to promote public social protection systems, including articulating a business case for sound public social protection systems. They are also interested in exploring how they can engage in more concrete ways in a few countries – in collaboration with national employers' organizations and local companies in national dialogues on social protection.

FACTS

Partners: Crédit Agricole, Danone, El Corte Inglés, ENI, Geely Holding Group, L'Oréal, Nestlé, Philip Morris International, Procter & Gamble, Randstad, Sanofi, Swiss Life
Beneficiary country: Global
Timeframe: 2016 – 2020



ILO Helpdesk

The ILO Helpdesk for Business is the one-stop shop for company managers and workers on how to better align business operations with international labour standards and build good industrial relations.

The Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy (MNE Declaration) and the ILO Declaration of Fundamental Principles and Rights at Work are the main ILO instruments that can provide companies guidance on social policy and responsible labour practices.

The ILO Helpdesk for Business provides information on a wide range of labour topics, all derived from the ILO MNE Declaration. Feel free to also visit the website of the Multinational Enterprises and Enterprise Engagement Unit for other topics related to corporate social responsibility and social policy.

The ILO is available to companies and trade unions wishing to use the facilities of the ILO as a neutral place to discuss issues of mutual concern. For further information, please contact the Helpdesk via assistance@ilo.org.

Declaration on the Fundamental Principles and Rights at Work

Within the international debate on CSR, the principles contained in the ILO's Declaration on the Fundamental Principles and Rights at Work form part of the framework of the labour dimension. The Declaration contains the following principles

Freedom of association and the effective recognition of the right to collective bargaining

The principle of freedom of association and the effective recognition of the right to collective bargaining guarantees to workers and employers the possibility of joining organizations and acting together not only to protect their own economic interests but also their civil freedoms such as the right to life, to security, to integrity, and to personal and collective freedom. The principle ensures protection against any act of interference and discrimination, as well as against all forms of harassment.

The principle comprises the following rights and guarantees:

- The right for workers and employers, without any distinction whatsoever, to establish and join organizations of their own choosing in order to promote and protect their own interests, without previous authorization
- The right for workers' and employers' organizations to function freely, to draw up their own constitutions and rules, to freely elect their representatives, to organize their administration and activities and to formulate their programmes

- The right of workers' and employers' organizations to establish and join federations and confederations and to affiliate internationally;
- The guarantee that such organizations shall not be dissolved or suspended by administrative authorities
- The protection against any act of anti-union discrimination or interference
- The promotion of collective bargaining.

These principles are contained in ILO Convention 87 concerning Freedom of Association and Protection of the Right to Organise and ILO Convention 98 concerning the Application of the Principles of the Right to Organise and to Bargain collectively.

The abolition of all forms of forced or compulsory labour

The term forced or compulsory labour means all work or service which is exacted from any person under the menace of any penalty and for which the said person has not offered himself voluntarily.

The fact that the worker receives a salary or a wage is irrelevant to determine if a situation can be considered as forced or compulsory labour.

Two elements characterize forced or compulsory labour:

- Threat of penalty
- Work or service undertaken involuntarily.

Forced or compulsory labour also refers to situations in which work is imposed as a:

Means of political coercion

- Method of mobilizing and using labour for purposes of economic development
- Means of labour discipline
- Punishment for having participated in strikes and
- Means of racial, social, national or religious discrimination.

Training and compulsory education shall not be considered as forms of forced labour.

The following forms of compulsory labour are not considered forced labour:

Compulsory military service, when it is limited to mere military activities

- Civic obligations for citizens, for instance the obligation of taking part in a jury or assisting a person who is in danger
- Any work or service exacted from any person as a consequence of a conviction in a court of law, provided that the said work or service is carried out under the supervision and control of a public authority and that the said person is not hired to or placed at the disposal of private individuals, companies or associations
- Labour requested in emergencies to prevent dangers of life and normal conditions of existence of the whole or part of the population, such as in cases of war, calamity or threatened calamity and
- Public works such as those carried out by members of a community in the direct interest of said community, provided that those members or their direct representatives have the right to be consulted with regard to the need for such service.

The effective abolition of child labour

The term child labour refers to

“any kind of activity or work which, by its nature or the circumstances in which it is carried out, is harmful to the intellectual, physical, social and moral development of young people and undermines their education, preventing them from going to school, constraining them to abandon schooling too soon or requesting them to work and study at the same time.”

ILO Convention 182 concerning the Elimination of the Worst Forms of Child Labour (1999) identifies the worst forms of child labour in the following situations:

- Slavery and similar practices
- The use, procurement or offering of a child for prostitution, production of pornography or pornographic performances
- The use, procurement or offering of a child for illicit activities, in particular for the production and trafficking of drugs and
- Work that, by its very nature or the circumstances in which it is carried out, is likely to harm the health, safety or morals of children.

ILO Convention 182 also requires that ratifying States design and implement programmes of action to eliminate the worst forms of child labour as a matter of urgency. It states that Members must take into account the importance of education in eliminating child labour and, in particular, “ensure access to free basic education and, wherever possible and appropriate, vocational training, for all children removed from the worst forms of child labour.”

ILO Convention 182 specifically mentions girls because the types of child labour that generally involve a disproportionate number of girls are its less visible forms.

Minimum age of workers

ILO Convention 138 concerning the Minimum Age for Admission to Employment, sets forth that the minimum age for admission to employment or work shall not be less than the age of completion of compulsory schooling and, in any case, shall not be less than 15 years, in order to ensure the full physical and mental development of the child. A minimum age of 14 years can be initially admissible in countries where the economy and educational institutions are insufficiently developed.

As far as dangerous work is concerned, the minimum age shall be 18 years. However, such work may be performed from the age of 16 years in cases where:

- National employers' and workers' organizations have been consulted beforehand;
- The safety, health and morals of the young persons concerned are fully protected; and
- The young persons have received adequate specific instruction or vocational training in the relevant branch of activity.

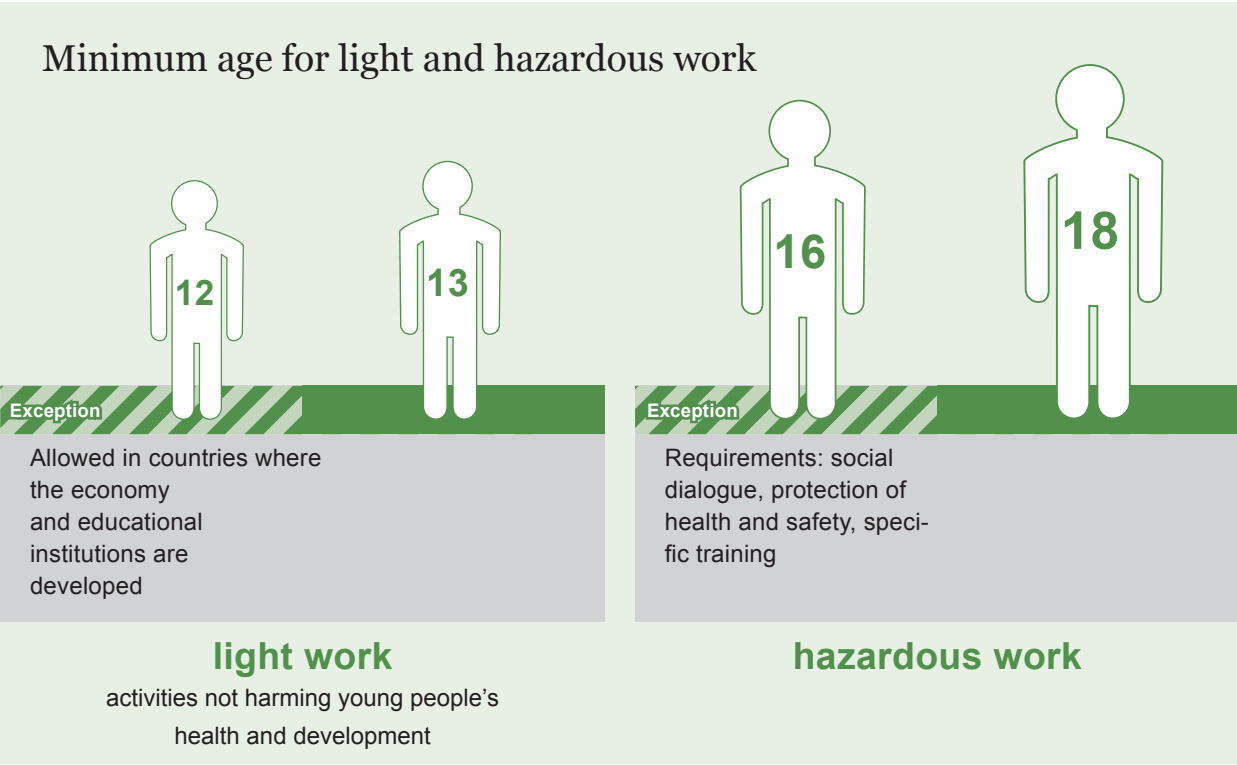
Activities that are not likely to harm young people's health and development and do not interfere with their school attendance or their participation

in vocational orientation and training programmes are considered as light work and the minimum age for performing them shall be 13 years. In those countries where the economy and educational institutions are insufficiently developed, the minimum age for light work can be 12 years.

Workers under 18 years of age

Workers under 18 years of age should be guaranteed satisfactory conditions of work. In particular, they shall benefit from

- A fair remuneration, on the basis of the principle "equal pay for equal work"
- The strict limitation of hours spent at work weekly and daily, including the prohibition of overtime in order to have enough time for education, training, rest and leisure activities
- A minimum consecutive period of 12 hours night's rest and a rest period every week
- Paid annual leave of at least two weeks and, in any case, a period not shorter than the one accorded to adults
- Coverage by social security schemes dealing with accidents at work, health assistance and forms of sick pay and
- Safety rules and satisfactory health conditions as well as appropriate education and supervision.



The elimination of discrimination in respect of employment and occupation

Discrimination can arise in a variety of work-related activities such as: recruitment, remuneration, hours of work and rest, paid holidays, maternity protection, security of tenure, job assignments, performance assessment and advancement, training opportunities, job prospects, social security, and occupational safety and health.

Discrimination in employment and occupation means treating people differently or less favourably because of characteristics that are not related to their merit or the inherent requirements of the job. According to ILO Convention No.111 concerning Discrimination in Respect of Employment and Occupation "discrimination is any distinction, exclusion or preference made on the basis of race, colour, sex, religion, political opinion, national extraction or social origin, which has the effect of nullifying or impairing equality of opportunity or treatment in employment or occupation". The Convention therefore identifies the following seven grounds of discrimination:

1 Race and colour

Distinctions made on the basis of belonging to an ethnic group, which affect for instance ethnic minorities and indigenous and tribal populations.

2 Sex Discrimination

Distinctions made on the basis of biological characteristics and functions that distinguish men and women and of social differences between men and women. They comprise, for instance, distinctions on the basis of civil status, marital status, family situation and maternity.

3 Religion

Distinctions on the basis of membership or not to a certain religion or expression of religious beliefs. This also includes discrimination against atheists.

4 Political opinion

Discrimination based on different opinions with respect to established political principles, membership to a political party, political or socio-political attitudes, civic commitment or moral qualities

5 National extraction

Distinctions made on the basis of a person's place of birth, ancestry or foreign origin. They affect for instance national or linguistic minorities, nationals who have acquired their citizenship by naturalization, and/or descendants of foreign immigrants.

6 Social origin

Discrimination towards certain individuals because of their social class, socio-occupational category or caste. In some contexts, social origin can influence the professional future of the subject because he/she is denied access to a certain job or he/she is only assigned certain activities.

7 Non-discrimination

Non-discrimination means simply that employees are selected on the basis of their ability to do the job and that there is no distinction, exclusion or preference made on other grounds. The principle of non-discrimination in respect of employment and occupation comprises the principle of equal remuneration for men and women who accomplish work of equal value. According to the ILO Equal Remuneration Convention 100, the principle refers to all the elements of remuneration, such as the salary or ordinary wage and other basic fees, directly or indirectly paid, in money or in kind. To objectively determine the value of work it is necessary to take into account the following elements: work components, responsibilities, skills, efforts, working conditions and main results.

Distinctions on the basis of the skills needed for a certain work, special measures of protection or assistance provided by national law, such as the ones concerning health and maternity, the correction of historical wrongs, and measures regarding a person legitimately suspected of accomplishing activities that may jeopardize the State's security, are not considered discrimination.

The ILO and CSR

The International Labour Organization defines Corporate Social Responsibility as

“a way in which enterprises give consideration to the impact of their operations on society and affirm their principles and values both in their own internal methods and processes and in their interaction with other actors. CSR is a voluntary, enterprise-driven initiative and refers to activities that are considered to exceed compliance with the law.”

The ILO can play an important role in CSR because labour standards and social dialogue are key aspects of CSR and this is the core business of the ILO. Most CSR initiatives, including codes of conduct, refer to the principles deriving from international labour standards, developed by the ILO.

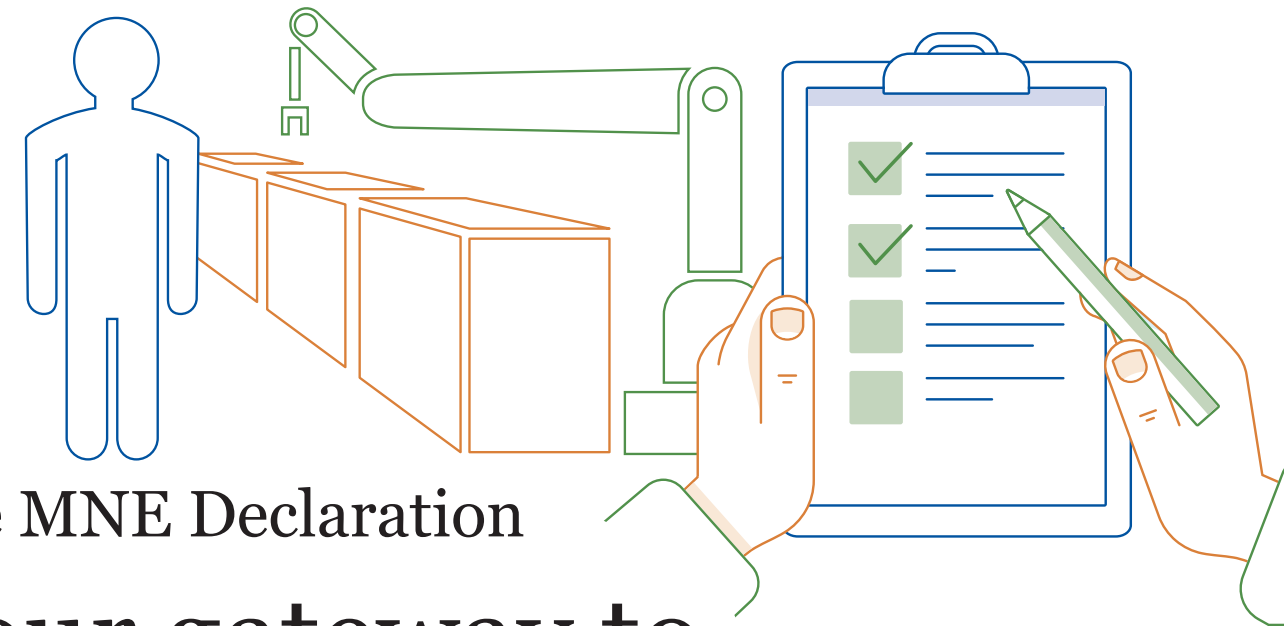
ILO Conventions, when ratified at the national level become binding on governments and those governments must adopt legislation to implement them.

Whilst not binding on enterprises, the principles derived from ILO Conventions can act as a guide for enterprises' behaviour.

The ILO plays a role by helping to promote dialogue between governments, workers' and employers' organizations and by providing assistance and tools to better understand the labour dimension of CSR.

CSR is:

- 1 voluntary – enterprises voluntarily adopt socially responsible conduct by going beyond their legal obligations
- 2 an integral part of company management
- 3 systematic not occasional
- 4 linked with sustainable development
- 5 not a substitute for the role of government or for collective bargaining or industrial relations



The MNE Declaration

Your gateway to understanding and implementing labour standards

What is the Tripartite Declaration of Principles Concerning Multinational Enterprises and Social Policy known as the MNE Declaration)?

- ILO's international guide on enterprises and their interaction with labour and social policy issues.
- Voluntary instrument to promote good practice by enterprises.
- Practical instrument founded on ILO labour standards, which reflects good practice accepted internationally by employers, workers and governments.

What is the objective of the MNE Declaration?

Encourage the positive contribution that enterprises can make to economic and social progress.

Minimise and resolve the difficulties associated with the activities and operations of multinational enterprises in relation to economic and social progress.

Why is the MNE Declaration necessary?

Globalization poses substantial benefits and risks. The actions of MNEs can contribute to these benefits and risks. The MNE Declaration places emphasis on the role MNEs can play in sustainable development, fair globalization and the achievement of decent work practices.

The MNE Declaration provides the most comprehensive framework for enterprises in relation to the labour dimension of CSR.

The MNE Declaration provides a framework of principles for responsible enterprise behaviour which is essential in times of economic crisis.

Does the Declaration only apply to the actions of MNEs?

The Declaration principles apply equally to MNEs and national enterprises. They reflect good practice for all.

How does the MNE Declaration fit with other international instruments that relate to CSR?

The MNE Declaration is the most comprehensive international instrument on the labour dimension of CSR. It is unique amongst international instruments because it was negotiated by governments and employers and workers representatives.

International agencies (UN, OECD, ISO) recognise ILO as the competent body to establish and monitor labour standards. The MNE Declaration is recognised by these organisations as a key instrument related to CSR.

What does the MNE Declaration ask enterprises to do?

The principles in the MNE Declaration are intended to guide governments, employer's organisations, trade unions and enterprises in relation to the behaviour of those enterprises.

Enterprises are asked to

General

- Obey national laws and respect international standards
- Contribute to the realization of the fundamental principles and rights at work
- Freedom of association and the effective recognition of the right to collective bargaining;
- The elimination of all forms of forced or compulsory labour;
- The effective abolition of child labour; and
- The elimination of discrimination in respect of employment and occupation.
- Consult with government, employers' and workers' organizations to ensure that operations are consistent with national development priorities

Employment

- Endeavour to increase employment opportunities and standards, taking the employment policies and objectives of governments into account
- Give priority to the employment, occupational development, promotion and advancement of nationals of the host country
- Use technologies which generate employment, both directly and indirectly

- Build linkages with local enterprises by sourcing local inputs, promoting the local processing of raw materials and local manufacturing of parts and equipment
- Extend equality of opportunity and treatment in employment
- Assume a leading role in promoting security of employment, providing reasonable notice of intended changes in operations and avoiding arbitrary dismissal

Training

- Provide training for all levels of employees to meet needs of enterprises as well as development policies of the country
- Participate in programs to encourage skill formation and development
- Afford opportunities within MNE for local management to broaden their experience

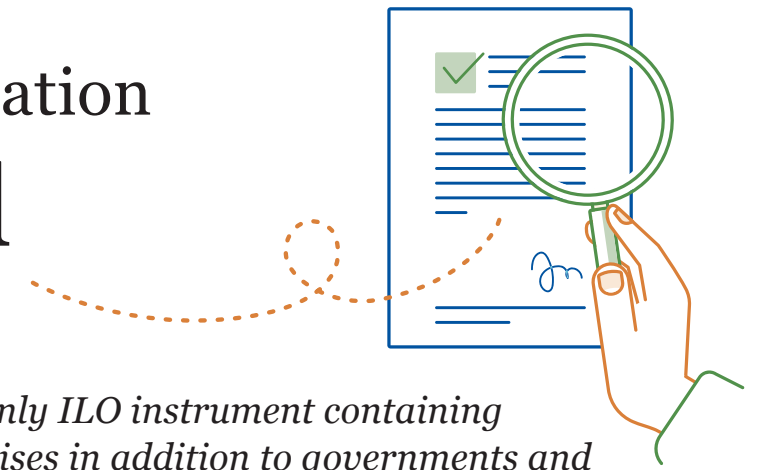
Conditions of work and life

- Provide wages, benefits and conditions of work not less favourable than those offered by comparable employers in the country concerned
- Provide the best possible wages, benefits and conditions of work, within the framework of government policies, to meet basic needs of employees and their families
- Respect the minimum age for admission to employment
- Maintain highest standards of safety and health at work
- Examine the causes of industrial safety and health hazards, provide information on good practice observed in other countries, and effect necessary improvements

Industrial Relations

- Observe industrial relations no less favourable than those observed by comparable employers
- Respect freedom of association and the right to collective bargaining, providing the facilities and information required for meaningful negotiations
- Support representative employers' organizations
- Provide for regular consultation on matters of mutual concern;
- Examine the grievances of worker(s), pursuant to an appropriate procedure

The MNE Declaration The detail



The MNE Declaration is the only ILO instrument containing recommendations for enterprises in addition to governments and employers' and workers' organizations. It is seen as the main guiding instrument regarding the labor dimension of CSR.

Encourage the positive contribution that multinationals can make to economic and social progress. It also aims to minimize and resolve the difficulties arising from their operations.

Reflects good practices that all enterprises (multinational and national) should adopt.

General policies

The Declaration contains a set of general policies aimed at achieving sustainable development and respect for human rights at the workplace. These policies invite multinational enterprises, governments, employers' and workers' organizations to

- respect national laws and regulations
- give due consideration to local practices
- respect international standards concerning human and labour rights and
- honour commitments in conformity with national law and accepted international obligations.

Multinational enterprises are encouraged to consult governments and, where appropriate, national employers' and workers' organizations, to help make their operations consistent with national policies, development priorities, and the social aims and structure of countries of operation.

Governments are invited to ratify and comply with the fundamental labour Conventions and, in any event, apply to the greatest extent possible the principles embodied therein.

Specific recommendations for governments of multinationals' home countries include promoting good social practice and being prepared to have consultations with governments of host countries if the need arises.

Principles framing behaviour are then set out in 4 key areas:

1 Employment

Aimed at ensuring the promotion of direct and indirect employment, equality of opportunity and treatment, and employment security.

Employment promotion

Multinational enterprises should

- Take into account employment policies by consulting with local government, and employers' and workers' organizations before and during operations;
- Give priority to the employment, occupational development, promotion and advancement of nationals of the host country at all levels;
- Take into account the importance of using technologies that generate employment directly and indirectly;
- Pursue, wherever practicable, the conclusion of contracts with national enterprises for the manufacture of parts and equipment, and the use of local raw materials.

Governments are encouraged to

- pursue active policies to promote employment aimed at ensuring that there is work for all who are available for and seeking work. Such work should be as productive as possible.

Equality of opportunity and treatment

Enterprises should

- ensure the general principle of equality of opportunity and treatment applies throughout enterprise operations
- make qualifications, skills and experience the basis for recruitment, placement, training and advancement of their staff at all levels.

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.
- avoid requiring enterprises to discriminate on any of the above-mentioned grounds and provide, where appropriate, ongoing guidance on the avoidance of such discrimination in employment.

Security of employment

Multinational and national enterprises should

- make efforts to provide stable employment for their employees through
- active manpower planning;
- observation of freely negotiated obligations concerning employment stability and social security; and
- avoiding arbitrary dismissal procedures

Multinational enterprises are further encouraged to

- provide reasonable notice of changes in their operations, which would have major employment effects and

- consider ways to mitigate adverse effects to the greatest possible extent in cooperation with local government authorities and workers' organizations.

Governments should

- study the employment impact of multinationals in different sectors of operation;
- take suitable measures to deal with the employment and labour market impacts of the operations of multinational enterprises and
- provide, in collaboration with multinational and national enterprises, some form of income protection upon termination of employment.

2 Training

The Declaration identifies ways to leverage skills training in order to promote employability.

Multinational enterprises are invited to

- cooperate with local governments and employers' and workers' organizations in providing their employees in the host country, at all levels, and with relevant training that meets the needs of the enterprise as well as the development policies of the country
- participate along with national enterprises, in local programmes to encourage skill formation and development and vocational guidance and
- Contribute to the development of local human resources by making available resource people to help conduct training and affording opportunities to broaden the experience of local management within their worldwide operations.

Governments are encouraged to

- develop, in collaboration with interested parties, national policies for vocational training and guidance, which provide a framework for multinationals' training policies.

3 Conditions of work and life

The Declaration includes recommendations concerning wages and benefits, minimum age, and occupational safety and health.

Wages, benefits and conditions of work

Multinational enterprises

- are encouraged to offer their employees wages, benefits and conditions of work comparable and not less favorable to those offered by local employers similar in size and resources.
- provide the best possible wages, benefits and conditions of work, at least adequate to satisfy the basic needs of workers and their families where comparable employers do not exist.

Governments are invited to

- adopt suitable measures to ensure that lower income groups and less developed areas benefit as much as possible from the activities of multinational enterprises.

Minimum age for admission to employment

To secure the effective abolition of child labour, multinational and national enterprises are encouraged to respect the minimum age for admission to employment and take immediate and effective measures, within their own competence, to secure the prohibition and elimination of the worst forms of child labour as a matter of urgency.

Occupational safety and health

Multinational enterprises are encouraged to

- maintain the highest standards of safety and health, bearing in mind their relevant experience from operations in other countries
- incorporate, where appropriate, matters relating to safety and health in agreements with workers' representatives and organizations and

- since this is one area in which multinationals can provide a substantial contribution to improve local practices, the MNE Declaration further invites them to
- Make publicly available information on the safety and health standards relevant to their local operations, that they observe in other countries
- Make known to local governments, enterprises and workers any special hazards and related protective measures associated with new products and processes
- Cooperate in the work of international organizations on safety and health issues
- Cooperate fully with the competent safety and health authorities, the representatives of the workers and their organizations, and established safety and health organizations, in accordance with national practice.

Governments are recommended apply international labour standards in order to ensure that both multinational and national enterprises provide adequate safety and health standards for their employees.

4 Industrial relations

The MNE Declaration encourages multinationals to observe standards not less favorable than those observed by local employers and to develop internal mechanisms for consultation and settlement of disputes.

Freedom of association and the right to organize.

Governments, multinational and national enterprises are encouraged to

- recognize workers' rights to establish and join organizations of their own choosing without previous authorization
- protect workers against acts of anti-union discrimination and
- allow workers' representatives to consult among themselves, provided that the functioning of the operations of the enterprise are not thereby prejudiced.

Multinational enterprises are encouraged to

- support representative employers' organizations.

Governments are invited to

- permit multinational enterprises or the workers in their employment to affiliate with international organizations of employers and workers of their own choosing
- permit the entry of representatives of employers' and workers' organizations from other countries at the invitation of the local or national organizations concerned for the purpose of consultation on matters of mutual concern
- ensure that special incentives to attract foreign investment do not include any limitation of the workers' freedom of association or the right to organize and bargain collectively.

Collective bargaining.

To ensure the effective recognition of the right to collective bargaining, the MNE Declaration recommends that

- workers employed by multinational enterprises should have the right, in accordance with national law and practice
- workers have representative organizations of their own choosing, recognized for the purpose of collective bargaining;
- voluntary negotiation between employers or employers' organizations and workers' organizations is promoted and
- collective bargaining agreements include provisions for the settlement of disputes arising over their interpretation and application.

Multinational enterprises are also encouraged to

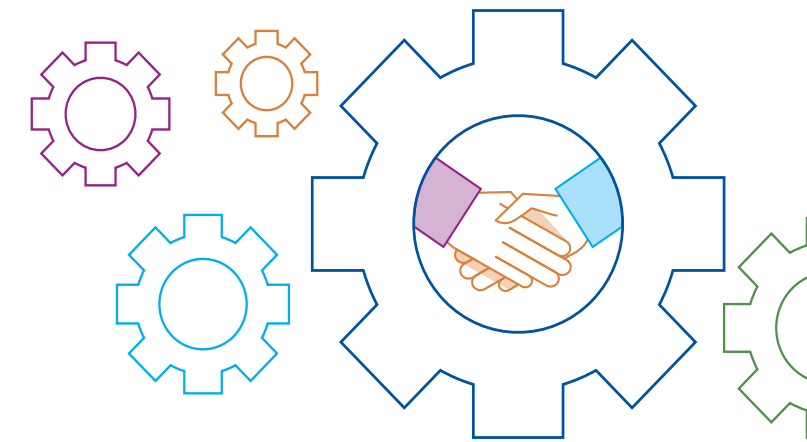
- provide workers' representatives with such facilities as may be necessary to assist in the development of effective collective agreements;
- enable duly authorized representatives of the workers in their employment in each of the countries in which they operate to conduct negotiations with representatives of management who are authorized to take decisions on the matters under negotiation
- not threaten to transfer the whole or part of an operating unit from the country concerned in order to influence unfairly those negotiations or to hinder the exercise of the right to organize
- provide workers' representatives with information required for meaningful negotiations.

Multinational and national enterprises are invited to respond constructively to requests by governments for relevant information on their operations. Governments are encouraged to supply to the representatives of workers' organizations on request, where law and practice so permit, information on the industries in which multinationals operate, which would help in laying down objective criteria in the collective bargaining process.

Consultations, examination of grievances and settlement of disputes.

Multinational and national enterprises are invited to

- have systems devised by mutual agreement between employers and workers and their representatives for regular consultation on matters of mutual concern
- respect the right of workers to have all their grievances processed without suffering prejudice and
- seek to establish, jointly with the representatives and organizations of workers, voluntary conciliation machinery to assist in the prevention and settlement of industrial disputes between employers and workers.



Who has partnered with the ILO?

Private sector initiatives

- Abercrombie & Fitch
- Accor Services and Sodexo Pass International
- Accenture
- ACME
- Adecco
- Adidas Group
- Africa Agriculture and Trade Investment Fund AATIF
- Africa Re
- AK Khan
- American Eagle Outfitters, Inc.
- Ann Taylor (Ann Inc.)
- ASICS
- AXA Insurance
- Bayt.com
- Business Development Center (BDC) of Jordan
- Caixa Geral de Depositos
- CAOBISCO, Chocolate, Biscuits and Confectionery of Europe, Belgium
- Carrefour
- Carter's Inc.
- Casino
- Ceva Logistics
- Coles Supermarkets
- Consultative Association of Malawi
- COOP, Switzerland
- Debenhams Plc.
- Delta Holding
- Dicks Sporting Goods, Inc
- Esprit De Corp (Far East Limited)
- Fast Retailing
- Foreign Trade Association,

- Belgium
- Foundation for the Global Compact
- France Telecom
- FSD Africa
- GAP, Inc.
- Genashtim Innovative Learning
- Global Brands Group
- Global Compact Network Ecuador
- Global Issues Group, Washington, USA
- H&M Hennes & Mauritz AB/ Puls Trading Far East Ltd
- IKEA
- Inditex
- Infosys
- International Cocoa Initiative
- Japan Tobacco International SA
- Japanese Consumers' Cooperative Union
- Jones Apparel Group, Inc.
- Lee & Ko
- Levi Strauss & Co.
- LI & FUNG (Trading) LTD, Hong Kong
- Liz Claiborne / Fifth & Pacific Companies Inc.
- L'Oréal
- Marks & Spencer
- MARS, INCORPORATED, USA
- Mphasis
- National Entrepreneurship Institute, Saudi Arabia
- Nestlé
- New Balance Athletic Shoe, Inc. (NBAS)

- Next Plc.
- NIKE, Inc.
- Nova Delta Cafés
- Nova S/B
- Novartis
- Stora Enso
- Oil Company Lukoil
- OLAM
- Orange
- Patagonia, Inc.
- Pentland Brands, Plc.
- Primark Stores Ltd.
- Puma SE
- PVH / Phillips.Van Heusen Corporation
- Radanar Ayar Association
- Recreational Equipment Inc. (REI)
- SBSA
- SEDCO (Small Enterprise Development Corporation)
- Shadow Machine
- Silatech in Qatar
- Social Projects and Engineering S.A.S
- Standard Bank
- Talbots
- Target
- Telenor Group
- The Children's Place
- Viacommunities
- Walk Free, Australia
- Welfare Association, Ramallah, Occupied Palestinian Territory

Foundations

- Africa Training and Management Service Foundation / African Management Services Company
- BASF Social Foundation
- CORDAID
- Elimination of Child Labour in Tobacco Foundation
- Equity Group Foundation
- Fundación para la Innovación Agraria, Ministerio de Agricultura
- Fundación Telefónica, Madrid, España
- Jacobs Foundation
- Konrad Adenauer Stiftung
- Levi Strauss Foundation
- MacArthur Foundation
- Münchener Rück Stiftung
- OPEC Fund for International Development, OFID
- The Master Card Foundation, Toronto, Ontario, Canada
- The United States Council Foundation, Inc
- Zurich Foundation
- Bill and Melinda Gates Foundation
- The Eliminating Child Labour Foundation (ECLT Foundation)
- Japanese Institute of Labour
- La Corporación Centro de Ciencia y Tecnología de Antioquia
- Lesotho Council of NGOs
- Ludwig Maximilians Universität München, Germany
- Neuchatel University, Switzerland
- Population Service International
- School of International and Public Affairs at Columbia University
- Social Fund for Development, Yemen
- Swiss Network for International Studies (SNIS)
- Universidad de Costa Rica
- Universidad Estatal de Rio de Janeiro
- Universidad Nacional Agraria La Molina
- Universidad Nacional de Cuyo
- University of California (UC-Davis)
- University of Cape Town - Graduate School of Development Policy and Practice (UCT)
- University of Geneva
- University of Maastricht
- University of Queensland
- University of Stockholm International Water Institute (SIWI)

Public institutions, universities and knowledge and research centres

- Alliance of Lesotho Apparel to Fight AIDS - ALAFA
- Arbeit und Lebens. V. (AuL)
- Belgorod University of Consumer Cooperatives
- Danish Institute for Human Rights
- International Growth Centre - London School of Economics and Political Science (LSE)
- International Olympic Committee
- International Maritime Employers' Council, United Kingdom
- NSA/GMAC/KHM** Garment Manufacturers Association of Cambodia
- Pakistan Textile Exporters Association (PTEA)
- All China Federation of Trade Unions (ACFTU)
- Confédération Syndicale

Social partners

- Indépendante du Luxembourg
- International Trade Union Confederation - Regional Organisation for Asia-Pacific
- Japanese Trade Union Confederation
- National Union of Labour Inspectors (SINAIT)
- Norway Confederation of Trade Unions (Landsorganisasjonen Norge (LO))
- Others

Business for Social Responsibility (BSR)

- Care Cambodia
- El Centro Brasileño de Análisis y Planeamiento (CEBRAP)
- Episcopal Conference of Haiti
- Fondo Social de la Construcción, Uruguay
- Institute for Global Environmental Strategies (IGES)
- International Actuarial Association (IAA)
- International Chamber of Commerce (ICC)
- International Initiative for Impact Evaluation (3ie), India
- International Co-operative Alliance (ICA) and Desjardins Group
- International Federation of Red Cross and Red Crescent Societies
- Japan Association for Advancement of ILO Activities
- MEDESS Association
- SPARK
- Stop Child Labour Campaign
- World Council of Churches (WCC)
- World Learning (WL)
- World Organization of the Scout Movement (WOSM)

Ihre Ansprechpartner bei der ILO

Für **generelle Fragen** wenden Sie sich gerne an das ILO Büro in Berlin. Wir können Ihre Anfragen auch zielgerecht weiterleiten:

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Fax: +41 22 799 6668
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<http://www.ilo.org/pardev/lang--en/index.htm>

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Email : labadmin-osh@ilo.org
Website : www.ilo.org/labadmin-osh
<http://www.ilo.org/labadmin/lang--en/index.htm>

Better Work:

Better Work Global Programme
International Labour Organization
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<http://betterwork.org/>

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<http://www.ilo.org/empent/areas/business-helpdesk/lang--en/index.htm>

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