

oekom Position Paper December 2011 Working Conditions in the Supply Chain



At a glance

In its "core labour standards", the International Labour Organization (ILO) has defined globally valid minimum standards for the treatment of employees. Although it is important not to ignore the issue of employment rights in the industrialised nations in the wake of the ongoing rationalisation of the working world and the increase in temporary work contracts and precarious working conditions, the focus today is on the emerging and developing economies.

Areas particularly affected by problems covered by employment law include those of child labour and forced labour, discrimination, bans on trade unions and associations, working hours and pay, and health and safety. Violations in such areas are especially common among manufacturers of mobile phones and computers, where over 40 per cent of companies rated by oekom research are in breach of the standards. However, the proportion is also 30 per cent in the textile industry.

Due to public pressure to guarantee basic labour standards in the supply chain irrespective of the domestic law applicable in each case, the first companies from the consumer goods sector began introducing guidelines on labour rights for their direct suppliers, together with appropriate monitoring arrangements, as far back as the 1990s. Since then, a number of companies in sectors particularly affected by this issue have introduced supply chain management systems aimed at ensuring compliance with labour standards. In addition, leading companies increasingly also include in such systems suppliers positioned at lower levels in their often complex value chains.

For well over a decade, non-governmental organizations have been calling on large multinational corporations to accept that they also have to take responsibility for the working conditions of employees involved in the extraction of raw materials right at the bottom of their value chains. The companies have yet to come up with a comprehensive response to these demands. The Ruggie process could, however, lend fresh impetus to calls for greater consideration to be given to labour rights at the global level – the UN Special Representative on human rights and transnational corporations has stressed at the international level the responsibility of companies to ensure respect for human rights along the entire value chain.

Introduction

Many companies today procure their goods and commodities via extensive supply chains spanning the entire globe. In the 1960s, companies from labour-intensive sectors such as the textile industry began outsourcing production processes to emerging and developing countries where labour costs were low. Since the 1980s, the trend toward outsourcing has continued to increase, facilitated by the increasing liberalisation of trade, the expansion of free trade areas, the rise of communication media such as the internet, and falling transport costs. The countries to which production is still outsourced today and from which a large proportion of commodities are obtained often have low labour standards. In the 1990s, the public's attention was increasingly drawn by NGOs to poor working conditions in the global supply chains of multinational companies. One of the most well-known campaigns was that directed at the sports equipment manufacturer Nike, which came under severe pressure due to allegations that it was using child labour.

Facts

1. Legal situation for employees

The legal framework conditions pertaining to labour standards vary widely from country to country. The International Labour Organisation (ILO), a specialised agency of the United Nations, which has 183 member states, has passed 189 Conventions and 201 Recommendations since it was established nearly 100 years ago. However, very few of these are valid worldwide or in all member states.

A minimal consensus has been established regarding the ILO Declaration on Fundamental Principles and Rights at Work and its Follow-up: in 1998, agreement was reached on eight Conventions which are to be respected and promoted by all ILO member states as "core labour standards". These standards cover the following topics:

- elimination of forced and compulsory labour,
- freedom of association and the right to collective bargaining,
- the right to equality of opportunity and equal treatment in employment and occupation, and



 a minimum age for employment and elimination of the worst forms of child labour.

In addition, the ILO's International Labour Code also covers social rights, including Conventions on a minimum wage and remuneration requirements, hours of work and rest periods, paid holiday, maternity protection, protection of particular groups of people such as migrant workers and homeworkers, health and safety at work, protection against dismissal and social security. Many of these standards are still far from being implemented in domestic legislation, particularly in a number of emerging and developing countries, because the state institutions are either unwilling or too weak to do so. The ILO Conventions play a major role in the international debate about corporate responsibility with regard to employees' rights and serve as an important point of reference here.

2. Current situation for employees worldwide

The ILO estimates that there are almost 3.1 billion employees worldwide (2010). A substantial proportion of these work in

global supply chains. In many developing and emerging economies, jobs in the supply chains of multinational corporations represent an important branch of the economy. For example, according to a report in the New York Times, exports by Bangladesh's textile industry in the second half of 2009 made up over 80 per cent of the country's total exports. Bangladesh's factories are becoming increasingly popular with multinational corporations, as wages there are still significantly lower than in China, the "world's factory".

Burning issues relating to employment law here include those of child labour and forced labour, discrimination, bans on trade unions and associations, working hours and pay, and health and safety. The fact that the situation for many working people is in need of improvement is also illustrated by the following statistics:

- Every year, according to the ILO, around 2.3 million employees lose their lives through accidents at work or work-related illnesses.
- Worldwide, the proportion of workers who, together with their families, are living below the poverty line of less than two US dollars a day stands at 39 per cent, or 1.2 billion employees (ILO, 2009).
- According to a 2010 ILO study on child labour, the global number of children working stands at 215 million (figure derived from studies for 2004 to 2008). More than half of these are engaged in work which is classified as hazardous.
- In 2010, the NGO Oxfam published data that illustrates the precarious situation in some countries and industries: In Bangladesh, 75 per cent of workers in the textile industry (working

- on an hourly basis) had no written contract, and 89 per cent do not know what their basic wage without overtime is. 68 per cent of labourers in Morocco's agricultural industry earn less than the legal minimum wage. In the shrimp industry in Thailand, 40 per cent of migrant workers regularly work shifts of more than twelve hours.
- The International Trade Union Confederation (ITUC) rates South America as being the most dangerous part of the world to engage in trade union activities. In 2010, 90 trade unionists were murdered, 49 of them in Colombia alone. There were 75 reported death threats and at least 2,500 arrests. More than 5,000 people were dismissed on account of their trade union activities.

Supply chain management systems to ensure compliance with labour standards

In the 1990s, due to increasing public pressure to guarantee core labour standards in the supply chain irrespective of the domestic law applicable in each case, the first global brand



- 1. USA: anti-union behaviour in the private sector
- Central America: restrictions on trade union freedom and discriminatory practices in free trade areas
- 3. Colombia: persecution and murder of trade union members; generally poor health and safety conditions in mines, inadequate workplace safety
- 4. Brazil: cases of forced labour in agriculture
- 5. Spain: poor working conditions for migrant agricultural workers
- 6. Egypt: child labour in agriculture
- 7. Ivory Coast: child labour and forced labour in the cocoa industry
- 8. DR Congo: forced labour and child labour in the mining of coltan, cobalt, tin and gold
- 9. Malawi: bonded labour on tobacco plantations
- 10. South Africa: frequent serious accidents and widespread occupational diseases such as silicosis in gold mines
- 11. Uzbekistan: child labour in the cotton industry
- 12. Kazakhstan: bonded labour on tobacco plantations; serious accidents due to poor safety standards in coal mines
- India: generally poor occupational safety conditions in mines, inadequate workplace safety
- 14. Bangladesh, China, India: forced overtime, below-subsistence-level wages, inadequate health and safety standards in manufacturing industry



manufacturers began to introduce social standards for their direct suppliers and to monitor their compliance with these. A comprehensive system for managing labour standards in the supply chain will contain the following elements:

Guidelines

Besides the ILO's core labour standards, comprehensive guidelines on labour standards will also cover the issues of working hours and pay as well as health and safety in the workplace. Good guidelines will also make reference to subcontractors, to whom direct suppliers should pass on the standards. A binding code will be integrated in the supply contract or have to be signed by the suppliers when the contract is concluded. This procedure is preferable to the drawing up of guidelines which merely have the status of recommendations.

Monitoring

Various means are available to companies to help them ensure compliance with standards (monitoring). The use of risk assessments makes it possible to determine in advance which suppliers are particularly at risk of breaching labour standards due to a weak legal environment or because of the type of work they are engaged in. Obtaining suppliers' self-evaluations through the use of questionnaires can then constitute an initial step in the assessment of suppliers. In the case of suppliers classified as 'critical', it will be necessary for trained independent auditors to carry out regular checks of production sites. Ideally, such checks will also give employees the opportunity to express their views on working conditions without being penalised for doing so. One way in which this can be done is by providing telephone hotlines which employees can use to report breaches of labour standards. Where standards are not met, an action plan should be drawn up jointly with the supplier in order for the standards to be reached within a set period of time. This is monitored through repeated on-site checks. In addition, a small number of forward-looking companies are also increasingly including subsuppliers in their monitoring systems, in order to ensure that good working conditions prevail, for example, not only in directly-contracted sewing factories, but also in weaving and dyeing workshops further up the supply chain. Training on the guidelines will also be given to appropriate company employees, for example from the purchasing department.

Capacity building/Support for suppliers

Non-compliance with labour standards is often due not to a lack of will on the part of the supplier, but rather to insufficient knowledge of labour standards and to a lack of the capacity to implement them. For this reason, companies are now increasingly providing support to their suppliers to help them comply with the prescribed labour standards. This can be done, for example, through the use of manuals which give a detailed explanation of the requirements and provide examples of best practice. Training should show the suppliers how to improve working conditions by introducing management systems for

e.g. health and safety. It is possible to increase suppliers' willingness to comply with labour standards by explaining to them how complying with the standards can also be commercially advantageous. In this way, better working conditions can help to strengthen employee loyalty and thereby improve productivity and quality. In addition, when awarding contracts, preference can be given to suppliers which perform well in terms of labour standards. Possible ways of tackling the causes of violations of labour rights include carrying out studies on basic problems to do with labour rights in particular regions, and collaboration with NGOs and trade unions locally.

A few forward-looking companies are beginning to question their own purchasing behaviour, e.g. the effects that low cost specifications and tight delivery times have on working conditions locally. It is also important to check whether purchasing departments and sustainability departments are setting suppliers conflicting targets. If a company keeps a record of its suppliers' staffing resources, it can take these into account when planning delivery deadlines so that suppliers do not have to resort to forcing their workers to do compulsory overtime. Where companies have long-term delivery contracts with their suppliers, they are able to work together as partners in the search for joint solutions. Such long-term contracts create security of demand and thus motivate suppliers to make positive changes.

Initiatives

In recent years, numerous initiatives have been established with the aim of enabling the various players to join forces to tackle this complex issue more effectively. Notable examples include:

- In 1998, companies, trade unions and non-governmental organisations joined together to form the Ethical Trading Initiative (ETI). The participating companies, most of which are retail chains, but which also include e.g. suppliers of natural stone, undertake to use the comprehensive ETI Base Code in their supply chains. In addition, they are also expected to integrate the principles of ethical supply chain management in their own business practices and, for example, to ensure that their supply contracts do not conflict with the requirements of the Base Code. The companies also undertake to share information about best practice. The ETI is particularly well regarded because of its three-pronged approach, where companies, trade unions and NGOs all have an equal say.
- Another multi-stakeholder initiative is the Fair Labor Association (FLA), which was founded in 1999 by companies, NGOs and universities, at the instigation of the then US President Bill Clinton. The members are mainly from the textile industry, but also include, for example, agricultural enterprises such as Syngenta. Member companies agree to observe the FLA Workplace Code of Conduct. The FLA carries out checks of member companies' suppliers in order



to monitor compliance with the code and the efforts made by its member companies to ensure such compliance. One particularly welcome aspect of this initiative is its promotion of transparency, as the FLA publishes the results of its audits on its website.

- The Business Social Compliance Initiative (BSCI) is an industry initiative founded in 2002, which consists largely of companies from the consumer goods sector. Its members sign up to a code of conduct and a uniform monitoring system, as well as training courses. The audit results are stored in a central database in order to avoid multiple audits and unnecessary additional costs for suppliers. In the past, this initiative has been criticised by NGOs for not giving sufficient say to stakeholders.
- Electronic Industry Citizenship Coalition (EICC) was established by a number of leading IT manufacturers and their suppliers in order to improve the often precarious working conditions prevailing in the manufacture of electronic products. The EICC Code of Conduct's demands for employees include freedom of association, appropriate safety standards in the workplace and the avoidance of child labour. However, NGOs criticise the fact that the Code does not refer to the currently valid ILO standards, but rather to the domestic law applicable in each case. This means, for example, that where a manufacturing country bans the formation of trade unions, the employees affected have no recourse to the EICC Code.
- The Global Social Compliance Programme (GSCP) is an industry initiative intended to provide a framework of reference that makes it possible to compare the large number of different codes and audit programmes used by companies. The equivalence programme has been designed to enable companies to identify other codes and programmes that match their own. This should minimise the high costs to suppliers of carrying out multiple audits.

One international standard certifying the existence of appropriate management systems for ensuring compliance with labour standards is **Social Accountability 8000 (SA8000)**. It was established by Social Accountability International (SAI), an international non-governmental organisation based in New York. To obtain certification, suppliers must register with SAI independently. SA8000 is based on ILO and United Nations (UN) Conventions.

Digression: procurement of raw materials

Compared with outsourced industrial production, the production or extraction of commodities such as cocoa and metals is normally even further removed from the companies in the industrialised countries. Commodities are often purchased through stock exchanges, middlemen or upstream processing

Initiative	Year established	Industry focus	Members
Ethical Trading Initiative (ETI)	1998	Retail sector	74 companies
Fair Labor Association (FLA)	1999	Textile industry	33 companies
Business Social Compliance Initiative (BSCI)	2002	Retail and consu- mer goods sectors	766 companies
Electronic Industry Citizen- ship Coalition (EICC)	2004	IT sector	59 companies
Global Social Compliance Programme (GSCP)	2006	Consumer goods sector	35 companies

Overview of company initiatives on labour rights; status: 31.10.11; source: oekom research AG (2011)

suppliers, and the supply chain management systems described above have only limited effect here. In recent years, various initiatives for improving working conditions have also been developed and put into practice by companies in this area:

- establishing and participating in industry initiatives comprising a variety of stakeholders: the International Cocoa Initiative (ICI), for example, unites all the major industry associations, trade unions, cocoa processors, chocolate manufacturers and non-governmental organisations in the fight against child labour.
- providing technical training and structural support for small farming entrepreneurs in order to increase yields and facilitate sales, and thereby increase their incomes.
- paying price premiums and/or buying commodities which bear a "social label" such as the Fairtrade label, the Rainforest Alliance's green frog seal or the Utz Certified certificate. These labels are encountered predominantly in the agricultural sector and are intended, in different ways and to differing degrees, to guarantee fair working conditions.
- promoting transparency about the origins of commodities and raw materials through tracking and certification mechanisms, which in turn allow preferential treatment to be given to certified commodities, even in indirect supply chains and where dealers are acting as intermediaries, and thus lead to the improvement of working conditions.
- establishing direct relationships with commodities producers which are intended to be of a long-term nature, thereby enabling direct purchasing of commodities. This means that commodities producers move up to "tier one" in the supply chain, and classic supply chain management with regard to the observance of employee rights can be implemented directly.

4. Assessment of the current situation

Since the 1990s, there has been a significant increase in the number of companies which have drawn up labour rights guidelines for their direct suppliers and carry out monitoring activities such as site inspections. This has contributed to companies' improved understanding of the problems in their supply



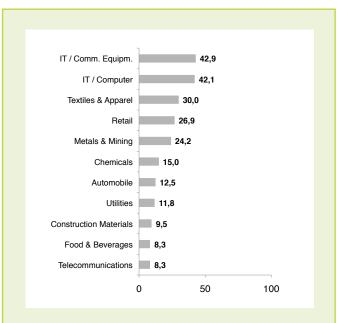
chains. According to Oxfam, companies that carry out monitoring in their supply chains have made progress in eliminating extreme forms of exploitation such as child labour and slavery. The greatest improvements have been achieved in relation to issues which are comparatively easy to identify and to resolve, such as health and safety in the workplace. However, Oxfam criticises the fact that little has been done about complex issues such as living wages and working hours, discrimination and freedom of association.

A study published by ETI in 2006 came to a similar conclusion. According to this study, when ETI members introduced the ETI Base Code among their suppliers, it led to certain improvements in the areas of health and safety, the payment of statutory minimum wages, and working hours. However, there was little or no improvement with regard to trade union freedom, discrimination and the payment of a living wage. Even today, studies by NGOs and media reports are regularly published which show that working conditions in global supply chains are often still degrading.

The sharp focus on monitoring through on-site checks is increasingly being viewed as insufficient to bring about a fundamental improvement in working conditions. One criticism voiced is that the time and effort of each company carrying out its own audit process is often considerable. There is also additional cost pressure on the suppliers, as they usually have to pay for the site inspections themselves. At the same time, doubts as to whether monitoring measures always achieve their aims are fuelled by reports of suppliers concealing excessive overtime through "double-entry bookkeeping" or making their employees learn standard responses off by heart before site inspections. For this reason, many critics are demanding that a greater emphasis be placed on cooperative supplier relations and the empowerment of workers, in order to put workers in supplier companies in a position where they can exercise their rights themselves.

Non-governmental organisations stress that the purchasing practices of companies are often among the main causes of poor working conditions but have so far seldom been called into question. Extreme price pressure, short delivery contracts and the demands of just-in-time production lead to suppliers passing the pressure on to their workers. Industries such as the retail sector are characterised by being heavily concentrated in just a few big players, which wield considerable market power over large numbers of suppliers from developing countries. They compete with each other to achieve the lowest prices and pass this pressure on down their supply chain.

As far as the tackling of poor working conditions in the commodities supply chain is concerned, the actions that have been taken vary widely from industry to industry and from commodity to commodity, and cannot easily be compared. Overall, however, it is fair to say that comprehensive success has not so far been achieved in any area. Even in the case of commodities such as cocoa, where companies have been working on the issue child labour for around a decade, progress has been comparatively marginal, as is regularly shown by studies carried out by NGOs and public institutions.



Proportion of companies in individual sectors which have committed violations of labour rights; status: 30.11.11; based on: oekom Rating Universe; in %; source: oekom research (2011)

The manufacturers of mobile phones and computers rank among the worst of the sectors which violate internationally recognised labour rights. Over 42 per cent of the companies in each of these sectors which have been rated by oekom research have committed this kind of violation. In the textile industry, the proportion stands at 30 per cent. Labour rights violations are also comparatively frequent in the retail sector and the mining industry, where around a quarter of companies have been found to have committed violations.

Outlook

While the measures taken to date have still not produced any sweeping improvements, stakeholders' expectations with regard to the range and effectiveness of measures taken are rising. Though companies' actions in this area have so far been viewed critically, particularly by NGOs, a consensus has meanwhile been achieved at the United Nations level through the so-called **Ruggie process**, which recognises the responsibility companies should take on towards their entire value chain. At the UN level, the Special Representative on human rights and transnational corporations, John Ruggie, has developed an instrument for identifying and preventing human rights violations linked to business activity. The 'Protect, Respect and Remedy' concept is based on the idea that responsibility for the protection of human rights is shared: The primary duty to protect it lies with the state. However, especially in situations where states do not or cannot guarantee this, companies also have a responsibility to respect human rights, along the entire



value chain. Labour rights are seen here as an important area of human rights. To this extent, companies are responsible for the conditions within their supply chains. The ILO core labour standards mentioned earlier are among the conventions which all companies should abide by.

Companies are increasingly recognising that a weak supply chain management system relating to labour standards can also have negative economic consequences. Although there is still largely no legal basis for calling companies themselves to account for social and environmental impacts in their supply chain, there is an increasing risk to their reputations, as NGOs often expose scandalous conditions among suppliers, which can damage a company's brand value. This particularly affects companies in the consumer goods industry, as these are closer to their consumers and cultivate a particular brand image. From the point of view of the company, it often seems at first

From the point of view of the company, it often seems at first glance that it is cheaper to produce goods in countries with low labour standards, as labour costs are lower. However, the indirect costs of production in countries with weak labour standards are often not taken into account in the calculation. These include, for example, low quality and low productivity as a result of workers being poorly trained. Improving working conditions can thus also make good business sense.

In addition, there is an increasing trend emerging in commodity procurement whereby companies enter into direct supply relationships in order to secure access to commodities which are becoming scarcer. Companies can then use direct procurement as a lever to make it easier to monitor and influence working conditions locally. Due to the increasing scarcity of commodities and speculation in food and other commodities, together with the associated volatility of prices, commodities with Fairtrade certification are more attractive in terms of offering calculable and stable prices, as they do not (yet) seem to constitute a speculative market.





oekom's position

From the point of view of sustainability, it is essential that labour rights in the supply chain be safeguarded. Good working conditions give workers in developing and emerging economies the chance to free themselves and their families from poverty. As well as national governments, which bear the primary responsibility for establishing a legal framework and ensuring compliance with it, business players must live up to their responsibility for ensuring that global economic relations are structured fairly. This includes an appropriate share of the profits going to the suppliers, as well as global compliance with and enforcement of internationally recognised labour standards.

While just a few years ago many companies rejected any responsibility for conditions in their supply chains, they have now become more defensive in this regard. At the same time, they point to the positive effects of creating jobs in emerging and developing countries. Many companies in exposed industries rated by oekom research have introduced at least some measures to protect labour rights in the supply chain. Another development to be welcomed is the establishment of industry-wide and/or cross-sectoral initiatives to improve standards and instruments. However, the situation on the ground has not yet improved significantly. This is also due to the fact that companies' purchasing policies are often insufficiently geared toward sustainability goals.

In the years to come, however, further improvements can be expected in this area and cautious optimism seems justified: on the one hand, companies' responsibility for their supply chains has been clearly established at UN level through the Ruggie process, while on the other hand, companies are also now seeing the economic advantages of long-term direct supply relationships, for example in the case of commodities.

Consideration in the oekom Corporate Rating

The impacts of individual industries, and therefore also the responsibility of the respective companies for compliance with labour rights in the supply chain, vary greatly. The requirements are defined sector-specifically, based on the following points of reference:

- How high is the degree of division of labour in the industry?
- What are labour standards and working conditions in the suppliers' home countries like?
- What type of work is carried out in the supply chain, for example is it heavy manual labour by unskilled workers or physically undemanding work by skilled employees?
- What is the relationship between the purchasing company and its supplier, i.e. are there direct contractual relations or does purchasing take place indirectly, for example

through middlemen or the stock exchange?

Basically, oekom research expects companies in exposed industries such as the retail sector, textile industry, food sector and IT and electronics sectors to have comprehensive supply chain management systems in place that include the following elements:

- Guidelines/Codes of conduct: Companies should draw up comprehensive and binding guidelines on labour standards for their entire supply chain, which in addition to the ILO's core labour standards should also cover the issues of working hours and pay, as well as health and safety in the workplace. The guidelines should also have regard to the payment of living wages, as minimum wages are often too low to meet the basic needs of workers and their families. Companies should also acknowledge their own responsibility, for example with regard to the impact of cost specifications and delivery times.
- Reviewing/Monitoring compliance with supplier standards: what is required here is for companies to review compliance with supplier standards using appropriate methods and to a sufficient extent. This includes a risk assessment, regular site inspections by independent monitors, drawing up plans of action where standards are not being complied with and providing training on the standards for relevant company employees.
- Empowerment/Capacity building: Companies should help their suppliers to comply with labour standards, for example through manuals containing examples of best practice and through training on setting up management systems. At the same time, companies should take a critical look at the impact of their own purchasing practices.
- Companies which purchase agricultural commodities or metals - including in processed form - must take responsibility for working conditions during cultivation/extraction and, in line with their position in the market, should make an active contribution toward improving these. Depending on the status of the industry and the company, oekom research expects the establishment of transparency about the relevant supply chains, for example in the metals and mining industry, or else - as in the food industry in relation to commodities such as cocoa or coffee - progressive measures such as the introduction of price premiums or the use of commodities/products which carry a social label such as the Fairtrade label.

oekom research regularly monitors developments in the supply chain in relation to employees' rights and incorporates any new findings into its ratings.





oekom's position

Consideration as exclusion criteria

Due to the high level of relevance of this issue, oekom research has defined violations of labour rights as an exclusion criterion which can be used in the analysis and compilation of investment universes. Customers can differentiate between violations committed by the company itself or in the supply chain and also by issue - trade union freedom, child labour, forced labour, discrimination and 'other'. 'Other' issues include, for example, incidents relating to health and safety, working hours and pay.

In order for a company to be held responsible for violations of labour rights in its supply chain and for the relevant exclusion criterion to be activated, several conditions must be fulfilled. Firstly, it must be verifiable that the incident occurred in the direct value chain of the company being evaluated and that it relates to the production of a core product/core com-

modity. In addition, the company must, by virtue of its size or its volume of sales, be in a position to exert a significant influence on the supplier.

The measures taken by the company to remedy the labour rights violation are taken into account in deciding how long the exclusion criterion should remain active. These could include, for example, compensation for the workers affected, training for suppliers in order to prevent future violations, or collaboration with the authorities and non-governmental organisations locally in order to tackle widespread basic problems in a region. More than 90 per cent of oekom's customers which use exclusion criteria in their selection of companies have activated the "labour rights violations" criterion and exclude affected companies from their investments.

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Links

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Business Social Compliance Initiative www.bsci-intl.org

Deutscher Gewerkschaftsbund (DGB)

www.dgb.de

Electronic Industry Citizenship Coalition www.eicc.info

Ethical Trading Initiative www.ethicaltrade.org

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Fairtrade International www.fairtrade.net

Global Social Compliance Programme www.gscpnet.com

International Cocoa Initiative

www.cocoainitiative.org

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International Labour Organization www.ilo.org/global/lang--en/index.htm

Rainforest Alliance www.rainforest-alliance.org

Social Accountability 8000 www.sa-intl.org

United Nations Global Compact www.unglobalcompact.org

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