



# THE FACTORY FLOOR GUIDE TO CORPORATE ACCOUNTABILITY

SEEKING REDRESS FOR LABOUR RIGHTS VIOLATIONS  
IN GLOBAL SUPPLY CHAINS.



**OXFAM**

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# PREFACE: UPHOLDING WORKERS' RIGHTS IN A GLOBAL ECONOMY

The United Nations (UN) Framework for Business and Human Rights states that all businesses have a responsibility to respect, protect and remedy the human rights of individuals and communities impacted by their business operations. As part of this responsibility, businesses must ensure that women and men employed in their workplaces and supply chains can access their basic employment rights. These rights are contained in International Labour Organization (ILO) and UN human rights conventions, and include the right to form unions and engage in collective bargaining, the right to safe and decent working conditions and the right to a decent wage.

Yet global employment statistics paint a picture of hardship and increasing insecurity. Close to 40% of the world's workers and their families live on less than US\$2 a day, while more than 50% lack secure employment. Women are particularly over-represented in insecure and low paid forms of work. In export-oriented manufacturing sectors, women are usually the first to lose their jobs, despite devastating impacts for their families. Unsafe working conditions remain a serious problem — the ILO estimates that accidents and diseases at work cause 2 million fatalities every year.

Holding businesses to account when workers' rights are violated is not easy. In many parts of the world economic inequality, paired with weak or corrupt law enforcement, make it very difficult for workers to seek justice. Workers who attempt to organise for fairer working conditions risk intimidation, discrimination, unfair dismissal, false incrimination and in some cases violence.

The lasting solution to this problem lies in ensuring that workers' human rights, and particularly their freedom to organise, are upheld by national laws and enforced by

local authorities. However, in most places, there is still a long way to go towards ensuring that businesses take full responsibility for the treatment of their employees. In the short term, many workers whose rights are violated must use creative strategies to put pressure on both the companies and authorities who are responsible for the fulfilment of their rights.

For workers who are employed by companies within multinational supply chains, approaching influential international buyers or investors can be an effective way to achieve fulfilment of their rights. Many global companies, together with their investors, generate huge profits by outsourcing manufacturing to regions with low labour costs. But as the UN framework stipulates, these companies cannot outsource their responsibility to respect the human rights of workers employed in their overseas supply chains.

The purpose of this toolkit is to provide support to workers and worker organisations who are employed or operate within global supply chains and have had difficulty achieving fulfilment of their rights through local or national means of redress alone. It aims to complement, but not replace, local advocacy by providing some basic information about how workers can use corporate accountability strategies to enhance their campaigns.

To address the real causes of inequality and injustice, workers must have a say on corporate accountability and human rights at the international level. This toolkit gives workers and labour organisations resources to combine their local experience, knowledge and networks with international advocacy strategies to strengthen their voice on the issues that impact upon them the most.

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# OXFAM'S EXPERIENCE IN LABOUR RIGHTS

For more than 17 years Oxfam has worked with partners throughout the world to encourage international business to ensure respect for workers' rights. In the garment sector — an industry that employs millions of workers in developing countries — Oxfam has played a key role in global efforts to improve working conditions. This includes campaigning and supporting leadership opportunities for women, who make up approximately 80% of the global garment workforce. Oxfam has also conducted research and facilitated increased dialogue between workers' organisations and global brands and has promoted the creation of best practice models for labour rights in global supply chains. It is our experience in supporting women and men who are struggling for their rights in individual workplaces that has led to the creation of this toolkit.

These women and men take considerable risks to speak out to global audiences about the injustices they experience at work. Oxfam has supported these workers by drawing the international community's attention (including global brands and their consumers) to the problems that workers face. We have helped workers to put forward their creative solutions and pressure international business to ensure that workers' rights are upheld.

It has been a privilege for Oxfam to work with these inspirational women and men and we dedicate this toolkit to their struggle.



# PURPOSE OF THIS TOOLKIT

This booklet is designed for the increasing number of workers around the world who produce goods — directly or indirectly — for global companies. When these workers experience violations of their labour rights they are sometimes able to resolve problems locally, but this is not always possible. This toolkit has been produced as a guide for workers and their representatives who are experiencing difficulty resolving their complaint locally and are considering taking their campaign to the international level. It provides information on some of the

steps that should be taken prior to escalating a complaint, the resources available for those who do so, and some of the risks involved. The processes outlined in this toolkit are not intended to replace local industrial relations procedures or the processes that already exist within the international labour movement for the escalation of workplace complaints. Instead, this toolkit aims to support workers involved in these processes by providing them with additional guidance, information and resources.

## LABOUR RIGHTS CAMPAIGNING — SOME POSSIBLE STEPS

**This guide outlines some of the steps you may take in campaigning for labour rights and attempting to remedy workplace violations:**

1. Research your workplace rights
2. Engage with factory management and owners to resolve the issue at the local level
3. Find out who is buying your factory's goods and learn as much as you can about this company.
4. Write to the company to request they resolve the problem
5. Reach out to international campaign networks
6. Use corporate responsibility mechanisms to gain a resolution
7. Gain international media coverage for your case
8. Re-evaluate and re-assess

*These steps are set out as a guide only. Which ones you use are up to you and will depend on the specifics of your case. It is up to you to use whichever strategy you believe will deliver you the best outcomes.*

# BACKGROUND

## WHAT IS GLOBAL LABOUR RIGHTS ADVOCACY?

Unions and civil society organisations around the world work to promote the rights of workers through international advocacy work. This work includes building networks and coalitions to campaign on labour rights issues; mobilising national and international consumer support to pressure businesses to implement fairer policies and using international complaints mechanisms; multi-stakeholder initiatives; and direct dialogue with companies to strengthen respect for labour rights and to remedy violations.

## WHAT STANDARDS AND RIGHTS APPLY IN YOUR WORKPLACE?

On top of their obligations under local and national laws, all companies are obliged to uphold international laws and to respect conventions that exist to protect the labour rights of those in their supply chains.

ILO conventions set out many of the fundamental rights for workers globally. The UN Universal Declaration of Human Rights and Covenant on Civil, Economic and Social Rights have also put protections in place for workers' rights in international law. The UN Framework for Business and Human Rights has established that all businesses have a responsibility to respect workers' rights and to remedy any violations that occur within their supply chains.

More information on workers' rights under international law can be found in the resource list at the end of this toolkit.

### ILO CORE LABOUR STANDARDS

<b>Elimination of forced labour</b>	C29 Forced Labour Convention, 1930
	C105 Abolition of Forced Labour Convention, 1957
<b>Freedom of association and collective bargaining</b>	C87 Freedom of Association and Protection of the Right to Organise Convention, 1948
	C98 Right to Organise and Collective Bargaining Convention, 1949
<b>Equality of opportunity and treatment</b>	C100 Equal Remuneration Convention, 1951
	C111 Discrimination (Employment and Occupation) Convention, 1958
<b>Abolition of child labour</b>	C138 Minimum Age Convention, 1973
	C182 Worst Forms of Child Labour Convention, 1999

# GENERAL TIPS FOR LABOUR RIGHTS CAMPAIGNERS

Violations of workers' rights may be triggered by a single incident or a series of incidents. Either way, when violations take place it is good to have a systematic process to follow. Below is a checklist that may assist you in keeping clear records and presenting your case in an organised and coherent manner.

- Have you recorded all details of the incident?

This should include:

- **date and time** the incident occurred;
  - the **full names** of the people involved;
  - precisely **what** occurred (or **what failed to occur**)? **Who** did **what** to **whom**?
  - the **consequences** of the incident (e.g. injuries sustained); and
  - details of **witnesses** to the incident who may be able to corroborate reports.
- Have you made and stored photocopies of all documents that could be used as evidence? This includes payslips, incident reports and any correspondence that has taken place between workers and management/companies. Taking photos of all documents (for example, with a phone) can be a useful backup, but does not substitute for a photocopy.
  - Have you made dated notes of all meetings between management and workers or their representatives? This should include who said what and, especially, any commitments made by management.

**Note:** It is important that you record as much information surrounding the incident/s as possible, even if you are not sure it is relevant. It is also important you record information that does not support your case or may even weaken it. This is because if you want other parties to assist with your case they will need to know what information or arguments might be used against you in order to provide you with the best possible support and advice.



## **Remember: keep your records in a safe and secure place**

*Have you safely stored all materials relating to the case? Storing your records and evidence in a safe and secure location is essential — particularly if you possess sensitive or confidential information.*

*You could purchase a file and use it to store all information regarding the incident. Store this file in a safe and secure location. Where possible, also keep an electronic backup copy of your information. Note that you may need to protect the confidentiality of some documents and/or the identities of witnesses involved in your case.*

- Have you created a list of buyers or other companies with relationships to your employer? Try to find out how long each buyer has been conducting business with your employer.
- Have you familiarised yourself with all relevant standards and agreements that bind your employer as well as its international buyers? These might include your employment contract, enterprise bargaining agreement, local labour laws, codes of conduct and other multi-stakeholder agreements. A list of major corporate accountability mechanisms is available in the resource list of this toolkit.
- Have you printed out copies of all applicable agreements and standards? These may prove useful in any negotiations with management or international buyers and will demonstrate to them that you are aware of your rights and of their obligations.



## **Useful tip: case chronology**

*Recording all details of any incidents, as well as the general details of the case, in one place can be helpful in organising your campaign. This document can also be useful when explaining your case to partner organisations. A template for writing a useful case chronology is included in Appendix 2 at the end of this toolkit.*



## UNDERSTANDING AND MANAGING RISKS IN YOUR CAMPAIGN

Any type of labour advocacy campaign carries inherent risks. You should understand the risks involved in any campaigning strategy you choose to pursue before taking action. Where you decide to proceed with a course of action, you should have measures that lessen and mitigate this risk and to ensure you are prepared for the consequences of any action you take.

### **Possible risks faced by workers and organisations who campaign on labour rights include:**

- Discrimination, intimidation, violence or harassment;
- Suspension or unfair dismissal; and
- Companies may cancel or terminate their contracts with offending suppliers, rather than attempt to remediate problem. This could leave the supplier's workers without employment.

Although many of these actions violate international labour law as well as national labour laws in many countries, in the absence of strong law enforcement mechanisms they continue to occur.

There are a number of steps that can be taken in order to reduce the risks faced by people who take a stand for their rights, however, this toolkit does not examine these in detail. For specific information about protecting the security of human rights defenders, visit the website of Protection International:

[www.protectioninternational.org](http://www.protectioninternational.org)

Before embarking on an international campaign you should also be realistic about your expectations and carefully consider the commitment of time, resources and capacity (such as English language skills) it might require. Remember that workplace campaigns can last for months or even years.

## ENSURING AN INCLUSIVE APPROACH

Different people will offer different experience, knowledge, personalities and skills that will enrich your campaign. Whether you are naturally someone who favors direct action, negotiating, debating, promoting, facilitating or reflecting and analysing — you can make a valuable contribution.

Aside from benefitting your campaign, taking an open and inclusive approach also has its own value. An inclusive approach requires the involvement of all impacted workers, including socially marginalized or disadvantaged workers. For example, women often face greater discrimination within workplaces and the community. They also perform an unequal share of domestic duties and child rearing — which makes it difficult for them to be able to fully participate in organising to achieve better working conditions and fairer wages.

Creating the right environment to support the participation and leadership of others is crucial. For example, promoting women's participation may require you to:

- Acknowledge that the perspectives of women and men are equally important;
- Ensure women are encouraged and supported to take on leadership positions or other responsibilities within the campaign;
- Consult with women and others about what barriers might prevent them from participating in the campaign and try to come up with strategies together that help overcome those obstacles;
- Create a space for women to discuss issues together before sharing their views with a larger group. This can be helpful in situations where some women might find it difficult to speak their minds or discuss sensitive issues in front of men; and
- Take into consideration the additional domestic and child care obligations often carried by women and schedule campaign meetings at times and locations which allow women to attend.

# CAMPAIGNING FOR YOUR RIGHTS AT WORK: A STEP BY STEP GUIDE

The steps outlined below are intended as a general guide for dealing with workplace violations. However, the steps you actually take will depend on your specific circumstances. Factors that will influence your approach include:

- Levels of corruption within local bureaucracy, the judiciary and law enforcement agencies;
- Whether your workplace has a union that is recognised by factory management;
- Whether you are part of the union and whether that union supports your case;
- Whether there is a parallel union at the company who does not support your case;
- Whether there are local labour organisations who can support your case;
- Whether your union or local labour organisation is part of a regional, national or international confederation or affiliation;
- Whether you are willing and have the capacity to be involved in a potentially long-term campaign;
- Whether there are allied groups in the community that can provide support;
- Whether you are able to obtain legal advice or a legal representative;

- Whether you are confident that you can manage risks associated with the campaign (for more on risks see above).

Remember to re-assess factors such as your capacity and risks at every stage of your campaign so that you can make informed choices about the best course of action.

Also note that you might take the described steps in a different order depending on what opportunities arise. It's also possible that you take a number of different steps or approaches at the same time. For example, it's generally better practice to try to resolve violations through internal communication with a company before involving other organisations or using media / public petitions. However, if you have evidence that indicates your complaint won't be taken seriously by the company unless you take additional action, then you may decide to involve third party organisations or start your public campaigning at an earlier stage.

## STEP ONE: LOCAL ADVOCACY ACTION

Before bringing international attention to your workplace complaint, you should make reasonable efforts to resolve the issue locally. Possible actions that you might take to resolve complaints on a local level include:

- Approaching factory owners/management directly;



- Initiating a dialogue between factory management, the workers involved and their union or a local labour organisation;
- Submitting the complaint within the factory's internal grievance process or worker hotline;
- Writing to your local or national labour department or other industrial relations institution;
- Obtaining the services of a lawyer to provide legal advice and write a letter on your behalf;
- Lodging the case with local industrial courts or other authorities.

Where more than one union exists in a workplace an attempt should be made to coordinate your actions with the other unions. Where possible, all unions represented in a workplace should be made aware of the complaint and agree on how to proceed with further action.

Where no workplace or regional unions exist, you may wish to form a working group with your colleagues to try to jointly address the problems at your workplace. Local or regional non-government organisations with expertise on workers' rights may be able to provide advice and support.

The actions you take will depend on the region and the industry in which the incident occurs. It will also depend on your ability to access legal assistance as well as the strength and efficiency of your local justice system and law enforcement agencies. Your union or local labour organisation should be able to guide you as to the best course of action.



### **Important tip: think ahead**

*Prepare your campaign strategy carefully. Think ahead about what you will do if your attempts to resolve the dispute through local channels are unsuccessful. Once your dispute escalates or you raise it with an outside party, your employer may try to prevent you from gaining access to useful information and contacts. So you should consider starting your research on the company (see Step 2 below) and discussing the problem with available support networks (see Step 4 below).*

## **STEP TWO: PREPARING TO GO GLOBAL — RESEARCHING BRANDS AND SUPPLY CHAINS**

If you decide it may be useful to apply pressure to your employer using international networks, you will first need to find out whether there are any international companies that buy from the factory and may be able to influence their behaviour. Having as much information as possible about these international buyers can help you persuade them that they must remedy the situation. You may find

it easiest to gather this information before your dispute escalates — because if your employer knows that you are going to raise a complaint they may make it more difficult for you to access useful information.

First, try to identify the international companies that purchase from your employer. You will then need to gather evidence that proves this relationship exists. Management in your workplace may be unwilling to share details about its business partners or contractors, making this information difficult to obtain. To establish links to international companies look for clues such as:

- Any brand names printed on the product or its labels;
- Any CA or RN numbers (registered identification numbers for US and Canadian companies) printed on the product or its labels;
- The names of any foreign countries on the products;
- Writing on packaging, or transport containers;
- The posting of another company's code of conduct or other regulations at a factory.

Taking photographs is one of the best ways to capture such information. But if that is too risky or difficult, you can simply take notes.



If it appears that your workplace is producing products for multiple brands, record all of these brand names and note the quantities produced for each of those brands taking special note of those that seem to have a greater number of orders. You should also record how long each brand has been purchasing from your workplace.

Once you have identified the brands, international buyers or manufacturers with connections to your employer, try to gather as much information as you can, including:

- What is the company's ownership? Is it owned by another 'parent' company or does it own other companies?
- Where was the company incorporated (officially established and legally registered as a company)? Where are their main operations or head office located?
- Has the company signed any codes of conduct that contain standards on workplace rights? Has the company made any public statement about its commitments to human rights in general or workers' rights specifically?
- Is the company a member of any multi-stakeholder initiatives, independent standards (e.g. Rainforest Alliance) or industry associations?
- Is the company recognised by any "socially responsible investment" indices, such as the Dow Jones Sustainability Index or FTSE4Good?
- Has the company previously been the target of any international labour rights campaigns? If so who was involved with this campaign and is it possible for you to contact them to discuss your case and ideas about strategy?
- If the company was a target of an international campaign, how did they respond?

Depending on your language and internet skills, you may be able to find out some of this information yourself by a simple web search. However, company structures and governance information can be difficult to obtain, so you may want contact other organisations for assistance. Some of these organisations may have subscriptions to supply chain databases, such as Panjiva ([www.panjiva.com](http://www.panjiva.com)), where they can download the details of a company's buyers. "The Corporate Watch Project" website may also be of assistance in researching companies. For a list of organisations working on corporate accountability or labour issues in your sector see the Resource List at the end of this toolkit.

Once you have identified and researched the international companies that have a business relationship with your employer, there are a range of steps that you can take to encourage these companies to take action and ensure that your employer addresses your complaint. The following section looks at ways

you can effectively communicate with the international company to highlight their responsibilities and encourage them to resolve your complaint.



### **Useful tips: influencing international companies**

*Remember that you first have to convince the company that they have a responsibility to help resolve the issue.*

*International labour rights organisations who have dealt with the same company in the past may be able to share some useful tips. It is a good idea to have a discussion with such organisations before contacting the company (see Step 5 and the Resource List for more information).*

*Companies may want to avoid dealing with the problem by simply "cutting and running" — that is, ending their business relationship with your employer. However, this is not an approach they should take. As a part of business' responsibility to respect, protect and uphold human rights the international company must take steps to resolve your complaint.*

*Wherever possible you should aim to have constructive dialogue with the company, so aim to have a positive relationship. This means you should try to contact the company directly about the problems before doing media or campaigning. You should also try to provide realistic timeframes (or suggest probation periods) for the resolution of problems. However, if no progress is made after a reasonable period of time, you might consider a more assertive approach, such as going to the media.*

## **STEP THREE: WRITING A LETTER OF COMPLAINT TO A BRAND/INTERNATIONAL CORPORATION**

### **PURPOSE OF A COMPLAINT LETTER**

If you decide to reach out to international bodies to resolve your dispute, the first step will usually be to write a letter of complaint to brands or multinational corporations for which the goods are produced. By writing a letter of complaint, you demonstrate your willingness to engage with the relevant companies to remedy the breaches that have occurred. The purchasing companies are in turn given the opportunity to take action to remedy the situation before it becomes the subject of a public advocacy or international media campaign. Even if a resolution is not achieved at this stage, a union's willingness to approach companies directly with a letter of complaint demonstrates that it has acted in good faith.

## WHO TO CONTACT?

When writing to a multinational corporation with a labour rights complaint it is important that you send your letter to the right person. Generally, it is best to send your complaint to a senior executive in charge of compliance or supply chain management. Their departments will have names such as “Sustainable Manufacturing”, “Social and Environmental Affairs”, “Ethical Sourcing”, “Sourcing”, “Quality” or “Corporate Social Responsibility”. You will usually be able to find contact details for this person concerned on the “Investor” or “Corporate Governance” sections of the company’s website. You should also seek information about any local or regional compliance teams as they might be the first ones to contact you about resolving the dispute.

Some companies have a dedicated email address or online form for lodging complaints. While there is no harm in using these, do not rely on this service alone. If no response is received within a week, or if the response is unsatisfactory, proceed with contacting senior management. Even if you believe your complaint is not sufficiently serious to warrant senior management’s attention, this person can then pass your complaint to the right department to be investigated. If you aren’t able to find an email address for the correct person within senior management (often these aren’t made public), it can be helpful to write to the general address but highlight or ‘attention’ the title of the manager concerned. If you are unable to find a postal or email address, try telephoning the company to request the relevant address.



### **Important tip: increasing pressure on your employer**

*If the factory produces for a number of international companies you might want to ask those buyers to approach the factory management about the issues together, as this will make it more difficult for management to ignore their demands. You may also need to find out more about the ownership of the factory itself and whether there are any other businesses that may be able to influence its decision-making on labour issues.*

*Often this strategy works best if you have convinced at least one buyer that they must take action to remedy the situation and then request that they contact the other buyers to ask that they do the same. You can also address your own correspondence to multiple companies and request that these companies issue a joint response and contribute to a joint resolution to the complaint. This will be less time intensive than approaching the companies one by one.*

## WHO TO CC/COPY-IN AND WHY?

Sending a copy of your complaint letter to other organisations or an industry ombudsman can be helpful. A company might respond more promptly or seriously to your letter if they know that other international stakeholders are monitoring the case and their response. If you are writing to a company in the early stages of the dispute then it may not be necessary to send a copy of your letter to a third party. However, where a company has been unresponsive or an incident is sufficiently serious you may wish to send a copy of the letter to a third party observer such as a national or international level union in your sector, as well as to any national or international labour rights organisations that have a focus on your sector. Remember that workers’ rights are also human rights so you should consider copying in a regional or national human rights body, such as a national human rights commission.

It is best practice to contact the organisation and explain the case before sending them a copy of the correspondence. You should also explain to the organisation why you have sent a copy to them and what you plan to do if the company does not respond to your requests. For example, you might contact them to discuss a joint strategy to make the company more responsive. For more information about possible organisations to contact, see the Resource List at the end of this toolkit.



### **Important tip: letter of complaint**

*When writing a letter of complaint to a company, the letter should include all relevant facts and should not be based on emotion. This letter should give the organisation you are contacting a clear view of what has happened, who was involved, how this relates to them, what you are seeking and what you expect them to do about it.*

## WRITING A LETTER OF COMPLAINT

A letter of complaint must clearly and concisely state your case. It should name the facility where the problem has occurred, explain the link between this factory and the international brand, state the unfair or potentially illegal conduct that took place, describe the impact or harm it has caused to workers, and make clear what action is expected from the international company. You should also explain what steps you have taken to try to remedy the situation.

Some pieces of information that are essential to include in a letter of complaint are:

- Date of the letter.
- Name of the person writing the complaint, the organisation they represent and their position within this organisation.



- At what facility the breach occurred and any evidence that this facility is a supplier of the company concerned. Where such information is available it is also helpful to include the proportion of goods manufactured at the facility that are made for this company. If there is any other evidence of the company's links to the supplier, such as the posting of the company's code of conduct at the factory, this should also be noted.
- A description of all events surrounding each incident or breach. At a minimum this should:
  - state exactly what has happened, who did what to whom and when events occurred (date and time). Also briefly outline any evidence that you would be able to provide to demonstrate the breach;
  - describe the overall impact of the incident or breach on the individual/s concerned, including any emotional or physical distress, hardship or loss suffered by the workers and their families; and
  - document and date all contact that has occurred between facility management and workers or their representatives in relation to the incident.
- What action is being sought to remedy the situation and the specific steps that should be taken by the company to which you are writing. These steps should be realistic and time bound. They can also be seen as first steps to remedy this situation, while opening a dialogue for further conversation and continuous improvement.
- What action you have already taken or are taking to attempt to remedy the situation.
- Details of a contact person within the union who can be reached to discuss the matter (include name, position and phone number/email address). If you are worried about security, request strict anonymity so that the company does not reveal your identity to management at the facility where the breach occurred.
- Date by which you hope to hear back from the company. This should allow enough time for the company to make some initial inquiries and then let you know what steps they are taking to investigate and remedy the complaint. This depends on the urgency of the matter but as a general guide we suggest 15 working days.

It is also useful if you are able to include the law or rules that have been breached (e.g. citing the specific sections of labour law, agreements or codes of conduct). However if you are unsure of what rules exist or might apply in your case don't let this prevent you from sending your complaint letter. The most important thing is that you are able to describe the unfair or harmful conduct and provide the relevant factual information — you are not expected to be an expert on labour law or the company's own policies.

**For a sample letter to a multinational buyer, see Appendix 1.**



### **Important tip: dealing with language differences**

*If the company you are writing to uses a foreign language, you may need to seek translation assistance. A local or international labour NGO with a focus on your sector may be able to assist. Even if you are confident in the foreign language, it is always useful to ask a more experienced writer (a native speaker or otherwise) to proofread your letter and provide constructive feedback. If you are unable to get language assistance and don't feel confident writing in the foreign language, you could send your letter in your local language. However there is a risk that the company will not respond to such a letter, so as a minimum you should seek to state the purpose of your letter and your contact details in a language used by the company (for most global companies this will include English).*

If the company responds positively to your letter but requires more information, try to follow up as quickly as possible. Sticking to the most relevant facts will help keep your response succinct and clear.

You also need to judge whether the company is making genuine efforts to investigate and resolve the issue or whether they are just delaying taking any action. While you might need to allow the company some time to work through the issues, if several weeks or months pass without any positive change you may want to consider taking further steps to apply greater pressure on the company.

In the case that the global company does demand that your employer takes certain remedial action but your employer refuses, you need to think carefully about what steps should come next. If the global brand threatens to cut orders this might prompt a better response from your employer. At the same time there are risks that if the global brand pulls out of the factory altogether this will only cause further harm to workers. One possible option is to that the global company puts your employer on probation.

Be prepared that the company might try to deny your allegations or to deny its responsibility to take any action — arguing, for example, that it only has small percentage of production or is phasing out production. In this situation you could chose to write back and try to reason with the company or to provide further evidence.

In the case that you receive no response to your letter of complaint, or if the company continues to deny its responsibility and does not adequately address your complaint, you may need to take try a different approach to influencing their behaviour.

## STEP FOUR: STRENGTHEN YOUR INTERNATIONAL CAMPAIGN NETWORKS

As mentioned above, it is useful to seek advice from international organisations who have experience in dealing with the companies that you are trying to influence, so try to start building your international networks before escalating your campaign.

The types of assistance that other international organisations may be able to vary. When deciding what organisations to approach you should consider the aims of your complaint and whether these are matched with the goals and capabilities of other organisations. Engaging with international NGOs may be able to assist you to:

- gain publicity in order to increase pressure on brands and multinational corporations;
- increase public awareness of a particular case, or of a broader industrial issue;
- prepare a case for presentation to corporate accountability bodies; and
- link your campaign with others campaigning on similar issues or campaigning around the same companies.

It is important that when cooperating with other organisations your expectations are reasonable and realistic. Have an open discussion about expectations and roles on both sides. You will need to establish:

- who will be acting as the contact point from each organisation. In some cases this will depend on foreign language capabilities;

- the role each organisation will play. For example, some organisations may play an advisory role whereas others may participate in public campaigning; and
- the expectations that apply to your alliance. For example, you might request that certain communications remain confidential, or ask that you all discuss and agree on strategies before the international organisation takes any independent steps. In turn, the organisation might request that you keep in regular communication and disclose to them all the relevant facts.

When contacting campaigning groups, you should briefly identify yourself and explain your dispute and campaign. You should then explain what assistance you are seeking and how you see your two groups working together.

If an organisation is able to assist you with your campaign they will require as much information about the case as possible. This could be written in the form of a comprehensive chronology and include:

- the background, including information about the goods produced such as labels and identification numbers, details of the factory and, if available, the companies for whom it produces, brands owned by those companies and any major retailers that sell the factory's products);
- the details of your organisation — who you are, who you represent (including any demographic information such as the total number of workers, their average age and gender composition) and your role in the dispute;



- the nature of the current dispute — what has occurred, what the consequences have been for workers and their welfare, what regulations have been breached (if you have this information); and
- what attempts have been made to resolve the dispute — include details of all contact that has occurred with factory management and the factory's buyers. This should include what remedy was sought, the response (if any) that was received and any attempts by the companies involved to investigate or remedy the breach.

To assist outside parties to gain an understanding of your situation and exactly what has occurred, it is helpful if you record all these details in the order that they occurred. Be sure to give the dates (and, if necessary, times) of all events. You will also want to record general details about the factory and workers concerned, as well as your organisation.

A template for writing this case chronology is included in Appendix 3. This can be used as a model for the sort of information to include in a timeline of your own case.

## **STEP FIVE: LODGE A COMPLAINT WITH INTERNATIONAL CORPORATE ACCOUNTABILITY REDRESS MECHANISMS**

A number of international initiatives and mechanisms are available to workers and unions seeking redress for breaches of rights by multinational corporations. While the precise content of each initiative's guidelines varies, they are generally based on the conventions of the International Labour Organisation and cover rights issues such as:

- freedom of Association, the right to organise and collectively bargain;
- freedom from forced labour;
- abolition of child labour;
- freedom from discrimination on the grounds of race, religion, sex, political opinion, national extraction or other status; and
- the right to a safe workplace.

The complaints process and available remedies will vary depending on the precise details of the case and the specific redress mechanism which is pursued.

Major corporate accountability redress mechanisms include:

### **OECD Guidelines**

The OECD Guidelines for Multinational Enterprises are the principal inter-governmental instrument for ensuring corporate accountability. These guidelines are agreed upon by 42 countries, including those that are home to the majority of the world's largest Multinational Enterprises (MNEs).

The guidelines lay down standards that should be followed by MNEs working around the world. They also provide a grievance mechanism should unions or NGOs believe a corporation is not upholding the standards set out in the guidelines.

Interested parties are able to lodge a complaint with the OECD National Contact Point (NCP) in the country in which the breach occurred. If this country is not a signatory of the guidelines the complaint can be lodged in the home country of the MNE concerned.

NCPs, if they find grounds for a dispute, are able to assist interested parties to negotiate a settlement with the MNE involved. They cannot, however, compel corporations to participate in this negotiation process, nor can they impose any remedy to which the corporation does not voluntarily agree. Despite this lack of binding power, action under the OECD Guidelines can play a useful role as part of an international advocacy campaign. Where a company is not willing to participate in the process, the NCP will make a statement documenting the issues involved in the case and the reasons agreement could not be reached. This can be a valuable tool in a campaign of international advocacy.

Not all NCPs have the same approach or mandate in implementing the OECD Guidelines. Therefore it is worth finding out information about the policies and practices of specific NCPs before deciding whether to proceed with a complaint. For example, some NCPs require that parties to complaints cease any public commenting on the case, which can significantly undermine campaigning efforts.

Further information about the complaints process can be found on the OECD Watch website: [www.oecdwatch.org](http://www.oecdwatch.org).

Official copies of the guidelines are available at: [www.oecd.org/dataoecd/56/36/1922428.pdf](http://www.oecd.org/dataoecd/56/36/1922428.pdf)

### **Ethical Trading Initiative**

The ETI is an alliance of companies, trade unions and NGOs. Its base code sets out minimum labour standards with which member corporations must comply throughout their supply chains. If a company that buys from your employer is an ETI member, the organisation may be able to assist you to remedy your violation.

Members include GAP, Marks & Spencer and Pacific Brands.

[www.ethicaltrade.org/](http://www.ethicaltrade.org/)

### **Fair Labour Association**

The FLA monitors the adherence of member companies to the organisation's Workplace Code of Conduct. It also provides unions and NGOs with an avenue for remediation of any breaches committed by member companies. The organisation views itself as a tool of last resort where a factory's own grievance procedure and local laws have failed to protect workers' rights.



Complaints can be raised with the organisation by trade unions or NGOs on behalf of workers. FLA will then contact the FLA member sourcing from the facility giving them 45 days in which to conduct their own assessment and develop a remediation plan. FLA may also conduct its own investigation. FLA will then work with the accredited company, factory management and the applicable trade unions and NGOs in an attempt to resolve the issue.

Participating companies include adidas, Nike and more recently Apple.

[www.fairlabor.org](http://www.fairlabor.org)

### Fair Wear Foundation

Fair Wear Foundation (FWF) is an international verification initiative that aims to improve workers' rights in the garment sector. FWF works closely with a growing number of garment companies to help them strengthen industrial relations and improve workers rights in their supply chain. When a company joins FWF, it must

undertake a comprehensive process towards full compliance with the FWF Code of Labour Practices.

FWF keeps track of the improvements made by the companies it works with. It encourages companies to adopt fair, effective and locally based grievance procedures, but FWF also has its own complaints procedure which serves as a safety net.

FWF has more than 70 members, which are mostly European fashion brands, such as Acne.

[www.fairwear.nl/](http://www.fairwear.nl/)  
[info@fairwear.org](mailto:info@fairwear.org)

### HOW TO PROCEED?

You will need to weigh up whether using any particular corporate accountability mechanism is appropriate for your campaign. Some general questions to ask and to take into account are summed up in the following table.

GENERAL CONSIDERATIONS FOR USING FORMAL COMPLAINTS MECHANISMS	
<b>Scope</b>	Does your case fall under the scope/jurisdiction of the complaints mechanism?
<b>Applicable rules</b>	What law, standards or policies will the complaints mechanism consider and apply when reaching its decision? Do these rules adequately cover the issues raised in your case?
<b>Remedies/ recommendations</b>	What kind of remedies or recommendations can be put forward by the complaints mechanism? Will these be appropriate or adequate in your case?
<b>Fairness</b>	Have past decisions made by the complaints mechanisms been fair and reasonable?
<b>Enforcement</b>	Does the complaints mechanism have any enforcement powers? How strong are those powers?
<b>Legitimacy and influence</b>	If the mechanism cannot create binding decisions, does it have other means of influencing the parties? Will a ruling in your favour hold legitimacy and influence amongst powerful local or international stakeholders (including investors, consumers, governments etc)?
<b>Advantages for broader campaign</b>	Will the use of the complaints mechanism benefit other campaign strategies (such as your media strategy) that may create additional pressure for the company to adequately address your complaint?
<b>Disadvantages for broader campaign</b>	Does the complaints mechanism place any restrictions on your broader campaign that might place you at a disadvantage? For example, confidentiality clauses and prohibitions on speaking to the media that might prevent you from pursuing alternative strategies (e.g. using consumer pressure).
<b>Complexity of complaints process</b>	How complex is the process of lodging the complaint? Can the complaint be lodged in your native language or will you have to use a foreign language? If the complaints process is complicated, are there experienced organisations who are able to provide you assistance?
<b>Time and resources</b>	Approximately how much time and what resources are involved in preparing the complaint? What is the length of investigation and decision making process? Do you have enough time, resources and support to undertake the complaints mechanism process?
<b>Contact with experienced organisations</b>	Do you have or can you establish a relationship with an organisation that has experience in using the complaints process? Are you able to receive support from this organisation in using the complaints process?

## STEP SIX: USING PUBLIC PRESSURE TO ACHIEVE POSITIVE CHANGE

### CONTACTING THE MEDIA

Media coverage can play an important role in international labour disputes. Press coverage can help to draw attention to your campaign and gather support for your cause, both locally and internationally. It can also increase pressure on companies – especially global brands – to resolve problems in their supply chains.

Before seeking media coverage of your campaign, you should develop a clear strategy, detailing exactly what you are seeking to achieve. The goals of your campaign will dictate what media outlets you contact and the message you publicise. For example, if your aim is to directly influence your employer to comply with its obligations, it is likely that you will focus on local or national media. If, however, you are attempting to influence a multinational buyer, you are more likely to focus on the international media or news organisations in the company's home country or in countries where the company's products are popular. Remember that bad press targeted at the company that you are trying to influence won't always result in the outcomes that you desire. For this reason, rather than setting out to ruin the company's reputation, try to present your story to the media in a way that encourages them to do the right thing.

If you are pursuing a media campaign in order to increase pressure on a multinational corporation, some factors to consider in order to increase your chances of success include:

- Where is the company based? Companies will be especially conscious of their public image, and of the

regulatory power of the government, in their home country. This means a company may be more easily influenced through media coverage in this country. Media coverage in a company's home country may also be a valuable way of publicising complaints made under third party bodies.

- Where are most of the company's sales made? The countries in which they make the most sales are the source of the majority of a corporation's income. Companies will be particularly keen to protect their reputation in these countries. If you are able to attract media attention and shape public opinion in these countries, the company involved may be more likely to engage with you and to resolve your complaint favourably.
- Have similar accusations been levelled at this company in the past? Building links to past cases of misconduct by the company can help to attract media attention and to increase pressure on the company to rectify the problem.
- Does the present situation contradict any positive commitments or statements that the company has made the past?
- Are other organisations, such as other unions or NGOs, running similar campaigns around this company? By cooperating with other concerned parties you may be able to increase the profile of your campaign. By working with other groups to present a consistent message you can attract attention in different parts of the world and reach diverse audiences. The involvement of a range of groups also adds legitimacy to your campaign and creates the impression that your campaign is one with widespread support.





### Important tip: media strategy

*While media coverage can be a very useful tool in building your campaign, it can also cause problems for the individuals and organisations involved in raising a dispute. By increasing the public profile of the case, media coverage can increase the risk of persecution or reprisals for those involved. Media scrutiny can also highlight any flaws in your case, thereby undermining it. It is therefore vital that any media strategy you pursue is thoroughly planned and that risks are analysed. All of your campaigning partners – such as other unions or NGOs – should be consulted in the development of a strategy. You will also need to obtain agreement from the journalists you decide to work with about issues such as anonymity. This will ensure that all partners are working towards a common goal and that media coverage will not undermine the work of any other organisation.*

## USING THE MEDIA - A STEP-BY-STEP GUIDE

### 1. BEFORE CONTACTING THE MEDIA:

- **Do your research** — Before approaching the media, you will want to know as much as you can about the issues involved and the media outlets/journalists you will be talking to. Look for media stories that have been published involving the same companies or similar issues. Not only will this help you understand the issues, it will also help you learn which journalists are covering these issues - approaching these journalists directly will help you gain coverage for your cause. It is also helpful to know about the sort of media you are approaching, who is most likely to be sympathetic to your cause and the best ways to approach them. Decide if you will be looking for TV, newspaper or radio coverage and approach them appropriately. Speak to colleagues or partner-organisations with experience in these areas.
- **Know your goals** — as mentioned above, before approaching the media you should have a clear goal for what you are hoping to achieve. Before speaking to any journalists you should plan 3 key messages that you want to get across. You can plan these messages in order of priority. Having planned these messages in advance and, perhaps, even having them written down can prevent you from being distracted from what you want to say and help you communicate everything you want to in a simple accessible manner.
- **Plan your message so it will appeal to the media** — journalists will be looking for an interesting story. You will be more likely to get the sort of coverage you are after if you help them produce the sort of story they are looking for. They will generally be looking for stories that:

- **are about people.** Focus on the people involved. Don't get carried away with policies. Instead look at the people involved and how this is affecting them. This will help people understand and relate to your issue;
- **are simple.** Don't overcomplicate your message. Make it easy for people to understand and state the facts simply. Avoid technical language, or acronyms that most people won't be familiar with;
- **have facts.** Have a few clear facts or statistics on hand. Don't be overly technical, but prepare a few key facts or statistics that can help grab a reader's attention. For example, state exactly how many workers have been laid off, or by how much workers were underpaid; and
- **are new/relevant.** Journalists will be most interested in things that are happening NOW or offer a new angle on an issue. Be sure to contact them promptly with new developments.

- **Practice** — Run through the sort of questions you might be asked in an interview with a colleague. This will help you come across as more competent and professional and, therefore, more believable.

### 2. CONTACTING THE MEDIA — WRITING A MEDIA RELEASE

Once you have decided what message you want to communicate, you will need to contact media organisations. If you have any contacts in the media feel free to contact them directly. You will most likely need to send out a media release that outlines the details of your story and attempts to get the media interested in publishing it.

When writing a media release, you want to capture a journalist's interest quickly. Some ways to do this are:

- **Have a clear, compelling headline.**  
The headline should explain the story, while grabbing the reader's attention and making them want to read on.
- **Put your most important information first.**  
Your first paragraph should contain your most important message. Each remaining paragraph should be less important than the one before it. Journalists might not read the whole document. Make sure they get the information you want them to get.
- **Keep it short.**  
Keep your release brief to hold the reader's attention. The entire release should be no more than one page. Write in short sentences and paragraphs. Keep your information short, to the point and easy to understand — remember people reading the release do not have your in-depth knowledge of the issue.
- **Include quotes from someone in your organisation.**  
Media stories will usually include quotes from someone talking about the story. By including these statements in your media release you increase the chances of the media taking up your story.

- **Include contact details.**

Your release should conclude with the details of a spokesperson who journalists can contact for more information.

You should send your media release to any news outlets you believe may be interested in your story or where coverage could be beneficial. When sending out your release, think about the needs of the media outlet you are contacting; daily newspapers, for instance will be more likely to pick up your story if it is sent to them in the early morning as this gives them the most time to plan their article for the following day.

### 3. DURING AN INTERVIEW

If a journalist decides to follow up on your media release, it is likely they will approach you for an interview. This is a great opportunity to get across your point of view, so it is important that you are well prepared and express yourself in the best possible manner.

- **Keep it simple.**

Don't use complicated terms or acronyms. Remember, the people you are trying to communicate with are not experts in these issues. Make it easy for them to understand. Remember your three key messages and use these.

- **Think about your presentation.**

Speak clearly and try and sound calm and knowledgeable. If appearing on TV, dress simply; avoid wearing anything that might distract people from what you are saying.

- **Don't make things up or exaggerate.**

If you don't know something say so, offer to find out, and move back to the things that you do know about. If you make a mistake, correct yourself. Don't exaggerate the situation to make your story more sensational or interesting. Spreading incorrect information damages your credibility and may hurt your campaign.

- **Don't go "off the record".**

When you are speaking to a journalist, always stick to the message you want to communicate. Assume that anything you say to them could appear in a story.

Again, when speaking to a journalist, be aware of what will make your story most appealing to them. If they are producing for television, for example, they will be looking for something visual that captures your story. Think about how you can best supply this to increase your chances of positive media coverage.



#### **IMPORTANT TIP: interviews and workers' privacy**

*Journalists may want to hear the story of some individual workers who are victims of the workplace violations. Find out whether any of the workers are comfortable about doing this and ensure they have enough time and information to consider the risks. If these workers are happy to be interviewed but don't want their identities disclosed, make sure that the journalist understands these conditions and be careful not to give too many details that would reveal the identity of that individual.*



## USING SOCIAL MEDIA AND PUBLIC PETITIONS

Using social networking is a very good way to increase public support for your campaign as well as apply direct pressure to companies. There is a huge variety of ways that this technology can be used. A few ideas include:

- Writing complaints directly onto the company's Facebook page.
- Posting a petition video on YouTube.
- Using Facebook posts and Twitter to encourage others to take action.

In some cases, the sheer number of visits to a protest website or video can be enough to influence a company to change their behaviour. However your use of social media will be strengthened if you can link it to a specific protest action. For example, you can apply public pressure on a company by calling on consumers or the general public to sign a petition or send a message of protest to the company. This could happen in a number of ways:

- A union/labour rights or human rights organisation includes a letter action that people can sign on their website.
- You create an online petition using a website such as [www.change.org](http://www.change.org)
- You use networks and online media to encourage people to write a letter to the brand (it is better if you can supply them with the relevant contact name/email address as well as a sample letter).
- You encourage members of the public to post a message on the brand's Facebook page or blog.

Depending on your networks, experience, capacity and access to technology, setting up petitions can be difficult, expensive and time-consuming. For this reason you may want to request assistance from international organisations that have experience in coordinating public petitions on labour rights issues.

## WHERE TO NOW? EVALUATING YOUR CAMPAIGN

There is no one size fits all when it comes to conducting a successful campaign. Maybe your campaign will only use some of the steps set out in this toolkit or it might use all of them and more. There is really no limit to the creative ways of engaging and persuading different actors to support your case.

You are in the best position to decide what strategies and approaches will work best for your circumstances. But in order to do this it is important to remember to take time out to evaluate the campaign and your strategy. This will require you to:

1. **Observe** any changes in your situation.
2. **Analyse** whether the changed situation may bring new opportunities or call for a different approach.
3. **Plan** your next steps.
4. Put your plan into **action**.

This may seem obvious, but once we are in the middle of an energetic and passionate campaign we can sometimes forget to take a step back and look at the broader picture – how far we've come and how far we still have to go.

Of course there are always more things to learn and more networks to build that can help strengthen your campaign. As such, the following pages of this toolkit provide a list of other useful organisations and resources that you may also find useful for your campaign.

Finally, this toolkit is built from labour rights campaign experiences and it can be strengthened further with your input and feedback. If you have suggestions for improvements or additional tips, strategies or experience that you would like to share, you can add your comments to: [www.oxfam.org.au/corporateaccountability](http://www.oxfam.org.au/corporateaccountability)

***By sharing both our successes and our struggles we can only be strengthened.***





# RESOURCE LIST

## LABOUR RIGHTS CONVENTIONS AND FRAMEWORKS

International Labour Organisation, Labour Standards Conventions

[www.ilo.org/global/standards/introduction-to-international-labour-standards/conventions-and-recommendations/lang--en/index.htm](http://www.ilo.org/global/standards/introduction-to-international-labour-standards/conventions-and-recommendations/lang--en/index.htm)

United Nations "Protect, Respect and Remedy" Framework for Business and Human Rights  
[198.170.85.29/Ruggie-protect-respect-remedy-framework.pdf](http://198.170.85.29/Ruggie-protect-respect-remedy-framework.pdf)

United Nations Universal Declaration of Human Rights  
[www.un.org/en/documents/udhr/](http://www.un.org/en/documents/udhr/)

United Nations International Covenant on Cultural, Social and Economic Rights  
[www2.ohchr.org/english/law/cescr.htm](http://www2.ohchr.org/english/law/cescr.htm)

## CORPORATE ACCOUNTABILITY MECHANISMS

OECD Guidelines for Multinational Enterprises

Guidelines available:  
[www.oecd.org/dataoecd/56/36/1922428.pdf](http://www.oecd.org/dataoecd/56/36/1922428.pdf)

Section IV (Employment & Industrial Relations)  
Section V (Occupational Health, Safety & Environment)

Full list of national contact points available:  
[www.oecd.org/dataoecd/17/44/1900962.pdf](http://www.oecd.org/dataoecd/17/44/1900962.pdf)

### ETI Base Code

Members include GAP & Pacific Brands

Base code available at:  
[www.ethicaltrade.org/eti-base-code](http://www.ethicaltrade.org/eti-base-code)

List of member companies available at:  
[www.ethicaltrade.org/about-eti/our-members](http://www.ethicaltrade.org/about-eti/our-members)

### Fair Labor Association

FLA monitors the compliance of member corporations and their suppliers with the Association's Code of Practice. Members include adidas, Asics, Nike & Puma.

[www.fairlabor.org](http://www.fairlabor.org)  
Code of Conduct available at:  
[www.fairlabor.org/sites/default/files/fla\\_complete\\_code\\_and\\_benchmarks.pdf](http://www.fairlabor.org/sites/default/files/fla_complete_code_and_benchmarks.pdf)

Full member list available at:  
[www.fairlabor.org/affiliates](http://www.fairlabor.org/affiliates)



## Fair Wear Foundation

Fair Wear Foundation (FWF) is an international verification initiative dedicated to improving workers' rights in the garment sector.

A list of its members can be found at:

[www.fairwear.org/36/brands/](http://www.fairwear.org/36/brands/)The Fair Wear Foundation's

labour standards are available at:

[www.fairwear.org/488/labour-standards/1.-employment-is-freely-chosen/](http://www.fairwear.org/488/labour-standards/1.-employment-is-freely-chosen/)

[info@fairwear.org](mailto:info@fairwear.org)

## Worker Rights Consortium

The Worker Rights Consortium is a US based, independent labour rights monitoring organisation. It conducts in-depth investigations into factories producing for major brands. The organisation's purpose is to combat sweatshops and protect the rights of workers who make apparel and other products. Their work largely focuses on facilities manufacturing apparel for North American Universities.

The WRC serves as a labor rights monitor for more than 175 universities and colleges in the United States and Canada. To see whether a given factory produces licensed apparel for any of those entities, search by country or factory name at:

[www.workersrights.org/search/](http://www.workersrights.org/search/)

[www.workersrights.org/about/](http://www.workersrights.org/about/)

[www.workersrights.org/contact/complaints.asp](http://www.workersrights.org/contact/complaints.asp)

## Sweatfree Purchasing Consortium

The Sweatfree Purchasing Consortium has a database of apparel factories, manufacturers, and vendors in the United States government procurement supply chain. All listed vendors are expected to comply with Consortium members' code of conduct and the Consortium has a complaints mechanism for workers.

Factory database:

[buysweatfree.org/aa\\_search\\_factory](http://buysweatfree.org/aa_search_factory)

Complaints process:

[buysweatfree.org/worker\\_complaint\\_process](http://buysweatfree.org/worker_complaint_process)

## GLOBAL LABOUR RIGHTS AND CORPORATE ACCOUNTABILITY ORGANISATIONS

### Accountability Counsel

Accountability Counsel is an organisation that supports communities in their complaints to accountability mechanisms and conducts policy advocacy to ensure that mechanisms are independent, transparent, accessible and fair. They may be able to offer advice to support local groups that are seeking to remedy workplace violations through the use of international corporate accountability mechanisms such as the

National Contact Points for complaints related to the OECD Guidelines for Multinational Enterprises.

[www.accountabilitycounsel.org](http://www.accountabilitycounsel.org)

[info@accountabilitycounsel.org](mailto:info@accountabilitycounsel.org)

## Australian Corporate Accountability NOW!

Australian Corporate Accountability NOW (ACAN!) advocates for greater accountability of Australian corporations and the Australian Government, including the responsibility of Australian companies to uphold employment rights throughout their overseas operations. It also collaborates with key partners in other countries on matters of corporate accountability that have significant international relevance for Australia.

[acan.org.au](http://acan.org.au)

[secretariat@acan.org.au](mailto:secretariat@acan.org.au)

## Clean Clothes Campaign

The Clean Clothes Campaign is a European network of NGOs campaigning for the rights of garment workers. Its activities include educating and mobilising consumers, lobbying companies and governments, and offering direct support to workers. The CCC is particularly experienced in campaigning around companies based in the 16 countries in which CCC operates, including Germany, France, the Netherlands and Italy.

[www.cleanclothes.org](http://www.cleanclothes.org)

[info@cleanclothes.org](mailto:info@cleanclothes.org)

## Fair Wear Australia

Fair Wear is a community campaign which aims to end the exploitation of factory workers and home-based outworkers within the Australian clothing industry. Fair Wear educates the community about working conditions in the clothing industry; encourages consumers to take action; lobbies for better legal protections for clothing workers and campaigns to ensure that companies provide decent wages and working conditions. Fair Wear also seeks to strengthen the voice and organising capacity of home-based outworkers.

[www.fairwear.org.au/](http://www.fairwear.org.au/)

[fairwear@fairwear.org.au](mailto:fairwear@fairwear.org.au)

## Fairfood International

Fairfood International works to promote sustainability in the global food industry. It aims to initiate positive change by engaging brand owners in constructive dialogue. It has its head office in Amsterdam and offices in the San Francisco, London, Johannesburg, Berlin and New Delhi. Currently, the organisation encourages more than 2,500 food and beverage companies in over 80 countries to adopt sustainable business practices.

[www.fairfood.org](http://www.fairfood.org)

[www.fairfood.org/contact/](http://www.fairfood.org/contact/)

## Good Electronics

The GoodElectronics Network accommodates networks, organisations and individuals that are concerned about human rights, including labour rights, and sustainability issues in the global electronics supply chain. Good Electronics has a vision of a global electronics industry that complies with the highest international human rights and sustainability standards throughout the entire production cycle. GoodElectronics aims to contribute to improving corporate and public policies and practices regarding compliance to human rights and sustainability in the global electronics supply chain, with a focus on big brand companies.

[www.goodelectronics.org](http://www.goodelectronics.org)  
[info@goodelectronics.org](mailto:info@goodelectronics.org)

## ILRF

The International Labor Rights Forum is a US based advocacy organisation dedicated to achieving just and humane treatment for workers worldwide. It works to promote labor rights internationally through public education and mobilisation, research, litigation, legislation, and collaboration with labor, government and business groups.

[laborrights.org/contact](http://laborrights.org/contact)

## IndustriALL

IndustriALL is a global union that represents 50 million workers in 140 countries across mining, energy and manufacturing sectors, including garments and electronics manufacturing. The union is an amalgamation of the International Metalworkers' Federation (IMF), International Federation of Chemical, Energy, Mine and General Workers' Unions (ICEM) and International Textiles Garment and Leather Workers' Federation (ITGLWF). In addition to providing advocacy and organisational support to its members, IndustriALL campaigns on sector-specific and thematic issues such as security at work and the living wage.

[www.industrialall-union.org/](http://www.industrialall-union.org/)

## IUF

The International Union of Food, Agricultural, Hotel, Restaurant, Catering, Tobacco and Allied Workers' Associations (IUF) is an international federation of trade unions representing workers employed in a number of sectors including food processing and manufacturing sectors. The IUF supports organizing within multi-national corporations and engages in global campaigns to defend trade union rights. It also monitors a number of global food brands such as Coca-Cola, Danone, Nestlé and Kraft.

[cms.iuf.org/](http://cms.iuf.org/)  
[iuf@iuf.org](mailto:iuf@iuf.org)

## Labour Behind the Label

Labour Behind the Label is a United Kingdom based campaign that supports garment workers in their efforts to improve working conditions. It works to raise public awareness around labour rights and to pressure companies to respect workers rights throughout their supply chains. It also supports workers in campaigns that involve convincing UK brands to respect workers' rights.

[www.labourbehindthelabel.org](http://www.labourbehindthelabel.org)  
[sam@labourbehindthelabel.org](mailto:sam@labourbehindthelabel.org)

## Labour Start

Labour Start is an online news service serving the international trade union movement. The site may be able to assist in publicising your campaign to an international network of trade unionists. They also run an online campaign letter writing service directly targeting employers and governments that may help increase pressure on global brands.

[www.labourstart.org/](http://www.labourstart.org/)  
[ericlee@labourstart.org](mailto:ericlee@labourstart.org)

## Make IT Fair

Make IT Fair is a European project that focuses on the electronics industry. It works to hold big brands to account for the labour abuses that occur in their supply chains. It does this by researching and publicising violations, raising the awareness of consumers and running public campaigns. It is involved in a campaign targeting Apple. It has also been involved in drawing attention to the activities of other brands including Samsung, Microsoft and Nintendo.

[www.makeitfair.org](http://www.makeitfair.org)  
[info@makeitfair.org](mailto:info@makeitfair.org)

## Maquila Solidarity Network

The Maquila Solidarity Network (MSN) is a labour and women's rights organisation that provides advocacy support to workers in global supply chains, with a particular focus on garment and manufacturing sectors. It aims to strengthen the capacity of civil society organisations to achieve decent employment, improved wages and working conditions. MSN's activities include facilitating dialogue between worker organisations and global brands, providing campaign support and capacity building initiatives. It has a regional focus on the Americas (particularly Mexico and Latin America) but also supports a number of campaigns throughout Asia.

[en.maquilasolidarity.org/contact](http://en.maquilasolidarity.org/contact)



## OECD Watch

OECD Watch is a network that serves to strengthen cooperation between civil society organisations worldwide, build capacity and promote a corporate accountability framework in the interest of sustainability and poverty eradication. It may be able to assist those who are considering using the OECD Guidelines for Multinational Enterprises complaints process as part of their effort to address a workplace violation.

[www.oecdwatch.org](http://www.oecdwatch.org)  
[info@oecdwatch.org](mailto:info@oecdwatch.org)

## Protection International

Protection International (PI) is a Brussels-based international NGO that provides security strategies and tools for the protection of human rights defenders. PI has Protection Desks (in partnership with local partner organisations, or Regional Offices) in several countries in Asia, Latin America and sub-Saharan Africa. PI staff have over 25 years of experience in the field, working on risk analysis and security planning with human rights defenders under threat.

PI's research unit has released several publications, including the New Protection Manual for Human Rights Defenders. This manual aims to provide human rights defenders with knowledge and skills that will improve understanding of security and protection. The manual focuses on assisting campaigners to assess and manage risks linked to their activities as defenders.

The manual is available for download at:

[www.protectionline.org/New-Protection-Manual-for-Human](http://www.protectionline.org/New-Protection-Manual-for-Human)

## Solidarity Centre (ACILS)

The Solidarity Centre (in full, the American Center for International Labor Solidarity, or ACILS), provides assistance to workers in many parts of the world who are trying to build democratic and independent trade unions. Solidarity Centre works with unions and community groups worldwide to promote democracy and respect for worker rights in global trade, investment and development policies. They also provide a wide range of education, training, research and legal support assistance programs.

[www.solidaritycenter.org](http://www.solidaritycenter.org)  
[www.solidaritycenter.org/content.asp?contentid=423](http://www.solidaritycenter.org/content.asp?contentid=423)  
(Solidarity Centre in Asia)  
[information@solidaritycenter.org](mailto:information@solidaritycenter.org)

## United Students Against Sweatshops (USAS)

United Students Against Sweatshops (USAS) is a labour rights advocacy organisation that is run by students and young people. USAS has an emphasis on building solidarity in the global struggle against exploitative working conditions. With large grassroots networks amongst student and youth organisations throughout

America, USAS has very strong capacity to mobilize citizens and lobby for change. It supports campaigns aimed at multinational companies including clothing brands and large retailers such as Wal-Mart.

[usas.org/](http://usas.org/)  
[staff@usas.org](mailto:staff@usas.org)

## REGIONAL ORGANISATIONS

### EAST AND SOUTH-EAST ASIA

#### Asia Monitor Research Centre

The Asia Monitor Research Centre is a Hong Kong-based, independent non-government organisation that focuses on Asian labour concerns. It supports trade unions and pro-labour groups by providing research, information, training and advocacy and campaign assistance.

[www.amrc.org.hk](http://www.amrc.org.hk)  
[www.amrc.org.hk/contact/1](http://www.amrc.org.hk/contact/1)

#### Asian Human Rights Commission

The Asian Human Rights Commission aims to promote increased awareness of and access to human rights throughout Asia. The AHRC monitors, investigates and reports on a wide range of human rights issues, including labour rights. Using its urgent appeal system, the AHRC mobilises the international community on Asian human rights issues and give a voice to victims of human rights violations.

[www.humanrights.asia/](http://www.humanrights.asia/)  
[www.humanrights.asia/contact-us](http://www.humanrights.asia/contact-us)

#### Asian Transnational Corporations Monitoring Network (ATNC)

The Asian Transnational Corporations Monitoring Network (ATNC) is a regional network of unions, NGOs and organisations in Asia engaged in the monitoring Asian TNCs. They engage with workers, campaigners, unionists, and researchers in various fields and countries. They also run a range of empowerment programs including training on using media, conducting company research, grassroots organising, international networking and web-based campaign skills.

[atnc.asia/wp/](http://atnc.asia/wp/)  
[atnc.asia/wp/contact-us/](http://atnc.asia/wp/contact-us/)

### CAMBODIA

#### CLEC - Cambodian Legal Education Center

Cambodian Legal Education Center (CLEC) is a community legal aid association that provides legal resources as well as advocacy support. Among other issues, it has a strong focus on labour rights and has supported the establishment of a People's Tribunal on Minimum Living Wage and Decent Working Conditions and the Asian Floor Wage campaign.

[www.clec.org.kh/](http://www.clec.org.kh/)  
[admin@clec.org.kh](mailto:admin@clec.org.kh)

## Workers Information Centre

Workers Information Centre (WIC) is a Phnom Penh-based organisation that supports women garment workers to gain the skills and confidence they require to negotiate for improved working conditions. WIC takes a grass-roots approach and ensuring its resources are easily accessible to workers is a key focus. WIC programs include education, organisational capacity providing knowledge and finding innovative ways to create increased space for women workers to organize.

[www.unitedsisterhood.com/alliance/workers-information-center/](http://www.unitedsisterhood.com/alliance/workers-information-center/)

## HONG KONG

### SACOM - Students and Scholars against Corporate Misbehaviour

Students and Scholars against Corporate Misbehaviour (SACOM) is a monitoring and advocacy organisation with a focus on corporate misconduct by large corporations, particularly in relation to workers' rights. In addition to providing campaign and advocacy support, SACOM partners with local NGOs to provide in-factory training to workers in South China.

[sacom.hk/](http://sacom.hk/)  
[sacom@sacom.hk](mailto:sacom@sacom.hk)

## INDONESIA

### Akatiga

Akatiga (the Centre for Social Analysis) conducts research on labour issues in Indonesia, including freedom of association, wages, outsourcing and job security.

[www.akatiga.org/](http://www.akatiga.org/)

### Institute of Legal Aid Jakarta

The Legal Aid Institute (LBH) in Jakarta provides pro bono (free) legal assistance to disadvantaged and marginalized individuals and communities. They have a major focus on labour rights (particularly in the manufacturing sector) and workers make up about one third of their clients. They also have offices in Bogor, Depok, Tangerang-Banten and Bekasi-Karawang.

[www.bantuanhukum.or.id/](http://www.bantuanhukum.or.id/)

### Sedane Institute for Labour Research (LIPS)

The Sedane Institute for Labour Research provides information and research to help strengthen workers' rights in Indonesia.

[lips@lips.or.id](mailto:lips@lips.or.id)

## PHILIPPINES

### EILER

Based in Quezon City, Philippines, the Ecumenical Institute for Labor Education and Research (EILER)

provides educational programs, resources and advocacy support for a range of independent trade unions and networks. EILER has particular expertise conducting research on industries dominated by multi-national corporations in the Philippines and has supported a number of campaigns to promote labour rights around issues such as outsourcing, informalisation and decent wages.

[www.eiler.ph/](http://www.eiler.ph/)

### Labour Education and Research Network (LEARN)

The Labor Education and Research Network (LEARN) is a non-government organisation situated in Quezon City. LEARN provides educational programs, research, campaign solidarity and networking for workers involved in both formal and informal labour. It has a strong focus on women workers' rights and gender equity.

[www.learn.org.ph](http://www.learn.org.ph)  
[infomail@learn.org.ph](mailto:infomail@learn.org.ph)

## THAILAND

Thai Labour Campaign is a non-governmental organisation dedicated to promoting and increasing awareness of workers' rights in Thailand. The Thai Labour Campaign monitors labour conditions in sectors including garments, electronics and food production. It also provides advocacy support to specific workplace labour rights campaigns.

[thailabour.org/](http://thailabour.org/)

## TOOLS FOR RESEARCHING COMPANIES

### Business and Human Rights Documentation Project

[www.bhrd.org/fe/tools.php](http://www.bhrd.org/fe/tools.php)

### Business and Human Rights resource centre

[www.business-humanrights.org/Home](http://www.business-humanrights.org/Home)

### Corporate Research Project: How to do corporate research

[www.corp-research.org/howto](http://www.corp-research.org/howto)

### Corporate Watch company profiles

[www.corporatewatch.org.uk/?lid=402](http://www.corporatewatch.org.uk/?lid=402)

### CorpWatch Hands-On Corporate Research Guide

[www.corpwatch.org/article.php?id=945](http://www.corpwatch.org/article.php?id=945)

### Crocodyl collaborative research on corporations

[www.crocodyl.org/](http://www.crocodyl.org/)

### Handbook for Value Chain Research

[www.inti.gob.ar/cadenasdevalor/manualparainvestigacion.pdf](http://www.inti.gob.ar/cadenasdevalor/manualparainvestigacion.pdf)

## Manual for Value Chain Research for Homeworkers in the Garment Industry

[www.globalvaluechains.org/docs/wiegomanualendnov01.pdf](http://www.globalvaluechains.org/docs/wiegomanualendnov01.pdf)

## Manual for Value Chain Research for Homeworkers in the Garment Industry

[www.globalvaluechains.org/docs/wiegomanualendnov01.pdf](http://www.globalvaluechains.org/docs/wiegomanualendnov01.pdf)

## Social Funds corporate research centre

[www.socialfunds.com/csr/index.cgi](http://www.socialfunds.com/csr/index.cgi)

## SOMO centre for research on multinational corporations

[somo.nl/dossiers-en/companies](http://somo.nl/dossiers-en/companies)

## Women Working Worldwide: Action Research on Garment Industry Supply Chains

[www.women-ww.org/documents/www\\_action\\_research.pdf](http://www.women-ww.org/documents/www_action_research.pdf)

## COMPANY CODES OF CONDUCT

The below list includes the codes of conduct of a number of companies who have large global manufacturing supply chains. Note that not all companies have adopted a code of conduct for their suppliers.

### GARMENT AND FOOTWEAR SECTOR

#### Nike

Code of Conduct: [nikeinc.com/pages/compliance](http://nikeinc.com/pages/compliance)

Complaint address: [nikeresponsibility@nike.com](mailto:nikeresponsibility@nike.com)

#### Puma

Code of Conduct: [safe.puma.com/us/en/wp-content/uploads/CoC\\_English\\_Finalx.pdf](http://safe.puma.com/us/en/wp-content/uploads/CoC_English_Finalx.pdf)

Complaint address: [sustain@puma.com](mailto:sustain@puma.com)

#### adidas

Code of Conduct: [www.adidas-group.com/en/sustainability/assets/Guidelines/Employment\\_Guidelines\\_Feb\\_2010.pdf](http://www.adidas-group.com/en/sustainability/assets/Guidelines/Employment_Guidelines_Feb_2010.pdf)

Complaint address: [sustainability@adidas-Group.com](mailto:sustainability@adidas-Group.com)

#### Pacific Brands

Code of Conduct: <http://www.actilcommercial.com.au/Files/Suppliers--ManufacturersCOC.pdf>

#### GAP Inc.

Code of Conduct: [http://www.gapinc.com/content/dam/csr/documents/COVC\\_070909.pdf](http://www.gapinc.com/content/dam/csr/documents/COVC_070909.pdf)

### FOOD AND OTHER CONSUMABLES

#### Johnson & Johnson

Supplier Responsibility Standards: [www.jnj.com/wps/wcm/connect/ca99290049ac5ef49354d725d3c0ae71/JJ+Supplier+Responsibility+Standards.pdf?MOD=AJPERES](http://www.jnj.com/wps/wcm/connect/ca99290049ac5ef49354d725d3c0ae71/JJ+Supplier+Responsibility+Standards.pdf?MOD=AJPERES)

#### Unilever

Code of business principles: [www.unilever.com/images/Code-of-Business-Principles\\_tcm13-274232.pdf](http://www.unilever.com/images/Code-of-Business-Principles_tcm13-274232.pdf)

#### Nestle

Code of Conduct: [www.nestle.com/Common/NestleDocuments/Documents/Library/Documents/Suppliers/Supplier-Code-English.pdf](http://www.nestle.com/Common/NestleDocuments/Documents/Library/Documents/Suppliers/Supplier-Code-English.pdf) (Section 3 & 4)

#### Coca Cola

Code of Conduct: [www.thecoca-colacompany.com/ourcompany/business\\_conduct.html](http://www.thecoca-colacompany.com/ourcompany/business_conduct.html)

### ELECTRONICS

#### Apple

Code of Conduct: [images.apple.com/supplierresponsibility/pdf/Apple\\_Supplier\\_Code\\_of\\_Conduct.pdf](http://images.apple.com/supplierresponsibility/pdf/Apple_Supplier_Code_of_Conduct.pdf)

#### Hewlett-Packard

Code of Conduct for Suppliers: [www.hp.com/hpinfo/globalcitizenship/environment/pdf/supcode.pdf](http://www.hp.com/hpinfo/globalcitizenship/environment/pdf/supcode.pdf)

#### IBM

Code of Conduct: [www-03.ibm.com/procurement/proWeb.nsf/objectdocswebview/fileibm+supplier+conduct+principles+-+guidelines/\\$file/scpg-v2.0.pdf](http://www-03.ibm.com/procurement/proWeb.nsf/objectdocswebview/fileibm+supplier+conduct+principles+-+guidelines/$file/scpg-v2.0.pdf)

#### Panasonic

Code of Conduct – employee relations: [panasonic.net/corporate/philosophy/code/17.html](http://panasonic.net/corporate/philosophy/code/17.html)

#### Samsung

Supplier Code of Conduct: [www.samsung.com/us/aboutsamsung/corpcitizenship/environmentsocialreport/environmentsocialreport\\_EICC.html](http://www.samsung.com/us/aboutsamsung/corpcitizenship/environmentsocialreport/environmentsocialreport_EICC.html)

### RETAILERS

#### Wal-Mart

Code of Conduct: [www.walmartstores.com/AboutUs/279.aspx?sourceid=ethicalstandards&ref=http%3a%2f%2fwww.walmartstores.com%2fpressroom%2fnews%2f6665.aspx](http://www.walmartstores.com/AboutUs/279.aspx?sourceid=ethicalstandards&ref=http%3a%2f%2fwww.walmartstores.com%2fpressroom%2fnews%2f6665.aspx)

#### Carrefour

Social and Ethical Charter: [www.carrefour.com/docroot/groupe/C4com/Pieces\\_jointes/Autres/2011/CHARTESOCIALE\\_EN.pdf](http://www.carrefour.com/docroot/groupe/C4com/Pieces_jointes/Autres/2011/CHARTESOCIALE_EN.pdf)

# APPENDICES

## APPENDIX 1 – SAMPLE LETTER TO A MULTINATIONAL COMPANY

Rina Hadi  
Secretary  
XYZ Union  
c.smith@xyz.org.id

Paul Johnson  
Director, Corporate Social Responsibility  
GAB Inc.

16 June 2012

Dear Mr. Johnson,

I am writing on behalf of the XYZ Union to express our concern at labour rights violations that are occurring within your supply chain. Our union represents workers at PT Fashionista, a t-shirt manufacturer and major GAB Inc. supplier. Our members at this facility have reported ongoing rights violations including forced, underpaid overtime and discrimination against workers who have sought to exercise their right to freedom of association.

PT Fashionista is a major supplier to GAB Inc. GAB Inc.'s Code of Practice is posted in the facility and workers at the factory have reported attaching labels bearing your company's logo onto garments they manufacture. The online database Panjiva reveals that, in the last 12 months, the facility has made 14 shipments of goods to the GAB in the United States alone. Given this strong relationship, your company carries a responsibility to ensure that workers' fundamental rights at this facility are respected. Unfortunately, this is not currently the case.

### **Workers at PT Fashionista have reported the following violations occurring at the facility:**

- Workers are required to undertake compulsory overtime.

PT Fashionista workers are frequently required to work in excess of 60 hours per week. These hours are compulsory. When questioned about this by workers, facility management described this as "just part of the job". According to several workers, management said that if they couldn't handle the working hours they could seek employment elsewhere. This is in breach of your own company's Code of Conduct; the Fair Labor Association Code of Conduct, of which your company is a member; and Indonesian national law. Section VIII. of the FLA Code states that "the regular work week shall not exceed 48 hours". The Code states that all overtime work shall be consensual. GAB Inc.'s Code of Conduct echoes these requirements. Article 78 of the Indonesian Manpower Law requires that all hours above the normal work week (defined as 40 hours) shall be at the discretion of the worker.

- Overtime hours are frequently underpaid.

Pay slips for PT Fashionista workers, obtained by XYZ, show that workers are paid only standard rates for hours that exceed the 'normal' work week. This is in violation of FLA Code of Conduct, Section VIII, which requires that all overtime hours be paid at a premium rate. This practice is also in violation of Indonesian labour laws - Article 78 of the Indonesian Manpower Law requires the payment of overtime rates of pay.

- Workers seeking to exercise their right to join a union have faced discrimination and intimidation from factory management.

PT Fashionista workers report receiving threats of negative consequences if they were to join a union. Those who are union members have reported harassment and discrimination in the workplace.

**Incidents reported to XYZ have included:**

- Union members are frequently relocated to different sections of the factory, often on a daily basis. Management has provided no justification for this practice.
- Workers, employed on temporary contracts, were told by management that they would not be given permanent status if they were to join a union.

Management at PT Fashionista has not been willing to engage with workers and their unions to discuss these issues and remedy violations occurring at the factory. Our union has officially contacted PT Fashionista regarding these matters on two occasions, sending letters by registered post on 8 April, 2012 and again on 21 May, 2012. Factory management has not replied to either of these approaches, indicating they are unwilling to cooperate to resolve this dispute.

As such, we are calling on GAB Inc. to intervene to ensure that the rights of the workers who manufacture your products are respected. We call on GAB to engage with factory management, workers and their representatives to ensure that the following minimum standards are respected at PT Fashionista:

- Maximum normal working hours are set at 48 per week, as laid out in the FLA Code of Conduct.
- Any work in excess of normal hours is genuinely voluntary and capped at 60 hours per week.
- Workers' right to Freedom of Association is respected.
- Independent monitoring is undertaken to ensure ongoing compliance with agreed labour standards.

We note that under the terms set out in your own Code of Conduct, the Fair Labor Association Code and the United Nations Global Compact Framework, your company has a responsibility to remedy violations that are occurring within your supply chain. Merely withdrawing production from this facility will not be sufficient and, in fact, would further harm already vulnerable workers.

We expect meaningful action from GAB Inc. to ensure that the rights of those who manufacture your products are being respected. We expect you will take this issue as seriously as we do and understand the need for immediate action. As such we look forward to a response, outlining your plan to remedy these breaches, by 26 June, 2012.

With any questions or concerns regarding this matter, please email me directly: [r.hadi@xyz.org.id](mailto:r.hadi@xyz.org.id) or call my office: +62 4567 4567.

Yours sincerely,

**Rina Hadi**  
**Secretary**  
**XYZ Union**

## APPENDIX 2 – CASE CHRONOLOGY TEMPLATE

Documentation of alleged workplace labour rights violations at: \_\_\_\_\_

Report prepared by: \_\_\_\_\_ from (union/organisation): \_\_\_\_\_

Date:    /    /

### 1. COMPANY DETAILS

Company name	
Company origin	
Director/Manager	
Email	
Website	
Phone number	
Products manufactured, brands	
Main buyers	
Origin of buyers	
Size of workforce	
Gender composition of workforce	
Number of unions in workplace	
Company code of conduct	

### 2. COMPLAINANT DETAILS

Name of union/organisation (if relevant)	
Name of individual complainants/representatives/ of complainants	
Relationship to the company (employee of X years)/ workplace union	
Address	
Phone number	
Email	

### 3. SUMMARY OF VIOLATIONS

Type of violation	Evidence of violation	Relevant legal / code of conduct provision

### 4. CHRONOLOGY OF EVENTS

Date	Event	Evidence /eyewitnesses

### 5. SUMMARY OF STEPS TAKEN TO DATE TO RESOLVE THE ISSUES

Date	Steps taken	Outcome

**6. KEY DEMANDS (IN ORDER OF PRIORITY)**

1.

2.

3.

4.

**7. NEXT STEPS /TYPES OF ASSISTANCE REQUIRED**

For more information contact:



# MEDIA RELEASE

For immediate release

## Workers denied rights and pay at major GAB supplier.

Workers making clothing for major sportswear brand GAB are being denied their basic rights, including overtime pay and the right to form a union.

XYZ Union director Rina Hadi said the 500 Indonesian workers had been forced to work more than 60 hours a week and denied their legal wage entitlements while producing GAB's iconic products.

*"These workers have also been prevented from banding together to protect their legal rights," Ms Hadi said. "Factory management has harassed and threatened union leaders and warned others against joining the union."*

Ms Hadi said the workers at the PT Fashionista factory in Jakarta were taking their campaign for workplace justice directly to the global sportswear giant.

*"Workers are calling on the company to step in and put an end to abuses at the factory," Ms Hadi said.*

*"GAB makes tens of millions of dollars selling the clothes these people make. Sports stars like Darren Handle get millions just for wearing them. All we are asking is that these workers get their fair share and have their basic rights respected."*

PT Fashionista has been supplying apparel to GAB for more than five years and has a history of labour rights abuses.

A 2007 investigation by the Ethical Labour Organisation found unsafe machinery and insufficient breaks for workers were to blame for a string of injuries at the factory.

For more information about the GAB/Fashionista workers' campaign contact Rina Hadi **+62 4567 4567** or email enquiries to [r.hadi@xyz.org.id](mailto:r.hadi@xyz.org.id)

## APPENDIX 4 — GLOSSARY

**Campaign:** a series of actions undertaken to achieve social or political change.

**Code of conduct:** a set of standards or rules that a company or organisation must abide by.

**Complaint mechanisms:** procedures that allow problems or complaints to be formally raised with a company or organisation.

**Corporate accountability:** the act of a company being accountable and responsible for the impact of its business operations on individuals, communities, other companies and the environment. This requires the company to ensure that local laws, human rights, social and environmental standards are upheld throughout its operations.

**Corporation:** the most common form of business entity, a corporation has a separate legal identity to the individual people who own or manage it, and possesses its own rights and responsibilities under the law.

**Internal grievance process:** procedures and processes which allow complaints or disputes to be raised and potentially resolved within a company or organisation.

**Multi-stakeholder initiative (MSI):** a forum that brings together partners with diverse interests, such as businesses, community groups, unions, government and civil society organisations, in order to negotiate and achieve common goals.

**Outsourcing:** The process of a business obtaining goods or services that were previously or traditionally sourced or produced by the business itself from a separate supplier (domestically or overseas).

**Outworkers:** workers who hold explicit or implicit contracts under which they agree to work or to supply a certain quantity of goods or services to a particular enterprise, but whose place of work is not within any of the official sites which make up that enterprise.

**Socially responsible investment indices:** A listing which seeks to rank businesses in order of their performance across a variety of indicators such as profitability, sustainability, human rights and community investment. Such indices are sometimes used to guide the decisions of individual investors or investment bodies.

**Supply chain:** the series of centers of activity involved in creating a product or service for consumption. This may include natural resource extraction, the manufacturing of all product components, transportation, assembling, product design and marketing.



[WWW.OXFAM.ORG](http://WWW.OXFAM.ORG)



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