



Global Compact
Network
Switzerland & Liechtenstein



Schweizerische Eidgenossenschaft
Confédération suisse
Confederazione Svizzera
Confederaziun svizra

Swiss Confederation

Federal Department of Economic Affairs,
Education and Research EAER
State Secretariat for Economic Affairs SECO

WEBINAR | JUNE 22, 2023 | 13:30

Webinar Series: Part 4

**Establish effective grievance
mechanisms, remediate
impacts and communicate**

WEBINAR SERIES
CHILD LABOUR DUE DILIGENCE

The Ten Principles of the UN Global Compact

Corporate sustainability starts with a company's value system. By incorporating the Ten Principles into strategies, policies and procedures, and establishing a culture of integrity, companies are not only upholding their basic responsibilities to people and planet, but also setting the stage for long-term success.

Companies operate responsibly



HUMAN RIGHTS

1. Businesses should support and respect the protection of internationally proclaimed human rights; and
2. make sure that they are not complicit in human rights abuses.



LABOUR

3. Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;
4. the elimination of all forms of forced and compulsory labour;
5. the effective abolition of child labour; and
6. the elimination of discrimination in respect of employment and occupation.



ENVIRONMENT

7. Businesses should support a precautionary approach to environmental challenges;
8. undertake initiatives to promote greater environmental responsibility; and
9. encourage the development and diffusion of environmentally friendly technologies.



ANTI-CORRUPTION

10. Businesses should work against corruption in all its forms, including extortion and bribery.

Companies contribute to progress

SUSTAINABLE DEVELOPMENT GOALS



Let's make Global Goals Local Business



Global Compact
Network
Switzerland & Liechtenstein

4-part webinar series



Understanding child labour risks and impacts in companies value chains



Develop a policy commitment & identify child labour risks and impacts



Take action to cease, prevent or mitigate child labour risks and impacts



Establish effective grievance mechanisms, remediate impacts & communicate

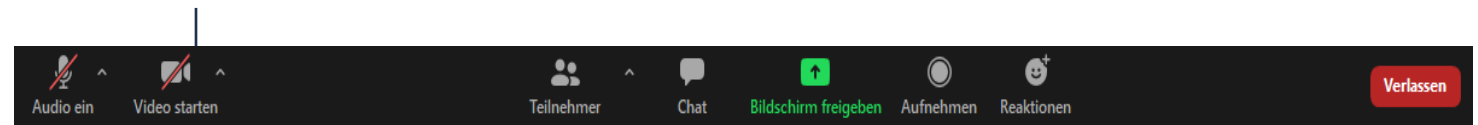
Agenda

- **ILO/IOE child labour guidance tool - Establish effective grievance mechanisms, remediate impacts and communicate**
Regula Meng & Dominic Rietmann, senior consultants, focusright
- **Company case study - Sucafina**
Catherine Rehbinder, Corporate Social Responsibility Manager, Sucafina
- **Setting up a functioning grievance mechanism**
Sandra Groth, Sustainable Supply Chains Manager, Save the Children Switzerland
- **Remedy in cases of child labour**
Ines Kaempfer, CEO & Winnie Ding, Director of Global CLR, The Centre for Child Rights and Business
- **Wrap-up and Closing remarks**
Alice Harbach-Forel, Head of Programmes, UN Global Compact Network Switzerland & Liechtenstein
Myriam Ait Yahia, Advisor, State Secretariat for Economic Affairs (SECO)

Webinar: Housekeeping

- The session is recorded.
- Slides & recording will be made available by the UN Global Compact Network Switzerland & Liechtenstein after the webinar.
- Please write your questions in the chat.

*Activate the video before
you make an intervention.*



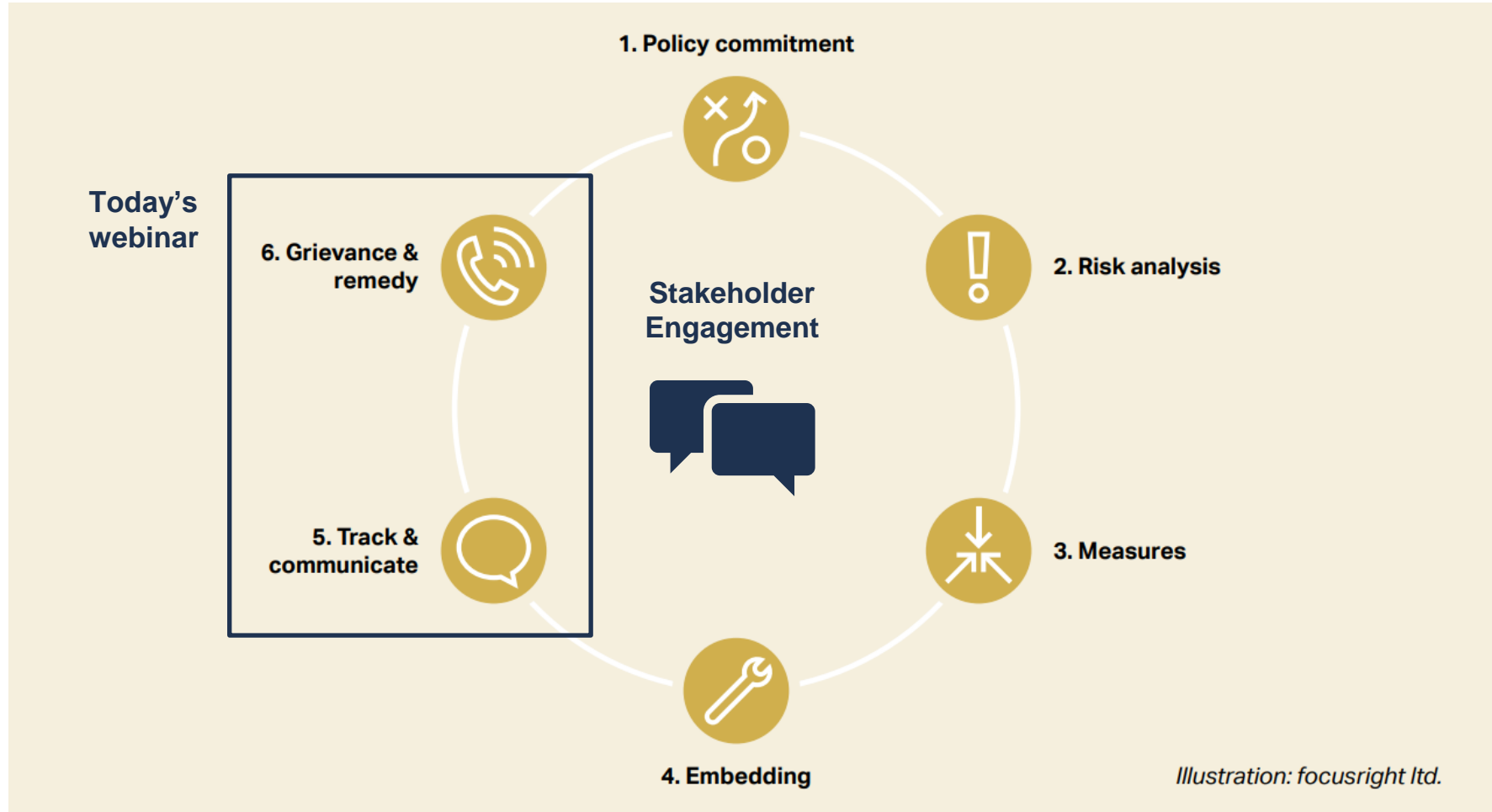
↑
*Make sure you are muted during the
webinar. Unmute yourself if you wish
to speak.*

↑
*Use the chat function to
type in your questions or
make a comment.*

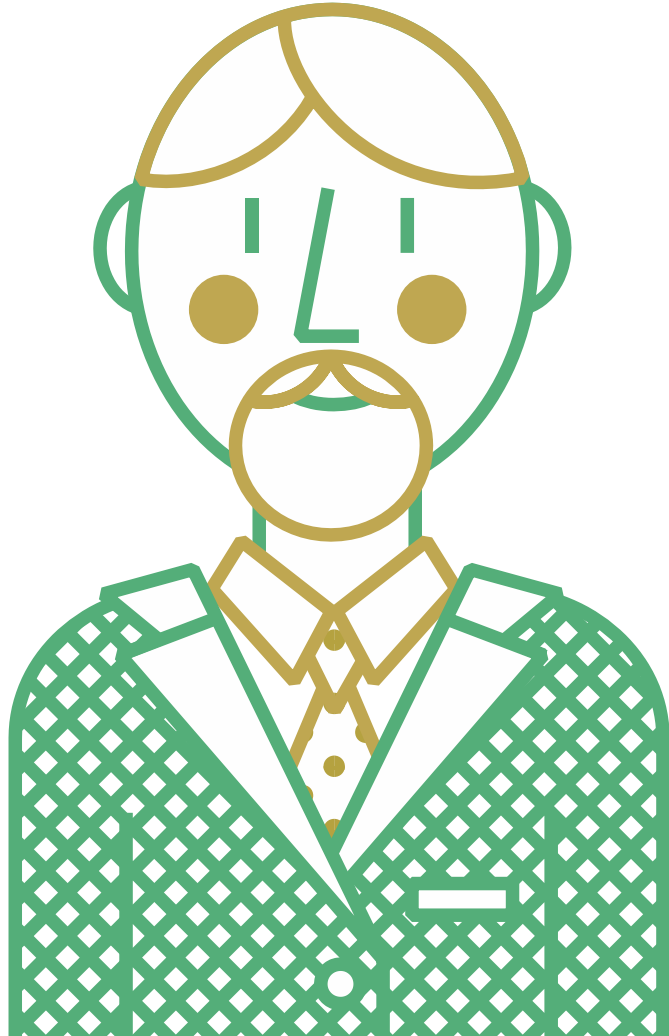
ILO/IOE Child Labour Guidance tool – establish grievance mechanisms, remediate impacts and communicate

Regula Meng & Dominic Rietmann | focusright

A child labour perspective on the 6 core elements of human rights due diligence (HRDD)



Input Swiss Retail Ltd.*



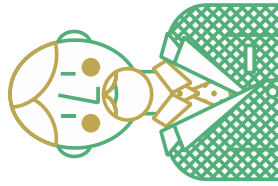
Company profile

Name of the company:	Swiss Retail Ltd.*
No. of employees in CH:	8'500
No. of employees outside CH:	480
Sector:	Retail
Location Headquarters:	Switzerland

Company description

- Sales of food, personal care, textiles and electronics – with a total of approx. 12'000 products
- Sales of own brands and international brands
- Own brands (textiles and food): production in own factories in Switzerland and Germany as well as in factories of suppliers (e.g. textiles, mainly in Bangladesh, Pakistan, China)

*fictive company example

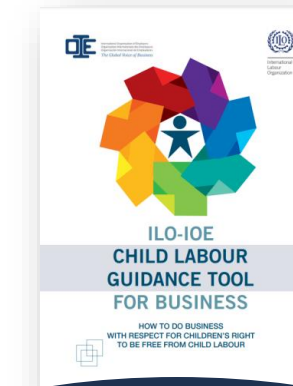


1. Communicate performance on child labour (1/3)

= UN Guiding Principle No. 21

What is expected of companies?

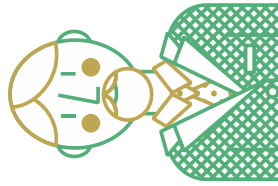
- communicate about company efforts to prevent and mitigate child labour, in particular when concerns are raised by or about potentially affected stakeholders
- report formally on their efforts in case of potential involvement in severe child labour impacts



Detailed requirements in section C.5 of the Guide

Requirements & recommendations

- Chose a **form and frequency** that reflect the child labour impacts
- Verify that the **information is accessible** to the intended audiences
- Provide information that is **sufficient** to enable stakeholders to **evaluate the adequacy** of your responses
- Consider any **risks to affected stakeholders** (children, families) that could result from your communication



1. Communicate performance on child labour (2/3)

Challenges and pitfalls

- **Do** focus on how you address the **salient child labour risks / impacts** that are connected to the company's operations and value chain
- **Don't** focus on voluntary **social investments / philanthropic programmes** that are disconnected from issues in which company is involved

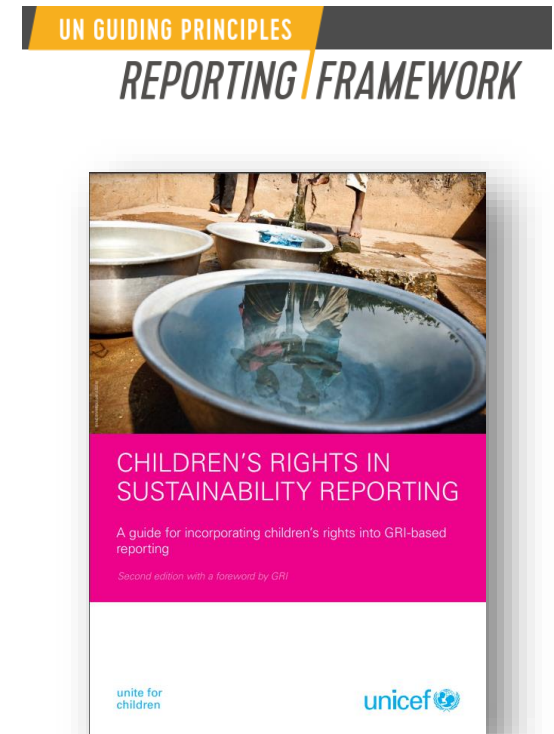
Examples of meaningful information

Findings from **research on the prevalence & nature** of child labour in your industry / value chain / operating contexts

Details about child labour impacts arising in **audit findings**

Information to **evaluate year-to-year performance** on the issue, incl. the effect on root causes of child labour

Summary of **third party assessments of the effectiveness** of the company's measures



1. Communicate performance on child labour (3/3)

Nestlé Cocoa Plan: Tackling Child Labour Report 2019

Identifying children at risk

The causes of child labor are unique to each child, which makes it a challenging issue to address. While every case must be considered individually, there are some **root causes and indicators** that can be examined collectively.

→ Identification of **root causes** of child labour

Nestlé Cocoa Plan Progress Report 2020

Practice example: on formal communication on severe child labour risks in a prioritised business area / value chain (agricultural production of cocoa)

Activity KPIs	Country	2018	2019	2020
Number of co-op/farmer groups in Child Labor Monitoring and Remediation System (CLMRS)	Côte d'Ivoire	89	87	83
Number of farmers in CLMRS co-op	Côte d'Ivoire	67,074	73,248	79,021
Cumulative total of schools built or refurbished	Côte d'Ivoire	45	49	53
Cumulative total of bridge classes run	Côte d'Ivoire	55	98	131

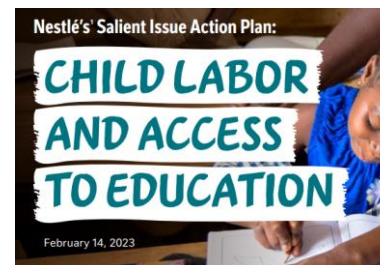
→ Case study about «building schools» explicitly relating to root causes of child labour in own value chain / operating context

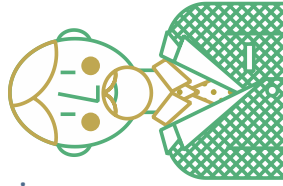
«In 2016, Nestlé built a new school building for Didoko 4. (...) Child labor rates are lower in communities where a primary school is present.»

Definition of KPIs

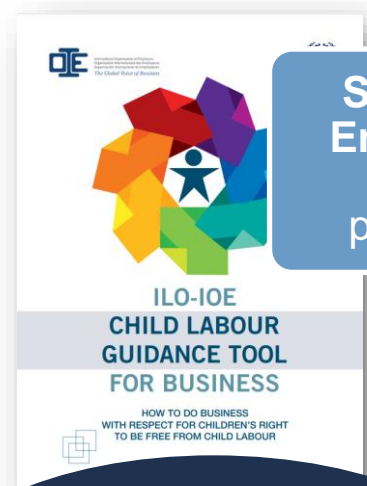
Evolution of performance 2018-2020

Company as a whole: Nestlé Salient Issue Action Plan 2023





2. Stakeholder engagement



Stakeholder Engagement: risk-based prioritisation

Potentially affected people

Direct engagement with children

→ **Take care:** consider children's special vulnerability and follow expert guidance

Vulnerable and marginalised groups

→ **Consider** e.g. indigenous peoples, ethnic minorities, people of certain religious groups, descent or caste, migrant workers etc.

Engagement with local / expert stakeholders

→ Can serve as «**credible proxies**» for children's experiences and perspectives

Other stakeholders

Local and national governmental actors

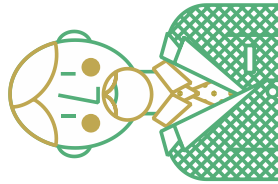
Trade Unions

Civil Society Organizations

International Organizations

Sources of information and partners for collaborative action

Detailed requirements in section C.6 of the Guide



3. Remedy and grievance mechanisms

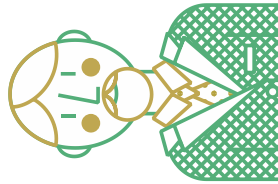
= UN Guiding Principles No. 22, 29, 31

What is expected of companies?

- Establish or participate in **operational-level grievance mechanisms** to help identify and address child labour
- Ensure the operational-level grievance **mechanisms are effective** (→ effectiveness criteria in UNGP No. 31)
- Understand, rely on and support **existing grievance mechanisms / remediation processes at State level**
- When a company has **caused or contributed to** a child labour impact, it has a responsibility to provide for or cooperate in processes for **providing remedy**



Detailed requirements in section C.7 of the Guide



3. Remedy and grievance mechanisms – collaborative approaches

Role of business partners

- The party **closest to the impact** may be best placed to take the lead in providing remedy
- **Participate** in remedy to the extent of your contribution
- **Encourage / require business partners** to provide remedy by providing support or incentives

More information:



Role of collaborative initiatives at sector level



Fair Wear Complaints procedure

Updated in 2018



The amfori External Grievance Mechanism

The Minerals Grievance Platform

An online cross-industry platform designed to screen and address grievances linked to minerals supply chains

[PUBLIC SUBMISSION FORM](#)

[LOG IN](#)

THANK YOU!

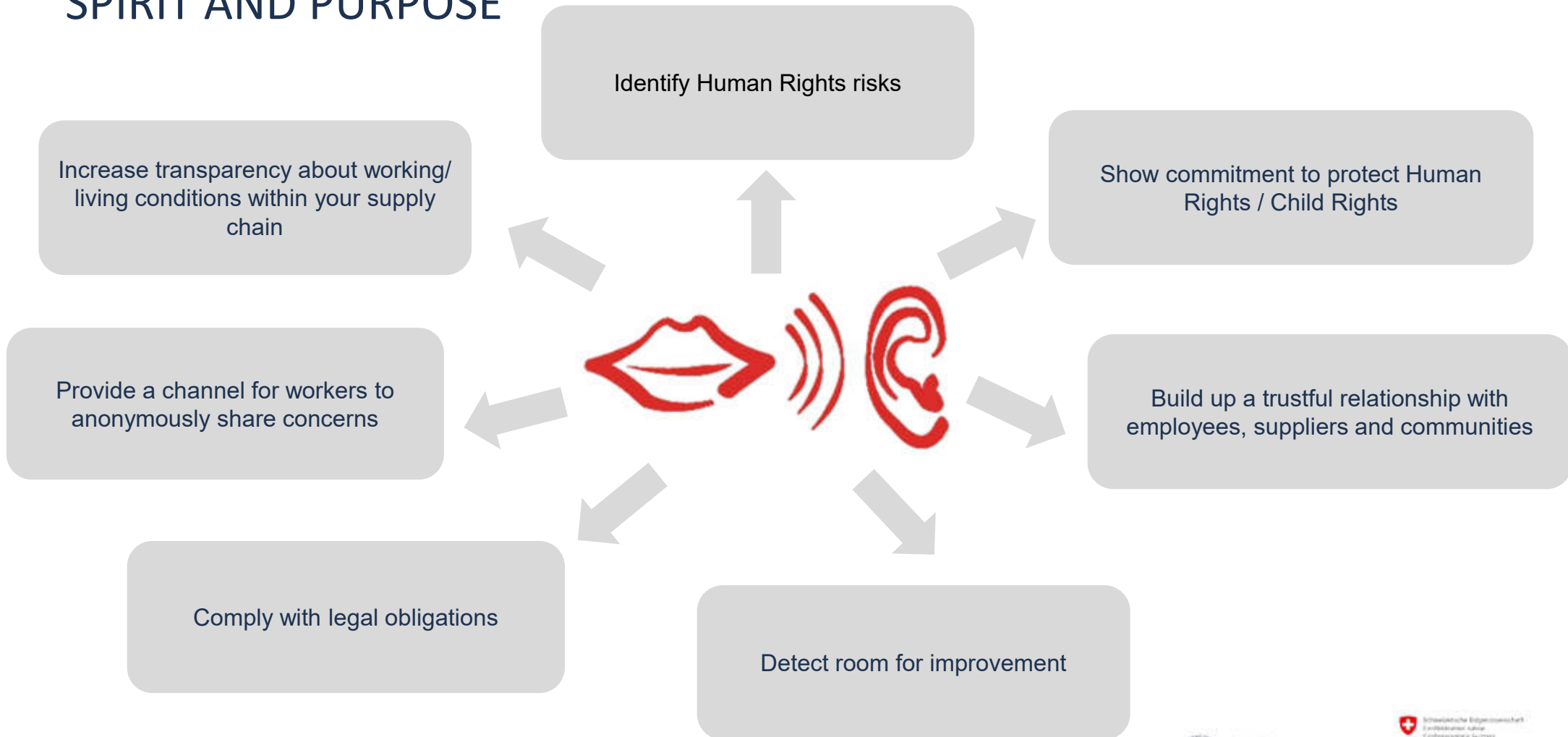
regula.meng@focusright.ch

dominic.riettmann@focusright.ch

How to set up a functioning grievance mechanism?

Sandra Groth | Save the Children Switzerland
Sandra.Groth@savethechildren.ch

SPIRIT AND PURPOSE



SUCCESS CRITERIA

Accessibility

- Consultation with rightsholders around the design of mechanisms and channels
- Sharing information about the mechanism

Anonymity and confidentiality

- Safety of complainant

Speed of response

- 24h response in urgent matters
- Frequency of reception control

Management

- Recording feedback
- Assigning responsibility
- Staff training
- Use of technology

Feedback

- Closing the loop



TARGET GROUP: CHILDREN

Often grievance mechanism are designed without enough consideration of the local context and what would work in that country or area for children;

- Children and young people are **not adequately informed** about the existence of feedback channels or how to access them;
- Feedback channels are **not available in locations, where children and young people live** or access services;
- Feedback channels are not inclusive for children and young people with **low literacy levels** or disabilities;
- Children and young people **think their feedback will not be treated confidentially**, and that this might place them or their families at risk;
- Children and young people **think that they will not be believed** or assisted by those receiving their feedback.



INSTRUMENTS



Feedback/ Complaint Box

- Anonymous feedback and concerns with no costs
- Dependent on people's ability to read and write
- Does not allow to ask follow-up questions
- Urgent concerns may be not responded to in time

«Community Facilitator»

- Collecting and sharing feedback
- Supporting remediation
- Resource intensive

Feedback Survey/ Interview/ Worker Voice Tools

- Survey/ Platform that collects data on people's satisfaction with working conditions
- Encourages people to share their opinions
- Not always designed to be child-friendly
- People must wait to be asked



Hotline

- Phone number that can be called (within working hours)
- Allows for two-way communication
- Dependent on access to a phone
- Challenge of various languages



Social Media

- Collection of feedback and sharing of information
- Widely used in many countries on a daily basis
- Especially popular among youth
- Allows to close the feedback loop on a community-level

“CLOSING THE LOOP”

Children and adults who share grievances **have a right to know how the information has been used** and what effect it has had:

- It **builds trust and encourages acceptance** within the communities.
- If a complaint was provided anonymous, **community-level closing of the loop** ensures that people in a similar situation are still made aware of how feedback has been addressed.
- Plan **how you will handle feedback about things that are outside of your control**, including mapping out referral pathways, local support services and local reporting procedures.
- Even if you cannot address the grievance, **it is import to close the loop by explaining why you cannot do what the person has requested** but that you have listened to their feedback.



Thank you!

How to Remedy Child Labour

Ines Kaempfer and Winnie Ding | The Centre for Child Rights and Business

CHILD LABOUR CASES REPORTED TO THE CENTRE

Child Labour Trends. Updated
End of April 2023



Number of cases reported

Total 846



Age of child labourers

Average 15.3



Prevalence per industry

Garment 506



Gender

Girl 71.0%



Number of cases by country

Myanmar 302



Percentage of cases per work position

Helper 32.4%



How children were introduced

Relative 43.9%



Use of fake IDs

Yes 47.9%



Incidences of cases per tier

1st Tier - inDirect
55.7%



How the cases were identified

Audit 51.9%



Audit type

Internal Audit 84.2%



Audit approach

Unannounced audit
56.4%

DUE DILIGENCE PRINCIPLES FOR CHILD LABOUR REMEDIATION

The Rights of The Child

The rights of the child are always prioritised over commercial or other interests.

Key Elements of Child Labour Remediation Management

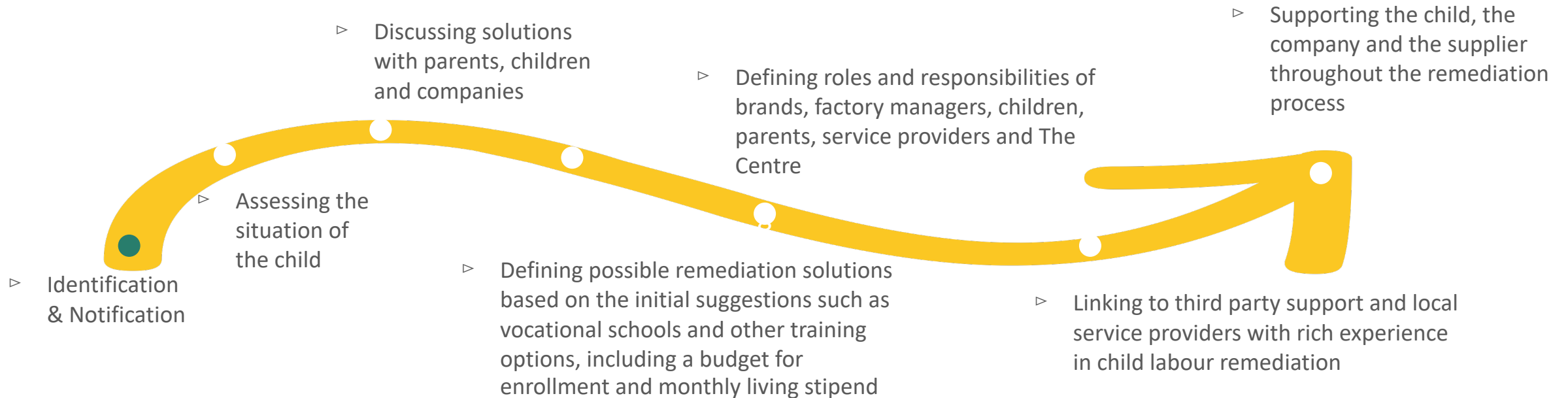
- 1 • Remediation responds to the needs of the child.
- 2 • Remediation responds to the scale and severity of each case.
- 3 • Child labour cases are remediated with the professional support from independent child rights experts.
- 4 • Access to adequate remedy is provided to ensure appropriate support for each case.

CHILDREN WHO ARE EXPOSED TO HARM HAVE THE RIGHT TO REMEDY

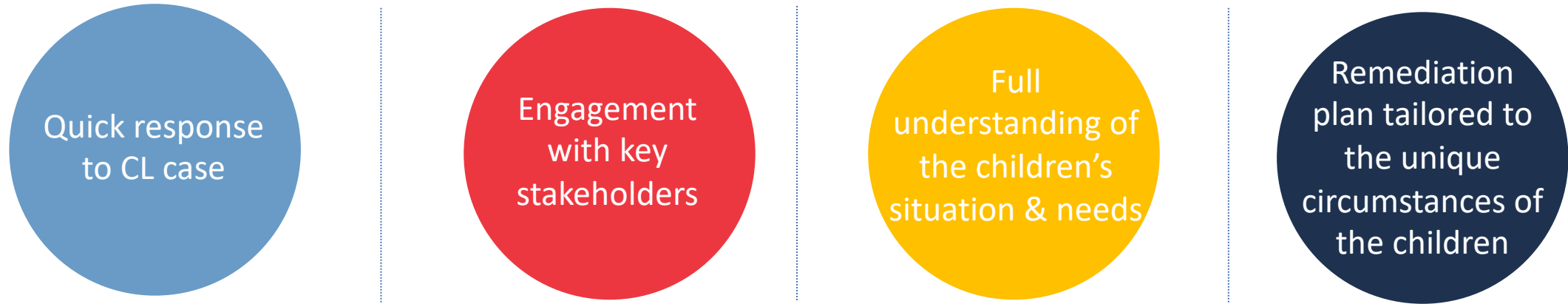
Just as child labour cases are different, the solutions are different.

The Centre's Child Labour Rapid Response Service are being used by +30 international brands to support their remediation efforts with the best interest of the child in focus.

The rapid response service involves:



KEY SUCCESS FACTORS IN CHILD LABOUR REMEDIATION



Severity level	Possible remediation plan
Minor	Light remediation plan (shorter term, light intervention.
Medium	Longer term implementation mostly on group or community level
Severe	Longer term implementation both on individual and on group or community level



CHILD LABOUR IN RATTAN PRODUCTION

STEP 1: ONSITE ASSESSMENT WITH KEY STAKEHOLDERS

Family visit to CLs



The Centre and Child Rights Focal Points

School visit for enrollment



Meeting with the village leader

STEP 2: REMEDIATION PLAN

Individual remediation



1. Psychological support: counselling with psychologist (onsite & online)



2. Vocational training: makeup



3. Financial support

- Living stipends
- Counselling fee
- Tuition fees
- Training kit
- Transportation, phone credit and internet quota



4. Ongoing support by child rights focal point and The Centre

Group remediation



1. Financial support

- Living stipends
- Training/consultation fees
- Material cost
- Other fees, for delivery, electricity etc.



2. Income generating activity (set up a fish farm)



3. Ongoing support by child rights focal point and The Centre

STEP 3: MONITOR PROGRESS

Signing consent letter to join the remediation programme



The girl was taking makeup training



Setting up the fish pond for group remediation



Children in fish farming training from a local expert





CHILD LABOUR IN A GARMENT FACTORY

DEVELOPMENT OF REMEDIATION PLAN

Family visit



Talk with the concerned child



Visit to vocational school



Among 10 underage workers (below 15) and 37 young workers (below 18):

- 16 showed strong interest to continue schooling and were supported with individual remediation plan
- The rest 21 young workers chose to continue working in the factory and were supported with youth care programme.

REMEDIATION PLANS FOR VARIOUS STAKEHOLDERS

After assessments of child labour cases, which included family visits, interview with factory mgt team and workers, document review, and onsite walk through, the remediation plan was developed and initiated within one month:

For underage children



1. Financial support for underage CLs
 - Living stipends
 - Tuition fees
 - Transportation
 - School uniforms & stationary



2. School research and enrollment for underage CLs



3. Reenrollment after reaching minimum working age



4. Ongoing support by The Centre

For young workers



1. Health check for YWs in hazardous working conditions



2. YW trainings (inc. occupational health & safety and soft skills) to young workers



3. Work reallocation to non-hazardous work to all YWs who decided to keep working there

For factory



1. Child labour prevention and remediation training to factory management team



2. YW management training to production supervisors



3. Develop action plan and monitor the progress



4. Onsite consultation for hiring practice and YW management (inc. grievance mechanism)

EXAMPLES OF ONSITE REMEDIATION WORK

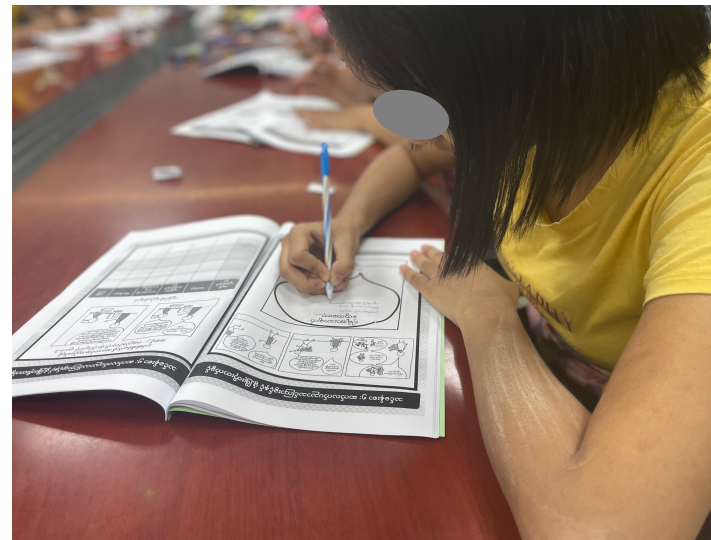
Children studying in vocational school



Child labour prevention and remediation training to fty mgt team



- i. *Young worker training to YWs*
- ii. *Reallocation of job positions and control of working hours*
- iii. *Additional shuttle bus for YWs*



Wrap-up

- 160 millions children work everyday instead of playing and going to school and 80'000 of them perform work that is dangerous and damaging for their health.
 - **Root causes are manifold and need to be understood**
- Zero tolerance policies are not purposeful to solve the issue of child labour and can even worsen the situation of the children. A good child labour due diligence process is one that helps find the cases, understand and remediate them and not one that can say that no child labour case has been found.
 - **We need to change our perspective**
- Company policies and processes – especially purchasing practices can put high pressure on the suppliers and foster the exploitation of children.
 - **A closer look on the inside and a review of the company processes is necessary**

All the efforts to end child labour should put the best interest of the child in the center

Outlook

There are many good guides and tools to help companies for their child labour due diligence:

- The Children's Rights and business principles ([link](#))
- ILO-IOE child labour guidance tool for business ([link](#))
- Children's Rights and Business Atlas ([link](#))
- Supplier guidance on preventing, identifying and addressing child labour ([link](#))
- Child Rights Risks in Global Supply Chains: Why a 'Zero Tolerance' Approach is Not Enough ([link](#))
- Introducing New Due Diligence Principles for Child Labour Remediation ([link](#))
- Addressing Children's rights in Business: an assessment from Switzerland and Liechtenstein ([link](#))

Closing remarks

Myriam Ait Yahia | SECO

Upcoming Events



18.10.2023: Swiss Forum on Business and Human Rights, Kursaal, Bern

Workshops on child labour due diligence in DE and FR

Free of charge

Registrations are now open on www.nap-bhr.admin.ch



29-30.11.2023: Child Labour Platform annual meeting in Geneva

Swiss companies invited as observers

Free of charge

In case of interest, please contact us at info.dain@seco.admin.ch



Global Compact
Network
Switzerland & Liechtenstein



Schweizerische Eidgenossenschaft
Confédération suisse
Confederazione Svizzera
Confederaziun svizra

Swiss Confederation

Federal Department of Economic Affairs,
Education and Research EAER
State Secretariat for Economic Affairs SECO

WEBINAR SERIES

CHILD LABOUR DUE DILIGENCE

May 11 | May 25 | June 1 | June 22