

KEY LEARNINGS FROM THE CASE STUDIES

EMERGING BEST PRACTICES FOR BUYERS

➔ POLICY

- Develop and adopt a forward-facing policy and a guidance document that addresses recruitment of migrant workers, including prohibition of worker-paid fees, passport/personal paper confiscation and a written contract with the terms of employment in the language of the worker
- Disclose the policies and guidance documents so that consumers, investors and other stakeholders have access to the information
- Map the entire supply chain including products, services and labor
- Require suppliers to hire workers directly where possible and take over the formal employment relationship once workers arrive in host country
- Implement with suppliers the reimbursement of fees paid by workers and verify the result after the date of completion

➔ WORK WITH SUPPLIERS

- Reinforce to suppliers the importance of implementing the necessary changes to comply with ethical recruitment requirements through top corporate leadership
- Use 3rd party supplier assessors prior to the selection of suppliers
- Define recruitment fees that the company bans, communicate clearly to suppliers and put into supplier contracts
- Create a guidance document to assist suppliers in complying with its ethical recruitment requirements
- Start with high-risk suppliers, develop training with suppliers in collaboration with civil society and an onsite audit process including ethical recruitment requirements
- Establish ongoing communication/capacity building with suppliers, one-on-one and through workshops
- Assist suppliers in their vetting process to find ethical recruiters
- Identify labor brokers willing to make changes to comply with ethical recruitment standards

➔ AUDITING TOOLS

- Establish scope of supplier audits to include supplier's recruitment agencies
- Fee structure presented by the recruitment agency is transparent and is verified through worker interviews
- Verify reimbursement of fees to workers after the date set for completion

⇒ INDUSTRY LEADERSHIP AND COLLABORATION

- Collaborate with other companies directly and through industry initiatives to gain leverage and implement the policy collectively on the industry level
- Share the costs of fee reimbursements with suppliers, especially in the first phase of implementation
- Engage in the development of a sector-wide approach to changing the recruitment system through such initiatives as the Consumer Goods Forum's Forced Labor Initiative, Electronic Industry Citizenship Coalition and the Leadership Group for Responsible Recruitment and multi-stakeholder groups
- Collaborate with government taskforces and civil society to train its suppliers on labor issues and ethical recruitment

EMERGING BEST PRACTICES FOR SUPPLIERS

⇒ POLICY

- Adopt a forward-facing policy on ethical recruitment and establish a direct hiring process
- Map recruitment fee structures in sending countries
- Strengthen internal management systems focused on responsible recruitment

⇒ WORK WITH ITS SUPPLIERS

- Work to establish good relationships with buyers
- Enforce contracts and payment slips for workers
- Appoint staff to provide ongoing oversight of recruitment including the direct hiring of workers and pre-induction session on contract terms and conditions
- Audits include the supplier's subcontractors
- Ban home work

⇒ LEADERSHIP AND COLLABORATION

- Collaborate with civil society and government to educate workers about their rights
- Cooperate with the government through government-Industry coalitions and initiatives
- Work with local government; government ministry in home country that vets worker contracts with each worker receiving a copy of their contract upon hiring
- Provide additional benefits to workers to ease the burden of cross-border employment costs, including housing and transportation allowances that surpass industry average benefits
- Redistribute the cost for reimbursement of recruitment fees (supplier, buyer) so workers don't pay