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CHILD LABOUR POLICY: A CHILD-CENTRED APPROACH



GUIDANCE AND BEST PRACTICE

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WHAT MAKES FOR A GOOD CHILD LABOUR POLICY?

Child labour is an emotive subject, often the focus of raw, reactive and sensationalist media stories demanding immediate action and solutions. Given this backdrop, it can be difficult to clearly consider the issue. Everyone cares about children, and the reality is that any news story or fresh concern about child exploitation or abuse in the workplace is met with increased sensitivity, often resulting in significant moral reflection, reputational damage and interventions that seek to 'sort out' the problem as soon as possible. Businesses may react by investigating their operations, auditing their supply chains, raising awareness with partners and creating supplier codes of conduct ensuring a 'no child labour' zero tolerance policy.

When exploring this topic, we have found that 57% of all 2,500 companies assessed since 2013 in the Global Child Forum and Boston Consulting

Group Corporate Sector and Children's Rights Benchmark Series have a child labour policy.¹ However, only 26% report transparently on the results of their policies, and less than 10% show any board level accountability for their child labour responsibilities. So, despite the fact that businesses are more aware of and increasingly proficient in developing responses to child labour risks, our findings raise concerns around the actual impact of the policies in place and their implementation throughout operations and supply chains.

Some key questions require fuller consideration in order to progress further. For example, how effective are these company responses? How should effectiveness or impact be measured? What responses result in improvement in the lives of children being protected from child labour? In an effort to provide guidance on these issues,





this study presents a set of sustainable business approaches to combat child labour together with examples of emerging business practices that show promise. Our intended audience includes business and industry leaders working to improve social sustainability in tackling child labour.²

¹ In the Corporate Sector and Children's Rights Benchmark Series, Global Child Forum has assessed over 2,500 companies around the world, against a set of seven indicators on how they address their impact on different aspects of children's rights. See Appendix 1 for more information.

² This study was formulated through the methodological steps of i) a technical review of child labour responses in the corporate sector, ii) a desk-based literature review of best practices in responding to child labour in supply chains and stakeholders consultations with key experts, and iii) contributions from the Action Lab session on 'Innovative corporate approaches to child labour: Turning challenges into mutual opportunities' at the Global Child Forum held in Stockholm on 11 April 2018.

UNDERSTANDING CHILD LABOUR

Children's work can be seen across a broad spectrum of activities and conditions. Legitimate work for children is on one side of the spectrum, and includes children partaking in age-appropriate 'light work' and chores which are not harmful to the children involved and do not impede their enjoyment of other rights, such as their right to schooling.

CHILD LABOUR covers any type of children's work that is undesirable due to its negative impact on the child. This could be due to its interference with a child's schoolwork, their time to play, or because they are below the minimum legal age of employment. The International Labour Organization (ILO) describes 'child labour' as: "...work that deprives children of their childhood, their potential and their dignity, and that is harmful to physical and mental development.

It refers to work that:

- is mentally, physically, socially or morally dangerous and harmful to children; and
- interferes with their schooling by:
 - depriving them of the opportunity to attend school;
 - obliging them to leave school prematurely;
 - or
 - requiring them to attempt to combine school attendance with excessively long and heavy work."

MINIMUM AGE: It is generally accepted that child labour includes employment of a child (unless it is considered 'light work') below the minimum age for work. International law has set a general minimum age of work equal to the age up to which national law mandates compulsory education. This is considered to be, at minimum, 15 years of age. States can make an exception when the national educational infrastructure is still in the development stage, however the absolute minimum working age must be no less than 14 years.

The **WORST FORMS OF CHILD LABOUR**, as articulated by ILO Convention No.182, include: child slavery, trafficking and engagement in armed conflict, sexual exploitation; any illicit activities, including the production or trafficking of drugs; work that is harmful to a child's health, safety and morals, also known as **HAZARDOUS CHILD LABOUR**. These worst forms of child labour occupy the other end of the spectrum.

10 SUSTAINABLE BUSINESS APPROACHES

This study proposes a set of 10 approaches which businesses can use to respond to risks of child labour in their operations and supply chains. These approaches both cover, and go beyond, minimum compliance standards. They aim to provide innovative pathways for companies that want to begin their journey of responding to child labour risks, ensuring they comply with their responsibilities, and then continue on, achieving increasingly integrated and sustainable methods to support systemic accountability for eradicating child labour.

1 MAKING A COMMITMENT

The first step that businesses must take in responding to child labour in their business operations and supply chains is to make a commitment to respect children's right to be free from child labour. The United Nations Guiding Principles on Business and Human Rights (UNGP) outlines how businesses should express their commitment to respect human rights by making a public policy statement.³

2 UNDERSTANDING BUSINESS IMPACT ON CHILD LABOUR RISKS

The UNGP (Principle 17) outlines the responsibility of businesses to undertake due diligence in order to identify, prevent, mitigate and account for their adverse human rights impacts. In certain sectors, the question is not whether child labour exists in supply chains, but how child labour can be better tackled. This calls for more nuanced risk and situational assessments. It is recommended that, where possible, businesses undertake focused child rights impact assessments, which include focusing attention on child labour.

3 BUILDING AND ALIGNING INTERNAL BUSINESS SYSTEMS

Businesses need to ensure they have the institutional capacity and infrastructure in place to take preventative action in relation to child labour risks and remedial action for identified instances. Key to aligning and building internal business systems is the development of standard operation procedures (SOP) for identifying, reporting and remediating child labour cases. Next, such procedures need to be implemented, monitored and audited regularly, both by internal and external experts.

4 DONATING AND FUNDING THROUGH CSR INITIATIVES

Many businesses engage in philanthropy and corporate social responsibility, 'CSR initiatives' that involve funding and donating to social causes. Child-focused philanthropic interventions must be designed and assessed in line with the 'best interests of the child' principle. The most effective and sustainable CSR initiatives are those where technical expertise is paired with a systemic approach to a social need. The closer the business stays within its own area of expertise, the more likely it is to understand its contribution and role over time.

5 ENGAGING IN SOCIAL SUSTAINABILITY PROGRAMMES

Increasingly, businesses are venturing beyond their core operations to directly engage in social sustainability programmes. Depending on the business focus, such programmes may centre on women's economic empowerment, community development, as well as child-focused initiatives. Where businesses assess a risk of child labour in their operations or supply chains, social sustainability programmes can be designed and implemented in response. This approach can be particularly effective in instances where the risk is deeper in the supply chains, such as at tiers 2 and 3.

6 MONITORING, EVALUATION AND REPORTING ON EFFECTIVENESS & IMPACT

Businesses are adept at quantifying and measuring indicators in relation to their inputs, outputs, products and profit in order to measure efficiency and productivity. Likewise, the effectiveness and impact of social interventions need to be monitored, measured and reported on transparently. Given the challenges in quantifying actual cases of child labour, it can be far more effective for businesses to identify and measure *correlating* indicators to child labour.

7 BROKERING STRATEGIC PARTNERSHIPS AND COLLABORATIONS

As businesses develop sophistication in responding to child labour risks, brokering partnerships with key stakeholders is becoming strategically important. Where collaborations are sought, it is essential to explicitly and collectively consider the purpose and the responsibilities that each party brings to the table. Strategic partnerships can be sought for a variety of objectives, including accessing resources, networks, technical or adaptive expertise, and collaborating to find joint solutions.

8 BUILDING INDUSTRY COALITIONS

Reducing contextual risks to children in a sustainable way exceeds the capacity of any given company or supply chain. Certain industries have come together to form coalitions acting from one platform or set of programmes. Such platforms enable industry leaders to strategically discuss the issues, agree on standards, leverage national governments and other entities, and fund sustainable programmes collaboratively, thereby leading to more effective change and impact.

9 LEVERAGING GOVERNMENT

At a time when 69 of the largest 100 economic entities in the world are companies rather than countries⁴, corporations have the power and leverage to engage in international diplomacy in a way that is potentially game changing. International corporate diplomacy can be used to encourage governments to raise their standards, allocate greater resources to the most vulnerable and, in turn, ensure the continued business and economic viability of industry in a given country.

10 TRANSFORMING THE PURPOSE OF BUSINESS

Transformation of how business is done, and for what purpose, considers the totality of its impact, including on children's wellbeing, their families, and their communities. Business operations that recognise broader vulnerabilities can create an impact in reducing child labour risks in a variety of ways, ranging from paying living wages to their workers to empowering women. Businesses that innovate in ensuring they benefit all stakeholders transform the purpose of business, creating value for all.



³ Articles 15 and 16 of the UN Guiding Principles on Business and Human Rights

⁴ The Economist Intelligence Unit (2017). 'No more excuses; Responsible supply chains in a globalised world', p. 10

APPROACH #1: MAKING A COMMITMENT

The first step that businesses must take in responding to risks of child labour in their operations and supply chains is to make a commitment to respect children's right to be free from child labour. The most important aspect of making such a commitment is that it should be meaningful. The UN Guiding Principles on Business and Human Rights (hereafter 'UNGP')⁵ outlines that companies should express their commitment to respect human rights by making a public policy statement. The UNGP delineates key criteria for such policy commitments, including that it is:

- approved by senior leadership
- informed by technical expertise
- specific in stipulating that the expectations on staff and partners across all operations
- communicated both internally and publicly, and
- embedded across all relevant policies and procedures of the business

These criteria serve as indicators to assess whether a commitment has been integrated across a business organisation.

BOARD ACCOUNTABILITY

Without clear accountability at the highest level of the business, it becomes difficult to demonstrate how meaningful the commitment to respond to child labour is. Boards are accountable to the public and to governments. In the absence of board level accountability, the risks of child labour, as well as other human rights issues, are often not given sufficient priority unless and until they become an issue of reputation or legal compliance. Of note is India's CSR law⁶ governing the mandatory social or environmental investment by large companies. It clearly sets out the level of board accountability for the disbursement of CSR funds. Under the law, any company above the threshold must establish a CSR committee under the Board of Directors, consisting of three or more directors. This points to the criticality of the level of strategic and accountable decision-making required.

COMMITMENTS SHOULD BE COMPREHENSIVE

Policy commitment statements may take various forms, appropriate for the culture, operations and specificities of the business (see box: ASOS - Making Commitment Public). Some companies have stand-alone policies on child labour, whereas others have child-focused policies that include responses to child labour. Additionally, some companies have human rights policies that integrate commitments in relation to child labour. In deciding what form a child labour policy should take, businesses need to ensure that all relevant aspects of child labour risks, responses and remediation are appropriately and comprehensively considered. Whether a company chooses to make a stand-alone child labour policy or integrate it with another policy is a business-specific decision. No approach is superior to another. It is the extent to which it is comprehensive that renders it sufficient or not.

BUSINESS PRACTICE EXAMPLE

ASOS - MAKING COMMITMENT PUBLIC

ASOS⁷, an online fashion and beauty store, has developed and made public a detailed 'ASOS Child Labour, Remediation and Young Worker Policy' explicitly referencing its application to all its suppliers. The child labour remediation policy covers schooling of children and specifies provision of a living wage, one which is above the legal minimum wage, to enable families to keep children in school. Importantly, the policy not only bars employing children under the minimum age of 15 years but outlines the requirements and standards necessary for legal employment of young workers between 15 to 18 years of age. "Our policies and commitment are publicly available to our consumers and stakeholders. We believe businesses need to be transparent. Transparency drives accountability, and we want to ensure we are moving the whole industry forward", says Adil Rehman, ASOS Senior Ethical Trade Manager.

BUSINESS PRACTICE EXAMPLE

COMMUNITY-BASED PUBLIC PLEDGES

Community- or area-based public pledges rally the commitment of all stakeholders in a community – families, government and businesses alike – to eradicate child labour in a given geographic area.

One example of a community- or area-based approach is the concept of ‘Child Labour Free Zones’, as successfully piloted in India by the MV Foundation. In such initiatives, all children below the employment age are withdrawn from labour and integrated into the educational system. If children are above the legal working age, they are given the additional option of vocation training for decent work. No distinction is made between the formal and informal sectors, and even children working in child labour within the family household are considered. The approach has since been used in other

parts of the world, including in Africa.

Another example of a community-based pledge movement was created by the NGO Friends-International. The purpose and aim of the ChildSafe Movement is for community stakeholders and businesses, such as hotels, restaurants, tour companies and so forth, to make a public commitment against child exploitation in and around their premises. The ‘ChildSafe’ initiative is a way for local businesses in urban and tourist hotspots to become part of the ‘ChildSafe Movement’. The initiative is ongoing in parts of Lao PDR, Thailand and Indonesia. Pledge takers include numerous brands across the tourism and hospitality industry such as the Amari hotel group, G Adventures, Intrepid Travel, Exo Travel, Buffalo Tours, Raffles, the Intercontinental and others.

COMMITMENTS SHOULD BE INTEGRATED

Whichever approach is taken by a business, it is essential that they integrate responses across the relevant Standard Operating Procedures (SOPs) of the business. Often a policy on child labour may sit within one department, such as human resources (or perhaps even be framed on a wall) but not be embedded in processes and procedures. The Global Child Forum and the Boston Consulting Group’s child rights and corporate benchmark studies⁸ have revealed that companies that do have child labour policies allocate them in departments across businesses in widely different ways, including in sourcing, supply chains, and human rights, to name a few. In essence, the commitment of a business in responding to child labour is best expressed through alignment across its communications, attitudes and culture. The example provided in the box on Community-based Public Pledges above illustrates how a simple pledge made by small,

medium and large local businesses in a given area can empower them to act responsibly in relation to vulnerable children in their community.

INDUSTRY-WIDE COMMITMENTS

Businesses may also consider how their organisation-wide commitment can explicitly align with industry-led principles as well as national or international frameworks. Examples of industry-wide policy commitments in relation to child labour or labour rights in general include the Tobacco Industry’s ‘Member Pledge of Commitment’ initiated by ECLT (Eliminating Child Labour in Tobacco) and the Electronic Industry’s Code of Conduct (EICC).⁹ These examples highlight how making a commitment can connect a business to synergies in the broader community and sector which a company can both contribute to and benefit from.

⁵ Articles 15 and 16 of the UN Guiding Principles on Business and Human Rights.

⁶ Section 135 of the Indian Companies Act 2013 makes CSR compulsory for companies above the threshold size. Companies coming with the remit must spend at least 2% of their average net profit on CSR.

⁷ See www.asos.com for more details.

⁸ Global Child Forum, (n.d.), ‘Setting a Children’s Rights Benchmark for the Corporate Sector’, Global Child Forum, The Boston Consulting Group.

⁹ The EICC is further referenced on page 20.

APPROACH #2: UNDERSTANDING BUSINESS IMPACT ON CHILD LABOUR RISK

In addition to making a clear and meaningful commitment to respond to the risk of child labour, it is essential that businesses understand the ways in which they impact the right of children to be free from child labour. What is being discussed here is not assessing the risks to a business of using child labour. It is, rather, the potential impact a business can have on child labour - such as causing, perpetuating, or utilizing child labour, either directly or indirectly.

RESPONSIBILITY TO ASSESS AND CRITERIA FOR IMPACT

The UNGP (Principle 17) outlines the responsibility of businesses to undertake due diligence in order to identify, prevent, mitigate and account for their adverse human rights impacts. Given the distinct nature of children's rights, it is recommended that, where possible, businesses undertake focused child rights impact assessments which include attention to child labour (see box: Myanmar Centre for Responsible Business).

CHILDREN HAVE A SPECIAL STATUS

Children's rights are a distinct subset within the international body of human rights. Firstly, children's rights go beyond general human rights, such as their right to education, protection from harm and to be heard in matters affecting them (see box: Children's Right to be Heard). These rights are not afforded to adults in the same way. Secondly, children as rights holders rely entirely on responsible adults as duty bearers to provide them with their rights. These duty bearers include families and communities, government (both local and national), businesses (large and small) as well as civil society and other non-state actors.

In undertaking impact assessments, businesses are advised to consider the salience of the impact by assessing the scope, scale and remediability of the impact.¹⁰ The criteria are elaborated below for the specific impact on child labour:

- **SCOPE OF THE IMPACT:** The contravention of a child's right to be free from child labour is high in scope, and the higher the harm, the higher is the scope of the impact. By its very nature, child labour hampers the child's right to development. The more serious the child labour, the more it affects the child's safety, wellbeing, education, and development. Harm done in the worst forms of child labour, which include involvement in illegal activities, sexual exploitation and so forth, implies even more serious abuse and traumatic effects on the child.
- **SCALE OF THE IMPACT:** The scale of child labour, as in the quantity of children impacted, can be a challenge to detect in relation to a particular supply chain or industry sector. Consequently, it is important to assess the scale of the risk by looking at both direct and indirect indicators. Direct indicators include investigating records and identifying any known instances or cases of children engaged in child labour in business operations or supply chain. Indirect indicators require looking at contextual factors in proximity to business operations throughout the supply chain.
- **REMEDIABILITY OF THE IMPACT:** What makes child labour particularly damaging is that it robs children of their access to numerous fundamental rights, such as the right to education, protection, and health in their most formative years of development. The cumulative impact of this cannot be fully remediated in the long term.¹¹ The more serious the impact in terms of scope and scale, and the smaller the opportunity to remediate the harm done, the more salient the impact.

CHILD-FOCUSED TOOLS AND PRINCIPLES

The Children's Rights and Business Principles¹² covers a broad set of considerations as to how businesses can support children's wellbeing. Many of these considerations can be used to directly assess the impact of a business on children's right to be free from child labour. UNICEF has also compiled a comprehensive tool aimed at guiding companies in assessing their policies and processes as they relate to the responsibility of business to respect children's rights.¹³

SECTOR WIDE APPROACHES

In certain sectors, the question is not whether child labour exists in supply chains, but more about how child labour can be effectively tackled. This calls for more nuanced risk and situational assessments. Sector wide impact assessments (see box: Myanmar Centre for Responsible Business) are a great resource for businesses as they provide fundamental contextual information about how an entire industry may be affecting children's rights. Being fully informed of the risks of child labour in the context, country and sector enables businesses to make more efficient decisions, save costs and also reduce business risks in terms of impacting children adversely.

BUSINESS PRACTICE EXAMPLE

MYANMAR CENTRE FOR RESPONSIBLE BUSINESS: SECTOR-WIDE IMPACT ASSESSMENTS

Sector-wide impact assessments examine the actual and potential impacts of a specific business sector in a particular geographic context through several different levels of analysis in order to build a complete picture of the potential impacts of an entire sector on society and human rights. The Myanmar Centre for Responsible Business, in partnership with the Institute for Human Rights and Business (IHRB) and the Danish Institute for Human Rights, has undertaken a series of Sector-wide impact assessments focusing on Oil & Gas, Tourism, ICT, Mining and Palm Oil. These assessment are used by industry stakeholders in undertaking due diligence of risks in their own business operations.¹⁴

CHILDREN'S RIGHT TO BE HEARD

Article 12 of the Convention on the Rights of the Child state that children have a right to participate in all matters affecting them, and to have their views taken into account. In practical terms, it is governments who are obligated to take measures to ensure that children have an opportunity to express their views in matters affecting them. However, as agents of change, children and adolescents should be able to provide their input into any business operating decisions impacting them, as the company would do with regard to any other stakeholder consultations. At a minimum, this should include consultations with children and adolescents in any impact and/or materiality assessments.

¹⁰ Shift and Mazars LLP (2018), 'Salient Human Rights Issues', UNGP Reporting accessed on 17 March 2018 <https://www.ungpreporting.org/resources/salient-human-rights-issues/>

¹¹ Children lose their opportunity to develop and be educated, which diminishes their capacity to negotiate their work and livelihood for the rest of their lives.

¹² UNICEF, UN Global Compact, Save the Children (n.d.) 'Children's Rights and Business Principle's

¹³ UNICEF, 2013, 'Children's Rights in Impact Assessments; A guide for integrating children's rights into impact assessments and taking action for children'

¹⁴ For more information and guidance about due diligence with a focus on children's rights, please see the 'Children's Rights and Business Atlas', a tool for business developed by Global Child Forum and UNICEF. www.childrensrightsatlas.org

APPROACH #3: BUILDING AND ALIGNING INTERNAL BUSINESS SYSTEMS

Businesses need to ensure they have the institutional capacity and infrastructure in place to take preventative action in relation to their impact on child labour risks and remedial action where instances are identified. This involves building organisational capability to implement the policies put in place whilst being informed by relevant impact assessments. This can translate into a significant shift for companies, requiring varying levels of attention, time and resources. Essentially, businesses need to be able to show they are taking their standards seriously.

INTEGRATION IN SYSTEMS AND PROCEDURES

Awareness of national laws and industry standards to prevent and remediate child labour is a fundamental part of ensuring organisational capacity. Relevant teams or members of staff will need to be tasked with ensuring compliance, not just to the letter, but to the spirit of their standards. As an initial step, businesses can engage relevant staff in a process of learning and training about child labour, its context in children's rights and the particular aspects of the way in which it relates and is impacted by the business. This may include formal training, as well as engaging with credible forums and stakeholders specialising in children's rights locally and internationally.

A key component of aligning and building internal business systems is the development of standard operation procedures (SOP's) in relation to the identification, reporting and remediation of any child labour cases (see box: IKEA). Once organisational procedures and processes are developed, they need to be implemented, monitored and audited regularly, both by internal and external expert bodies.

CERTIFICATION STANDARDS

Many businesses choose to adopt industry-focused certification standards in order to ensure that their goods or services are produced in accordance with minimum acceptable sustainability standards (see box: UTZ). Some of these standards include business requirements in relation to child labour risks. Certification standards are externally audited, and suppliers are often incentivised to

BUSINESS PRACTICE EXAMPLE

IKEA: CHILD PROTECTION CODE

IKEA, one of the world's largest furniture retailers, developed a standard operating procedure for handling and following up on any child labour cases involving their suppliers or service providers. The SOP establishes roles and responsibilities of managers as well as a series of steps from gathering facts in suspected cases of child labour to recommendations for approaching the child, actions to take, and steps involved in making referrals and following up. Central to these steps set out in the SOP is that any decision or action must be in the 'best interests of the child' (see box: The Best Interests of the Child on page 14).

15 This is due to the fact that auditing processes do not routinely make unannounced visits on supplier operations. Therefore any instances of child labour are easily hidden from detection when auditors arrive.

16 CCR CSR, (2016), 'Best Response: Auditors' Insights on Child Labor in Asia', Center for Child Rights and Corporate Social Responsibility (CCR CSR)

17 See Approach #6 in relation to correlating indicators of child labour



adopt certification standards due to the increasing demand for certified products and services. It should be noted, however, that auditing processes by external agencies, including certification bodies, are often not the most effective at identifying actual cases of child labour.¹⁵ Auditors' identification of child labour also varies in different contexts and supply chains.¹⁶ These standards can, however, be used to assess, influence and improve policies and processes through monitoring what businesses have in place. Indirect and correlating indicators¹⁷ of child labour can be used to measure the effectiveness of processes and procedures in reducing risks of child labour over time. Therefore, building and aligning business capability ensures standards are maintained and can also be communicated to buyers and consumers. Certification and the accompanying standards, therefore, can be an important first step in moving toward more sustainable practices towards human rights. However, efforts should not simply end there.

BUSINESS PRACTICE EXAMPLE

UTZ: SUSTAINABLE CERTIFICATION STANDARDS

The organization for certification of sustainable production, UTZ's programme for farmers takes a phased approach to their standard and assurance process in relation to child labour. Before being audited and certified, farmer groups are required to set up an Internal Management System that manages the certification process and implementation of the requirements in the standards. This also includes conditions under which certain types of work are, or are not, allowed, e.g. hazardous work, regular work, light work and family farming. From the second year, a mandatory child labour risk assessment is conducted. It considers issues such as: i) accessibility of schools in the community; ii) household income levels; iii) availability of adult labour; and iv) reports of trafficking. Where the assessment shows a level of risk, the group is required to appoint a Community Liaison Officer whose responsibility it is to monitor and identify any cases and ensure remediation throughout the year in collaboration with the pertinent farmer group.

APPROACH #4: DONATING AND FUNDING THROUGH CSR INITIATIVES

Many businesses engage in philanthropy and 'CSR initiatives' by funding and donating to social causes. Global Child Forum's first benchmark study¹⁸ found that, of over 1,000 publicly listed corporations assessed, more than half had donated to charity.¹⁹ Such projects may fulfil both community needs and business interests.²⁰ In India, CSR spending has been mandated since 2013, and macro level data on where spending is allocated makes for an interesting case study (see box: Indian CSR Spending). CSR initiatives can also include offering employees the opportunity to volunteer or work pro bono for a charitable cause, as is common in industries such as legal services and advertising. Amongst the various charitable causes that businesses select across the fields of health, research and vulnerable persons, child-focused charitable causes remain popular.

THE BEST INTERESTS OF THE CHILD

Article 3, paragraph 1 of the United Nations Convention on the Rights of the Child (UNCRC) states:

"In all actions concerning children, whether undertaken by public or private social welfare institutions, courts of law, administrative authorities or legislative bodies, the best interests of the child shall be a primary consideration."

This principle should also be used by non-state actors in activities that have significant impact on the lives of children.

CHILD-CENTRED APPROACH

Child-focused philanthropic interventions, particularly those that are unrelated to business operations, may be well-intentioned, but they are not by default child-centred or sustainable. Any such project should ensure that the 'best interests of the child' principle is used to assess viability (see box: The Best Interests of the Child). In taking a child-centred approach, decision makers must put themselves in the position of the child in order to judge whether what is being offered is truly best for the child. For example, donating to an orphanage may contribute to keeping children in an institutional care setting. Children living in institutional care settings, particularly long term, are at higher risk of harm and of even further exploitation.²¹ Businesses are therefore encouraged to fund and support projects that strengthen family and community-based systems for vulnerable children, where they can stay safe and grow up in an environment most conducive to their wellbeing and development. Ultimately, these systems serve to protect children from child labour and other forms of harm.

18 Global Child Forum, (2014), 'Children's Rights and the Corporate Sector: Setting a Benchmark', Global Child Forum, The Boston Consulting Group, April 2014, page 19

19 The study further found that it was not always clear if and how these donations were part of any stakeholder assessment, long-term strategy, operational risk management, license to operate, or linked to core business.

20 Reasons can include: i) raising awareness and giving attention to a gap or need in the community; ii) drive innovation of services or products offered by the businesses through responding to social or environmental issues; iii) helping staff and customers feel good about being associated with the company; iv) take up a role as a community member; v) raise the brand and the business' reputation; and vi) fulfil legal requirements to support social programmes.

21 World Vision, (2014) 'Do your research before visiting or volunteering with vulnerable children abroad' Child Safe Tourism, accessed 17 March 2017 <http://www.childsafetourism.org/actions/do-your-research/>

22 Global Child Forum, (2018), 'Corporate Programs for Children's Rights; Guidance and Best Practice', Global Child Forum, March 2018



BUSINESS PRACTICE EXAMPLE

INDIAN CSR SPENDING

For Indian companies above a minimum threshold based on size and income, CSR spending of 2% of net profits is compulsory. This has released tens of millions of dollars' worth of investment in social and environmental endeavours into the Indian economy. This investment is filtered through company foundations as well as civil society organisations, some of which have seen significant growth in funding and operations. Since 2013, when the mandatory regulations were put into effect, the most popular areas for CSR spending relate to education and skills, environmental, infrastructure and community development as well as gender equality.

Geographical area selections are made based on a number of factors depending on the nature of the business and operations. For example, businesses with manufacturing operations commonly choose to invest in communities in the vicinity of their factories. Other larger entities may decide to take a strategic focus on rural development. Additional factors include national sentiments, as evidenced by the recent increase in CSR spending on armed forces veterans following the government's decision to increase compensation for families of soldiers who died fighting for the country.

Before deciding on a philanthropic endeavour, companies are advised to consider a few factors, including the relevance of the programme to their own business.²² The most effective and sustainable philanthropy or CSR initiatives are arguably those where technical expertise meets a systemic approach to a social need. The closer the business stays to its own area of operations or expertise, the more likely it is to understand its contribution and role over time. Businesses engaging and expanding social programmes within their own technical area have an increased scope and opportunity in sustainable innovations (see box: Business Practice Example: Indian CSR Spending).

BUSINESS PRACTICE EXAMPLE

HUAWEI - SOCIAL INNOVATION

As a leading global information and communications technology (ICT) solutions provider, Huawei has been working in the arena of digital technology to enquire into how it can contribute to children's right to quality education (also known as EdTech). In 2017, they published a paper on 'The role of ICT in realising education for all by 2030; Achieving Sustainable Development Goal 4'. The paper focuses on the Southeast Asian region and China to see how digital technology can facilitate better access to education for all, including the most vulnerable and marginalised children.

APPROACH #5: ENGAGING IN SOCIAL SUSTAINABILITY PROGRAMMES

Increasingly, businesses are venturing beyond core business operations to more directly engage in social sustainability programmes. The approach of such programmes is usually based on a fundamental corporate view that the intervention is a business investment in the corporation's future viability. Consequently, the future of the business depends on improved socio-economic conditions and cultural values in communities and society. It is this perspective and motivation that distinguishes social sustainability programmes from CSR or philanthropy.

Social sustainability programmes, developed and implemented by businesses, can relate directly or indirectly to a company's operations or supply chains. Depending on the business focus, social sustainability programmes may involve programmes on women's economic empowerment, community development, alternative livelihoods as well as child-focused initiatives such as child nutrition or use of digital technology in education. In all cases, businesses can ensure that, regardless of whether a programme focuses on children, the programme should take a child-centred approach. For example, lifting the socio-economic level of the local community helps to ensure children are better supported within the family and are less pressured to earn and contribute an income by engaging in child labour.

Where businesses assess a risk in their operations or supply chains in relation to child labour, social sustainability programmes can be designed and implemented in response. This approach can be particularly effective where the risk is deeper in the supply chains, such as at tiers 2 and 3. This is because it is probable that contextual vulnerabilities in the given community are enabling and driving children into situations of child labour.²³ Therefore programmes can be designed to reduce those risks and vulnerabilities. Where possible, these can also be linked up to formal child protection identification and remediation services. Some examples include collaborating with communities and authorities to develop 'child labour free zones' (see box: Community-based Public Pledges on page 9), supporting families to access better income and decent work, as well as improving access to education programmes.

Social sustainability programmes that support access to quality education in schools are not simply about building infrastructure, but also involve working with local communities and authorities to build systems.²⁴ Where there are structural weaknesses that are preventing vulnerable children from accessing school, programmatic interventions require a more medium- to long-term approach (see box: Indonesian Government).²⁵

BUSINESS PRACTICE EXAMPLE

INDONESIAN GOVERNMENT - ADDRESSING STRUCTURAL VULNERABILITIES

In accordance with Malaysian law, non-Malaysian children do not have access to local public schools, which means that children who migrate with their parents to work in the country's plantations are at risk of child labour and being denied access to education. Some palm oil businesses in the regions of Sabah and Sarawak in Malaysia have

collaborated with the Indonesian Government to set up Community Learning Centres (CLCs) in plantations. The Indonesian Government allocates one qualified Indonesian teacher to each of these CLCs in order that the Indonesian formal curriculum for primary and middle school can be taught.

²³ For example, simply taking a zero-tolerance stance on child labour within a company's own operations can often push the issue further underground, into the informal sector. This, in turn, can lead to more hazardous working conditions for children.

²⁴ Nieburg, O, 2018, 'Top chocolate players see 'business case' for quality education in cocoa communities', Confectionary News, accessed 17 March 2018 <https://www.confectionarynews.com/Article/2018/01/31/Top-chocolate-makers-see-business-case-for-education-in-cocoa-communities>

²⁵ Some common structural factors preventing access of children to schools are: i) lack of basic standard formal schools; ii) lack of qualified and quality teachers; iii) denial of enrolment due to lack of birth registration documents; and iv) denial of enrolment due to foreign nationality, refugee status or statelessness.

APPROACH #6: MONITORING, EVALUATION AND REPORTING ON EFFECTIVENESS AND IMPACT

Businesses are adept at quantifying and measuring indicators in relation to their inputs, outputs, products and profits in order to measure efficiency and productivity. In the same way, the effectiveness and impact of social interventions need to be monitored, measured and reported on in a transparent way (see box: Defining 'Effectiveness' and 'Impact'). This includes all philanthropic donations, voluntary initiatives as well as social sustainability programmes.

DEFINING 'EFFECTIVENESS' AND 'IMPACT'

'Effectiveness' can be defined as a measure of the extent to which the programme attains its objectives. 'Impact' can be defined as the positive and negative changes produced by the intervention, directly or indirectly, intended or unintended.

The types of information most commonly reported by businesses involved in any related social intervention are inputs²⁶, activities²⁷, outputs²⁸ and the number of child labour cases identified. Reporting on these dimensions is important, however, it alone is not sufficient to understand effectiveness and impact.

Without knowing how effective interventions are in reducing the risks of child labour and improving child wellbeing²⁹, programmes may be meaningless or even have an adverse impact. Regular programme monitoring for effectiveness (which necessitates spending on accurate data gathering) enables a recursive learning approach throughout

the interventions. Reporting on effectiveness and impact is an integral aspect of transparency and accountability, which also includes reporting on what has been learned from the programme. In addition, it requires conscious planning and investment in expertise.

CORRELATING INDICATORS ON CHILD LABOUR

Given the challenges in quantifying actual cases of child labour, it can be far more effective for businesses to identify and measure correlating indicators to child labour. Correlating indicators are based on known and identified risk factors for children in relation to child labour. These indicators relate to the relative strength or weakness of social systems that support the wellbeing of children (see box: Strengthening Systems). For example, a key factor in reducing the risk of child labour is increasing children's access to basic quality education and schools. Children enrolled in school, attending regularly and successfully completing the year, are at lower risk of being engaged in child labour. In cases where school children are involved in child labour, teachers and school staff are in the best position to identify and refer them. Thus, school systems also form the basis of child protection identification systems. Both quantitative and qualitative indicators should be developed and selected strategically.³⁰

International reporting standards such as Global Reporting Initiative (GRI) can be used to ensure consistency in reporting across industry and sectors. At the same time, where necessary,

²⁶ For example, the amount of financial investment made.

²⁷ For example, the involvement and participation in national or international forums on child labour.

²⁸ Examples include the number of persons who attended a training workshop, or the number of bicycles that were distributed for children.

²⁹ Child wellbeing can be defined as how well children have access to their rights.

³⁰ Qualitative indicators can be used to measure particular milestones such as: i) a school established by any local authority; ii) a local child protection committee established; iii) a social worker appointed to a local community; and iv) an agreement reached with the government to lift the compulsory school age, and so forth.

BUSINESS PRACTICE EXAMPLE

NISOLO- INVESTING IN MEASURING IMPACT

Nisolo, a small shoe manufacturer, reports their impact on the producers in their supply chain by undertaking initial baseline assessments and then conducting comprehensive interviews every six months in order to compare results over time. Their impact assessment has been designed to track changes in specific areas, including home/land ownership, living conditions, economic wellbeing, savings and debt levels, education access, health, social and psychological wellness and more. They report having full-time staff dedicated to measuring impact who conduct interviews, analyse results and adjust their impact methodology where required.

STRENGTHENING SYSTEMS

A child-centred approach must seek to strengthen formal and informal systems, which aim to keep all children safe from harm in a holistic way, supported through local duty bearers such as teachers, community leaders, social workers and so forth. It is proposed that the two main child-focused systems that require strengthening in order to reduce children's risk of involvement in child labour relate to local systems of i) child protection; and ii) quality education.

the reporting standards also require adaptation and updating to ensure that context-specific correlating indicators of child labour are likewise measured.

Despite the challenges in evaluating programmes, a well-developed monitoring and reporting framework can ensure better sustainability and accountability of outcomes that move beyond simply reporting on inputs, outputs or case stories. This is particularly true in instances where programs are being implemented through partners.



BUSINESS PRACTICE EXAMPLE

MONDELÉZ INTERNATIONAL - EMPOWERING COMMUNITIES

Mondelēz International, one of the world's largest snack companies, is forging a new pathway in aiming to transform communities from which it sources cocoa. To this end, they have established Cocoa Life, a dedicated cocoa sustainability programme with a commitment of USD 400 million over a 10-year period. They work in six origin countries (Brazil, Côte d'Ivoire, Dominican Republic, Ghana, India and Indonesia) to reach 200,000 farmers and over one million people across five focus areas: i) farming; ii) community; iii) youth; iv) livelihoods; and v) environment. Cocoa Life's vision is to empower communities to thrive, based on a holistic approach. The themes of 'women's

empowerment' and 'child labour' are integrated and cut across across the five focus areas. Through empowering communities, Mondelēz International embraces a holistic approach to tackling the root causes of child labour. Due to its broad array of focus areas, the Cocoa Life programme is delivered through a range of implementing partners across its locations. These partners include suppliers, NGOs and UN agencies, Barry Callebaut, Cargill, Olam, World Vision, Save the Children, Care, VSO, Solidaridad and the UNDP. Through its programme partners, Cocoa Life has reached 120,500 farmers, and 35% of Mondelēz International's cocoa is sustainably sourced. .

APPROACH #7: BROKERING STRATEGIC PARTNERSHIPS AND COLLABORATIONS

As businesses develop their sophistication in social sustainability, including the ability to respond to risks of child labour, brokering partnerships with key stakeholders in mutual exchanges becomes increasingly important. Strategic partnerships can be sought for a variety of objectives including accessing resources, networks, technical or adaptive expertise, collaborating on finding a joint solution or joining forces, to name a few.

Many businesses are partnering with the non-profit sector as implementing partners in their social sustainability programmes. In other cases, representatives of NGOs, the UN or other subject matter experts are increasingly invited to act as independent strategic advisors and experts to businesses in relation to child labour and related areas (see box: Mondelēz International). Businesses

may also partner with specific government entities in order to work directly with a mandated authority within a jurisdiction to support longer-term institutional capacity. An integral part of developing a realistic approach to child labour is that businesses build and continue to strengthen partnerships with suppliers to encourage reporting of child labour cases and risks.

All such partnerships bring together business, formal authority and child-focused development abilities, all contributing invaluable expertise to a joint venture.

Where partnerships and collaborations are sought, it is essential to explicitly and collectively consider the purpose and the responsibilities that the variant roles bring to the table. For example, an agricultural regulatory board representative from the government does not have the mandate to implement a school building project. Or an international NGO/development agency must continue to comply with their monitoring and evaluation standards in accordance with international development standards. It is by paying vigilant attention to each agency's own role and responsibilities that ensure such partnerships and collaborations are effective and based on a sense of systemic accountability (see box: Responsibility and Accountability).

RESPONSIBILITY AND ACCOUNTABILITY

Governments and international child-focused organisations and experts have long understood that in order to eradicate factors that harm children, such as child labour, duty bearers are required to work together, as systems, to identify, mitigate and remediate any situation that can harm a child.

A differentiation can be made here between an actor's responsibility and their systemic accountability. 'Responsibility' relates to the specific duties of one duty bearer, as may be required by law, standard or shared expectation. 'Systemic accountability', on the other hand, relates to each duty bearer being accountable for the effectiveness of the whole system. Taking up accountability for the whole system is undertaken by any given duty bearer by both: i) being responsible for their own behaviour and actions; and ii) using their role in holding and working with others in the system to deliver on their responsibilities. Whereas ensuring fulfilment of responsibility of one's own agency or organisation is a minimum standard in order to comply with laws and specific expectations, complex social issues require inter-agency work and systemic responses. Hence, systemic accountability is an essential component in understanding sustainable business approaches against child labour.



APPROACH #8: BUILDING INDUSTRY COALITIONS

Given the often context-specific enablers and drivers for child labour, responding to risks to children in a sustainable way extends beyond the capacity of any given company or supply chain.³¹ Additionally, at any given time, children may also be engaged in a number of different types of child labour, such as on farms, local markets or domestic work. Although a business is only directly responsible for child labour in their own supply chain, it is pertinent to note that the drivers, enablers and sustainable responses to all child labour within a given area would be the same.

Recognising the limitations on any single business entity attempting to respond sustainably to child labour on its own, certain industries have come together to form coalitions, acting from a united platform or set of programmes (see box: Cocoa Industry Coalitions). Such platforms enable leading industry stakeholders to strategically discuss the issues, agree on standards, leverage national governments and other entities, and fund sustainable programmes collaboratively, leading to more effective change and impact.

Under the jurisdiction of some countries, the legal framework does not abide by international labour standards. In such situations, certain industries have come together to set their own codes and voluntary standards that go beyond minimum legal compliance, thus ensuring that standards abide by acceptable international guidance and rights (see box: Responsible Business Alliance). Such industry-led standards provide a strong basis for

BUSINESS PRACTICE EXAMPLE

COCOA INDUSTRY COALITIONS

During the last two decades, industry leaders from the cocoa industry have formed sector-wide coalitions, strategies and approaches in order to secure cocoa sustainability. In 2002, the cocoa industry and stakeholders came together to establish the International Cocoa Initiative (ICI), an organisation created to respond to child labour concerns in the West African cocoa sector. In 2014, leading industry members of the World Cocoa Foundation (WCF) came together to launch CocoaAction, a voluntary strategy to align cocoa sustainability efforts. A key indicator and objective of CocoaAction is to reduce risks of child labour and improve access to education for children in the cocoa industry.

raising the bar and ensuring social sustainability, labour rights and reduction of child labour risks in places where existing law falls short.

Industry coalitions enable businesses to act together in their joint interests, providing them with an amplified voice and a platform for collaborating on specific projects and programmes. In working together on social sustainability, industry coalitions are also investing in their own long-term business viability.

BUSINESS PRACTICE EXAMPLE

RESPONSIBLE BUSINESS ALLIANCE (RBA): INDUSTRY-LED STANDARDS

The Responsible Business Alliance, (formerly known as the Electronic Industry Citizenship Coalition - EICC), established a Code of Conduct ensuring that the working conditions in the electronics industry supply chain are safe, that workers are treated with respect and dignity, and that business operations are environmentally responsible

and conducted ethically. The Code of Conduct includes standards against child labour as well as regulations governing the legitimate recruitment of young workers. The Code is followed and abided by within supply chains, even in contexts where it goes beyond local laws and standards.

APPROACH #9: LEVERAGING GOVERNMENT

Governments are the formal holders of authority and have jurisdiction in their given countries and regions. National governments thereby have the formal mandate and duty to ensure all rights of children, including the right to protection from child labour. They are responsible to their citizens in delivering public services, including those specifically for children across the areas of basic quality education, health and nutrition, social services and child protection. At the same time, in many countries in which supply chains extend, governments do not have the capacity, resources or governance strength to be able to adequately execute these responsibilities. Often, commodities cultivated or manufactured in countries such as these are cheaper than those produced in locations where public services and governance is more effective and better funded.

In driving sustainable business responses against child labour, it is essential to help strengthen, rather than replace, governance and community mechanisms (see boxes: Strengthening Systems and Responsibility and Accountability on pages 18;

19). For example, in country contexts where local systems are rudimentary, intervening organisations can often err by attempting to build a parallel system, such as a school. However, building a school for local children does not guarantee their access to education and can in fact undermine the formal mandate of the national and local education authority. In a common worst-case scenario, an ‘unregistered’ school may be left vacant without government licensed teachers able to deliver official curricula and formal graduation systems.

At a time when 69 of the largest 100 economic entities in the world are companies rather than countries³¹, corporations have the power and leverage to engage in international diplomacy in a way that is potentially game changing. For example, the CEO of a large corporation may be able to access the President of a country more directly and effectively than any development agency can, even one that has engaged with government ministries for years. Such international corporate diplomacy can be used to encourage governments to raise their standards, allocate more resources to the most vulnerable and, in so doing, ensure the continuous business and economic viability of the industry in the country.

BUSINESS PRACTICE EXAMPLE

APPAREL BRANDS - PRESENTING A UNITED FRONT

Apparel brands have been known to advocate to governments for labour standards. In 2018, a group of organisations representing global apparel brands wrote an open letter to the Cambodian Prime Minister advocating the enforcement of labour rights and the dropping of criminal charges against labour rights activists. Previously, in 2014, over 30 apparel brands signed an open letter to the Cambodian government regarding police shootings at a protest of workers demanding minimum wage.

³¹ For example, in locations where there is a continuing influx of migrant children, with or without their families, who have no access to social services or education, finding work may be their main means of survival and activity. Or in remote rural regions where smaller communities cultivate an agricultural crop at one end of the supply chain, children may be socially encouraged to help their households in various tasks, both in the home, the fields, or on the farm.

³² The Economist Intelligence Unit (2017). ‘No more excuses; Responsible supply chains in a globalised world’, p. 10.

APPROACH #10: TRANSFORMING THE PURPOSE OF BUSINESS

Child labour should not be considered in isolation. Its causes, drivers and enablers have their roots in complex socio-economic factors impacting the families, communities and circumstances involved. Just as it is important to ensure that businesses do not inadvertently incentivise child labour, it is crucial that businesses also consider how their impact brings value to *all* their stakeholders. Transformation of how business is done, and for what purpose, requires consideration of all of its impact, including on children's wellbeing, their families, communities and contexts. Businesses that take the lead in their fields, changing trends and models in commerce, produce transformative ripples throughout their sector.

Business operations that recognise broader vulnerabilities can have an effect on reducing risks of child labour in a variety of ways, ranging from paying decent and living wages to their workers to empowering women (see box: IKEA). Where workers earn a decent living, they are less likely to rely on the income of their children. Where women in communities and supply chains are able to influence strategic decision-making and access livelihoods, they are better able to care for their children and families (see box: Mondelēz International on page 18).

Integrating responses to child labour across social sustainability outcomes in business operations and supply chains requires changing the way business is done. It necessitates recalibrating and re-brokering relationships across the sector while seeking ways

to co-create win-win situations where value is shared. It is, by necessity, an on-going process as it can be challenging to engage suppliers and other partners across international, cultural, legal and linguistic boundaries. Fundamentally, it calls for a review of how to better internalise the social and economic cost of cheap labour and low operating costs across global supply chains.

Businesses that continue to innovate, and ensure that they benefit all their stakeholders, can transform the purpose of business to create lasting value for all.

BUSINESS PRACTICE EXAMPLE

IKEA - CONTINUING SOCIAL INNOVATION

Ikea identified how 'no child labour' policies in supply chains were having an adverse impact on young workers. Children from 15 years of age, who have a legitimate right to work, were being barred from factories as an overreaction to the risks of child labour. In response, Ikea launched an approach to support decent work for young people, actively promoting the legal and legitimate employment of 15- to 18-year olds. They are supporting a pilot youth development programme in collaboration with CCR CSR in Vietnam that employs youth over a six-month period in a training initiative.





CONCLUSION

Children, uniquely, rely on their families, communities, governments and industries to respect and ensure their rights to survival, development, protection and participation. The serious implications of child labour on the rights of children to not only survive but to thrive require special attention from all involved stakeholders – at the community, national and international levels.

Child labour is a complex issue, one that calls for a clear understanding of its social, economic, cultural and political causes and drivers. As with any complex issue, narrow views and oversimplifications provide fertile ground for risky and unsustainable responses that can result in adverse impacts on the very children and communities they aim to support. Therefore, accepting the issue's complexity is a crucial step.

As businesses are being held to greater accountability for their role and impact in respecting human rights, particularly those of children, they are first required to transform themselves. Due to increasingly stringent laws, standards and consumer expectations, businesses need to consider social as well as economic

viability. When confronted with the disturbing realities of child exploitation in operations and supply chains, initial reactions can be highly emotive and reactionary. Defensive positions and quick fixes are tempting. Compliance processes and systems, it is true, work well at raising awareness and developing mechanisms for better standards and organisational responsibilities. However, processes that aim to ensure compliance and monitoring through codes and audits have their limits. Social innovation requires 'adaptive' approaches,³³ over 'technical' ones. Adaptive solutions take into account and directly respond to systemic resistances, assumptions and fears, rather than adopting a strictly legalistic compliance approach that ignores 'why' stakeholders are behaving the way they are.

Through presenting the fundamental importance of child-centred responses, the set of sustainable business approaches laid out here can help industry leaders to consider where they are on the trajectory towards greater integrity. As such, this study invites industry leaders to take up a more effective role in systemic accountability.

³³ Heifitz, R.A. and Laurie, D.L (1997) 'The Work of Leadership', *The Best of Harvard Business Review*, Breakthrough Leadership, December 2001, pp. 131-141

APPENDIX 1: TAKING STOCK OF KNOWLEDGE FROM OVER 2,500 COMPANIES

Global Child Forum and the Boston Consulting Group (BCG) initiated the Corporate Sector and Children's Rights Benchmark study series in 2013 to fill a gap in the existing research on how the corporate sector addresses children's rights, both within their operations and in communities. We have produced one global and five regional studies: the Nordic region, the Middle East and Northern Africa; Southern Africa, South America and Southeast Asia.³⁴

To date, we have systematically assessed over 2,500 companies across 9 industries using 7 indicators (see Figure 1) to screen publicly available data. This data provides us with a detailed understanding of how businesses integrate children's rights in their governance and core operations, their policies and reporting, and their partnerships, programs and charitable giving. Based on this extensive knowledge, we are now delving deeper into our data in order to provide guidance for companies on how to further their efforts to implement the Children's Rights and Business Principles.³⁵

AGGREGATE BENCHMARK RESULTS FOR 2,500 COMPANIES

GOVERNANCE & CORE OPERATIONS



1 BOARD ACCOUNTABILITY

9 %



2 MATERIALITY & RISK ASSESSMENT

12 %

POLICIES & REPORTING



3 CHILD LABOUR POLICY

57 %



4 ADDRESSING CHILDREN'S
RIGHTS ISSUES OTHER
THAN CHILD LABOUR

15 %



5 PERFORMANCE REPORTING

26 %

PARTNERSHIPS, PROGRAMS & CHARITY



6 COLLABORATIONS WITH
CHILD RIGHTS ORGANISATIONS

12 %



7 CHARITY AND/OR PROGRAMS
RELATED TO CHILDREN'S RIGHTS

46 %

³⁴ All Benchmark studies and reports are available on www.globalchildforum.org/knowledge-centre December 2001, pp.131-141

³⁵ Developed by UNICEF, the UN Global Compact and Save the Children - the Children's Rights and Business Principles are the first comprehensive set of principles to guide companies on the full range of actions they can take in the workplace, marketplace and community to respect and support children's rights. <http://childrenandbusiness.org/>



APPENDIX 2: LIST OF CONSULTATIONS UNDERTAKEN

Consultations were carried out with:

- UNICEF
- International Cocoa Initiative (ICI)
- Anti-Slavery International
- H&M
- IKEA
- ASOS
- UTZ (by email)
- Eliminating Child Labour in Tobacco Foundation – ECLT (by email)

- ActionLab: “Innovative corporate approaches to child labour: Turning challenges into mutual opportunities”.

A draft of this study was presented to over 75 representatives from the corporate, government, and international NGO sector at the ActionLab session on ‘Innovative corporate approaches to child labour: Turning challenges into mutual opportunities’ at the Global Child Forum held in Stockholm on 11 April 2018. Feedback and input were incorporated into the final version.

Additional organisations and corporations were approached for consultation but were unable to meet and/or provide relevant information.

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Founded in 2009 by the Swedish Royal Family, Global Child Forum is a leading forum for children's rights and business dedicated to innovative thinking, knowledge-sharing and networking. We believe in the power and responsibility of business, working in partnership with all parts of society, to create a prosperous, sustainable and just society for the world's children.

In addition to our forums, Global Child Forum delivers research perspectives, best practices and risk assessment tools designed to unlock opportunities for business to integrate children's rights into their operations and communities.

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