

## ETI Social Dialogue study - Terms of Reference

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### 1. Introduction and Background

The Ethical Trading Initiative (ETI) is a leading alliance of companies, trade unions and NGOs that promotes respect for workers' rights around the globe. Our vision is a world where all workers are free from exploitation and discrimination, and enjoy conditions of freedom, security and equity. Global supply chains are highly complex and challenging for companies committed to trading ethically. Company members apply the human rights due diligence approach to managing the human rights in the supply chain. Workers' rights issues are often deep-rooted and widespread and are best tackled through collaborative action. We harness the expertise, skills and resources of our alliance members to identify these issues and develop innovative, long-lasting solutions. Our measure of success is that workers can negotiate effectively for a better working life where their rights are respected and where good employer-employee relations are the norm.

ETI's tripartite membership is based on the Social Dialogue principles for consultation and discussion. Members therefore are encouraged to use Social Dialogue to progress the ETI base code criteria and to engage with elected bodies and worker representatives on all aspects of working life such as FOA/CB/WR, OSH, anti sexual harassment or women's empowerment.

### 2. Aims and Objectives

The objective of this study is to understand what factors and processes have contributed to the success of ETI's social dialogue programmes in Bangladesh, Turkey, and Tamil Nadu. This will be used to produce a practical handbook for Companies with recommendations on how to implement a social dialogue programme in their supply chains.

The aim is to encourage the wider adoption of identified good practices, across all ETI industry types and size of company.

The study should comprise of 3 key sections:

- Background and context, including an overview of the enabling framework such as legislation supporting social dialogue, drivers for engagement and industry initiatives (private codes of conduct, principles, management standards etc). Where data is available, this ought to include financial and operational benefits to businesses undertaking the programme.
- Four case studies focused on the ETI model of progressing worker representation and to include what has worked at each of the three steps, strategies to overcome barriers, resources required, contributing stakeholders, Brand leverage and/or involvement for entry and maintenance of employer/ worker agreements at each stage.
- Recommendations as to how good practice examples can be cost effectively replicated in countries and by size of companies. The research will build on interviews with key actors to understand the thinking and processes that took place, identify the influence of external factors and define the challenges to be overcome throughout the process. It will provide recommendations on the role the supply chain can play in further supporting good practices and encouraging stronger industrial relationships.

### 3. Methodology

The detailed methodology will be developed by the candidate, in collaboration with ETI Secretariat and the ETI Apparel and Textile and Bangladesh team. An appropriate interview structure should be drafted and shared with ETI for comments before any planned interviews. Ahead of interviews, there will be desk research of existing ETI studies, findings and resources, as well as research to understand local conditions at sites targeted for possible case studies. **This is not intended to be an academic study or analysis of the sector.**

The consultant will need to have a good understanding of the context that exists in the sector, experience of industrial relations, statutory worker committee requirements and local trade union structures and ways of working. Through broad stakeholder interviews, including the ETI social dialogue practitioners.

#### Expected stakeholders to be interviewed:

- ETI Bangladesh and India social dialogue practitioners
- Associated with the ETI Bangladesh programme a sample of:
  - Factory owners & managers
  - Members of committees that have been established
  - Trade unions represented in the programme factories
  - Brand in-country representatives
  - Brand agents or consultants
- Industry and employer associations
- Worker legal agencies if applicable

### 4. Deliverables

- A written report, which should be no more than 30 pages excluding appendices
- The structure of the report should include:
  - An executive summary;
  - A review of: current legal policies as well as sector norms; individual case studies of good practice and analysis (what is working well, what were the contributing factors, and what may need improvement); and what impact has it had on management practices and labour relations more generally (regarding the ETI Base Code specifically);
  - What impact do buyers and their supply chain practices have on these relations? It will be important to identify potential and actual business benefits that might help drive the adoption of these improved practices. All to be based on desk research and interviews with relevant stakeholders
- Case studies of good practice should be drawn from companies, trade unions, worker representative bodies, or international buyers – focused on sharing lessons. Up to four (4) case studies will be considered.
- Recommendations for SME's and large companies on how to promote, establish, progress and maintain social dialogue in workplaces in other sourcing or production countries.

### 5. The contractor

The successful contractor will: have excellent spoken and written English, strong inter-personal skills, be highly competent in the required disciplines of investigative research and analysis, problem solving, reporting and presenting and have ideally extensive experience in labour relations, ethical trade in the related sector. They will have experience in understanding gender dimensions, considering necessary sensitivities with interviews. They will work closely with all stakeholders both in desk research and in country; presenting a clear vision of a **practical and pragmatic approach**. They will ideally not be seen to be partisan by stakeholders; and not be directly related to any stakeholder group.

The contractor should specify how they intend to deliver the range of tasks requested and whether this will be delivered by single or multiple individuals. The contractor will implement this assessment

under the auspices of ETI, with progress up-dates to be agreed with the Senior Advisor; Transitions, Futures and Social Dialogue, the relevant ETI country manager and the STITCH project manager.

## **6. Selection Criteria**

Selection will be based on the following criteria:

- Professional competence, including track record of success in a similar field of work (examples will be requested)
- Technical knowledge and experience in respect of applied social dialogue and labour rights.
- Methodology proposed to deliver required outcomes
- Quality of submission, including overall understanding of the ask, issues that might affect the outcome and the added value that this contractor brings
- Budget (including VAT/ Taxes where charged)

## **7. Delivery and Deadlines**

Candidates are requested to submit an expression of interest, which is to include: brief outline of the proposed methodology, work plan, names of any additional personnel and their roles, with timeline and proposed budget (broken down by number of days and estimates for any additional expenses to be charged).

**Deadline for submissions to ETI is 27 October 2021.**

The work should start by the beginning of November and first draft of the report ideally will be completed by end of January 2022 and a final report by the end of February 2022 – dates are subject to negotiation.

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