

Paving the way for sustainable supply chains

Highlights of the Global Programme Initiative for Global Solidarity (IGS)

giz Deutsche Gesellschaft
für Internationale
Zusammenarbeit (GIZ) GmbH



IGS INITIATIVE FOR
GLOBAL SOLIDARITY

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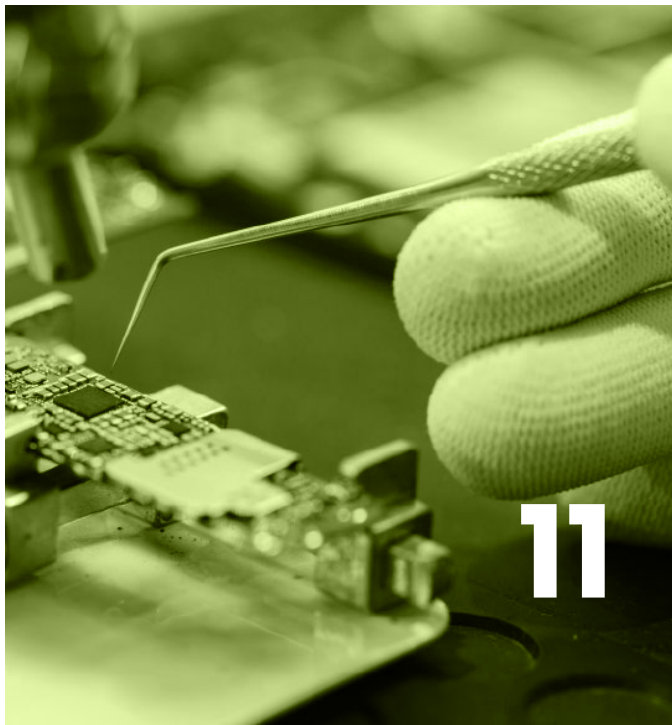
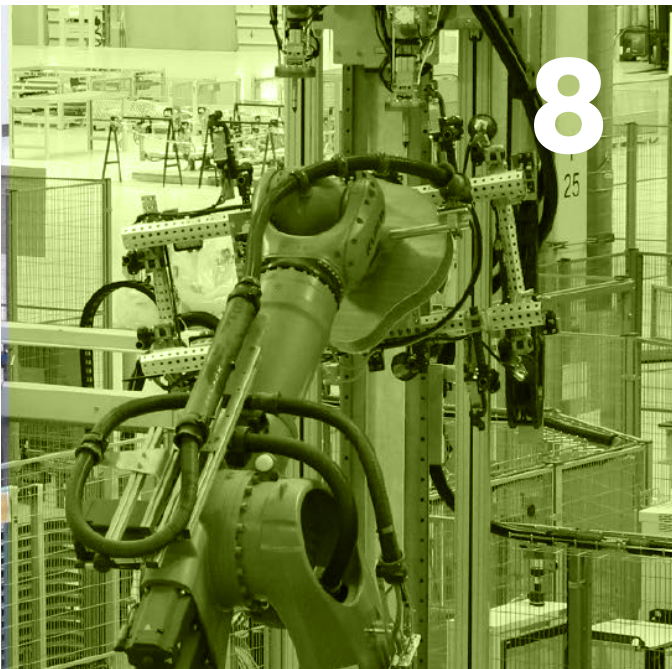
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About IGS

What is the ‘Initiative for Global Solidarity’?

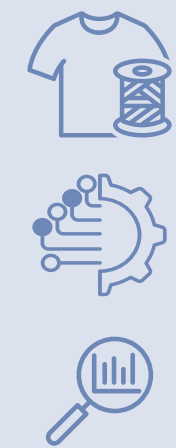
Several national and international regulations like the European Corporate Sustainability Due Diligence Directive (CSDDD) require companies to assess social and ecological risks in their supply chains, implement preventive measures, monitor their effectiveness, and support remediation. IGS supports purchasing and producing companies in collaborating and implementing human rights and environmental due diligence. Together with different stakeholders, IGS fosters sustainable, resilient supply chains aligned with German, European, and international standards.

- **Improving corporate systems** for risk analysis, transparency, and grievance mechanisms
- **Fostering dialogue and collaboration** through multi-stakeholder networks and support to trade unions
- **Empowering local actors** to advance human rights and environmental protection
- **Promoting accountability** through transparency, improved data systems, reporting and access to remedy

IGS is active in four fields of action:

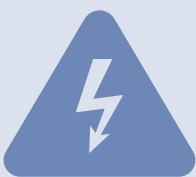
- **Shared Responsibility:** IGS puts into practice models of shared responsibility between buying and supplying companies
- **Data & Transparency:** IGS promotes transparency in supply chains, fosters industry-wide standards and improves the availability and quality of data
- **Responsible Business Helpdesks (RBH):** By setting up local helpdesks, IGS supports business associations and companies in partner countries
- **Grievance Mechanisms:** IGS works with companies, trade unions, industry initiatives, and civil society organisations to establish, develop and harmonise internal and external grievance mechanisms

IGS at a glance: What we achieved



IGS works across three different sectors:

- 1 Textile and Garments,**
- 2 Electronics and Automotive,**
- 3 Extractives and Raw Materials.**



854,495

workers face **fewer workplace risks**



676,361

workers have access to **grievance mechanisms**



201,526

female workers have access to **grievance mechanisms** to address **gender-based violence**



936

companies have integrated **sustainability indicators** in their data management



5,872

stakeholders were trained on **grievance mechanisms**



200+

activities in 18 countries



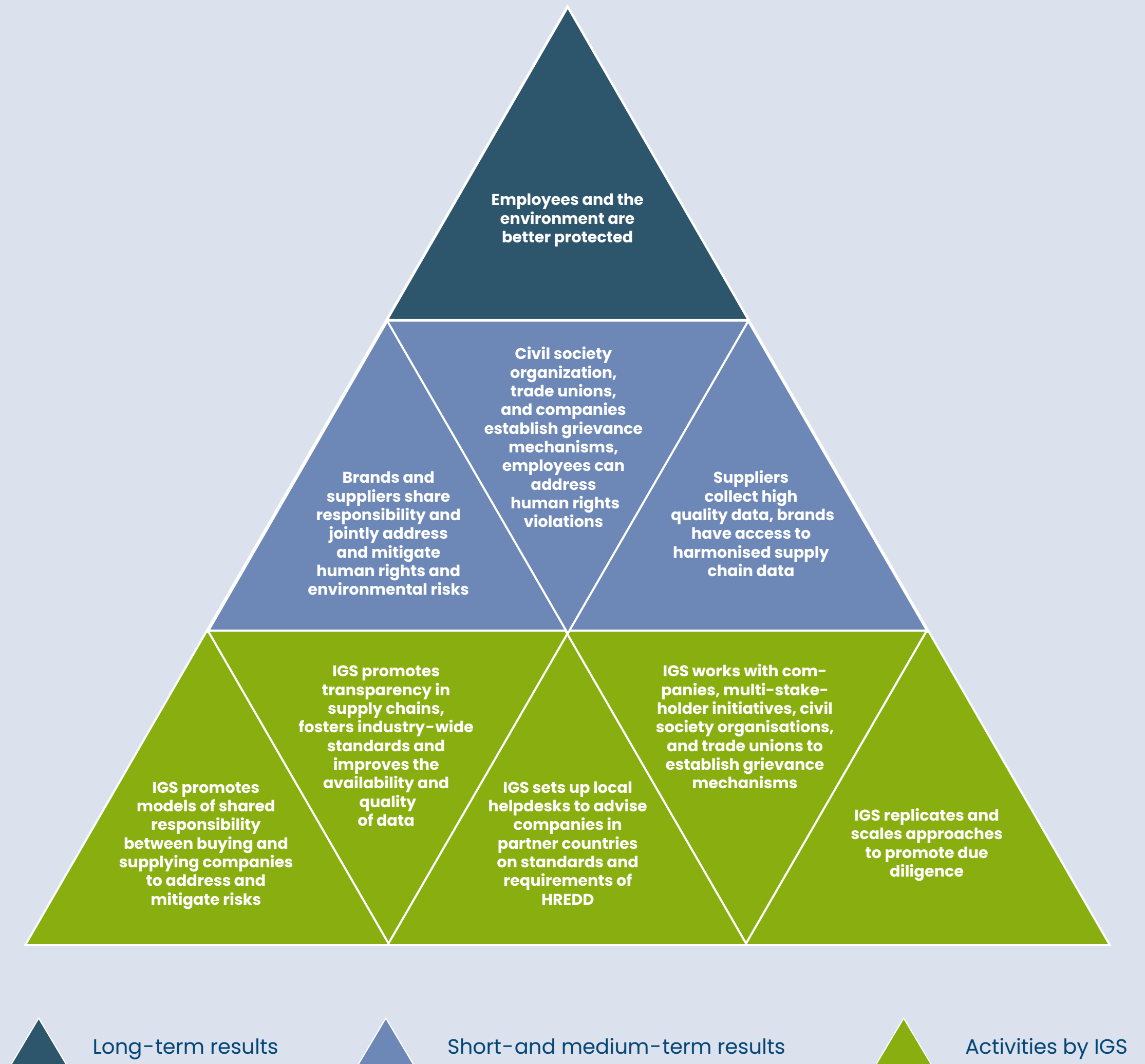
2,034

suppliers have made use of the information, networking and advisory services of the Responsible Business Helpdesks (RBH)



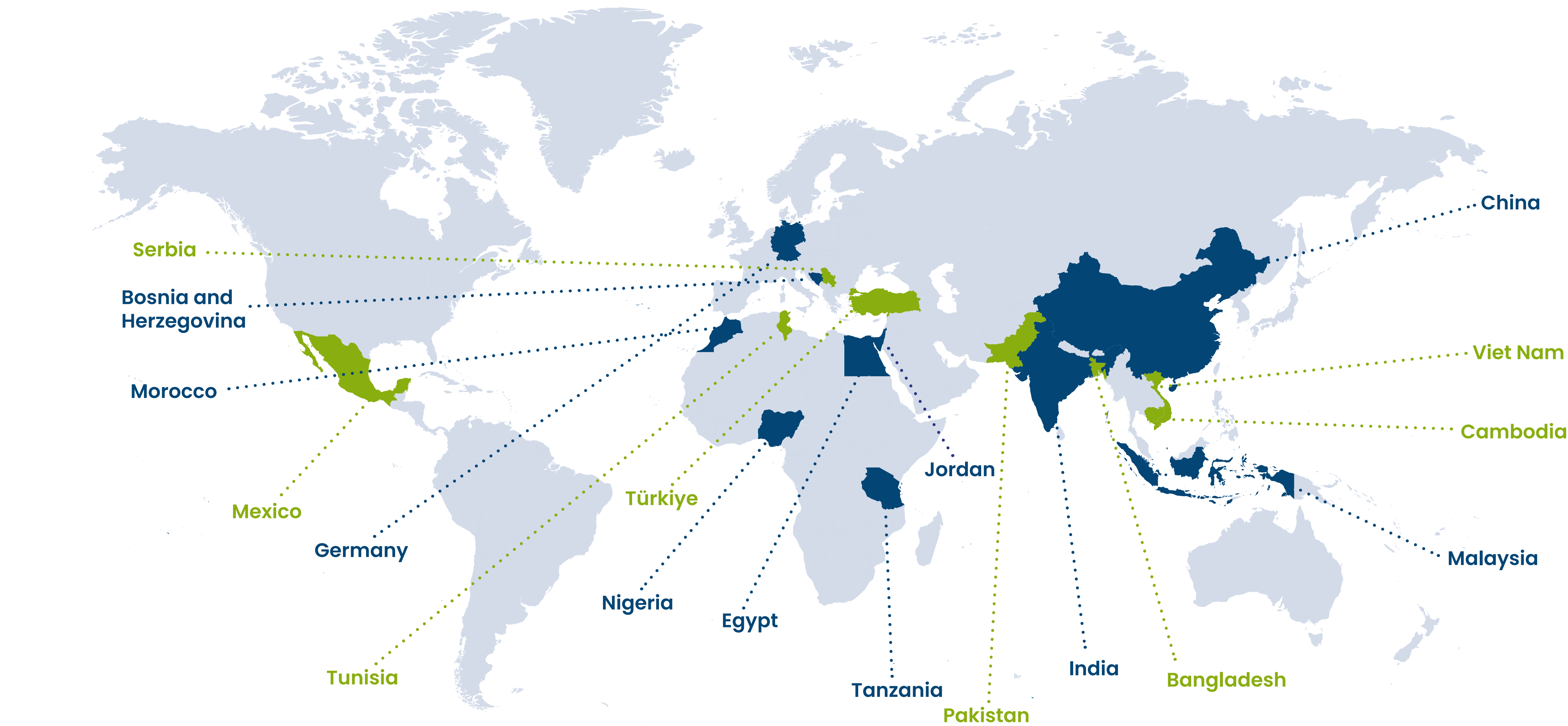
About IGS

The IGS project logic: How can employees and the environment be better protected with 'shared responsibility'?



About IGS

IGS operates worldwide



 Key Focus Countries

About IGS

Find out what IGS does for you!



For brands and retailers

IGS supports brands and retailers in keeping track of sustainability in their supply chains.

Problem: Brands and retailers struggle with due diligence reporting given their numerous suppliers and limited data availability. Good practices for mitigating sector risks, preventing human rights abuses, and installing effective grievance mechanisms are rare.

Solution: IGS helps brands access platforms with information on multiple suppliers, reducing the data collection burden. Industry-wide initiatives ensure common understanding. Good practices are shared.

Results: HREDD focuses on actual human rights and environmental improvements rather than superficial reporting. Brands receive relevant high-quality information, supply chain collaboration on eye level is enabled.



For civil society and trade unions

IGS supports civil society organisations (CSOs) and trade unions through capacity development and the promotion of social dialogue.

Problem: In many local political contexts, the rights and resources of CSOs and trade unions are severely restricted. This creates a power imbalance in comparison to brands and suppliers. Therefore, CSOs and unions struggle to advocate for workers' rights.

Solution: IGS promotes social dialogue between trade unions, employers, and governments, and fosters broader multi-stakeholder exchange involving CSOs, brands, and suppliers. It also offers capacity development on HREDD to empower trade unions and CSOs to advocate for workers' rights.

Results: CSOs and trade unions are established players in HREDD and can expand their sphere of influence to support more workers.



For workers

IGS supports workers to improve their working conditions and get better access to grievance mechanisms.

Problem: Workers along supply chains suffer from abuses in their work environment such as unpaid over hours, accidents due to unsafe conditions or discrimination and harassment. They have often limited or no access to effective complaints mechanisms and thus, to remedy.

Solution: IGS is collaborating with organisations that support suppliers and brands in introducing effective complaint mechanisms. Workers participate in trainings to understand and make use of such complaint mechanisms.

Results: Workers trust and make use of the provided support structures.



For suppliers

IGS advises suppliers on standards and requirements of HREDD, provides trainings and promotes collaborative approaches with brands.

Problem: Local suppliers are faced with increasing and complex expectations to meet the criteria of due diligence. However, they often lack capacities and awareness about the requirements such as the establishment of effective grievance mechanisms.

Solution: IGS has set up Responsible Business Help-desks (RBH) hosted by local business associations to provide country-tailored information, training and advice on due diligence.

Results: Suppliers can effectively meet the expectations of brands. The exchange between suppliers and brands creates a sense of joint understanding and shared responsibility of due diligence.

About the Project

Timeframe: 2022–2024

Partners: [Laudes Foundation](#), partnerships with key industry bodies like the [Bangladesh Garment Manufacturers and Exporters Association \(BGMEA\)](#) and the [Bangladesh Knitwear Manufacturers and Exporters Association \(BKMEA\)](#).

Objective: To provide comprehensive and comparable data on exporting suppliers in Bangladesh’s textile and garment industries.

Approach: MiB collects and maps data on factories’ locations and environmental and social aspects (e.g. environmental certificates, insurance policies, gender-sensitive infrastructure like separate bathrooms, maternity leave provisions and safety provisions).

Country



BANGLADESH

Sectors



TEXTILE AND
GARMENT

Target Groups



BRANDS



SUPPLIERS



CIVIL
SOCIETY

Key Achievements

3,722

Export-oriented RMG factories covered

984

Non-member RMG factories covered

520

Emerging exporters covered

‘Mapped in Bangladesh’ (MiB) is co-funded by GIZ through IGS, on behalf of the German Federal Ministry for Economic Cooperation and Development (BMZ), and the Laudes Foundation.

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1. Reforming the garment sector with reliable data

The ‘Mapped in Bangladesh’ digital map

The ready-made garment (RMG) sector is crucial to Bangladesh’s economy, employing over 4 million workers and accounting for more than 84 per cent of export earnings. As the second-largest global exporter of RMG products, the country is vital to the global textile supply chain. However, challenges around poor working conditions, work safety issues, as well as transparency, compliance, and accountability persist.

To address these issues, the ‘[Mapped in Bangladesh](#)’ (MiB) project created an interactive digital map of export-oriented RMG factories. Which production sites exist in Bangladesh? What is produced there? What are the factories doing for environmental protection, human rights and workplace safety? These are just some of the questions the platform aims to answer – with publicly accessible information on factory locations, operations, products, and compliance with labour and safety standards. More than 3,800 factories are already listed on the platform. An impressive number, as there was previously no up-to-date and trustworthy overview of textile fac-

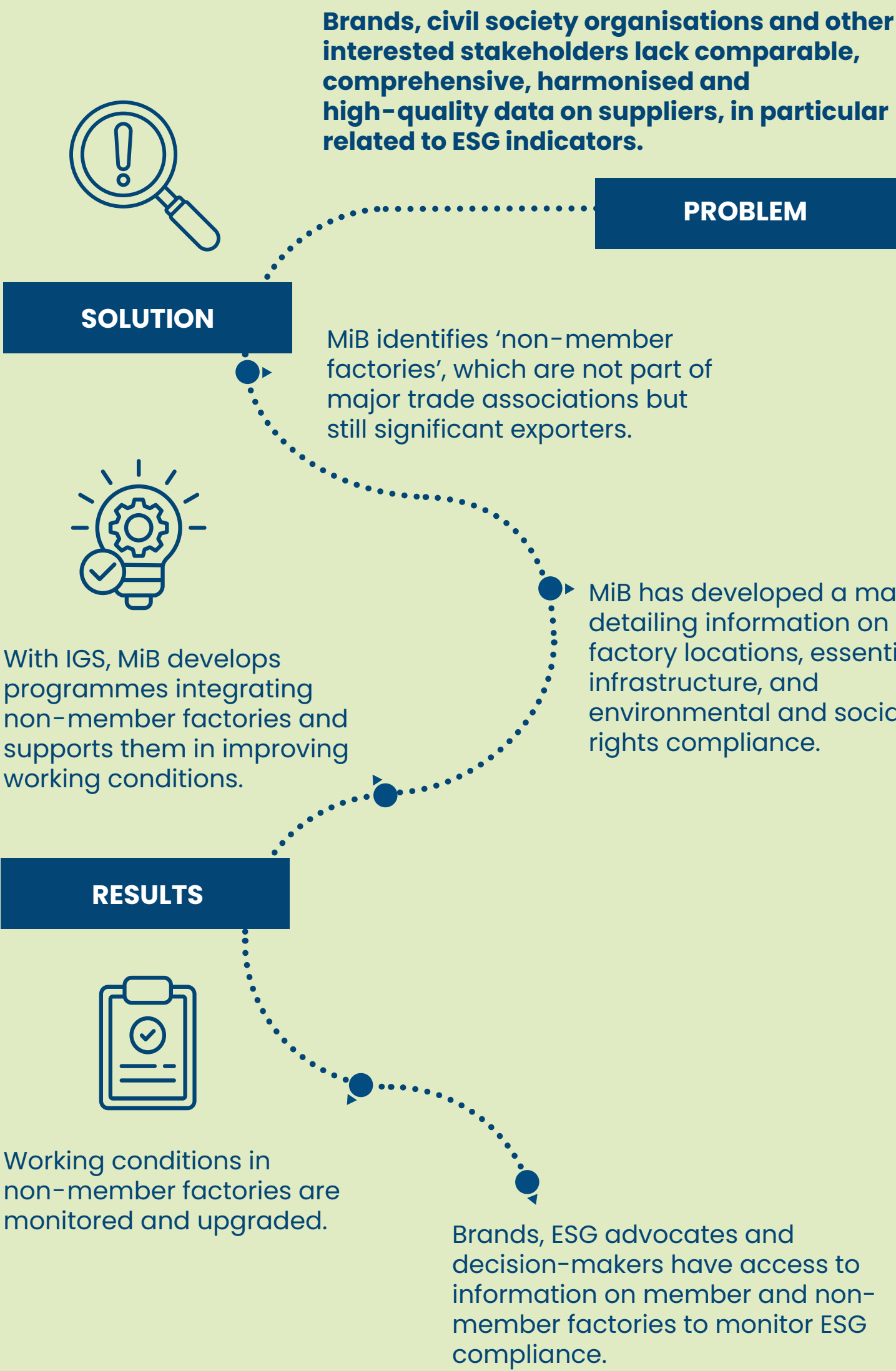
tories in Bangladesh. Now there is, thanks to the project and its dedicated staff who initially walked street by street to map the facilities.

MiB fosters transparency by helping buyers and brands source ethically, supporting policymakers in governance, and increasing factory visibility. Workers indirectly benefit from enhanced compliance and improved conditions. For example, MiB data has been used to shed light on the ratio of male to female workers in textile and garment factories in Bangladesh. Until this analysis of the MiB data, it was generally assumed that the ratio was 80 per cent women and 20 per cent men. However, the data shows that the ratio is 58 per cent women and 42 per cent men. Decisions and measures can be adapted accordingly to properly address all those affected.


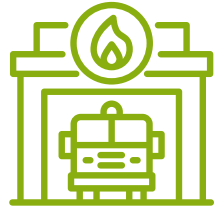

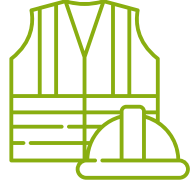

Reliable and up-to-date data is required to be able to take customised measures and targeted political decisions. This is precisely what the ‘Mapped in Bangladesh’ platform aims to provide.



The IGS Path to Results

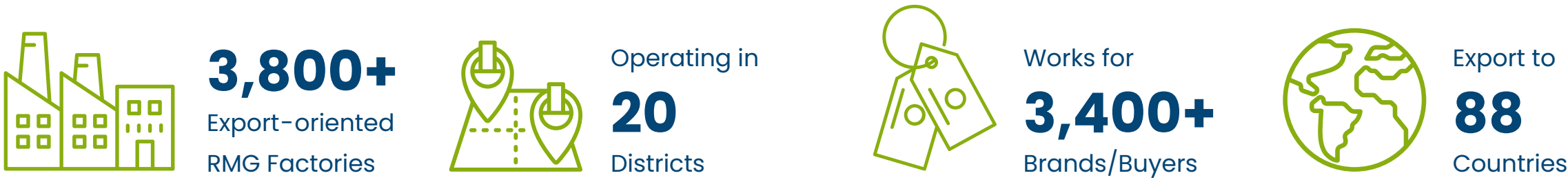


'Mapped in Bangladesh': Data points

 GPS Location	 Contact Information	 Products	 Memberships	 Certifications	 Production Capacity
 Major Brands	 Export Countries	 Establishment Year	 Nearby Fire Station	 Nearby Medical Center	 Nearby Police Station
ENVIRONMENTAL					
 Solar Panel	 ETP	 Environmental Certifications	 Platform Affiliations		
SOCIAL					
 Separate Washroom	 Menstrual Hygiene	 Childcare Facility	 Healthcare Facility	 Maternity Leave Facility	 Dining Space
GOVERNANCE					
 Anti-harassment Committee	 Safety Committee	 Participation Committee	 Insurance Policy		

'Mapped in Bangladesh' in numbers

THE SUPPLY CHAIN



MEMBERSHIP STATUS



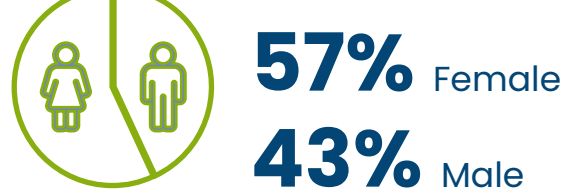
THE SUPPLY CHAIN



GLOBAL INTERACTION



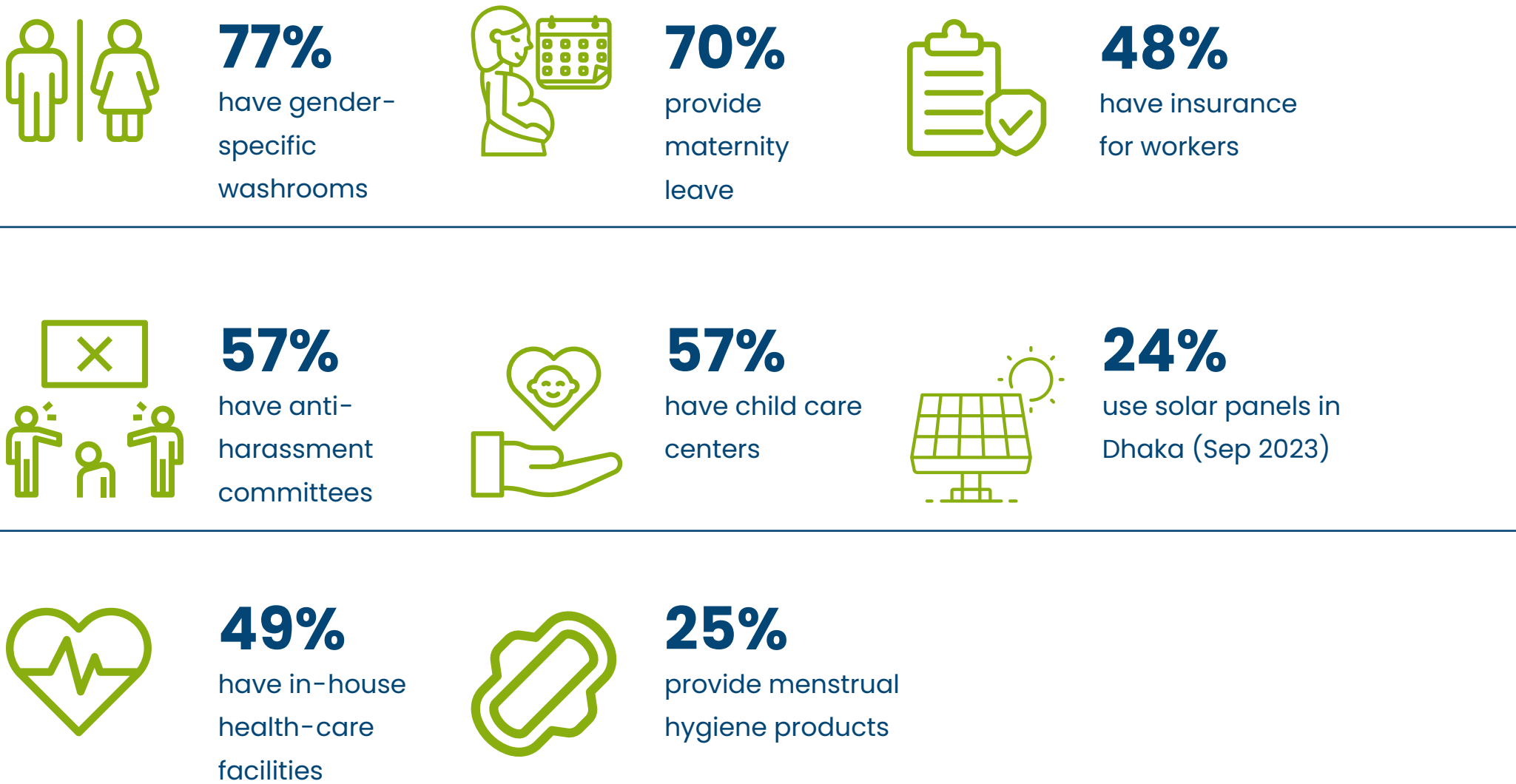
WORKER RATIO



Source: MiB
As of September 2023

'Mapped in Bangladesh' facts

We conducted a nation-wide census of 3,800+ RMG factories and found:



Source: Mapped in Bangladesh (2021)

More on Transparency: The Open Supply Hub

IGS supports various initiatives that make credible supply chain data publicly available and thus, increases supply chain transparency and traceability. This is important because reliable and standardised data on production networks, as well as environmental and social risks is essential for the successful implementation of due diligence. One of these initiatives is the Open Supply Hub, which is powering the transition to safe and sustainable supply chains with the world's most complete, open, and accessible map of global production. The data

include address and affiliated companies, number of staff members, manufacturer brand(s), industry(ies), and product types. As of April 2025, more than 1.1 Mio. production sites in over 150 countries have already been recorded; the database contains data on production sites in industries such as clothing, food, electronics, energy, and mining. Further information can be found on the Open Supply Hub website <https://opensupplyhub.org>

About the Project

Timeframe: 2023–2025

Partners: [Fashion Industry Charter for Climate Action](#)

Objective: Reduce greenhouse gas (GHG) emissions in Viet Nam’s textile and garment sector by replacing coal-fired and other CO₂-intensive boilers with more sustainable alternatives such as biomass, electric boilers, and solar-thermal systems.

Approach: The project supports factories in transitioning from CO₂-intensive to sustainable process heat systems by conducting technical assessments and energy simulations to identify viable alternatives. It facilitates brand-supplier collaboration to secure funding and knowledge-sharing while providing financial and operational guidance to help manufacturers adopt cleaner energy solutions.

Country



Sectors



Target Groups



Key Achievements

2,900
Workers benefit from better air quality and improved safety due to the replacement of coal boilers with sustainable alternatives

1,760 tons
Estimated annual CO₂ reduction from two suppliers switching to biomass

5
Manufacturers received technical support from 3 brands for their informed decision-making on coal-phase-out. Two of them completed their transition towards more sustainable boilers.

The pilot programme was implemented by GIZ through IGS, on behalf of the German Federal Ministry for Economic Cooperation and Development (BMZ), in cooperation with the Fashion Industry Charter for Climate Action.

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2. Sharing responsibility for decarbonising Viet Nam’s fashion industry

Using alternatives for coal boilers to reduce emissions

With a market share of seven per cent, Viet Nam is among the world’s top-five largest exporter of textiles. Within the country, textiles and clothing are also one of the most important sectors of the economy. However, the industry significantly contributes to CO₂ emissions worldwide. Processes such as dyeing, washing, and ironing often rely on coal-powered boilers. Estimates suggest that between six and eight per cent of global greenhouse gas (GHG) emissions can be attributed to the textile industry.

To achieve global climate goals, the textile industry must adopt more sustainable practices. A growing number of European fashion brands are now expecting their suppliers to move toward environmentally friendly production processes. However, transforming the industry requires commitment not only from manufacturers but from the entire supply chain, including brands, suppliers, and international initiatives.

Responsibility-sharing approach in Viet Nam

In Viet Nam, Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), in cooperation with the Fashion Industry Charter for Climate Action, is spearheading a pilot programme aimed at reducing GHG emissions in textile & apparel manufacturing via a responsibility-sharing approach. With financial support from their purchasing brands, manufacturers joining the programme undergo a technical analysis and

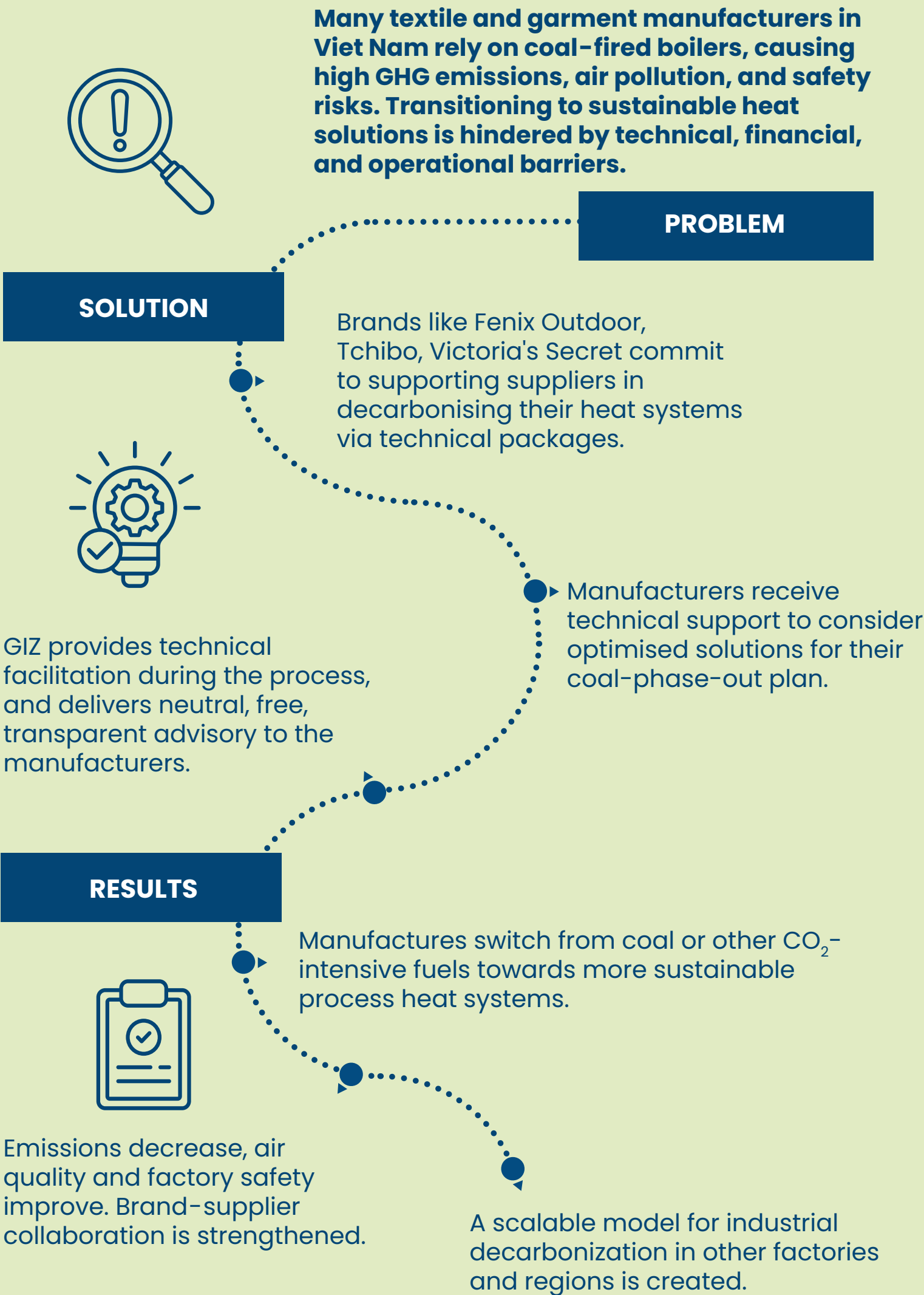
receive advice from experts to inform their decision to switch from coal and CO₂-intensive fuel towards more environmentally friendly heating systems, such as electric heat pumps, electric boilers and biomass boilers. These systems either use renewable fuels or electricity instead of fossil fuels, therefore emitting less GHG.

Out with coal in Minh Tri Thai Binh

One example of the successful implementation of the programme is the collaboration between the garment manufacturer Minh Tri Thai Binh Garment and its buyer, Fenix Outdoors International AG.



The IGS Path to Results



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‘The transition to advanced technology and the use of sustainable fuels is a common trend among manufacturers in Viet Nam and in the world,’

says Dao Thanh Liem, CEO of the garment manufacturer Minh Tri Thai Binh Garment.

The company with 700 employees was established in Thai Binh Province in 2008 and serves, among others, the European market. The company aimed for a more sustainable and environmentally friendly boiler but faced various technical and data-related challenges: Replacing a boiler system first requires an assessment of available options, performance requirements for a new system, and the ability to achieve both the projected financial and CO₂ emission savings.

To address this, their strategic buyer – the global outdoor brand Fenix Outdoor – offered support and provided critical financial support, enabling Minh Tri Thai Binh to make informed decisions and implement the new system effectively. With GIZ’s technical facilitation, an external consultant conducted measurements and analysis on different technologies, then provided Minh Tri Thai Binh with practical data and solutions.

Biomass fuel reduces GHG emissions

In July 2024, a biomass boiler could newly be installed at Minh Tri Thai Binh's compound. Biomass – organic matter used as fuel for the boiler – mostly from sourced wood processing residues has become an alternative to coal to reduce GHG footprint as it has much lower emission when considering its whole life cycle. Replacing the boiler required an investment for

Minh Tri Thai Binh, however, helps them reach climate goals and minimise environmental impacts. According to the estimates, the new biomass-fired boiler reduces the company's fuel cost by 30 per cent while only emitting 34 tons of CO₂ a year – a staggering 98 per cent emissions reduction compared to using coal.

‘I think there should be more initiatives like GIZ’s sustainable process heat programme, which helps connect actors in the supply chain. When brands and experts work together, sharing the concerns and difficulties of businesses, improvements in the factory will happen faster,’

says Dao Thanh Liem.

This example illustrates how shared responsibility and cooperation between brands and suppliers can help to reduce emissions and achieve the climate goals – not only in Viet Nam, not only in the textile industry, but worldwide.

[Dao Thanh Liem, Minh Tri's CEO, about the project \(Video\)](#)



About the Project

Timeframe: 2022-2025

Partners: Responsible Contracting Project (RCP), Fair Wear Foundation, Sustainable Terms of Trade Initiative (STTI),

Objective: Collaboratively develop model contract clauses to improve human rights due diligence (HREDD) compliance in global supply chains through innovative contracting practices and shared responsibility.

Approach: IGS supports the development and disseminating of practical contracting tools to strengthen cooperative relationships between companies along the supply chain and create better working conditions.



Key Achievements

81,930
Workers benefit from prevention, mitigation or remediation measures

89
Suppliers have been trained in using the Model Contract Clauses

The project was supported by GIZ through IGS, on behalf of the German Federal Ministry for Economic Cooperation and Development (BMZ).

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3 Responsible Contracting is key for improving working conditions

Developing model contract clauses for better HREDD

Ensuring fairness in global supply chains requires more than voluntary commitments. It demands binding and Responsible Contracts between buyers and suppliers. The Initiative for Global Solidarity (IGS), together with partners such as the Responsible Contracting Project (RCP), the Sustainable Terms of Trade Initiative (STTI), and Fair Wear Foundation, supports the development of ‘[Supplier Model Contract Clauses](#)’ (SMCs) to address unbalanced and harmful con-

tracting practices in the textile sector. These clauses aim to share responsibility for human rights and environmental due diligence between buyers and suppliers, reflecting emerging international standards and legal requirements. The project has developed training programmes to support producers in understanding and negotiating Responsible Contracts.

Let’s dive deeper into the topic in two interviews.



‘Responsible Contracting ensures both parties work together to protect workers and the environment’



Sarah Dadush is the Founding Director of the Responsible Contracting Project (RCP), founded in 2022, and a professor at Rutgers Law School in New Jersey, USA.

What makes the RCP unique compared to other human rights due diligence and supply chain initiatives?

RCP works to achieve positive human rights and environmental outcomes through better contracting practices, treating contracts as essential tools for responsible business conduct. RCP’s Toolkit – model clauses and buyer code of conduct, guidance, and policy briefs – aligns with the UN Guiding Principles on Business and Human Rights (UNGPs), the OECD Guidelines for Multinational Enterprises for Responsible Business Conduct, and the OECD Due Diligence Guidance, offering a blueprint for due diligence-aligned contracting.

How do the Supplier Model Contract Clauses (SMCs) align with existing and upcoming regulatory frameworks like the EU CSDDD?

The SMCs, designed for apparel suppliers, as well as the forthcoming pan-industry European Model Clauses

(EMCs), align with the EU CSDDD by embedding HREDD obligations into contracts. The CSDDD mandates shared responsibility, not the transfer of obligations. The SMCs and the EMCs follow three core principles of Responsible Contracting: 1) Risk-sharing, not risk-shifting; 2) Responsible purchasing practices; 3) Remediation-first in the event of an adverse impact and, if that fails, responsible exit. Beyond the CSDDD, Responsible Contracting can help companies prevent and proactively address forced labour in the supply chain, which can help avoid trade law violations – e.g., EU Forced Labour Regulation, US Tariff Act, Uyghur Forced Labor Prevention Act. Responsible Contracting can also help improve transparency for reporting under the EU Corporate Sustainability Reporting Directive (CSRD).

Have you faced any legal or practical barriers in getting companies to integrate the SMCs into their contracts?

RCP is encouraged by the growing interest in Responsible Contracting. In just three years, our tools have been referenced by key organisations like the OECD, the UN Working Group on Business and Human Rights, the UN Global Compact, the Global Commission on Modern Slavery & Human Trafficking, and Electronics Watch, to name a few. Companies across industries – apparel, electronics, shipping, automotive, cosmetics, and agriculture – use them, and policymakers in the EU, the US, and Australia are referencing contracts in legislation. Challenges remain. Legal professionals often lack familiarity with HREDD standards, so we bridge this gap through trainings, webinars, and consultations. Engaging suppliers is also crucial for legitimacy and effectiveness. Political shifts create obstacles and opportunities. While momentum for mandatory HREDD laws ebbs and flows, contracts remain enforceable, regardless of the legislative backdrop.

What impact has the RCP seen so far in terms of changing contract practises or improving supplier-buyer relationships?

Responsible Contracting requires a shift toward cooperation, open communication and joint responses to adverse impacts. Traditional

contracts place responsibility solely on suppliers, allowing buyers to ‘cut and run’ at the first sign of trouble. By contract, Responsible Contracts ensure that the parties share the responsibility for addressing impacts as they arise. For example, RCP and the Ethical Tea Partnership (ETP) developed the Tea Sector Model Clauses (TMCs), now mandatory for ETP members, embedding shared responsibility for HREDD into contracts. Similarly, C&A updated its terms to commit to responsible purchasing, support suppliers in upholding human rights, mitigate order-related risks, ensure fair pricing, and exit responsibly.

‘Formalising agreements strengthens trust and mutual respect’

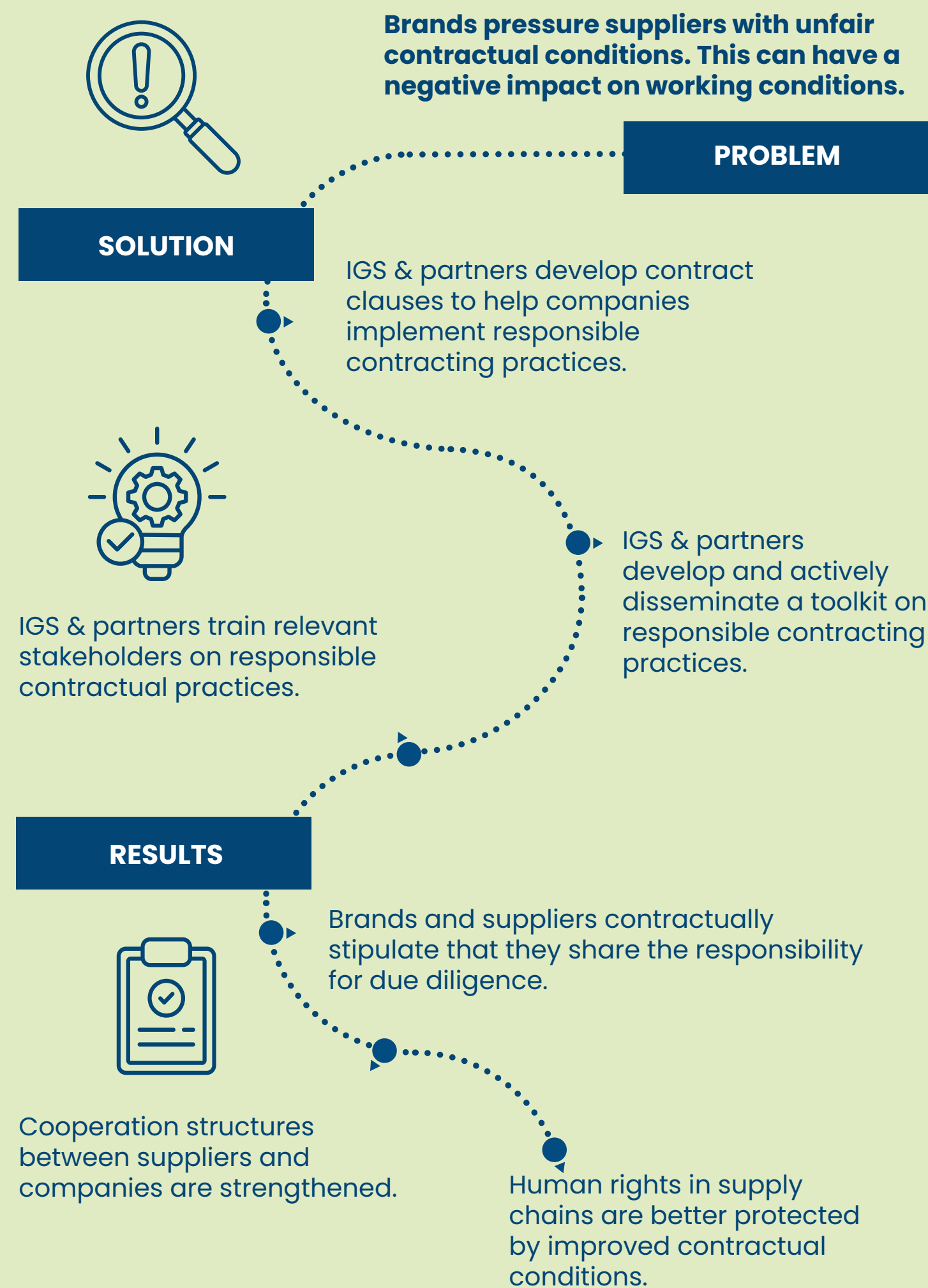


Sofia Menfalout is HRDD Implementation Coordinator at Fair Wear Foundation. Fair Wear is based in Amsterdam and works with clothing brands, textile workers, and garment producing countries stakeholders to improve working conditions in textile factories.

How does Fair Wear see the role of Responsible Contracting in improving working conditions and human rights compliance in global supply chains?

Responsible Contracting upholds due diligence commitments, improves working conditions, and prevents human rights risks and violations. It balances buyer-supplier relations by sharing risks

The IGS Path to Results



and responsibilities, prioritising remediation and responsible exit. Fair Wear recognises that contracts alone aren't enough; buyers must adopt responsible sourcing, prioritise long-term business relationships, and ensure order consistency for supplier financial stability. Enabling Freedom of Association supports workers inclusion in wage and contract negotiations.

What challenges have you observed in getting brands and suppliers to adopt the SMCs?

One of the key challenges is the internal fragmentation between Corporate Social Responsibility (CSR), sourcing, purchasing, and legal departments, leading to a lack of coordination. Legal departments prioritising company protection shifting responsibilities onto suppliers are also challenging, as well as that contracts need to be tailored to different countries, regions, etc. In general, reviewing contracts for Responsible Contracting is time-consuming and resource-intensive. Last but not least, some suppliers still hesitate to engage with contracts.

Have you seen tangible improvements because of Responsible Contracting?

Several Fair Wear member brands who introduced Responsible Contracting with their suppliers reported having improved relationships. At a German stakeholder meeting Iriedaily's brand representative shared initial reluctance, fearing it would disrupt trust. Despite scepticism and legal concerns, they engaged stakeholders, drafted a preliminary contract, and gained supplier support. Formalising agreements strengthens trust and mutual respect.

How does Fair Wear integrate Responsible Contracting into its work with brands and suppliers?

We develop and disseminate guidance, educational tools and learning opportunities for both brands and suppliers while advocating for Responsible Contracting with stakeholders. We raise brands' awareness and strengthen their contract review skills and promote HREDD-aligned sourcing dialogue with their suppliers. For suppliers, we support business associations to leverage HREDD regulation as a benefit, including the role that Responsible Contracting can play in strengthening suppliers voice in buyer negotiations.

What are the next steps?

For Responsible Contracting to become a standard practice, the industry must move away from the culture of short-term contracts (or lack thereof) towards fostering long-term buyer-supplier relationships based on equitable contracting terms and sourcing relations and more consolidated supply chains. It is also key that buyers and suppliers enable and promote Freedom of Association and social dialogue to ensure that workers have a voice in contracting terms, including wages, working hours, and working conditions. Finally, strong legislative frameworks that uphold Responsible Contracting as key due diligence practise will ensure a level-playing field for the industry.

About the Project

Timeframe: 2023–2025

Partners: Fair Labor Association (FLA), Research Center for Employment Relations (ERC), Global Worker Dialogue (GWD), InSync Global

Objective: Improve wage fairness and financial security for workers by ensuring sustainable compensation practices, aligning buyer purchasing practices with supplier wage structures, and enhancing transparency in wage tracking.

Approach: The project pilots a structured approach to fair wages by securing buyer and supplier commitments, implementing wage tracking systems, and providing capacity-building for worker engagement and planning improvements. Using FLA’s Wage Data Collection Tool and Fair Compensation Dashboard, factories can assess wage gaps, improve costing strategies, and enhance worker communication to create long-term wage sustainability.

Country	Sectors	Target Groups	
 VIET NAM	 TEXTILE AND GARMENT	 WORKERS	 SUPPLIERS
	 FOOTWEAR	 BRANDS	 CIVIL SOCIETY
 BANGLADESH			

Key Achievements

- 14,300**
Workers in two pilot factories in Viet Nam benefited from wage improvement measures
- 12,842**
Workers in four factories in Bangladesh benefitted from findings and recommendations that have the potential to inform broader wage improvements in the long run

The two pilot projects were supported by GIZ through IGS, on behalf of the German Federal Ministry for Economic Cooperation and Development (BMZ), in cooperation with the Fair Labor Association (FLA).

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4. From data to decent pay

Strengthening buyer–supplier partnerships for fair wages

Achieving living wages in the textile industry remains a major challenge. Disagreements over what constitutes a fair wage, economic pressures on suppliers, lack of collective bargaining, and purchasing practices that prioritise low costs often stand in the way of meaningful wage increases. Many workers rely on excessive overtime, while brands and manufacturers struggle to balance financial sustainability with fair compensation.

To tackle this issue, the Fair Labor Association (FLA) and the Initiative for Global Solidarity (IGS) have launched two pilot projects in Viet Nam and Bangladesh. A key innovation of this initiative is the use of the FLA Wage Data Collection Tool and the Fair Compensation Dashboard – digital tools designed to systematically collect and analyse wage data. These tools help to identify the gaps between actual wages and living wages as well as weaknesses in the compensation system and in production and purchasing practices. Working directly with buyers and suppliers, the initiative then helps the actors to develop concrete strategies to address those gaps.

Factory management and worker representatives collaborate

What sets this approach apart is its emphasis on data-driven transparency and collaboration. Factory management and worker representatives develop and agree upon action plans jointly which must be supported by the buyers. Targeted and customised measures are then implemented, for example reducing excessive overtime, simplifying complex remuneration systems, improving production planning, or introducing productivity bonuses.

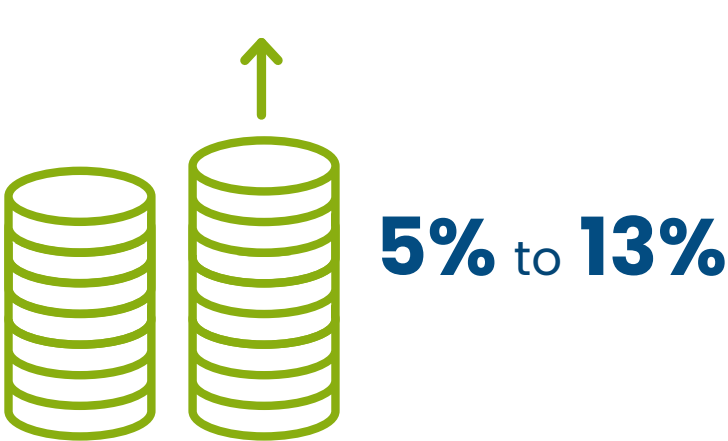
At the same time, the project strengthens cooperation between buyers and suppliers to establish responsible purchasing practices that support fair wages in the long term. By engaging stakeholders across the supply chain – factories, unions, and brands – the initiative ensures that wage improvements are not just theoretical but lead to real, measurable change on the ground.



Total of workers who participated in the project Viet Nam (VN) and Bangladesh (BD)

Factory	Number of workers	female	male
VN Factory 1	6000		
VN Factory 2	8000		
BD Factory 1	3132	2501	631
BD Factory 2	933	560	373
BD Factory 3	1444	681	763
BD Factory 4	7333	4442	2891
Total	26842		

Average increase of wages in the two pilot factories in Viet Nam



2023: Wages for the lowest-paid occupations rose by 5% to 13%

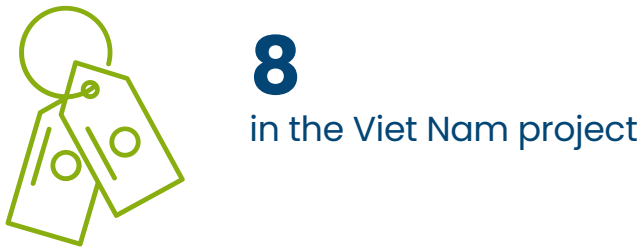


2023: The lowest paid occupations were in gluing and packing. Wages for gluing and packing increased to 7.4% and 13%, respectively, above the Global Living Wage Coalition estimate.

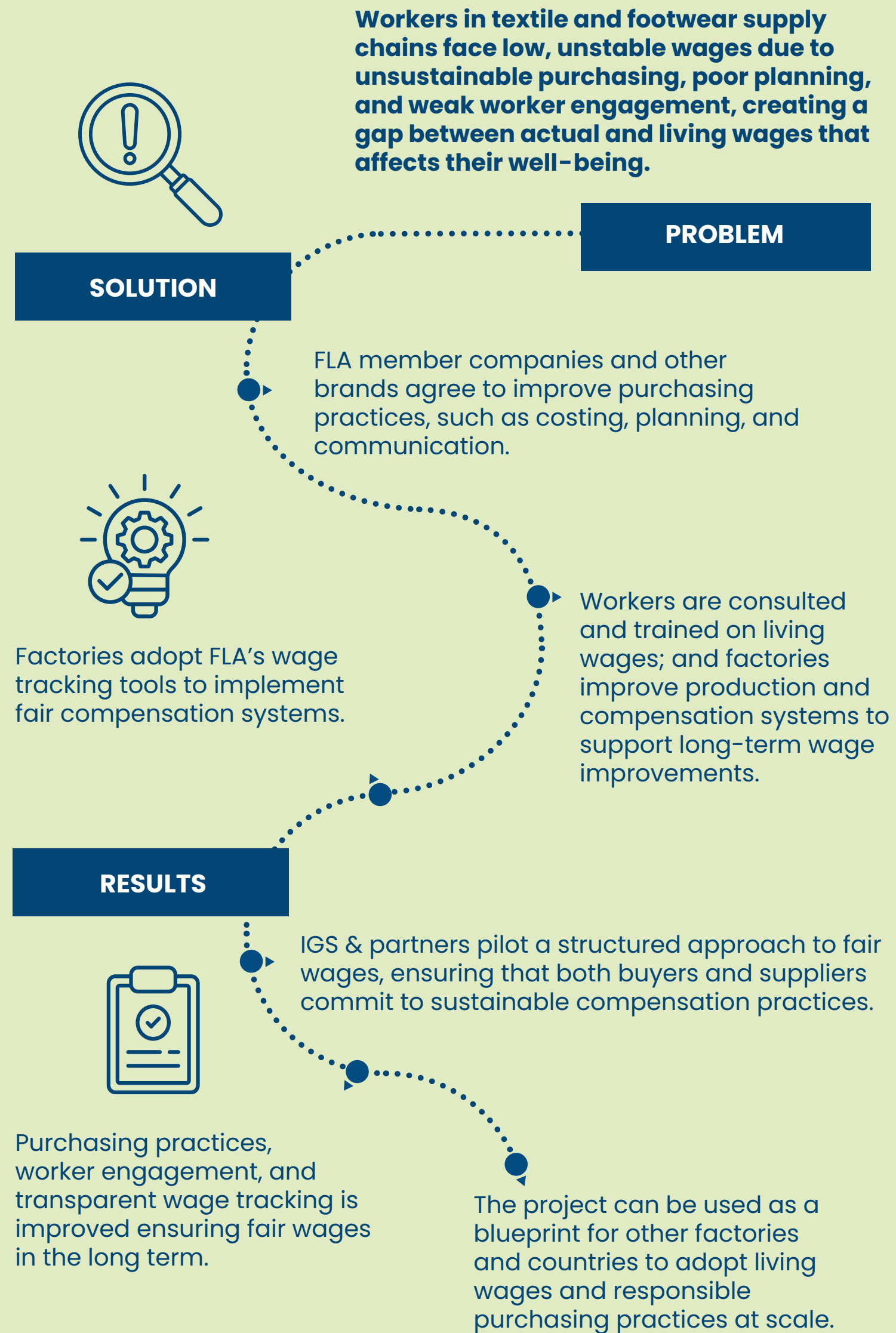


2023: New hires in sewing are now paid 23.6% above the living wage estimate (according to the Global Living Wage Coalition)

Number of brands which participated in the projects



The IGS Path to Results



Robert Hellwig, Procurement Manager
ORTOVOX, Germany

‘ORTOVOX commits to working on living wages in our supply chain by setting up comprehensive wage monitoring and introducing open costing with all Tier 1 suppliers to lay the foundation for sustainable wage increases. ORTOVOX is a midsize enterprise, therefore collaboration with other brands, multi-stakeholder initiatives, and our suppliers is crucial for us to move things forward. By participating in the Viet Nam Living Wage Pilot, we hoped to drive the implementation of open costing with the selected supplier. During the project, we’ve learned about new strategies that go beyond calculating labour minutes and associated costs.

As project partner, ORTOVOX supported the supplier with their wage system and monitoring, ensuring that cost calculations are based on actual labour costs and that employees are included in the process. We also assisted the supplier in enhancing social dialogue, particularly regarding fair wages and costing.

Following the project’s results, ORTOVOX continues to see supplier development as a tool for achieving higher wages in the future.’



ORTOVOX

ORTOVOX is a German sports equipment manufacturer specialised in mountain sports.

About the Project

Timeframe: 2024-ongoing

Partners: UNI Global Union, IndustriALL Global Union, Deutscher Gewerkschaftsbund (DGB), Friedrich-Ebert-Stiftung (FES)

Objective: Development and establishment of a global HRDD competence center to train trade unionists with a focus on partner countries on the role of human rights due diligence (HRDD) and to effectively involve them in the formulation and further development of HRDD approaches and their implementation.

Approach: By providing training, good practices and further resources, unions’ capacities to support the implementation of human rights due diligence are strengthened in Germany and Europe. Once tested, the approach can be extended to support unions in partner countries and strengthen global cooperation among unions.



Key Achievements

- 1 Competence Centre to harmonise and leverage efforts of trade unions and civil society stakeholders
- 3 Union confederations representing millions of workers from over 150 countries have joined the advocacy effort

The Competence Centre is supported by GIZ through IGS, on behalf of the German Federal Ministry for Economic Cooperation and Development (BMZ).

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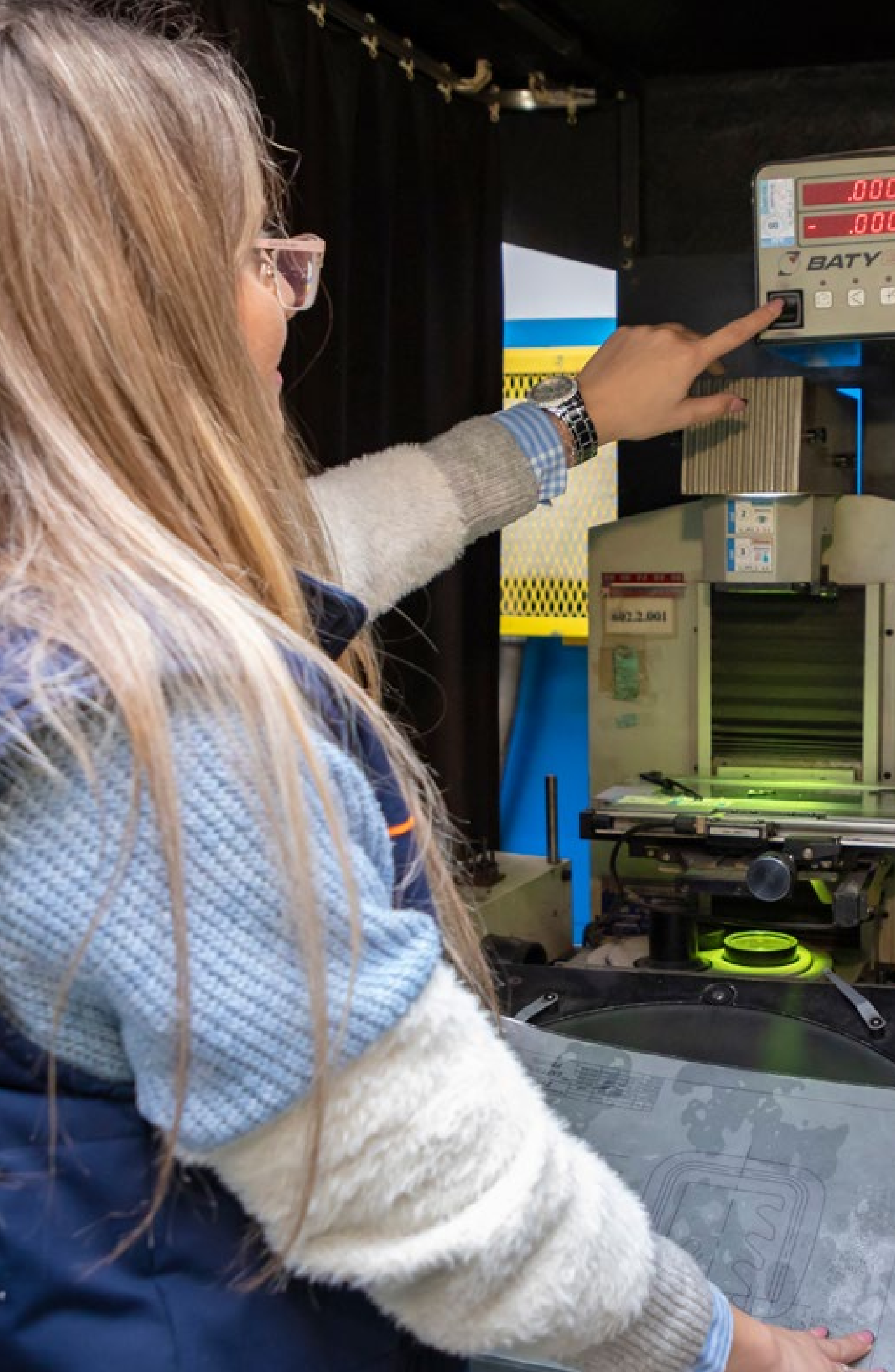
5. Strengthening trade unions and works councils

The Human Rights Due Diligence Competence Centre for trade unions

Trade unions play a central role in enforcing human rights due diligence in global supply chains. However, effectively engaging in this process requires in-depth knowledge of rights, responsibilities, and practical tools for action. The Competence Centre for trade unions, supported by GIZ through IGS, on behalf of the German Federal Ministry for Economic Cooperation and Development (BMZ), strengthens trade unions and

works in both the Global South and North. Developed in collaboration between UNI Global Union, IndustriALL Global Union, the German Trade Union Confederation (DGB), and the Friedrich Ebert Foundation (FES), the Centre provides trainings, fosters dialogue, and supports advocacy efforts to improve the enforcement of labour rights worldwide.





Miriam-Lena Horn, Head of Division for international value chains at the German Confederation of Trade Unions (DGB).

What specific role do trade unions play in ensuring that human rights due diligence obligations are effectively implemented in global supply chains?

Trade unions are key actors in monitoring and implementing human rights due diligence in global supply chains. They advocate for better working conditions, living wages, and respect for labour rights. Through their networks and partnerships with international trade union federations, they are able to uncover and document violations of labour rights. By documenting and exposing these violations, trade unions help bring them to public attention. This promotes transparency within supply chains and strengthens region-specific knowledge. Furthermore, trade unions contribute to translating abstract human rights due diligence obligations into practical steps for action – for example through the use of grievance mechanisms and by strengthening workplace representation such as works councils on the ground. They also drive political debate by applying international pressure on political actors to ensure compliance with existing supply chain laws and to advocate for new legislative measures.

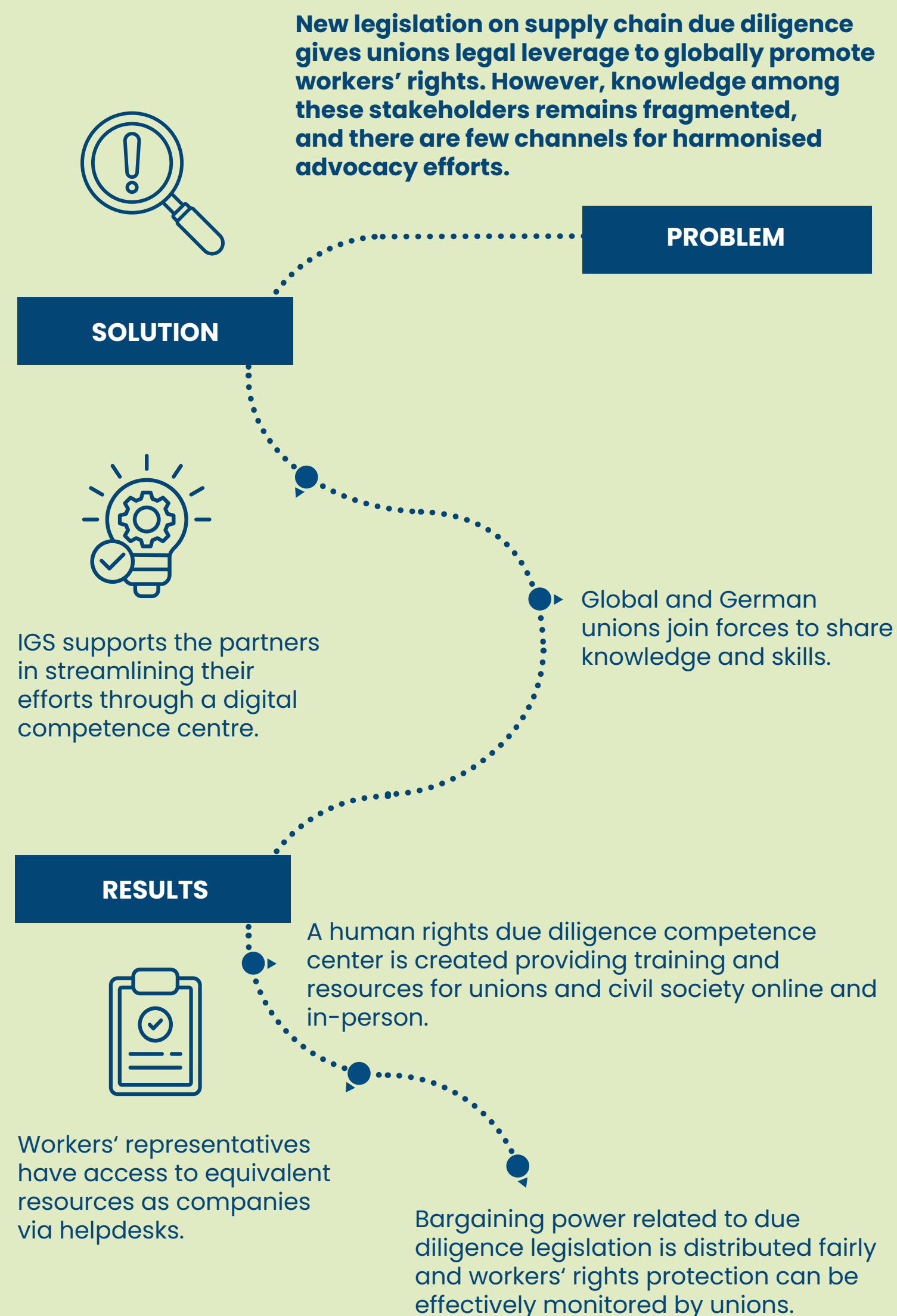
Why is the DGB supporting the development of the Trade Union Competence Centre? What do you hope to gain from the cooperation?

The Competence Centre represents an important platform for strengthening trade unions and works councils. As of now, there is a significant lack of knowledge – both in many countries of the Global South and within German co-determination structures – about the opportunities arising from existing due diligence legislation. The Competence Centre offers practical training and advisory services to better prepare workplace actors for their role in monitoring supply chains. It fosters dialogue between trade unions, companies, and political decision-makers to ensure more effective implementation of human rights and environmental due diligence obligations. Moreover, it contributes to further developing existing supply chain laws and improving their implementation.

What is the specific role of the DGB in setting up the Competence Centre?

The DGB brings its expertise on supply chain laws into the development of the Competence Centre. It ensures connections with member unions and links the Centre to political and ministerial stakeholders. Additionally, the DGB is involved in the practical set-up and public promotion of the Centre, making sure that the needs of workers and their representatives are properly considered.

The IGS Path to Results



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How exactly does the Competence Centre intend to strengthen trade unions?

The Centre offers targeted training, workshops, and informational materials on human rights due diligence and global supply chains. It provides practical tools that enable union representatives and works councils to identify violations of labour rights and to hold companies accountable – for example by using grievance mechanisms. The Centre supports efforts to achieve greater transparency in supply chains for workplace actors and trade unions. By networking with other initiatives and international partners, it also facilitates the exchange of best practices.

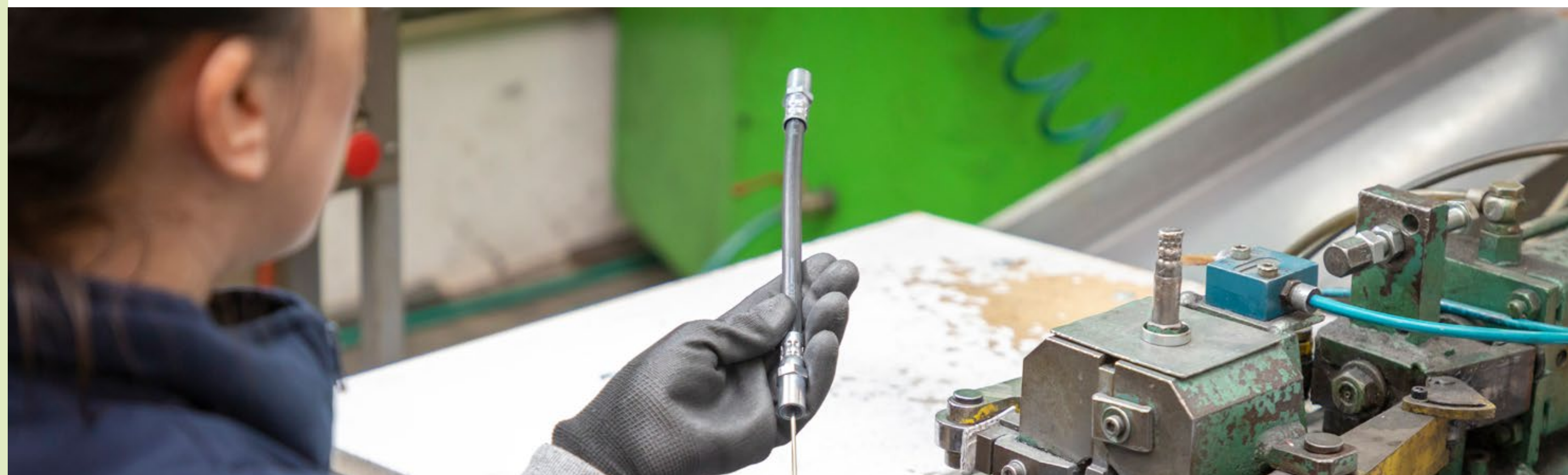
How are the planned EU Corporate Sustainability Due Diligence Directive (CSDDD) and the current amendment process relevant to the Centre's work?

The EU Supply Chain Directive is a key framework for human rights due diligence. Any changes to the Directive could have direct implications for the work of the Competence Centre, particularly regarding corporate obligations and the role of trade unions in monitoring processes. The Centre will therefore actively

engage in the political process to ensure that workers' interests are safeguarded and that trade unions play a strong role in implementation. This includes monitoring legislative developments and supporting unions and works councils in applying the new regulations in practice.

What is the long-term vision for the Competence Centre, and how will its sustainability be ensured?

In the long term, the Competence Centre is to be established as a permanent point of contact for German and international trade unions, works councils, and other relevant actors. It will offer ongoing training and advisory services, promote political dialogue, and enhance transparency in supply chains. The Centre's sustainability will be ensured through long-term funding, institutional embedding, and close cooperation with national and international partners. The overarching goal is to continuously improve human rights and environmental due diligence in global supply chains and to strengthen the role of trade unions in this process.



About the Project

Timeframe: 2022-2024

Partners: The group of organisations leading the LIC were the [Ethical Trading Initiative \(ETI\)](#), [Ethical Trade Norway](#), [Fair Wear](#), [Partnership for Sustainable Textiles](#), and [Solidaridad](#).

Objective: Align industry stakeholders on human rights due diligence, responsible purchasing, and access to remedy through shared responsibility and collaboration.

Approach: The project promotes a shared responsibility approach via a Learning and Implementation Community (LIC), urging brands to revise purchasing practices, conduct risk assessments, and ensure access to remedy.



Key Achievements

955,000
Workers impacted by the positive changes in purchasing practices

36
Brands commit to a Common Framework for Responsible Purchasing Practices

The initiative was co-funded by GIZ through IGS, on behalf of the German Federal Ministry for Economic Cooperation and Development (BMZ) and STITCH.

6. Joint problem-solving benefits buyer and supplier

The Learning and Implementation Community (LIC)

The [Learning and Implementation Community](#) (LIC) was an initiative to promote responsible purchasing practices in the garment and textile industry. Supported by global partners, it aimed to improve labour conditions by fostering collaboration among brands/retailers, and manufacturers. The LIC consisted of a group of brands and retailers committed to improving their purchasing practices, working together with supply chain partners, to practically implement changes. The LIC was co-funded by IGS on behalf of the German Federal Ministry for Economic Cooperation and Development (BMZ) and STITCH (a programme supported by the Dutch Government).

Over two years (2022-2024), the LIC provided workshops and tools to 36 brands, enabling them to trial and put into practice the principles of its reference point, the [Common Framework on Responsible Purchasing Practices \(CFRPP\)](#). A key element of the Community was that every other session involved manufacturers from all over the world. They met with buyers, designers, and CSR team members from brands in breakout groups to discuss practical changes. The project emphasised peer learning, expert guidance, and direct supplier engagement to drive practical, mutually beneficial changes with meaningful impacts on workers and manufacturers. A fundamental principle of the CFRPP is that purchasing companies must take shared responsibility for ensuring that their suppliers meet the standards they set. They

must also work to identify and mitigate where their own practices may limit and undermine the ability of suppliers to achieve these standards.

Good practice: Norwegian Concept – Building a strong buyer-supplier partnership

When one of their suppliers in China found they had a lot of excess fabric, Norwegian Concept and their supplier worked together on the development of a new product. They repurposed the excess material into a padded hiking seat, thereby reducing waste and creating a practical product. Through sharing the responsibility for the extra stock, they could achieve a win-win situation. To address an issue raised by another supplier, they pre-ordered a popular item during the supplier’s low season, ensuring consistent work and avoiding overtime for their supplier’s workers in peak seasons. This shift to a partnership model instead of just transactional interactions involves open communication, including regular video calls and structured meetings across departments. ‘These efforts helped us to build trust and open communication between our company and our suppliers. This definitely improved our collaboration, and has brought mutual benefits’, says Brita Beresford, Production Manager, from Norwegian Concept.

To further align with suppliers, Norwegian Concept developed a workflow timeline inspired by the LIC, improving clarity around production requirements and deadlines. They also trained their teams on responsible purchasing practices, embedding these principles across departments of their own organisation. By emphasising transparency, collaboration, and joint problem-solving, Norwegian Concept has shown how responsible purchasing benefits both purchasing companies and suppliers, ensuring efficiency and a more sustainable, equitable supply chain.

Good practice: TFG London — Strengthening supplier partnerships

From 2022 to 2024, TFG London, home to the premium womenswear brands Phase Eight, Whistles, and Hobbs, made changes to its purchasing practices to strengthen supplier relationships. Through the LIC, and supported by the Ethical Trading Initiative, TFG London focused on trust, better planning, and fair practices. A key change was re-designing Hobbs' 'Critical Path,' co-creating this with suppliers to give clearer timelines, roles, and collaborative tracking of decisions.

TFG London has also reduced fabric waste by consolidating purchases across brands and streamlining sampling practices, cutting costs and improving efficiency. Moving forward, they are aiming to revise policies, including potentially introducing a '2-way Code of Conduct' that also covers their own responsibilities towards suppliers. They are bringing a review of payment terms to the highest level of the organisation, to ensure on-time payment, considering a review of payment term length and options for supplier finance with external organisations. Their approach to responsible purchasing practices is being developed in consultation with suppliers, to make sure it meets the needs of both buying and supplying businesses, contributing towards building a supply chain that is resilient as well as more equitable.



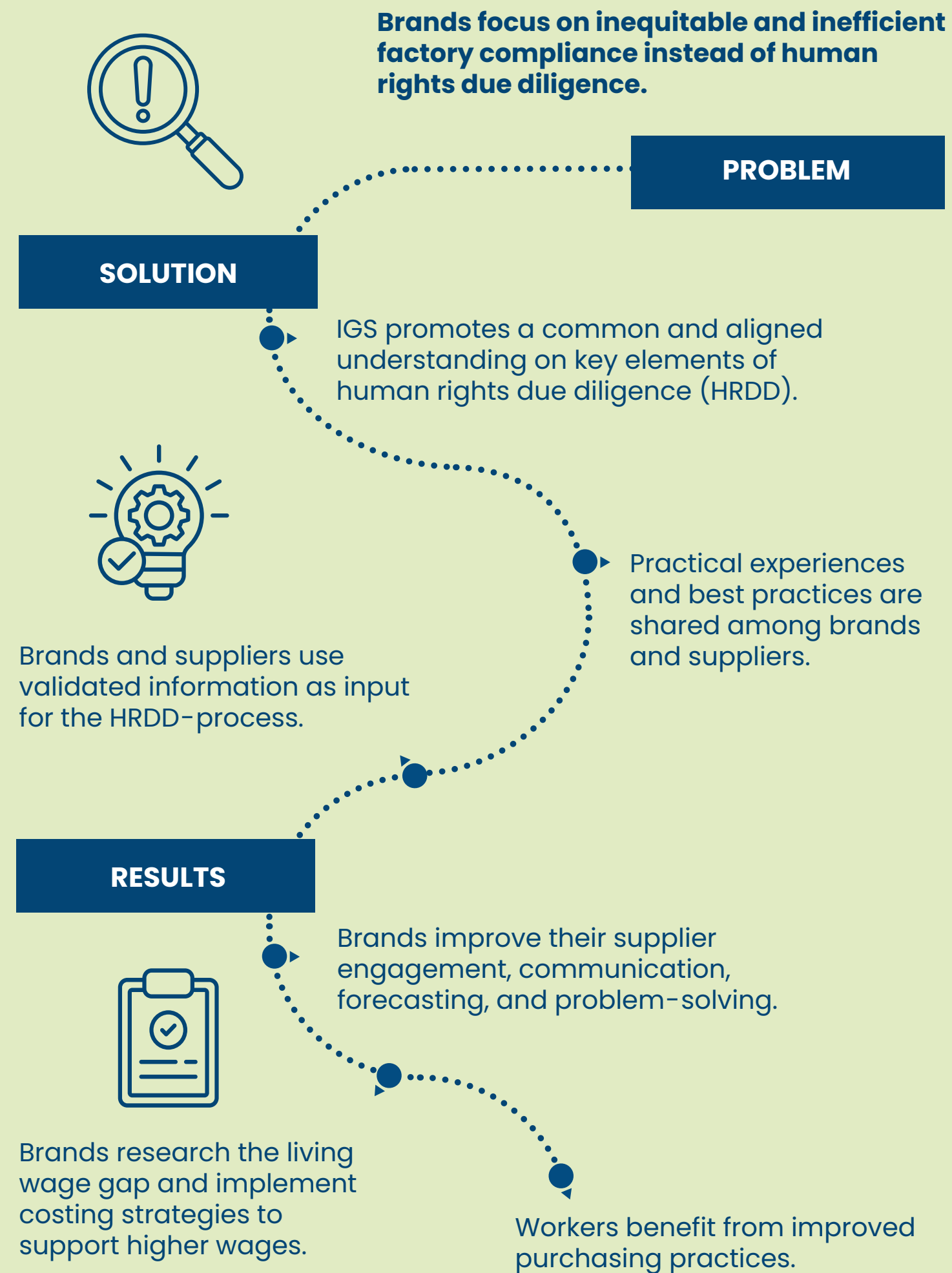
'Recently Hobbs has made improvements in planning ahead with their supply base. They now present us with a schedule six months in advance with monthly estimates, broken down into product types. This really helps the factories with planning and costing. Even before this, Hobbs have always been an excellent customer in terms of having a true honest partnership – wanting to help the manufacturer practically and knowing that this will also benefit them in the long run.'

Howard Klepper, Business Head, PDS Tailoring Ltd, Morocco

'These changes in production planning couldn't have come at a better time. With worldwide issues with shipping times, Red Sea delays, and limited container availability, our new approach has been so helpful in providing clear visibility of what we can achieve in what timelines. We are now better positioned to manage these challenges, together with the suppliers.'

Stevie-Lee Bird, Buying Manager at Hobbs

The IGS Path to Results



The Five Principles

Principle 1: Integration and Reporting



Includes supplier feedback, Responsible Purchasing Practices (RPP) review, internal engagement, cross-functional communication and decision making, internal training and accountability

Principle 2: Equal Partnership



Includes long term, secure sourcing relationships, agreements on mutual responsibilities on RPP, improved ongoing two-way communication, responsible exit, joint problem solving

Principle 3: Collaborative Production Planning



Includes reducing excessive samples, accurate tech packs, tracking internal critical path adherence, communicating and updating volume estimates, balancing orders

Principle 4: Fair Payment Terms



Includes on-time payments, improving payment timelines, mutually agreed reasonable penalties, penalties taking into account cause of delay, tracking & reviewing penalties to reduce

Principle 5: Sustainable Costing



Includes mechanisms for costing to allow for labour costs, understanding Living Wage gap, root cause analysis, costing strategy that supports increased wages to reach living wage

About the Project

Timeframe: 2022-2025

Partners: Ministry of Labour and Social Affairs (MOLISA), Fair Wear Foundation, International Labour Organization (ILO)

Objective: Create a safe working environment for the workers, especially women, in Viet Nam’s textile and electronics factories.

Approach: The multi-stakeholder initiative involved state institutions, non-governmental organisations, and companies. It focused on strengthening enforcement of anti-sexual harassment provisions within the Labour Code by improving enterprises’ policies, improving complaint mechanisms, and building capacities among staff and companies through targeted training and awareness-raising activities. These efforts contributed to positive behavioural shifts and employee empowerment to stand against harassment at work.



Key Achievements

- 333,020
Workers (231,304 women) trained
- 353
Compliance officers (210 women) trained
- 114
Public authority representatives (63 women) trained
- 125
Participating manufacturers

The initiative was implemented by GIZ through IGS, on behalf of the German Federal Ministry for Economic Cooperation and Development (BMZ).

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7. Building safer workplaces
Tackling sexual harassment in Viet Nam’s garment industry

Sexual harassment remains a pervasive issue in the global garment industry, undermining workplace morale and productivity while disproportionately affecting women workers. In many production countries including Viet Nam, cultural stigmas, fear of retaliation, and power imbalances often prevent workers from speaking out.

‘This silence has allowed a culture of tolerance around harassment to persist’, says Ngo Thi Hoai Thuong, Head of Human Resources at Scavi, a global garment manufacturer that produces for brands like Decathlon, Gant and Lacoste.

‘When workers feel respected and valued, they’re more engaged, which benefits everyone, from our team members to our customers,’

Thuong further explains. In collaboration with GIZ and one of its buyers, the company has taken proactive steps to strengthen a safe and respectful workplace.



Policy development and reporting mechanisms

The GIZ Anti-Sexual Harassment (ASH) initiative bridges the systemic change with on-the-ground impact. At its core, the programme helps companies develop and strengthen their ASH policies and build effective and trusted grievance systems. By working closely with legal expert, including a labour lawyer, participating companies were able to refine their ASH policies to align with both national labour law and international standards. This includes putting in place clear procedures for receiving, documenting, investigating, and resolving complaints that uphold confidentiality, protect workers from retaliation, and ensure fairness throughout the process. These measures not only address legal compliance but also serve as a model for fostering safe and inclusive workplace.

Training and awareness programmes

At the heart of GIZ ASH intervention is education. The training programme leverages the “Manual on Preventing and Addressing Sexual Harassment in the Workplace”. Developed in 2022 in collaboration with the Ministry of Labour, Invalids and Social Affairs, the International Labour Organization, and Fair Wear in Viet Nam, the manual has provided guidance for enterprises and public authorities to prevent sexual harassment in workplace settings, enabling them effectively enforce ASH provisions under the Labour Code 2019. Between 2022 and 2024, the programme was rolled out across around 130 enterprises in the apparel and electronics sectors. It focuses on creating robust policies, enhancing sensitivity to sexual harassment issues, and strengthening grievance mechanisms. The training breaks down complex concepts on ASH using simple tools – video clips, posters, real-life scenarios – so that every employee can understand

and engage. At the factory level, training sessions are tailored to meet the needs of different groups, from senior leadership and middle managers to production workers. Dang Van Ty, a technician at Scavi, shares his experience: ‘During the training, I learned how to recognise workplace harassment and what I can do about it. We talked about open and confidential ways to report problems, which ensure issues are addressed effectively.’

Cultural change and employee empowerment

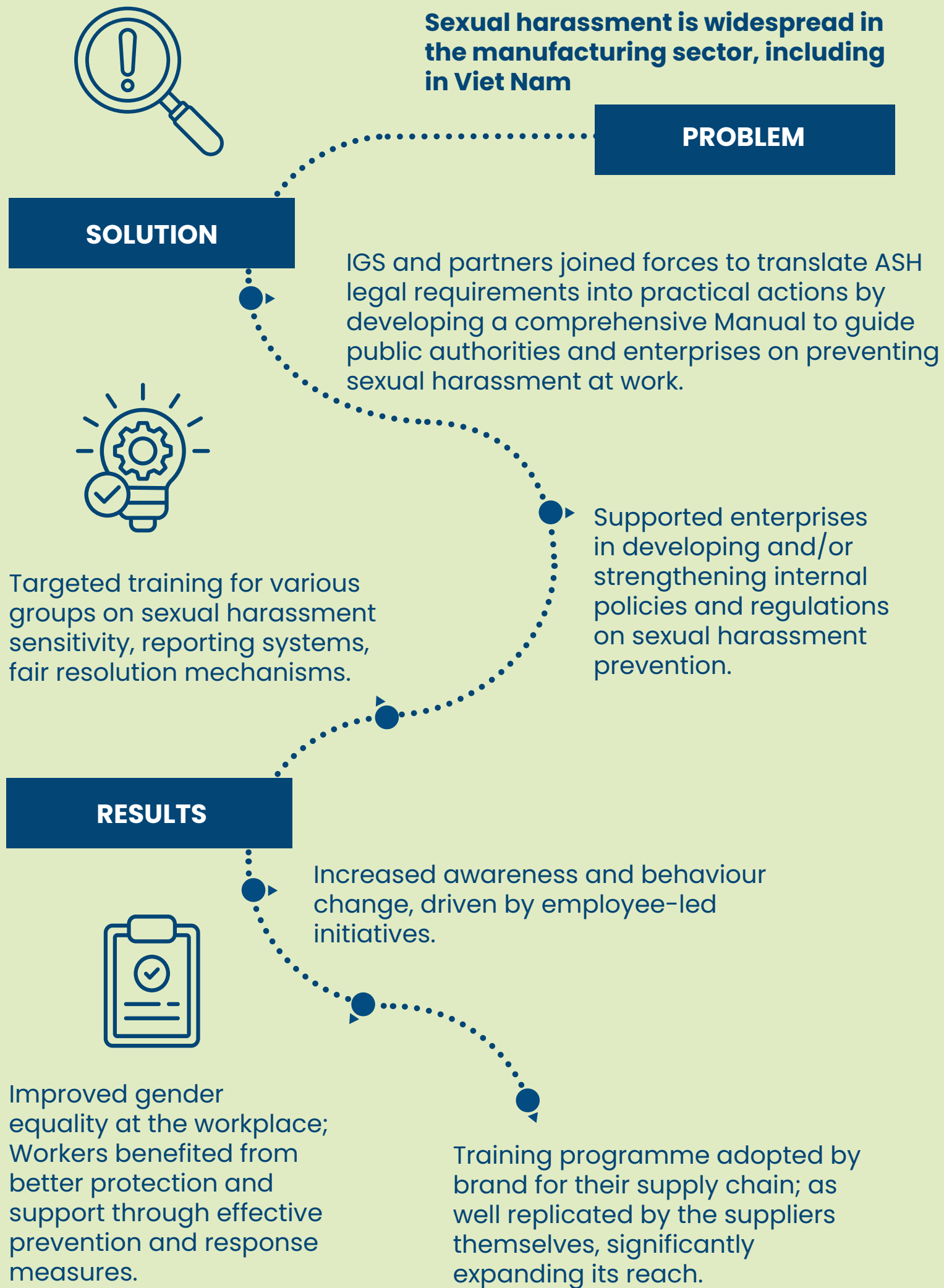
Beyond formal training and policies, Scavi has focused on fostering a workplace culture grounded in respect and inclusion. Employees are actively involved in creating awareness campaigns, such as a radio series on ASH topics, a poster design contest which allows workers to visually express their understanding of harassment prevention. The winning posters are displayed across the factory to reinforce anti-harassment messages in a tangible and visible way. By integrating these initiatives into everyday workplace practices, the factory aims to drive meaningful, long-term cultural change, and creates a ripple effect of awareness and empowerment throughout the organisation.

Results that speak

The programme’s early outcomes at Scavi are encouraging. Within more than six months, the percentage of employees who viewed sexual harassment as a “serious” and “very serious” issue at work dropped significantly, signalling a shift in how the workplace environment is perceived. At the same time, the workers’ awareness and understanding of available grievance channels also jumped, from 58% to 92%, showing that the training and outreach efforts were effective in equipping workers with essential knowledge.



The IGS Path to Results



Looking ahead

Scavi's commitment to a harassment-free workplace extends beyond the current initiatives. Future plans include expanding awareness campaigns, reinforcing anti-harassment systems, and replicating the adapted training model to other facilities within the company. The company also aims to monitor progress through regular evaluation, ensuring that employees feel supported and safe in the long term.

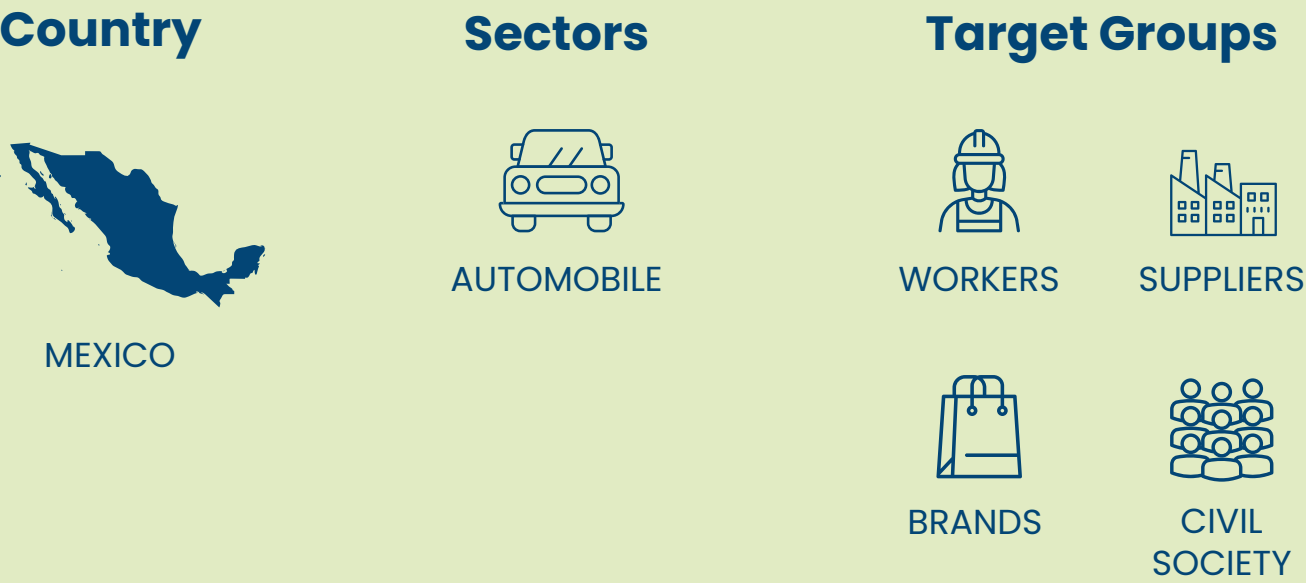
As Thuong explains,

'Building a safe and respectful workplace is an ongoing effort. We have no intention of stopping in 2025. These programs are an investment in our people and the future of our organisation.'

[Video that's used in the ASH trainings \(in Vietnamese, subtitled in English\)](#)

About the Project

Timeframe: 2024-ongoing
Partners: Branchendialog Automobil
Objective: To identify and mitigate human rights violations in the Mexican automotive supply chain.
Approach: Based on a multi-stakeholder cooperation, a cross-industry complaints mechanism for of human and labour rights violations was created, reflecting the perspectives of brands, suppliers, workers, politics and civil society. The mechanism ensures easy access, allowing for complaints by phone or online. It is managed through a multi-stakeholder board, ensuring the continued balance of interests and the mechanism’s trustworthiness and effectiveness.



Key Achievements

- 28,992**
Workers have access to a more effective grievance mechanism
- 12,204**
Women have access to a more effective grievance mechanism
- 3**
Major German car brands (ZF, Mercedes Benz, BMW) are already part of the mechanism

The multi-stakeholder process was facilitated by GIZ, on behalf of the German Federal Ministry of Labour and Social Affairs (BMAS). The mechanism was implemented with support of the German Federal Ministry for Economic Cooperation and Development (BMZ).

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8. Protecting human rights in Mexico’s automotive industry

The cross-company grievance mechanism MRDH

The [Mecanismo de Reclamación de Derechos Humanos \(MRDH\)](#) is a human rights grievance mechanism for the German automotive industry in Mexico. As the first one of its kind for the automotive industry, it covers the whole supply chain until final assembly and provides individuals affected by potential human rights violations with a platform to report complaints and seek solutions. Representatives from companies, associations, trade unions, civil society organisations, national human rights institutes, and other initiatives were and are still involved in the development of the MRDH and its implementation. The process was facilitated by GIZ on behalf the German Federal Ministry of Labour and Social Affairs (BMAS). With support of the German Federal Ministry for Economic Cooperation and Development (BMZ), the project was implemented as an international multi-stakeholder-led pilot project.

Launched in May 2024 and operating based on UN Guiding Principles for Business and Human Rights, the MRDH provides workers with accessible channels to report human and labour rights violations including phone and online services.

The first phase of implementation has established MRDH’s steering and governance structure, launched its grievance mechanism through a dedicated website, and received its initial grievances, which are now under review. However, further efforts are needed to ensure the mechanism is fully effective and truly accessible to workers. Ongoing outreach initiatives aim to build worker trust and raise awareness about how to engage with the system.

Representatives from automotive supplier ZF and the German car manufacturer Mercedes Benz and BMW explain how their companies benefit from the MRDH.





Jasmina Brancazio, Human Rights Officer, ZF Group, Member of the Multi-Stakeholder Board and Executive Committee of the MRDH

What motivated your company to participate in MRDH?

Mexico is a significant investment location for ZF, where many of our suppliers are based. This close connection comes with a particular responsibility. Through the MRDH, we want to seize the opportunity to establish a simpler complaints mechanism within the supply chain than would be possible for us as a single company. This creates easier access for workers who, for various reasons, may not find a direct route to our own grievance mechanism. In this way, we not only increase transparency but also access to workers' rights.

Can you share insights into the types of complaints received and any trends you've noticed?

We are still in the implementation phase of the MRDH, which is primarily about building trust. Most of the enquiries so far concern the mechanism itself — its functioning, the protections in place, and the real possibilities it offers. No clear trend has yet emerged. People are curious but also hesitant. Workers often do not even know their basic rights and are frequently afraid to speak up about grievances. Naturally, our internal risk assessments give us an idea of which topics may be raised in the future. However, it would be premature to speak of a 'trend' at this stage.

How is a complaint usually handled?

There is a clear process, which always guarantees the independence of the mechanism, as well as the anonymity and safety of the complainants. A complaint is first checked for plausibility, admissibility, and authenticity. In the next stage, independent experts are brought in to investigate and develop appropriate remedial measures before the complaint is forwarded to the relevant companies — and thus to their internal complaint mechanisms — for further internal processing. This internal follow-up is accompanied by a panel of experts to ensure that the case is ultimately resolved in an appropriate manner through mediation and corrective action.





**Nora Hesse, In-house Legal Counsel
in the field of Social Compliance at
Mercedes-Benz Group AG,
responsible for Legal Human Rights**

Why is your company participating in MRDH, and what role do you see it playing in improving labour rights in the automotive sector?

Mexico is a key country for the German automotive industry – serving both as a location for production sites and as part of the upstream supply chain. However, the country faces human rights risks that span all stages of the value chain. While some companies already have in-house grievance mechanisms, there is currently no effective mechanism that covers the entire supply chain.

At Mercedes-Benz, we are convinced that cross-sector collaboration is essential to effectively protect human rights. Particularly in the deeper tiers of the supply chain, easy and low-threshold access to grievance mechanisms is often lacking. Our aim is specifically to involve people on the ground when addressing challenges in the lower supply chain that affect multiple companies equally. The MRDH offers an innovative platform that enables human rights risks to be addressed even in these areas and encourages companies to collaborate. A key component is dialogue with local civil society organisations and human rights experts.

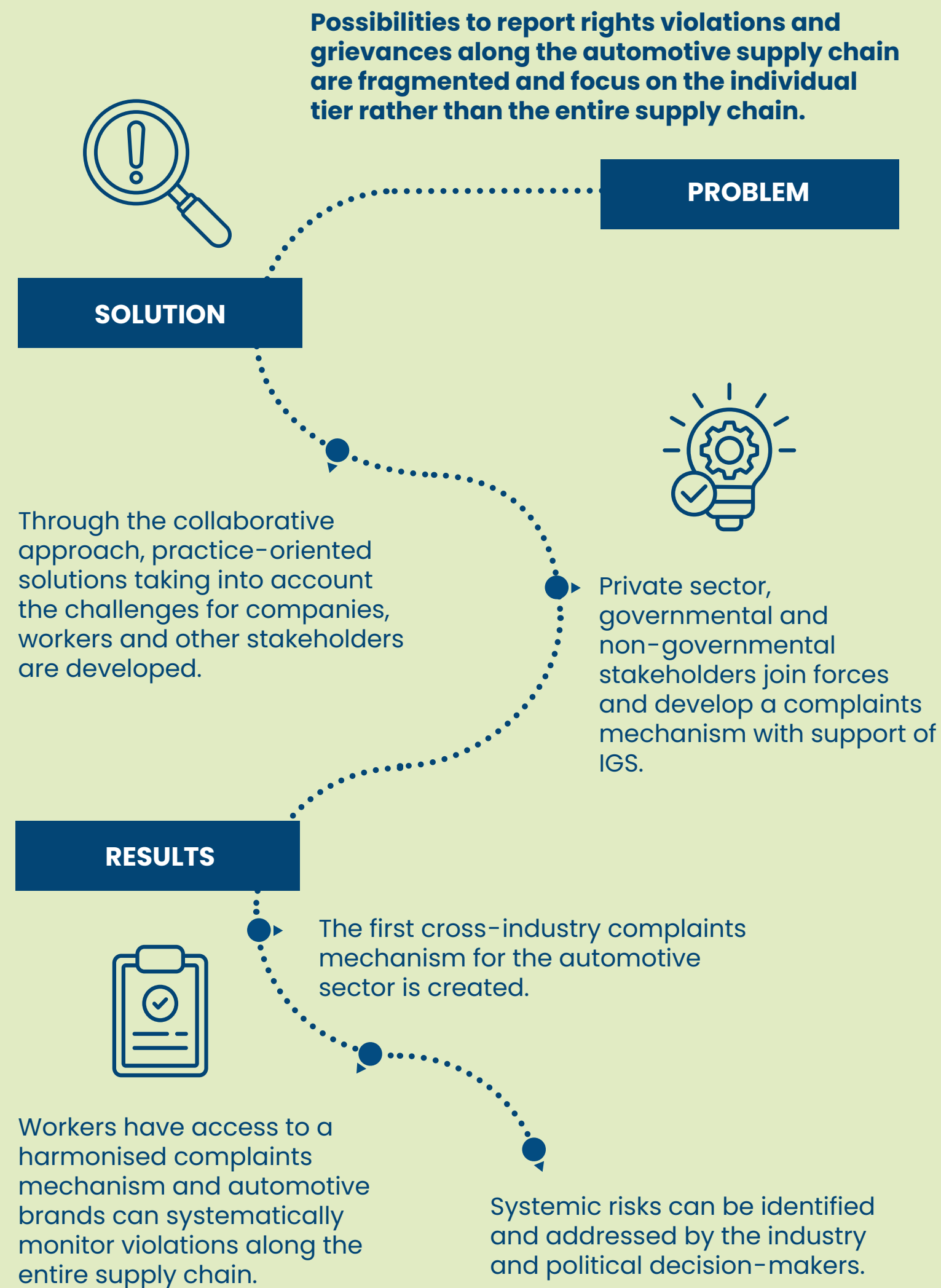
What have been the most significant challenges in implementing the grievance mechanism?

One of the biggest challenges is ensuring that the MRDH is known and accessible in the deeper levels of the supply chain – precisely where human rights risks are highest. To build trust among affected persons, we work closely with our partners on the ground in Mexico. It would be desirable if the pilot project also contributes to greater supply chain transparency and enables those affected to understand in which cases they can approach the mechanism. It is crucial to evaluate the progress of the project – what is working well, and what is not? Another key aspect is whether we can bring additional companies on board. The collaboration and support of other firms are essential to the MRDH's success.

What's so special about the MRDH?

The project demonstrates what is possible when companies join forces and civil society organisations are included from the outset. This approach ensures that all perspectives, especially those of the affected individuals, are taken into account. The pioneering nature of this project can therefore contribute to further improving measures and processes for the protection of human rights – and perhaps it will encourage other companies to join and thereby strengthen the effectiveness through broader participation.

The IGS Path to Results



Oliver Winter, Center for Competence 'Human Rights Compliance' at the BMW Group. He is a member of the Executive Committee of the MRDH.

What motivated your company to participate in MRDH, and what role do you see it playing in improving labour rights in the automotive sector?

The establishment of an effective grievance mechanism to meet human rights due diligence obligations is of great importance to the BMW Group. While the company itself can cover its own business operations and, where applicable, its direct contractual partners, an effective grievance mechanism for deeper supply chains requires a joint approach by all involved companies, incorporating relevant stakeholder groups. The MRDH complements BMW Group's existing grievance mechanisms and focuses on human rights risks and negative impacts in deeper supply chains, particularly concerning vulnerable groups. These groups are often difficult for a single company to reach. Through this project, rights holders in Mexico gain better access to remedies, and companies can take preventive measures in a timely manner.

Can you name the most significant challenges in implementing the grievance mechanism?

A major challenge was to gain the trust of all involved parties – businesses, civil society, and affected communities. This required extensive communication, transparency, and the establishment of long-term relationships. Another challenge was to carefully define the existing bodies and their respec-

tive roles. Furthermore, responsibilities for different aspects of the grievance mechanism needed to be clarified, along with how collaboration between various actors should be organised. And finally, fair and effective grievance procedures had to be developed that met the needs of all stakeholders. Overall, it was a complex and iterative process that required significant perseverance and a willingness to compromise from all parties involved.

How has participating in MRDH impacted your company and the broader German business community in Mexico?

The intensive exchange and collaboration with various stakeholders have fostered greater mutual understanding and trust, which also benefits cooperation in other projects. From a technical perspective, the MRDH enables us to improve our risk management by identifying issues in our supply chain at an early stage and proactively developing solutions. This helps us detect and mitigate risks more effectively. It is still too early to assess the broader impact of the MRDH on the German economy in Mexico. However, we observe that the project is being received very positively by both the Mexican government and local civil society. Ultimately, this contributes to the positive reputation of the German automotive industry in Mexico.

About the Project

Timeframe: 2022–2024

Partners: [Cascade](#), [WWF](#), Viet Nam Business Associations (+10 partner brands)

Objective: Scale up environmental improvements in Viet Nam’s apparel and footwear supply chain by fostering collective action among brands, manufacturers, and organisations.

Approach: TFL promoted a shared responsibility approach, fostering collaboration between brands and manufacturers to enhance environmental performance. It prioritised data accuracy, practical problem-solving, and industry-wide learning, while driving systemic improvements in environmental sustainability performance across Viet Nam’s apparel and footwear supply chain.

Country



Sectors



Target Groups



Key Achievements

More than 4,200

Participants trained from more than 1,200 suppliers across three years. (2022–2024)

471

Manufacturers showed above-average environmental performance improvements compared to the global benchmark (2022–2023 data)

1

Country-wide learning community for practitioners. In 2025 TFL continues its operation financed by 13 brands, VITAS, and WWF.

The project was implemented by GIZ through IGS, on behalf of the German Federal Ministry for Economic Cooperation and Development (BMZ), and partners.

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9. From data to action

'To the Finish Line's' lasting impact on Viet Nam’s textile sustainability and circularity

Viet Nam’s apparel and footwear sector is a cornerstone of the national economy and a key player in global supply chains. In 2024, it achieved over \$71 billion in exports, solidifying its position among the world’s top exporters. This success comes with significant environmental challenges: high energy and water consumption, waste, and chemical pollution. Increasing demands for transparency and sustainability from brands and consumers pressure manufacturers to go beyond compliance.

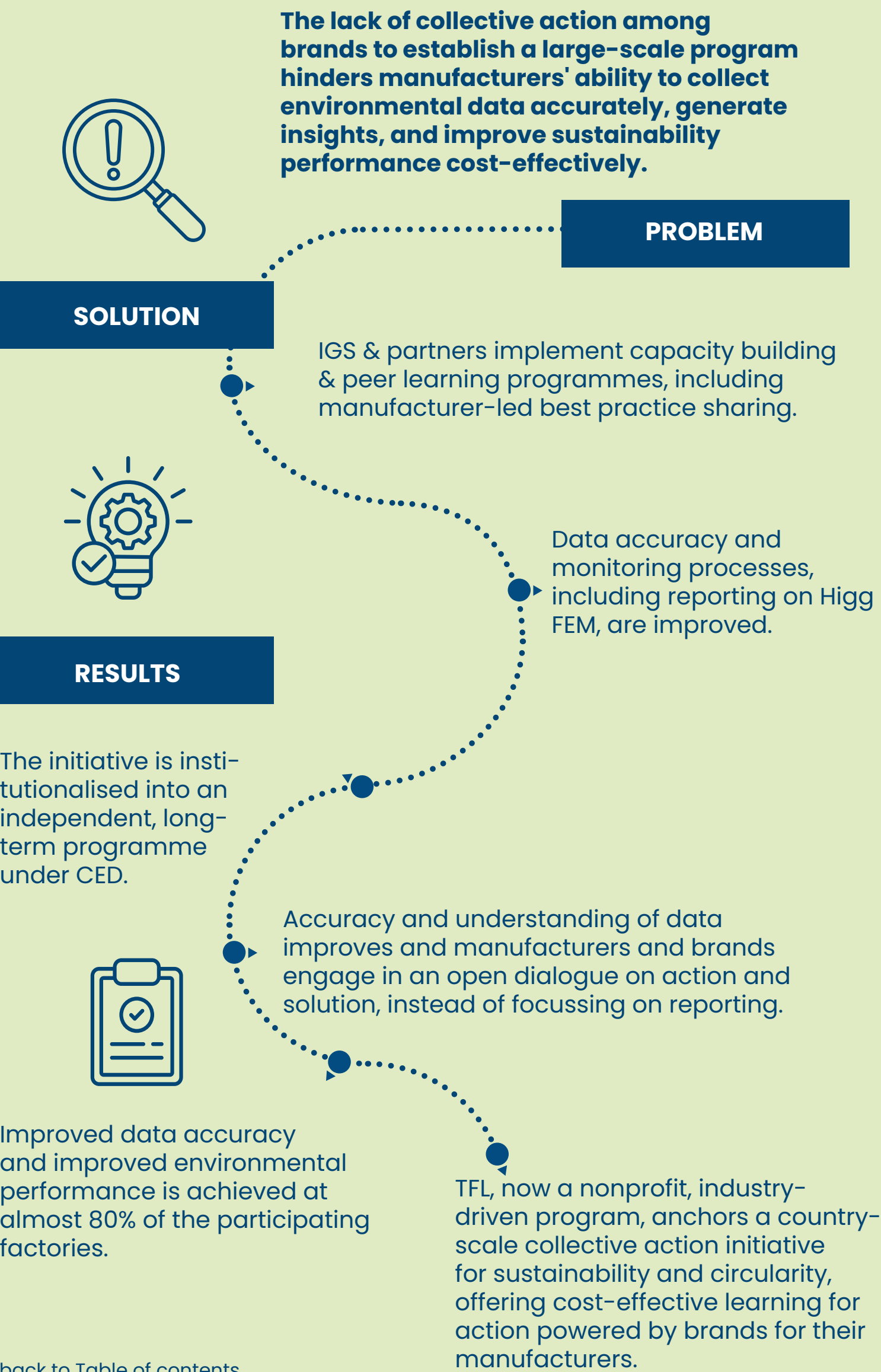
Enter '[To the Finish Line](#)' (TFL), a programme launched in 2022 to close the gap between data and environmental action. At its core is Cascade’s Higg Facility Environmental Module (Higg FEM), a globally recognised tool for assessing and improving the environmental performance of factories, for example in the areas of energy, water, waste or emissions. But TFL goes further: through training and peer learning, it empowers factories to translate environmental data into strategic improvements.

TFL’s approach: Co-creation and shared responsibility

TFL delivers practical, cost-effective training at scale through a co-created framework. Over 100 experts – including trainers, verifiers, brand representatives, and manufacturers – develop and lead annual Higg FEM-based trainings, combining factory-level problem-solving with global standards. The curriculum includes trainer-led sessions of the three training work streams: Waste No More, Climate Action Training, and the Chemical Management Initiative, offering a holistic approach to achieve environmental improvements. In 2024, TFL’s year-long, tailored training schedule empowered manufacturers at a remarkable cost of just \$63 per manufacturer (average 3 persons per manufacturer), driving sustainable impact at country scale.



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Impact and results

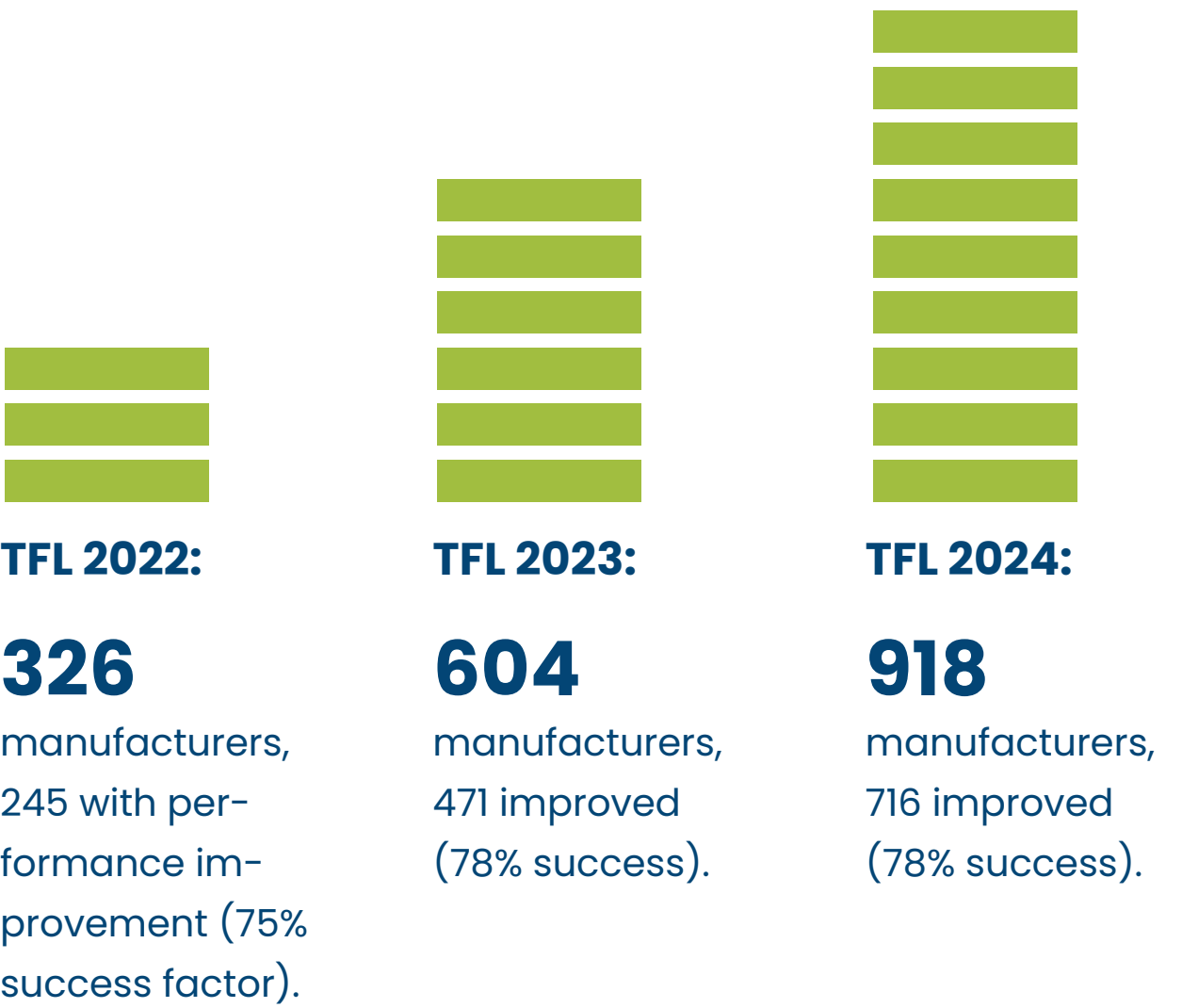
TFL has scaled up rapidly with the number of manufacturers growing from 326 in 2022 to 918 in 2024. Based on surveys and brand statistics, 75–78 per cent of participating manufacturers turned TFL knowledge into action, improving their environmental score. In 2024, over 800 specialists received Certificates of Completion, demonstrating their knowledge by achieving min. 80 per cent in a final exam. Suppliers rated TFL 4.42/5, praising the practical content, expert trainers, and peer learning.

Sustainability and outlook

TFL supports long-term sustainability through a shared responsibility model. Since 2024, co-funding from 12 brands and the World Wildlife Fund (WWF) has supported cost-effective, wide-reaching training. In 2025, the Viet Nam Textile and Apparel Association (VITAS), WWF, and over 13 brands to date are enriching this initiative with advanced content beyond Higg FEM. Thanks to their financial contribution, TFL is fully self-sufficient in 2025 and prepared to sustain the programme beyond IGS support. Fuelled by strong demand from brands and stakeholders, TFL 2025 is considering to pilot this model in another country, extending its impact.

TFL has now transitioned to a not-for-profit programme under the Center for Education & Development (CED). A Strategic Advisory Group, including VITAS, GIZ, WWF, brands, manufacturers, and service providers, will guide this effort. Through collaboration, TFL aims to bolster Viet Nam’s apparel and footwear industries, enhancing environmental sustainability and competitiveness with practical solutions.

5. From data to action



Estimated number of manufacturers that report to have taken action based on the knowledge provided and peer-learning from TFL programme.

‘After two years of running, we are proud to say that the TFL programme has empowered our apparel and footwear manufacturers in Viet Nam to transform their environmental performance. Through the Higg Facility Environmental Module (Higg FEM 4.0), the programme has offered a deep dive in waste management, advancing disposal methods to reduce environmental impacts and GHG emissions. It combines expert-led training, peer learning, and actionable tools to drive measurable sustainability outcomes, which are widely recognised by our production partners.’

Jeff Chan, Environmental Improvement Responsible, Amer Sports

About the Project

Timeframe: 2023–2025

Partners: [International Accord](#)

Objective: The International Accord is a legally binding agreement between international brands, local suppliers, and local and global trade unions to make the clothing and textile industry safer.

Approach: Initially focusing on Bangladesh, a new binding agreement was negotiated for Pakistan, including the development of a tailored work place programme. Through shared responsibility, brands support suppliers in financing occupational safety measures and to install effective remediation processes for workers.

Country



PAKISTAN

Sectors



TEXTILE

Target Groups



WORKERS



SUPPLIERS



BRANDS



UNIONS

Key Achievements

316,577

Workers benefit from reduced risks and remediation measures at their workplace through inspections and the implementation of corrective action plans

2,324

Representatives from different stakeholder groups have been trained to implement in-factory complaints mechanisms that meet international standards and explicitly include the topics of gender-based violence

280,698

Workers have been actively sensitised and trained on how to access and use the Accord grievance mechanism in their factories

The project is supported by GIZ through IGS, on behalf of the German Federal Ministry for Economic Cooperation and Development (BMZ).

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10. The International Accord Pakistan

Working with brands, factories, and workers for a safer textile and garment industry

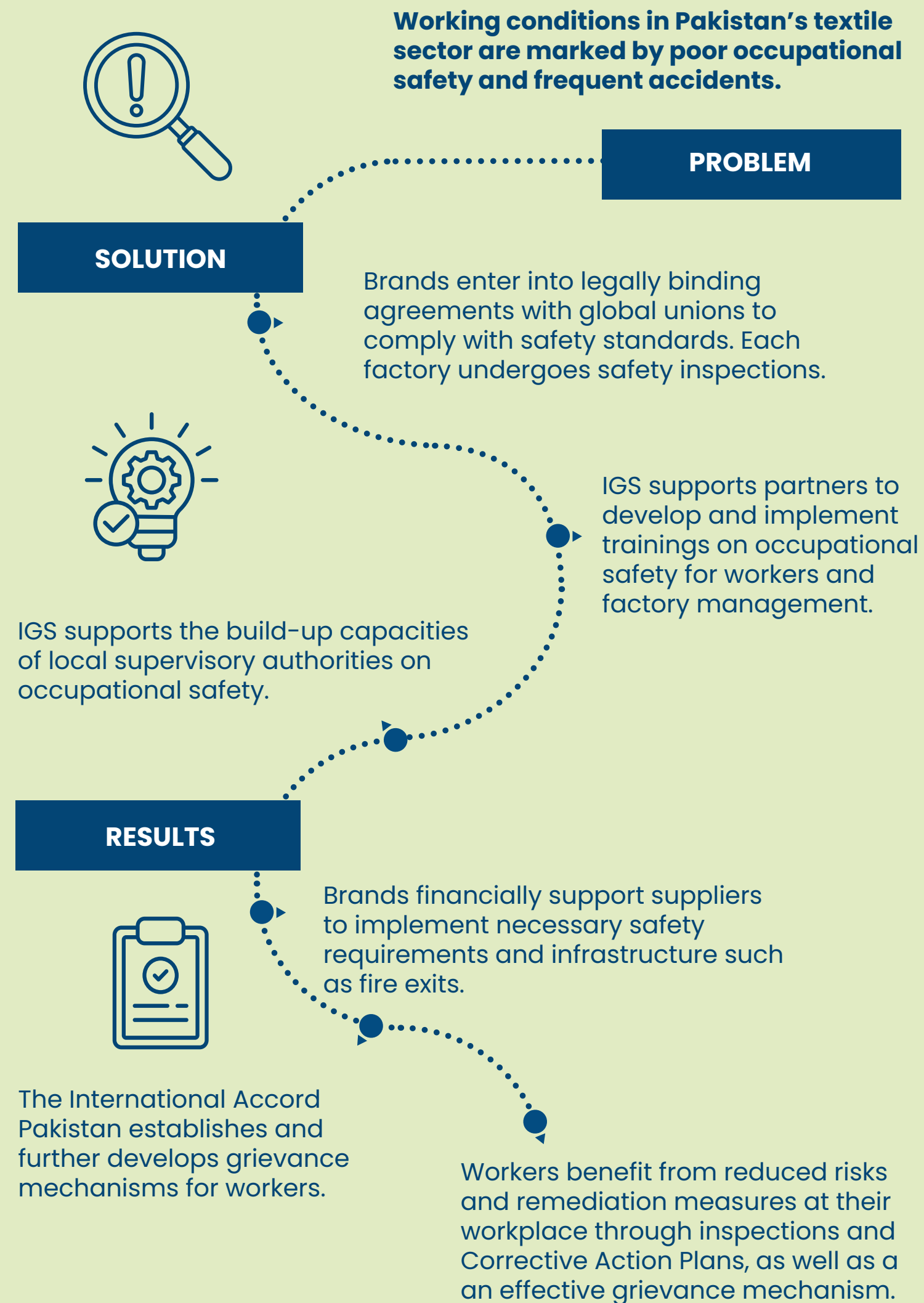
The International Accord, a legally binding agreement between trade unions and companies, is widely recognised as one of the most effective initiatives for improving safety in the garment industry. Since August 2023, the Accord has been active in Pakistan.

Amid the evolving regulatory landscape, including Germany’s Supply Chain Act and the forthcoming

EU directive, the initiative has gained further recognition – particularly among German signatories. GIZ’ IGS, on behalf of BMZ, has supported the expansion of the Accord to Pakistan. The brands financed safety inspections of factories is complemented by workplace safety programmes for safety officers and committees, capacity building of local inspectors and an effective complaints mechanism for workers.



The IGS Path to Results



How it works

The importance of Pakistan's textile industry

The textile and fashion industry is Pakistan's most important manufacturing sector.



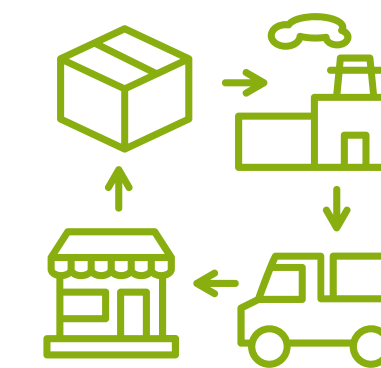
Pakistan joins the Accord (August 2023)

In 2022, the International Accord in Pakistan was introduced as a country-specific, legally binding agreement. As of April 2025, 130+ global brands and more than 530 factories, employing more than 566,000 workers, had signed the Pakistan Accord.



Call for responsibility

Global brands, including German companies, play a role in the persistence of poor working conditions. The German Supply Chain Act (LkSG), however, demands accountability.



How does it work?

The International Accord in Pakistan requires on-site factory inspections which ensure the development of corrective actions plans for remediation measures. It supports access to financing safety improvements for workers, implements capacity training for safety committees at factory level and for Government authorities. The Accord for Pakistan also conducts sensitisation campaigns on the usage of the overarching Accord grievance mechanism to ensure that workers can place their complaints effectively and get access to adequate remedy.



**Inspections
Reports
Monitoring
Grievance mechanism
Trainings**

What is the International Accord?

To ensure better working conditions, including health and safety regulations, fire protection, and access to an effective grievance mechanism, brands and trade unions implemented the International Accord, a legally binding agreement, in 2021.



Coverage

With over 500,000 workers benefiting from safer workplaces, the International Accord in Pakistan has established fire safety programmes and effective complaints mechanisms and gained growing support from factory owners who recognise its long-term advantages for the Pakistani industry.



About the Project

Timeframe: 2022-2025
Partners: [Electronics Watch \(EW\)](#), [Responsible Business Alliance \(RBA\)](#)
Objective: Expand access to effective grievance mechanisms for workers across global electronics supply chains, ensuring improved remediation for labour rights violations, cases of gender discrimination, and occupational health and safety issues.
Approach: The project centres on worker-driven monitoring, using on-the-ground reporting to identify labour rights violations and work-place risks. It leverages the influence of public procurement by encouraging public buyers to hold suppliers accountable for conditions in their supply chains. Engagement with industry stakeholders and revised agreements with the RBA strengthen grievance mechanisms.



Key Achievements

121,288
Workers have gained access to improved external grievance mechanisms

279
Grievances have been raised and remediation has already been initiated in some cases

The project was supported by GIZ through IGS, on behalf of the German Federal Ministry for Economic Cooperation and Development (BMZ).

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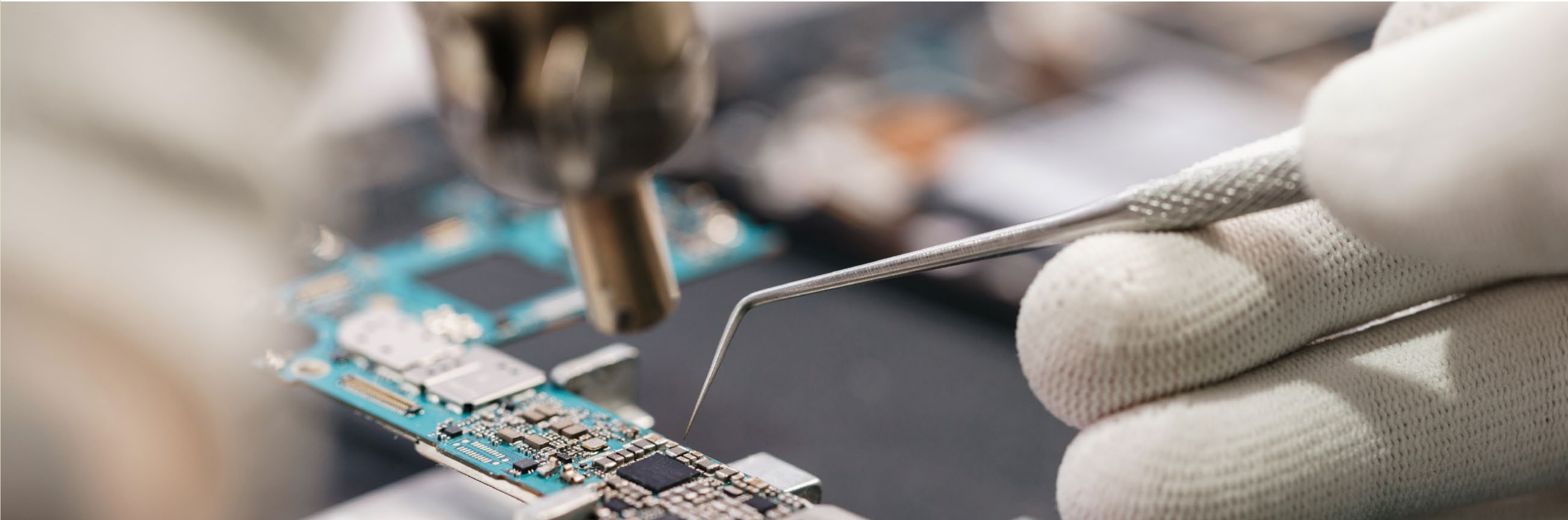
11. Supporting workers' rights in the electronics supply chains

Leveraging procurement to enforce fair labour standards

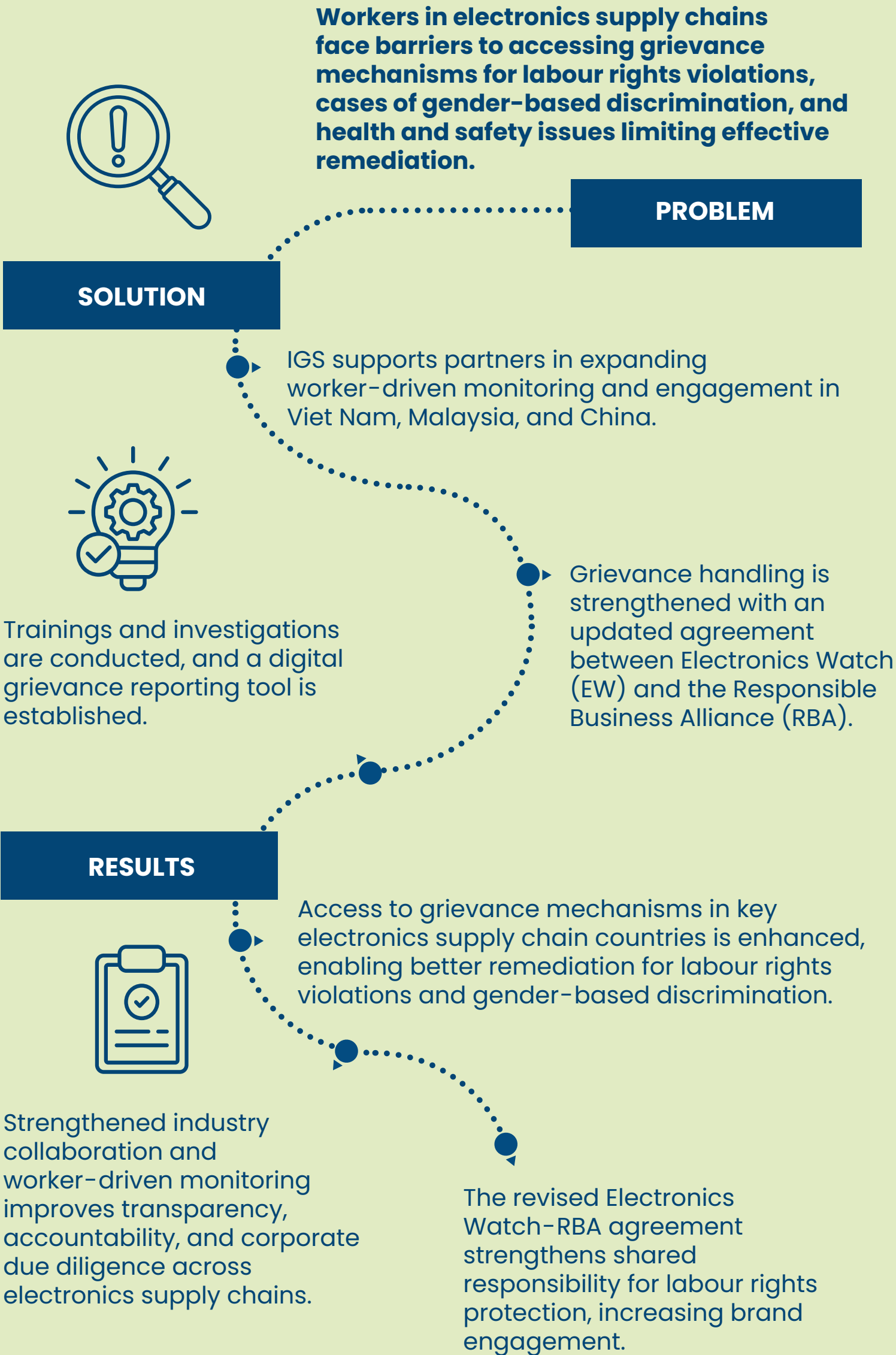
Contract workers are the backbone of the global electronics industry – yet they often remain invisible and unprotected. Hired through subcontractors or temporary agencies, they face precarious conditions: low wages, long working hours, limited access to health and safety protections, and exclusion from social security systems. These are systemic issues which are deeply embedded in complex global supply chains. In September 2023 for example, workers at a major iPhone assembly factory in India reported that they had not received their legally mandated annual bonuses, despite Indian law requiring such payments. Without the right to organise or bargain collectively, these workers are particularly vulnerable to exploitation and discrimination.

To address challenges like this, Electronics Watch and the Initiative for Global Solidarity (IGS) have joined forces in a pioneering collaboration. IGS is supporting the expansion of the Electronics Watch grievance mechanism in Viet Nam, China, and Malaysia to improve working conditions through better access to grievance channels for local and migrant workers. The joint project supports public buyers and civil society organizations in promoting fair labour standards, focusing on greater transparency, stronger workers’ rights, and lasting impact through responsible procurement practices.

‘We use public procurement leverage to defend workers’ rights and have approachable contact



The IGS Path to Results



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points for workers,’ says Aykut Kazanci, Monitoring Capacity Manager at Electronics Watch. In cooperation with local civil society organisations that are located near worker’s communities, Electronics Watch can gather information on serious problems that regular social audits might not reveal. ‘Our affiliated public buyers then use their leverage with suppliers to demand necessary changes,’ explains Kazanci the Electronics Watch grievance mechanism. In the Indian iPhone company case, public buyers raised the workers complaints directly with Apple. Soon after, the factory informed its workers that their overdue bonuses would be paid. Key to this success is the project’s approach of fostering ongoing communication with civil society partners

‘We have trained thousands of workers on their rights and how they get access to an effective grievance mechanism.’

Aykut Kazanci, Monitoring Capacity Manager at Electronics Watch

and industry stakeholders, while also training trade unions and NGOs on how to document and report workers’ rights violations.

Systemic changes will not happen overnight, but Electronics Watch and IGS have achieved impressive progress during the last two years. ‘We have monitored 24 factories in Malaysia, Viet Nam, and China,’ says Björn Skorpen Claeson, Executive Director at Electronics Watch. In cooperation with civil society organisations and trade unions more than 121,000 workers were offered access to external grievance mechanisms, concretely resulting in an estimated 2,500 workers in four factories receiving money that was previously owed to them.

‘Communication and the involvement of all stakeholders is key.’

Björn Skorpen Claeson, Executive Director at Electronics Watch



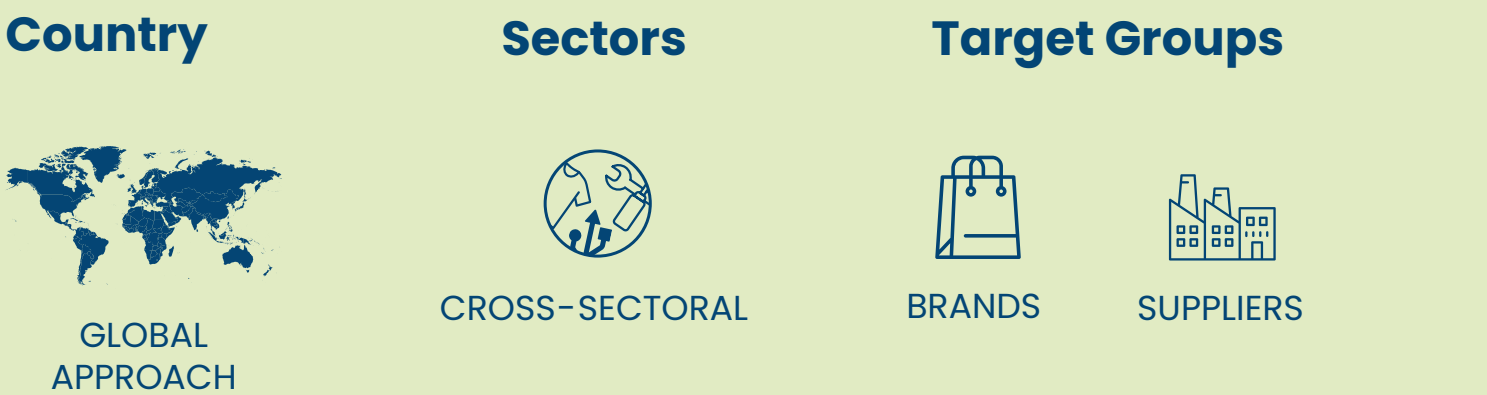
About the Project

Timeframe: 2022–ongoing

Partners: EuroCham Cambodia, Bangladesh Knitwear Manufacturers & Exporters Association (BKMEA), Bangladesh Garment Manufacturers and Exporters Association (BGMEA), Chamber of Commerce and Industry of Serbia, Union Tunisienne de l'industrie (UTICA), TÜRKONFED, Consejo Coordinado Empresarial (CCE), Federation of Pakistan Chambers of Commerce & Industry (FPCCI), Viet Nam Chamber of Commerce and Industry (VCCI)

Objective: Responsible Business Helpdesks (RBH) inform, sensitise, and advise companies in their respective countries on human rights and environmental due diligence and related EU regulations.

Approach: The RBH Network, facilitated by GIZ, capacitates business chambers and associations around the globe to act as a RBH host organisation and provide information and advisory service as well as seminars, dialogue and training formats.



Key Achievements

- 8 RBHs were established
- +2,000 Suppliers have used RBH services
- +100 Events were implemented, in which over 6,000 stakeholders participated

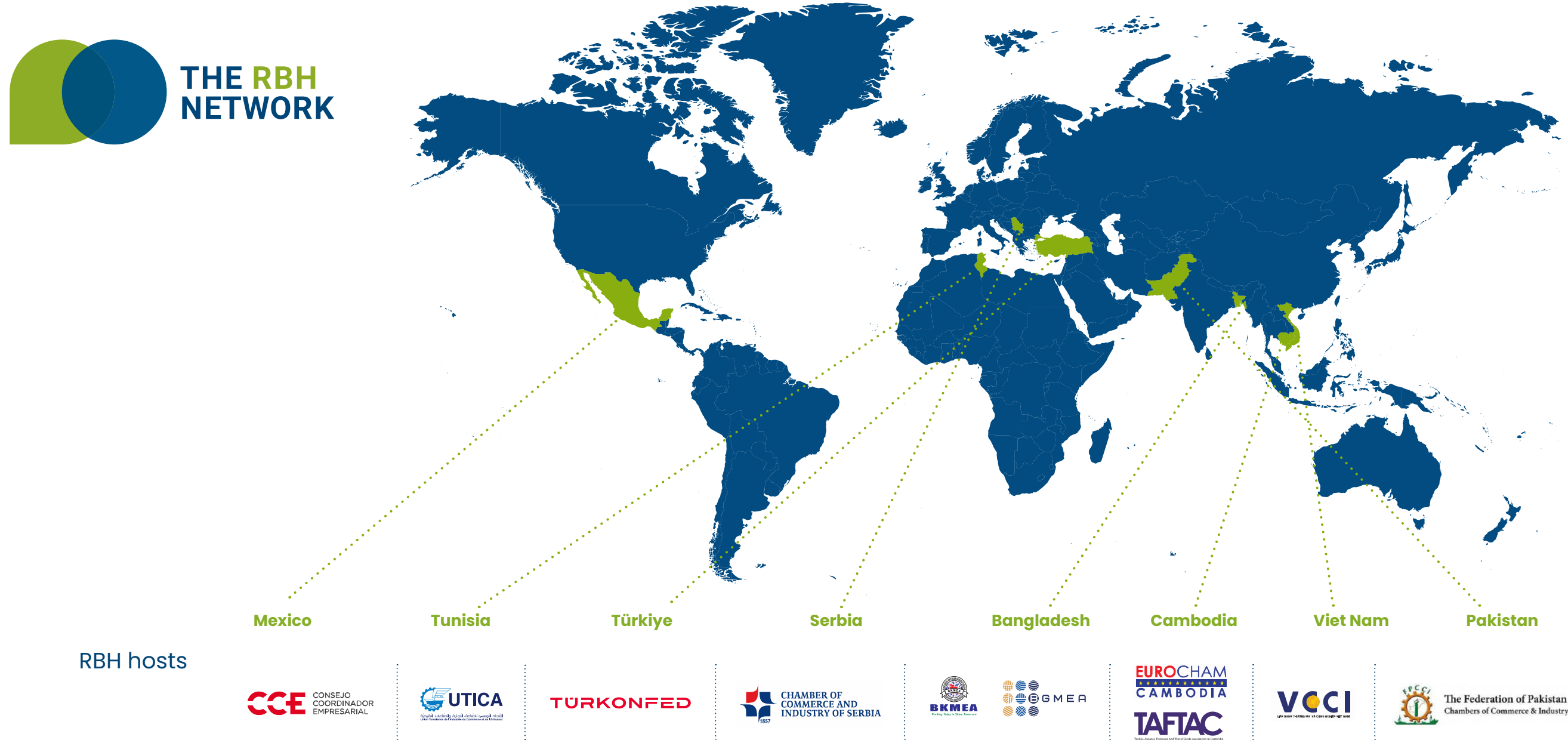
 [The RBH Network on LinkedIn](#)

The Network is supported by GIZ through IGS on behalf of the German Federal Ministry for Economic Cooperation and Development (BMZ)

12. Navigating due diligence requirements

How helpdesks support companies in a changing regulatory landscape

Increasing international standards on human rights and environmental due diligence (HREDD), particularly in Germany and the European Union, have led companies across the globe to conduct HREDD in their supply chains. The Responsible Business Helpdesks (RBHs) are hosted by national chambers or associations and support companies to implement the growing requirements and improve their export-readiness. They offer advice, connect businesses with experts, and share useful information through events and training. Together, the host organisations form a global and cross-sectoral network, The RBH Network. Through the network facilitated by the Initiative for Global Solidarity (IGS) the RBH hosts can access the RBH Toolkit, share best-practises with each other and work with and strengthen their position towards international businesses and policymakers. The RBH Network already comprises helpdesks in eight countries and will continue to grow. Representatives from three helpdesks – in Serbia, Bangladesh, and Mexico – have written down their experiences with the helpdesks for us, giving us an insight into their work.





Tanja Lindell, RBH project manager at the Chamber of Commerce of Serbia, Host of RBH Serbia, speaks about the role of the helpdesks and the support they provide to Serbian businesses who try to implement HREDD regulations.

For companies exporting to Germany due diligence requirements are not entirely new, as many buyers had already imposed such standards before the German Supply Chain Act. However, these requirements are now becoming more frequent, and questionnaires have expanded to include more detailed inquiries about supply chain management, particularly further down the supply chain. Compliance with social and environmental audits has become a decisive factor in business negotiations, with buyers often requiring proof of due diligence before even considering price or delivery conditions. While larger companies are generally prepared for these requirements, small and medium-sized enterprises (SMEs) face significant challenges due to a lack of resources and personnel.

One of the main difficulties for SMEs, particularly in agriculture, is the complexity of reporting and understanding new regulatory demands. Small farmers, who are at the lower levels of the supply chain, often struggle with basic compliance tasks and even require assistance with applications for financial support. Many businesses lack the capacity to respond adequately to evolving requirements, making it necessary to provide them with targeted support. According to RBH Serbia, companies would benefit from practical tools and training sessions that sim-

plify the reporting process and help them understand buyers' expectations. This is particularly important because many businesses receive compliance requests without clear guidance on what is expected.

To address these challenges, RBH Serbia has focused on highly practical workshops that equip businesses with the knowledge they need to comply with sustainability regulations. A notable example is their training on the Carbon Border Adjustment Mechanism (CBAM), which helps companies prepare complex reports that were previously handled only by large consultancy firms at high costs. Since its launch, over 200 companies have participated in these CBAM workshops, which provide affordable, hands-on guidance. Additionally, RBH Serbia offers training on carbon accounting and other compliance-related topics, ensuring that companies can make informed decisions when dealing with consultants and audits.

Looking ahead, we are also excited that RBH Serbia will move into new areas of work that will improve the long-term perspective of the project: On the one side being more active in the raw material sector in Serbia and on the other side, providing support to other RBH in The Network like Turkey or the newcomers from Bosnia that can benefit from our experiences as one of the first RBHs.



'HREDD is an important agenda to be instilled in the minds of business: An important cause for humanity, but also for competitiveness and business in the future!'

Arda Batu, Secretary General & Board Member at TÜRKONFED, Host of [RBH Türkiye](#)



'The RBH Viet Nam has been promoting positive changes by raising awareness and fostering connections between brands and manufacturers, paving the way for more sustainable and responsible supply chains.'

Tran Thi Lan Anh, Secretary General Viet Nam Chamber of Commerce and Industry (VCCI), Host of [RBH Viet Nam](#)



'At RBH Pakistan, we believe that embedding HREDD into business practices in Pakistan is essential for our long-term business success and export readiness. We empower businesses and communities to embrace responsible and future-focused values.'

Qurrat ul Ain, Vice President of the Federation of Pakistan Chambers of Commerce & Industry (FPCCI), Host of [RBH Pakistan](#)



Miran Ali is Managing Director of Bitopi Group in Bangladesh and Vice President of BGMEA, the Bangladesh Garment Manufacturers and Exporters Association. The RBH Bangladesh is jointly hosted by BGMEA and BKMEA.

Sustainability and decarbonisation have become top priorities for every international brand sourcing from Bangladesh. There is not a single supplier in the country that is not facing demands from buyers to improve environmental and social compliance. While we fully support these goals, the reality is that the financial burden of meeting these requirements is falling mostly on us, the suppliers. Brands set strict sustainability expectations, but they often do not share the cost of implementation, making compliance a major challenge for manufacturers. Every dollar we invest in meeting these demands is money that could have gone into expanding production capacity, upgrading machinery, or improving worker wages.

The RBH plays a crucial role in helping us navigate these new requirements. One of its most critical tasks is gathering data to document how sustainability obligations disproportionately burden suppliers in countries with weaker bargaining power, like Bangladesh. Without solid evidence, European policymakers and brands dismiss our concerns. The RBH is also helping businesses understand and comply with EU and German legislation, which even many European companies struggle to interpret. The sheer volume of reporting obligations passed down the supply chain has overwhelmed many factories, and RBH provides clear guidance so that we do not have to decipher these complex rules alone.

Beyond regulatory support, RBH also offers practical training and tools to make compliance more manageable. Many factories do not have dedicated sustainability departments, so the helpdesk organises workshops and resources that enable businesses to meet compliance standards effectively. The guidance on reporting, audit preparation, and sustainability benchmarks allows factories to meet buyer expectations while minimising disruptions to their operations.

Another vital function of the RBH is advocating for a fairer cost-sharing approach in sustainability compliance. With the Joint Statements of The RBH Network, we can bring these issues to the global policy level and bundle voices from producing countries.

The RBH also strengthens Bangladesh's global reputation by positioning our factories as responsible, sustainable partners. Meeting due diligence requirements ensures that buyers see us as reliable and forward-thinking, which can lead to greater investment and stronger trade relationships. Additionally, the helpdesk fosters knowledge-sharing between suppliers, allowing businesses to learn from each other and reduce inefficiencies in compliance efforts.

While government support remains limited, RBH has filled a crucial gap in technical assistance and industry guidance. We know that compliance with new regulations is not optional. At the end of the day, the customer is always right, and that means we must adapt, no matter how difficult the transition. The RBH is essential in ensuring we have the knowledge, tools, and collective voice to meet these challenges, making it one of the most valuable resources for Bangladeshi suppliers navigating the future of responsible business.



'The RBH Network is extremely important for us. We can gather knowledge from associations and chambers around the world and share it with our stakeholders.'

Fazlee Shamim Ehsan, Vice President Bangladesh Knitwear Manufacturers & Exporters Association (BKMEA), Host of [RBH Bangladesh](#)



'The IGS programme has been instrumental in putting HREDD topics high on the Cambodian agenda through the RBH. We're now well positioned to support companies looking for guidance on these topics.'

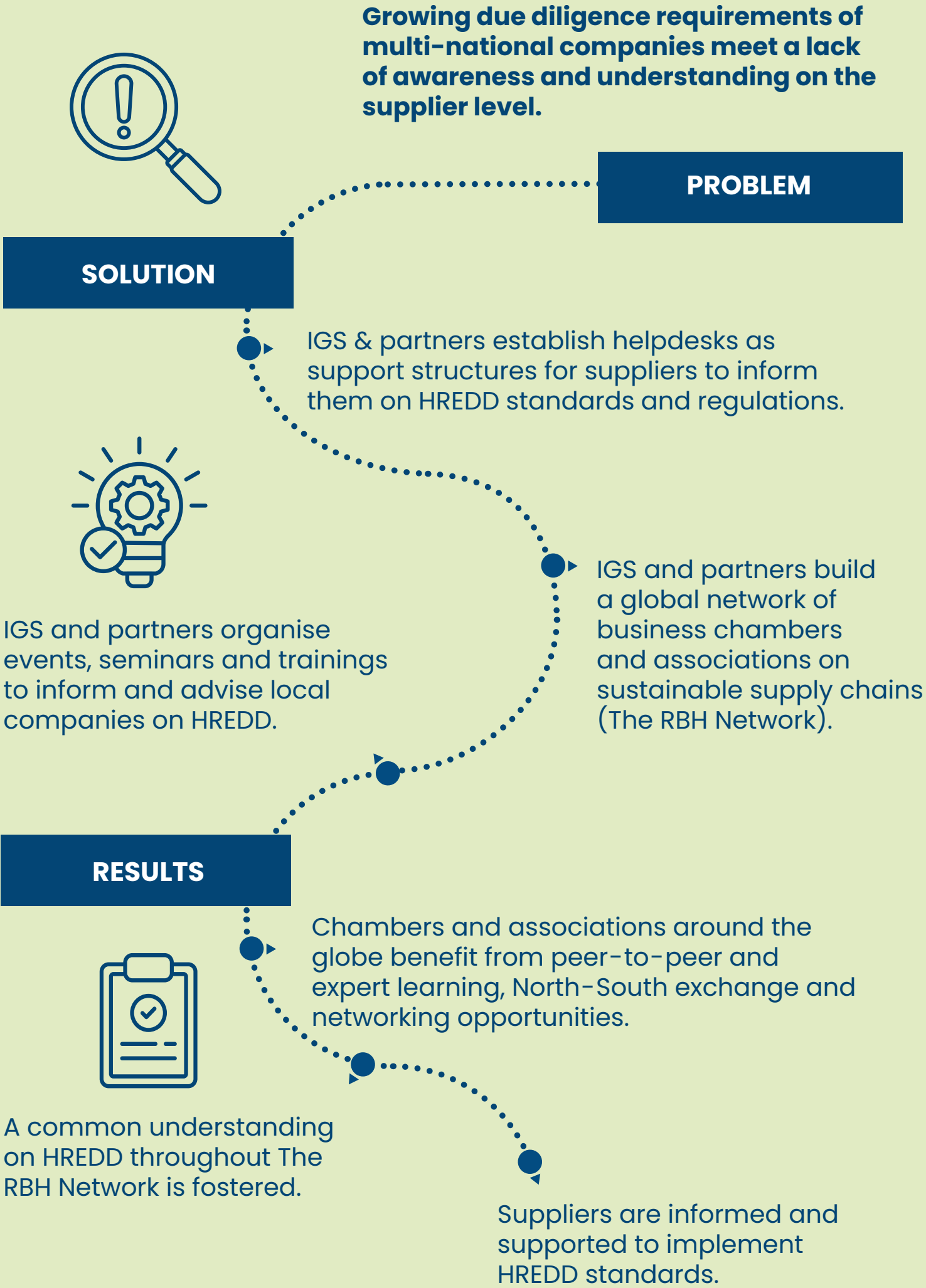
Martin Brisson, Executive Director of EuroCham, Host of [RBH Cambodia](#)



'RBH is more than just a helpdesk offering information and training – it is a platform for dialogue between Tunisian suppliers and various stakeholders. The RBH Network provides a unique space for exchange at both regional and global levels around key business and human rights issues.'

Manel Zawali, RBH Coordinator at Union Tunisienne de l'industrie (UTICA), host of [RBH Tunisia](#)

The IGS Path to Results



Jorge Juraidini, General Director of CCE, the Business Coordinating Council of Mexico and host of RBH Mexico, highlights the increasing awareness and implementation of responsible business principles across the country.

With the rise of international regulations on human rights and environmental due diligence, Mexican companies are recognising the necessity of mitigating negative impacts while seizing new market opportunities. These regulations will have a positive impact on the working conditions within the company, but especially in the supply chain itself, which is one of the key objectives. However, while larger companies have adapted more swiftly to the new regulations, SMEs face significant challenges, such as financial constraints and the complexity and variety of their supply chains.

The RBH in Mexico plays a pivotal role in providing companies — especially SMEs — with essential sup-

port, tools, and training to navigate due diligence requirements. RBH Mexico focuses on offering online advisory services, awareness materials, and direct guidance to businesses aiming to comply with evolving global standards.

We recognise that adapting to these regulations requires investment, and some businesses worry about the impact on their competitiveness. At the same time, businesses agree that integration of the new regulations will bring them a lot of value in the future. The Responsible Business Helpdesk is narrowing the gap for companies that want to move forward and prepare for the future. It will reduce their need for further resources and highlights the long-term benefits that the new regulations have to offer for suppliers. I firmly believe that compliance with international standards will enhance efficiency, sustainability, and long-term success. By working together and strengthening our due diligence practices, Mexican companies can position themselves as leaders in responsible business, ensuring sustainable growth in the global economy. The RBH Mexico is one of our key instruments to ensure exactly that.

Joint Statement by the RBH Network

The RBH Network has released a [Joint Statement](#) with key recommendations for successfully implementing Corporate Sustainability Due Diligence in global supply chains. Representing over 810,000 companies across key production sectors, The RBH Network calls for action from regulators and buying companies to promote fairness, emphasising that CSDD should be a collective effort with costs and burdens distributed equitably among supply chain partners. It highlights the need for responsible purchasing practices that address social and environmental risks while fostering trust and transparency. Instead of disengaging at the first sign of risk, The RBH Network advocates for collaboration and continuous improvement, empowering suppliers to develop their own sustainability strategies and engage in proactive, trust-based communication. The statement also underscores the importance of policy coherence and clear communication to help buyers and suppliers navigate the complexities of evolving regulations.

Our Partners:

Working together for human rights and environmental due diligence

We would like to thank our partners for working with us over the past four years to promote human rights and environmental due diligence in global supply chains. IGS will continue to engage in various projects around the world to support sustainable supply chains. Stay tuned!



Studies, Publications, Trainings

During five years of IGS, several studies, publications such as guidelines or FAQs, and training courses have been published – the major publications are listed here.

Studies

- [Direct Worker Voice for HRDD, 2025](#)
- [Study on feasibility of the ProBaMet approach in other countries and secondary raw materials, 2025](#)
- [Access to decent work and social protection among female garment workers in sub-contracting factories in Cambodia, in collaboration with OXFAM, 2024](#)
- [Country Risk Analysis Serbia, 2024 \(Search via Media and Information Centre, MIA\)](#)
- [Exploring the Remedy Gap in the Large-Scale Mining Sector, 2024](#)
- [The Position of Workers in the Serbian Automotive Industry, 2024](#)
- [Human Rights and Environmental Risks in the Electronics Sector, 2023 \(Search via Media and Information Centre, MIA\)](#)
- [Sector Brief Cambodia: Electrical and Electronic Equipment Industry, 2023](#)
- [Study on Online Labour Platforms in the context of Human Rights and Environmental Due Diligence, 2023 \(Search via Media and Information Centre, MIA\)](#)
- [The Potential of Big Data Technologies for the Human Rights](#)

and Environmental Due Diligence Process, 2023 ([Search via Media and Information Centre, MIA](#))

[Existing complaints structures for workers in the export-oriented textile and garment sector in Bangladesh, 2022](#)

Publications

- [Circularity guidelines on end-of-life battery management, 2025](#)
- [Guidebook for Circular Textile Waste Handling in Cambodia, 2025](#)
- [HRDD Purchasing Practices Framework, 2025](#)
- [OECD Monitoring & Evaluation framework, 2025](#)
- [ReNew FABRIC, 2025](#)
- [Model Clauses Responsible Contracting Project: Supplier Model Clauses und European Model Clauses, 2024](#)
- [Waste Handler Brochure, 2024](#)
- [OECD Due Diligence Checker, 2023](#)

Trainings

- [Climate Action Training for the Cycling Industry, 2024](#)
- [Sustainable waste management training, 2024](#)
- [Chemical Management Initiative \(CMI\), 2023](#)
- [HREDD Training including Training Toolkit for Trade Unions at Federation, Confederation, Factory level, 2023](#)
- [Climate Action Training with Energy Efficiency focus for fashion manufacturers in Viet Nam, 2022](#)
- [Waste No More \(WNM\), 2023](#)
- [To the Finish Line of Higg FEM \(TFL Higg FEM\), 2022](#)

RBH publications and training courses

The helpdesks and hubs of the RBH Network have published numerous factsheets and guidelines in national languages and organised training courses on human rights and environmental due diligence. Details and links can be found on the [RBH websites](#) and on the [RBH LinkedIn page](#).

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P 22: ILO Better Work

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P 27: BMW Group

P 28: (1) ZF, (2) BMW Group

P 29: (1) BMW Group, (2) Nora Hesse, BAI



The Initiative for Global Solidarity (IGS) promotes the implementation of human rights and environmental due diligence in global supply chains by scaling and harmonising proven approaches.

IGS supports stakeholders along global supply chains to exercise shared responsibility for the impacts of business practices on people and the planet.

IGS is working on behalf of the German Federal Ministry for Economic Cooperation and Development (BMZ) and is implemented by Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH.

Further information about IGS can be found [here](#).

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