



International  
Labour  
Office



**GLOBAL BUSINESS  
NETWORK FOR  
SOCIAL PROTECTION FLOORS**  
Annual Report  
October 2018



**100**  
1919-2019  
SOCIAL JUSTICE  
DECENT WORK



ILO Flagship  
Programmes

## FOREWORD

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Since its creation almost 100 years ago, the ILO, together with its constituents, have continuously invested in the development of adequate national social protection systems including floors.

The new paradigm proposed by the 2030 Development Agenda has further recognised the crucial role of non-governmental actors for the achievement of the Sustainable Development Goals. Private sector actors can play a role in the development of social protection for workers and their families worldwide.

It is through corporate social protection guarantees that enterprises are providing thousands of workers with better maternity protection, better access to health and better pensions. Companies' sustainability and CSR programmes are helping to drive the Decent Work Agenda across supply chains.

The Global Business Network for social protection floors is a platform for private sector enterprises to make a significant contribution to the development of social protection systems and floors and to achieve impact for employees, workers of supply chain and communities at large.

The fourth annual meeting of the GBN ahead of the ILO centenary celebration is an outstanding opportunity to share the experiences and lessons learned on global corporate social protection programmes, the means of collaboration with employers' organisations and academia, and ideas for concrete national technical cooperation programmes that would put us on the path towards the achievement of SDG 1.3 on social protection systems and floors.



## AT A GLANCE: 2015 - 2018



### **Support the development of corporate social protection guarantees in line with ILO standards**

How can companies use ILO standards when developing social protection schemes for their employees? How can they share experiences?



### **Document the results and impacts of social protection**

How can a stronger business case be built for social protection, demonstrating linkages between social protection and the social and economic performance of enterprises?



### **Increase the private sector's involvement in the development of national social protection floors (SPFs) - Champion Engagement Framework**

How can companies contribute to the development of national social protection floors and strengthen strategic cooperation with Employers' Organisations?

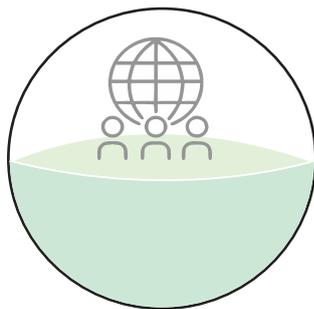


### **Strengthen the Global Business Network for Social Protection Floors**

How can sufficient visibility be ensured for the work that has been accomplished through the GBN? How can the network be further promoted as a leading platform to contribute to SDG Target 1.3.?

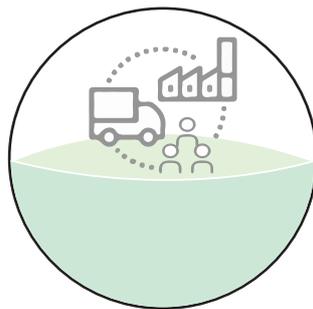
## Main achievements 2018

### GLOBAL EMPLOYEES



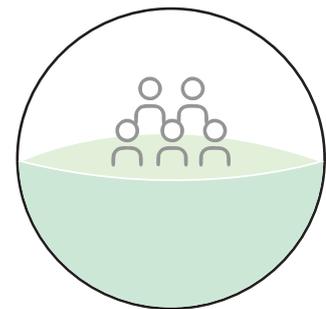
- Two Seminars for global HR and CSR Professionals
- Awareness raising campaign on social protection for global employees in 179 countries
- Completion of one enterprise case study on social protection and introduction of two new studies.

### SUPPLY CHAINS



- Suggested indicators to report and measure social protection programmes across supply chains

### COMMUNITIES



- Communication strategy on health insurance for 1.4 million workers in Cambodia
- Awareness raising campaign for French youth
- Social protection training for employers' organisations

# SUPPORT THE DEVELOPMENT OF CORPORATE SOCIAL PROTECTION GUARANTEES IN LINE WITH ILO STANDARDS



## Maternity

Nestlé has implemented a Maternity Protection Policy, providing a minimum of 14 weeks paid leave for mothers or primary caregivers across all country operations, together with employment protection and non-discrimination guarantees, flexible and healthy work arrangements and access to a breastfeeding room, once the mother returns to work. Nestlé is committed to fully implement the minimum standards of this policy in all countries by the end of 2018. At the close of 2017, almost 90% of country operations were already providing a minimum of 14 weeks paid maternity leave and 94% enabled female employees to extend the leave up to six months.

## Health

Nestlé regards employee health as a holistic term that includes both occupational safety & health and health promotion activities within the organisation. Nestlé's objective is by 2020 to offer all their employees education, early screening, and programmes that support healthier lifestyle choices as part of the Nestlé Framework for Employee Health. For example, as part of their Know Your Numbers Program, Nestlé has screened over 8000 employees to help them better understand their health risks. Nestlé aims to double this total by the end of 2018.

## Legrand Serenity On

In 2017, Legrand introduced a new group-wide social protection programme, named Serenity On, which aims to guarantee a minimum level of social protection to employees in all the countries where the Group is based. Serenity On provides coverage for parenthood, healthcare and in case of death and disability of the employee, granting peace of mind and work-life balance to its employees. Mothers receive a minimum of 14 weeks maternity leave, paid at the equivalent of 100% of the gross basic salary. The paternity leave allows for at least 5 days leave, paid at the same rate. To protect employees in case of misfortune, as a minimum Serenity On applies to hospitalisation and surgery fees. Finally, in the event of the employee's death or total and permanent disability due to illness or accident, Legrand intends to offer the employee's family protection equal to at least 1 year of gross basic salary.

Serenity On demonstrates that Legrand is committed to its global teams and intends to respect each person. Each Group entity is responsible for implementing as a minimum this policy locally by 2021.



## ENI Smart Working

In 2017 ENI has introduced the Pilot Smart Working project on new parenthood. The policy allows eligible employees to work outside of their usual company site of work (usually their home) for 2 days per week, in order to help reconcile the balance between professional and family life. The initiative is available to all employees, male and female, who are going through this important phase in their personal life, providing added flexibility when they most need it. To date, 303 new parents have participated in “Smart Working” from almost every business area. At the end of the pilot project, ENI has conducted a survey to understand the effect of the new policies on the workers. The results have confirmed the expectations: the benefits associated with smart working are tangible and the experience has proved positive. For ENI people, smart working has proved to be an instrument able to promote autonomy, trust and empowerment: essential elements in the context of a working relationship. The survey showed that through Smart Working 80% of workers have improved work-life balance, 65% increased concentration, while a similar percentage increased work motivation.



## Best practices guide

In February 2018, the Francophone Business Network for Social Protection Floors (part of the GBN) released a good practices guide to support companies in designing corporate social protection programmes. The guide has received contributions from many enterprises, including L’Oréal, Legrand, Kering, LVMH, ID Kids, and SwissLife, and is available in both French and English. The ILO and GBN members are currently working on expanding this guide to reflect examples from a wider range of industries and countries. The ILO plan to complete the extended guide in 2019.



## Crédit Agricole : Take Care

In 2016, Crédit Agricole initiated the first phase of their Take Care programme, which aims to advance social protection guarantees for nearly 15’000 employees working in retail banking in five countries – Egypt, Morocco, Poland, Serbia and Ukraine. These guarantees cover death and disability, as well as improved medical coverage and healthcare access. Take Care will help bring the level of social protection coverage for Crédit Agricole employees at a fairer position relative to local and international standards.



# DOCUMENT THE RESULTS AND IMPACTS OF SOCIAL PROTECTION

## FINALIZATION OF L'OREAL SHARE & CARE STUDY:

- The ILO Research Department, together with L'Oréal, has conducted a study on the possible effects of the social protection programme, Share & Care, provided by L'Oréal to its employees worldwide. First, a mapping exercise which tracked the improvement in benefits from 2013 to 2015 was undertaken. The objective was to identify the countries where the introduction of the programme led to a change. Then, on the basis of human resources data, the link between some available indicators of firm performance (turnover and absenteeism) and the programme was explored.
- However, this analysis did not give statistically significant results due to data limitations in time and the lack of specific indicators. In order to better assess the impact of such initiatives on firm performance and employee welfare, it is important to identify relevant methodologies and indicators before the start of the programme, and collect data over the period of the programme implementation. It is also essential to have information on a larger number of variables, ideally, at the individual or firm-level, in addition to country level data.

L'ORÉAL

## HR ANALYTICS: FILLING THE DATA GAP ON SOCIAL PROTECTION BENEFITS

- Since April 2018, Sanya University is conducting academic research that aims to analyse the linkage between social protection and enterprise performance on the basis of data from the tourism industry in China.
- As of October 2018, the research team members have finished the first-round of data collection and are currently starting the classification and the analysis of the useful data.

In September 2018, EN3S and the Francophone Network with support from Sherbrook Institute and The Global Watch has announced the launch of a new research project to define 1) efficiency factors of corporate parental measures; 2) performance indicators (social and organizational) to evaluate the effects of these measures on organizations, employees, their families and the community; 3) The appropriate circumstances to use these indicators. The project will run from the end of 2018 till June 2019.



A young girl with dark hair, wearing a blue shawl over a striped dress, sits on a colorful patterned rug. She is smiling and has her hands raised in a gesture. In front of her are two tabla drums, one larger and one smaller, both resting on colorful fabric cushions. The background is a rustic brick wall. A dark purple circle in the upper right corner contains white text.

**CHAMPION SDG 1.3:  
SUPPORTING  
NATIONAL SOCIAL  
PROTECTION FLOORS**

# INCREASE THE PRIVATE SECTOR'S INVOLVEMENT IN THE DEVELOPMENT OF NATIONAL SPFS

## ENTERPRISES' FINANCIAL SUPPORT:

Provide direct financial support to ILO technical projects on building sustainable national SPFs in Flagship Programme countries.

Encourage employees and customers to participate in crowdfunding campaigns aiming at raising funds to support social protection programmes globally. This could be done by contributing skills, hours and financial resources to one of two Funds established by the ILO: the Social Protection Floors Fund hosted by the King Baudouin Foundation and the SPF Window under the SDG Trust Fund.

## ENTERPRISES' ADVOCACY SUPPORT:

Build awareness and culture of social protection among 1) employees 2) supply chain partners 3) clients and 4) communities.



## ENTERPRISES' TECHNICAL SUPPORT:

Provide technical support and expertise to advance the implementation of national social protection systems. Work with employers' organizations to build capacities and strengthen national dialogues on social protection.

Enterprises are approaching the SDGs with different objectives, capacities and ambitions. The Champion Engagement Framework aligns internal HR, CSR and sustainability goals with global social protection issues and offers a set of win-win actions in advocacy, technical support and resource mobilization to advance the achievement of these goals.

A Champion for SDG 1.3. is a company that advocates for the expansion of national social protection systems, among others, by working closely with employers' organisations in selected countries; shares technology as well as human resources for the development of social protection systems; influences public behaviour and contributes to the creation of a social protection culture by developing awareness-raising and resource mobilization campaigns among its employees, supply chain partners and clients.

# CHAMPION - ADVOCACY

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## ENTERPRISES' ADVOCACY SUPPORT :

### Seminars for the HR, CSR and Sustainability Professionals

- In April 2018, the ILO participated in the Employee Relations Programme at Nestlé. This Programme prepares HR and business leaders to support employees through effective Employee Relations policies and practices. During the seminar, global HR Professionals and Business Leaders from Nestlé have learned about the ILO and its work in the area of social protection. Furthermore, the ILO and Nestlé brainstormed together and identified several areas for win-win collaboration, in particular focusing on advocacy for the human right to social security and the promotion of corporate social protection guarantees among employees and partners.
- In October 2018, the ILO participated in the Compensation & Benefits Managers Seminar organised by Saint-Gobain, where their new corporate social protection floor programme was the centre of the agenda. The ILO gave an overview of the Global Flagship Programme on social protection floors and presented several on-going national projects.



### Advocacy campaigns for the global workforce:

- In September 2018, Nestlé and the ILO agreed to embark on a strategic collaboration for the ILO Centenary, with an initial focus on social protection. This proposed relationship would raise awareness for the Nestlé programmes which are aligned with the ILO's mandate, and that contribute to the achievement of the Sustainable Development Goals (SDGs). The pilot collaboration would focus on the human right to social security, and highlight Nestlé's corporate social protection guarantees for their employees worldwide.





## ADVOCACY TO SUPPORT NATIONAL SOCIAL PROTECTION SCHEMES:

In 2017-2018 the Weave Our Future Foundation partnered with the ILO and the National Social Security Fund (NSSF) in Cambodia to promote the country's new contributory health protection scheme. To support the public information campaign on the extension of this social protection scheme to SMEs, the informal sector and families, the Weave our Future Foundation has contributed USD 55,000, with NSSF providing additional USD 125,000. The project has helped to raise awareness and educate workers and employers about the right to social security while developing NSSF's capacity to communicate effectively about the new schemes and benefits.

As of June 2018, owing to the project success, the number of registered beneficiaries of NSSF has increased, and now accounts for 1.4 million of workers. In parallel, the foundation is working to mobilize local partners to amplify the scope of this information campaign.

## ADVOCACY TO ENGAGE END BENEFICIARIES:

### CHALLENGE

The French Youth may not necessarily recognize the benefits that it has from being covered by social protection. The majority of the young population from 16 to 35 years old do not fully understand the real impact that a lack of social protection can have on future skills sets and employability.

### STRATEGY

The ILO, together with the renowned Ad Agency Ogilvy, is developing a disruptive campaign aimed at French Youth, communicating the importance of social protection in the new world of work - and the critical role that the ILO plays in this arena. The campaign will encourage activism, driving up participation in the form of pledging / sharing support and, where possible, activating donations.

### OBJECTIVES

1 million people engaged in activism to promote the right to social security.

USD 100,000 Raised for Technical Programmes on Social Protection

### TIMELINE AND STATUS

Design Phase: launch of the campaign October-Nov 2018



# CHAMPION - TECHNICAL SUPPORT

## ENTERPRISES' TECHNICAL SUPPORT

Along with the research initiative on social protection, Sanya University is developing a training course that aims to provide a customer-tailored training toolkit for Chinese enterprises.

As of October 2018, the team has collected and systematised the necessary training materials from around the globe from four main areas: 1) social protection policies, especially the ILO's flagship Social Security Convention (No. 102) and ILO's Social Protection Floors Recommendation (No. 202); 2) global social protection practices; 3) relevant global case studies on social protection policies and practices; 4) the overview of current academic studies.



## ENHANCING EMPLOYERS' INVOLVEMENT IN SOCIAL PROTECTION POLICY DEBATES

- The ILO international training centre (ITC) has announced a fourth training session for members of employers' organisations (EOs) involved in social protection policy development to be held from 10-13 December 2018 in Turin.
- The objective of the training is to provide a framework for officials from EOs to improve and enhance their involvement in social protection policy debates and in the implementation of social protection schemes.
- The training will address questions on: Why should enterprises and EOs be involved in the social protection policy debate? How can enterprises and EOs become more engaged in the development of governance of national SP programmes? How to best address the new challenges for social protection in the context of the future of work?
- The speakers will be composed of social protection and employer specialists from the ILO, representatives from multinational enterprises, academics and experts from international universities and research institutions.

## ENTERPRISES' FINANCIAL SUPPORT

### Social Protection Fund under the King Baudouin Foundation

- In October 2017, the ILO and the King Baudouin Foundation established a Social Protection Floors Fund with the purpose to support the development of social protection systems and floors in low and middle-income countries (SDG 1.3).
- The establishment of the fund marks the first time that companies, philanthropists and the general public can directly contribute to ILO's technical projects on social protection.
- The Fund aims to support ILO programmes and encourage social, scientific, or cultural innovation.



### UN JOINT FUND WINDOW FOR SOCIAL PROTECTION FLOORS

- In October 2017, ILO, UNDOCO, UN MPTF Office, UNDP, UNICEF and UNHCR have established a SPF Window in the UN Joint Fund for the 2030 Agenda
- The SPF Window collects funds from bilateral donors and the private sector, and organises calls for proposals which allow UN Country teams to support the development of social protection systems and floors.
- Funding focuses on core activities which would benefit from coordinated delivery from various UN agencies such as coordinated implementation of social protection floors, the establishment of information systems, and the monitoring of SDG 1.3. Funding will also support the transition from humanitarian aid towards development i.e. from donor-driven cash transfer programmes to building sustainable social protection systems in crises contexts.

● J O I N T ●  
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# STRENGTHEN THE GLOBAL BUSINESS NETWORK FOR SOCIAL PROTECTION FLOORS

## DEVELOPING LOCAL NETWORKS

### Building stronger cooperation with China

- In March 2018 a delegation from the Social Protection Department of the ILO visited several enterprises and employers' organisations in China to further strengthen the network and its regional presence in Asia.
- During the ILO visit, companies such as the Shanghai Kaibao Pharmaceutical and Shanghai Mitsubishi Elevator shared good practices in safeguarding employee social protection benefits and emphasized the importance of investing in talents, improving employee satisfaction, and thus promoting the competitiveness of the company.
- The regional HRD Group of Beijing province also offered to become an active member of the GBN and to support the development of its internet platform and social media in China.
- Furthermore, in April 2018, a delegation from DiDi (equivalent of Uber in China) visited the ILO and discussed possible cooperation, notably in the field of developing policies and providing social protection for workers in new forms of employment (part-time and/or digital economy workers).

### Pakistan Business Network for SPFs.

- Over the past year the Pakistan Business Network on SPFs was closely following the discussion to frame the first "Sindh Labour Policy". It was encouraging to find that all the recommendations of the tripartite committee were finally agreed upon by the government and incorporated in the Sindh Labour Policy which was approved and announced at the Sindh Tripartite Labour Conference held by Government of Sindh in December 2017.
- This initiative aimed at bringing transformational change in the governance of the social protection-providing institutions, which will help to make the Social Protection Floor transparent and improve the institutions' day to day operations. It has also been agreed in principle that Social Security will be universalised so that its benefits can be extended to all categories of workers instead of confining it only to the organized manufacturing sector.





**100 YEARS WORKING  
TOGETHER TO MAKE UNIVERSAL  
SOCIAL PROTECTION SYSTEMS  
AND FLOORS A REALITY  
FOR ALL**

# ILO CENTENARY - TAKE ACTION!

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The Centenary celebrations offer a unique opportunity for the private sector to engage with the ILO in championing social protection.

Let's not lose the momentum! Join our global campaign on "100 years of social protection at the ILO: the road to universal social protection systems and floors."

4 activities  
targeting private  
sector partners



**Support the organization** of the **Global Social Protection Week** in Geneva, from 25 to 29 November 2019, as well as 10 other national social protection events around the world.

**Honour history** by organizing an **ILO exhibition** on 100 years of social protection and distributing it in your offices around the world.

**Make voices heard** (from workers to customers) by recording and disseminating **testimonies** on the necessity and urgency of social protection.

**Change the culture** and raise awareness about social protection through targeted **cause marketing campaigns**.

**2015                      2016                      2017                      2018**

**Support the development of corporate social protection guarantees in line with ILO standards**



**Document the results and impacts of social protection**



**Document the results and impacts of social protection**



2015

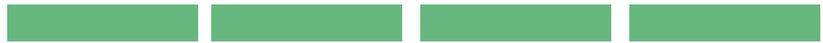
2016

2017

2018

Strengthen the Global Business Network for Social Protection Floors

Hold annual meetings



Include more members in the network



Develop partnerships with other initiatives (Global Compact, Business and Human rights forum)



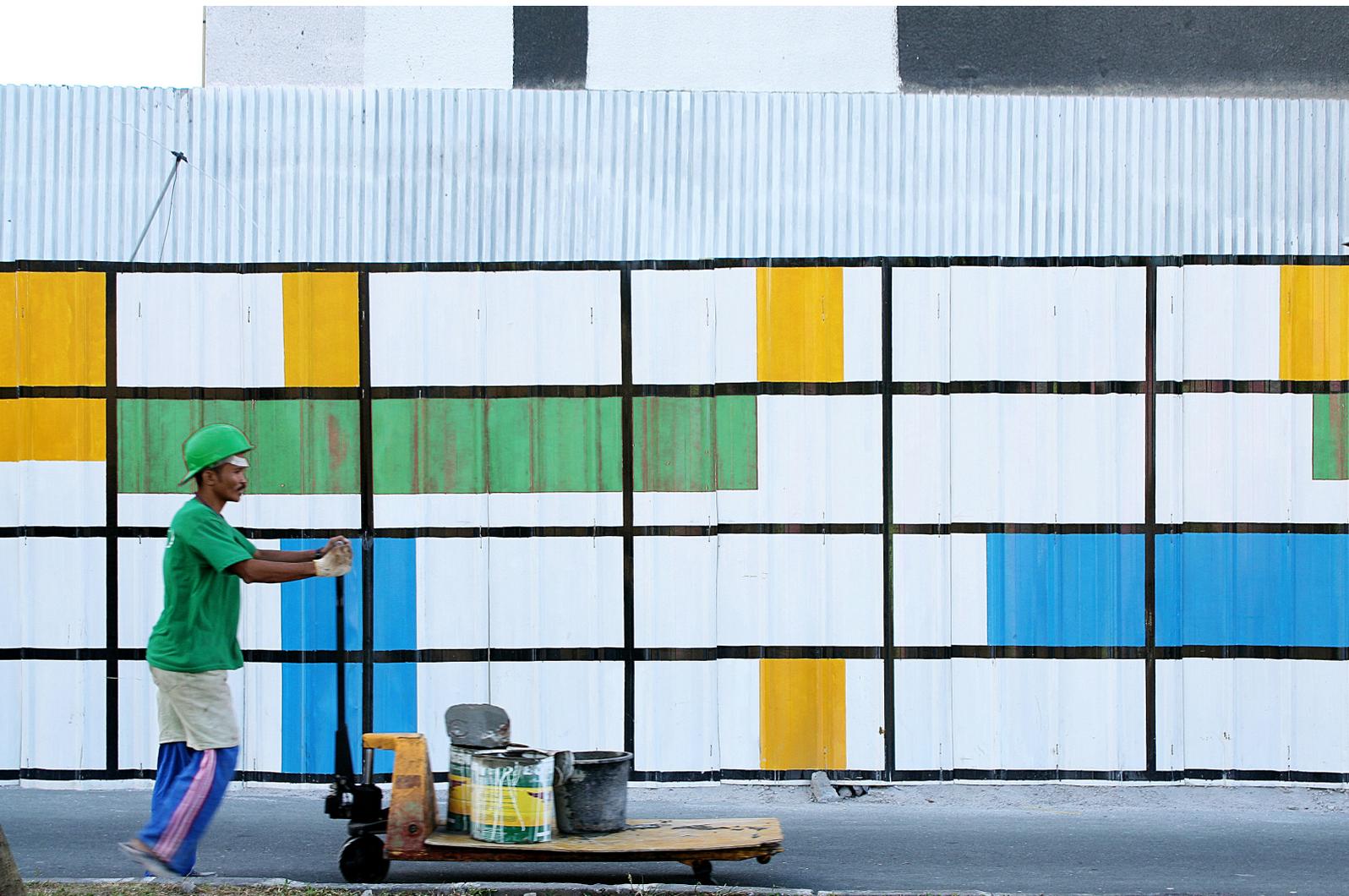
Pending



In progress



On track



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