



**Ethical
Trading
Initiative**

For workers' rights.
For better business.

**Trustees
Unlimited**



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Welcome from our Chief Executive

Dear Applicant,

Thank you for your interest in the Ethical Trading Initiative (ETI).

The COVID-19 pandemic has shone a light on interconnectedness of our global supply chains, from consumers behind screens and on shop floors, to those who work in farms, factories, services and logistics around the world. It has also laid bare that still far too many workers, particularly women, are denied their rights to work in a safe and healthy environment, where they are treated with decency, paid a living wage and able to bargain for themselves. However for ETI, COVID has merely made stark and in many ways exacerbated the issues we tackle on a daily basis.

ETI has been at the forefront of improving respect for workers in global supply chains since its establishment in 1998. We are a tri-partite organisation that brings together leading companies, trade unions and non-governmental organisations to understand and tackle human rights issues in the workplace. ETI's Base Code is a set of internationally recognised labour standards used worldwide, and our approach is one of continuous improvement aligned with the UN Guiding Principles on Business and Human Rights. Whether it is advocating for the establishment of UK authority to license Gangmasters, supporting the establishment of the Bangladesh ACCORD after the tragedy of Rana Plaza or supporting projects that not only help workers directly but enable us to develop and share good practice, ETI seeks to continually ensure that we progress towards our goals and support our members in achieving theirs.

Our new 2021-2026 organisational strategy, builds on our core member offer and takes on emerging issues including the impact of climate change in global supply chains, and the need to harness core business practices to drive real sustainable impact. We have emerged from the pandemic stronger and more determined in our mission and our approach to facilitating collaboration, innovating and driving change remains more important than ever.

Peter McAllister
Chief Executive



About ETI

Why we exist

The Ethical Trading Initiative was founded in 1998 in response to growing concerns about the poor pay and conditions of workers in many international supply chains. Since then we have helped change the lives of millions of workers by driving improvements in company policies and practices and through advocating for change.

A radical new approach to protecting workers' rights

A group of UK companies, NGOs and trade union organisations, with the backing of the then Secretary of State for International Development Clare Short, launched a radical approach to protecting workers' rights in global supply chains. Their aim was to build an alliance of organisations that would work together to define how major companies should implement their codes of labour practice in a credible way - and most importantly, in a way that has maximum impact on workers.

The companies that joined ETI in 1998 were ASDA, Premier Brands, The Body Shop, Littlewoods and Sainsbury's. From that handful of pioneers, our membership now comprises over 90 companies, collectively reaching nearly 15 million workers across the globe. Our member companies, trade unions and voluntary organisations work together to tackle the many complex questions about what steps companies should take to trade ethically, and how to make a positive difference to workers' lives.



[Click here to view a timeline of ETI's development since 1998.](#)

What we do

We define best practice in ethical trade

- All corporate members of ETI agree to adopt the ETI Base Code of labour practice.
- We work out effective steps companies can take to implement the Base Code in their supply chains.
- Our projects and working groups develop and try out new ideas, often piloting these approaches.
- By taking part in these groups and roundtable discussions, our members collectively establish good practice in ethical trade.
- We develop resources to capture learning and provide tools to help companies put their ethical trade policies into effect.

We help workers to help themselves

- Codes of labour practice can help create space for workers to bargain with management through trade unions.
- In several countries we support initiatives that raise workers' awareness of their rights, helping to create work cultures where workers can confidently negotiate with management.
- We broker resolutions where there are major breaches of trade union rights by companies that supply our members.

We build strategic alliances that make a difference

- Finding effective and sustainable solutions to workers' issues requires joint action between companies, suppliers, trade unions, NGOs and governments.
- We build alliances in key sourcing countries and internationally, to address problems that occur not only in individual workplaces, but also affect entire countries and industries.

We persuade and influence key players

- Retailers and brands are responsible for using their buying power to influence their suppliers' employment practices.
- Governments, employers, trade unions, consumers and the media also have a distinct and vital role.
- We raise awareness of how everyone can play a part in protecting workers' rights and work closely with governments and international labour agencies to influence policy and legislation.

We drive improvements in member companies' performance

- In today's global economy, all companies have issues in their supply chains. By joining ETI, a company is acknowledging these issues and making a commitment to tackling them.
- Our member companies are expected to report on their efforts and the results they are achieving at farm or factory level.
- We expect them to improve their ethical trade performance over time, we will support them as needed but have a robust disciplinary procedure for companies that fail to make sufficient progress or to honour their membership obligations.

The ETI Base Code

The ETI Base Code underpins all our work. It was negotiated and agreed by the founding trade union, NGO and corporate members of ETI and contains nine clauses which reflect the most relevant conventions of the International Labour Organisation with respect to labour practices.

It is viewed as a global reference standard and is widely used as a benchmark against which to conduct social audits and develop ethical trade action plans.

The provisions of the Base Code constitute minimum and not maximum standards. Companies applying this code are expected to comply with national and other applicable laws. Where the law and the Base Code address the same subject, companies are expected to apply the provision that affords the greater protection to workers.

All our members aspire to helping their suppliers meet all aspects of the Base Code in full and they commit to continuous improvement in pursuit of this goal. ETI exists to support them on this journey.



1. Employment is
freely chosen



2. Freedom of association and
the right to collective bargaining
are respected



3. Working conditions are
safe and hygienic



4. Child labour shall
not be used



5. Living wages are
paid



6. Working hours are not
excessive



7. No discrimination is
practised



8. Regular employment is
provided



9. No harsh or inhumane
treatment is allowed

ETI's 2021-2026 Organisational Strategy

Today there are still far too many workers treated without dignity and lack the basic rights at work we are all entitled to. Particularly for women and many vulnerable groups, work often fails to offer much-needed security or a route out of poverty and in too many places, long hours for low wages remain the norm. Too many workers are subjected to threats and violence or discrimination and when they try to take collective action face verbal, physical and legal attacks. Such conditions are simply unacceptable.

Covid-19 has thrown into sharp relief how, for many years, we have been addressing the symptoms of a fragile system rather than the underlying system itself. The impact of the pandemic and the increasing influence of climate change present us with an opportunity to do things differently and drive progress for those who are too often left out. ETI's 2021-26 Strategy has been developed to ensure relevance for the current crises and to help better understand and shape the 'new normal' that will no doubt emerge going forward.

ETI's vision is of a world of work that offers protection, dignity, access to rights and a decent living, is absent of exploitation and abuse, is inclusive and provides opportunity.

ETI's mission is to work for the most vulnerable workers, harnessing the power of collaboration and innovation of a growing tri-partite membership, driving engagement and challenging barriers to deliver human rights at work.

Over the next five years we will leverage the influence of our members to reach more than 15 million workers in their supply chains; harness the power of a growing and diverse membership, to demonstrate impact on emerging and systematic challenges that matter for workers; ensure ETI and our members are recognised leaders in promoting human rights at work.

Rooted in the ETI Base Code and the UN Guiding Principles on Business and Human Rights, ETI's Theory of Change embeds the tri-partite nature of the ETI model across three main pathways. Each indicates how ETI engages members and drives positive change for workers:

- Supporting individual member progression so that members demonstrate leadership
- Convening for collective action to tackle emerging and systematic challenges
- Working for an enabling environment that supports human rights at work

Expectations of all members are captured in the ETI Member Charter which is one tool through which we hold ourselves and our members to account on these commitments. In order to achieve our organisational aims, we have set out three mission related goals and three supporting business goals. Through these, ETI seeks to remain at the forefront of global workers' rights efforts, that ensure responsible business becomes the norm not the exception, and that prepare corporations, NGOs and trade union member to face the emerging challenges in a fast changing world.

Recent Case Studies

Industrial relations in Turkey: solving workplace disputes through social dialogue



How ETI helped to resolve a workplace dispute. A commitment to building trust and cooperation averted the potentially devastating factory closure.

[Click here to read more.](#)

16 days of activism against gender-based violence



The ETI Bangladesh team is actively working and spreading the message to its beneficiaries and stakeholders to call for the prevention and elimination of violence against women and girls.

[Click here to read more.](#)

A Lifeline: shipping human rights due diligence for companies



Collective advocacy by trade unions and companies to the ILO and International Maritime Organisation. ETI members played a significant role in this groundswell of activity.

[Click here to read more.](#)

LINDEX's 'We Women' project reaches 70,000 workers



LINDEX's We Women gender empowerment project has reached 70,000 workers and counting in garment factories in Bangladesh, India and Myanmar and the company has made the learning available to everyone.

[Click here to find out more.](#)

Our Structure

ETI Board of Non-Executive Directors

Ms Louise JOSEPH	Company Secretary	ETI
Mr Philip CHAMBERLAIN	Chairman	Retired
Mr Peter MCALLISTER	Director	PSC and ETI CE
Ms Evelyn ASTOR	NED	TU Caucus
Mr Giles BOLTON	NED	Corporate Caucus
Ms Lucy BRILL	NED	NGO Caucus
Ms Sophie BRILL	NED	NGO Caucus
Mr David GRIFFIN	NED	Co-opted Corporate Caucus
Ms Mye KALLANDER	NED	Co-opted Worker Rep
Ms Rebecca REESE	NED	Co-opted Treasurer
Mr Stephen RUSSELL	NED	TU Caucus
Mr Alistair SMITH	NED	NGO Caucus
Mr Somiruwan SUBASINGHE	NED	TU Caucus
Mr Paul WILLIAMS	NED	Corporate Caucus
Mr Mayank KAUSHIK	NED	Corporate Caucus

Secretariat Organisational Chart

NED Board of Directors lead by
Chair

Executive Director
Senior Leadership Team

Collective Action Team
Member Team
Global Partnership Team
Operations Team

International Subsidiary in
Bangladesh
International project consultants in
India



Role Description



Title:	Chair of the Board
Reports to:	The Board
Supervises:	Executive Director on behalf of the Board.
Key relationships:	Internal - Other Board members, the Executive Director and senior managers. External - Senior member representatives, key political and policy figures, senior donor representatives, institutional and programme partners.
Time Commitment:	ETI hosts quarterly board meetings and with other duties the required commitment is 3-4 days per month.
Remuneration:	This post is not remunerated but a stipend will be offered as decided by the board remuneration committee.

Purpose of the Role

To lead the ETI's Board in ensuring that ETI has clear strategic direction and that the Board fulfils its responsibilities for the governance of the organisation in accordance with its constitution and legal requirements. To work in partnership with the Executive Director to help him/her/they ensure the organisation is able to achieve the objectives established. To provide leadership in external relations with members, donors and other key external stakeholders.

Responsibilities

Board Selection/Review

- To oversee the established process for election or appointment of Board members, ensuring that those appointed have the relevant mix of skills and experience to provide leadership for the ETI, while effectively representing the tripartite constituency of ETI membership.
- To oversee the co-option of individuals to the Board from time to time to complement the elected/appointed Board members as necessary.
- To define and oversee annually the Board's performance review for the Board and ensure that the Board from time to time reviews its role and structure, to maintain its effective operation.
- To call on individual board members for them to offer support for occasional sub-committees or for specific one-off tasks in support of the Chair".
- To foster engagement and collaborative relationships with and between board members that help underpin effective board performance
- To oversee an annual board self-reflection exercise and occasional performance review

Strategy

- To provide leadership to Board members in their role of setting the strategy and policy of the organisation.
- Ensure that the Board supports the implementation of and monitors the agreed strategy in consultation with the Executive Director and secretariat.
- To ensure that this strategy is regularly monitored, assessed and reviewed.



Operations

- With the Executive Director ensure that all Board members receive appropriate induction, advice, training and information relating to their role.
- Ensure relevant policies are presented and appropriately considered by the board in a timely manner.
- With the Executive Director and the Treasurer set the financial strategy of the organisation for approval by the Board and ensure that the Board carries out and maintains its fiduciary duties.
- Working with the Treasurer, ensure that the organisation's financial dealings are prudently and systematically accounted for, audited and publicly available.
- Attend and be a member of other committees or working groups when appropriate in his/her role as Chair. The chairman may attend meetings of any committee or board working group as part of his/her duties, a conflict of interest notwithstanding.

Oversight of the Executive Director

- Support, monitor and review the work of the Executive Director.
- Receive regular informal progress reports of the organisation's work through the Executive Director.
- Act as final stage adjudicator for secretariat disciplinary and grievance issues on behalf of the Board.

Meetings

- In consultation with the Executive Director, agree an annual calendar of meetings of the Board and major events for the organisation.
- Develop and lead on an appropriate and relevant agenda for Board meetings in consultation with the Executive Director.
- Chair meetings of the Board, ensuring that it functions effectively, discharges its responsibilities and carries out its duties.
- Chair and facilitate the Board meetings in a style that encourages debate, makes the best use of ETI's tripartite nature and promotes thoughtful collaboration.
- Promote open discussion and effective relationships amongst Board members.
- Monitor that decisions taken at meetings are implemented to agreed timelines.
- Chair the Annual General Meeting and as required be able to play an active role at ETI conferences and other major events.

External relations

- Act as a compelling ambassador for ETI for high level contacts with appropriate national and international organizations.
- Working within an agreed communications strategy support the Executive Director as a spokesperson for ETI with media when appropriate.
- Working closely with the head of the fundraising & communications Unit, represent ETI at senior level to relevant donors, funding and strategic partners.

Membership

- Represent ETI at senior level with members and potential members in collaboration with the Executive Director.
- Support the Director and other members of the secretariat in ensuring that current members meet their membership obligations and when required act as an arbiter in membership disputes or disciplinary action, on behalf of the board.

Person Specification

This is a high profile appointment and we are looking for someone who can bring most of/the right mix of the following experience and personal characteristics:

Skills, Knowledge and Experience

- Proven high level influencing and leadership skills.
- A significant track record of leadership, translating vision into achievement.
- The ability to network with and influence senior corporate figures.
- Previous experience as a Chair or Board Member of an influential organisation.
- Proven ability to deal with a variety of organisations to ensure a common goal is achieved.
- Demonstrable understanding and experience of issues relevant to the work of ETI.
- A good understanding of retail, manufacturing, agriculture or of international supply chains.
- Knowledge of international labour standards, codes of labour practice and of ethical trade issues.
- Positive experience of working with trade unions and civil society, recognising their unique and distinct value.
- An effective public speaker.

Personal Characteristics

- An excellent communicator and facilitator.
- The stature to command the confidence of the Board, senior people in ETI's membership organisations and with governments.
- A strong passion for human rights and in particular for labour rights.
- Widely respected with a reputation for integrity and independence.
- Highly developed diplomatic skills – ensuring that all situations are met with authority, tact, patience and respect.
- An ability to work effectively as a leading and democratic member of a team.





How to Apply

To express your interest in the role, please submit the following:

- An up-to-date CV with details of two referees. We will not contact them without your permission.
- A supporting statement that outlines your motivation for applying and addresses the criteria in the Person Specification.

ETI encourage a diversity of perspectives on the Board. Therefore, we particularly encourage applications from under-represented groups with the relevant skills and experience, for example, people from Black, Asian and Minority Ethnic communities. We also encourage applications from people living with disabilities and from people across a broad age range.

All applications are being handled by our recruitment partner, Trustees Unlimited (part of the Russam group). Please upload your application [HERE](#).

If you have any difficulty uploading your application or if you would like to have an informal and confidential discussion about the role, please contact Melissa Baxter:

melissa.baxter@russam.co.uk | 07789 985 229

Closing date for applications: Monday 4th April 2022

Preliminary discussions with Trustees Unlimited: Weeks commencing 4th and 11th April 2022

Interview with ETI: Week commencing 9th May 2022

We look forward to receiving your application.