



## Ethical Trade - The role of the media in promoting ethical trade in the Supply Chain

International Master in Sustainable Development and CR

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### STUDENTS

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## 1. Introduction

This document aims to set some important guidelines for journalists to improve their work when they cover and write about positive or negative labour conditions that may impact internal employees or members of the supply chain.

Taking in to account ILO approaches and that nowadays companies have the tools to improve labour practices, we part from that idea that media companies and journalists are a powerful tool in society to report and research about the challenges for corporates in achieving best labour practices in the supply chain due to the Globalization.

We also believe that journalism is a profession that requires a lot of commitment although the profession is passing through a deep crisis. "The concerns of the publishing groups around the world are obvious, due to technological convergence, decline in the circulation of major newspapers, sharp drop in advertising revenues on paper and without having a profitable investment on the internet, and increased costs on production and distribution of newspapers. But the contradiction is that these problems do not seem to imply, that interest of people to consume more and more information than ever".<sup>1</sup>

However, it seems that journalists has lost prominence in society and they are no longer consider as a key player that transmits information about what is happening inside and outside organizations regarding working conditions. The emergence of social networks and the inability of traditional media companies of making profits upon the transition of the paper to the online versions of newspapers have also aggravated the situation.

Nevertheless, the general vision of society is that media companies maintain a level of reputation gained over the years. For that reason, journalists are the ones that should report and research about the challenges for corporates in achieving best labour practices in the supply chain due to the Globalization. "Labour Standards of the International Labour Organization (ILO) are an essential component in the external framework for ensuring that the growth of the global economy provides benefits to all".<sup>2</sup>

As mentions the International Training Centre of the ILO (ITC-ILO) for journalists, all around the globe, the media report on local, national and international events affecting the lives of men and women workers. "However, many news organizations lack of labour specialists among their staff

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<sup>1</sup> PRESS AND INTERNET WHERE IS THE BUSINESS? Gómez-Borrero, Pilar. Chapter 2. pp. 32. EOI Publications. Madrid, 2010.

<sup>2</sup> RULES OF THE GAME. A BRIEF INTRODUCTION TO INTERNATIONAL LABOUR STANDARDS. ILO Publications. Revised Edition 2009.

correspondents, and many media workers have little opportunity to acquire depth knowledge of human rights at work and related labour issues”<sup>3</sup>.

Considering this panorama it is important to remember that in recent years consumers have showed more concern about scandals and distortions that happened in the supply chain of recognized companies such as Apple, Nike or even Inditex in Spain. This has allowed Union Trades, NGO and different civil society organizations claim big corporations to provide more and transparent information about which are the real labour conditions of their workers, as long as its suppliers all around the world.

However, except for some outstanding stories found in prestigious media newspapers such as The New York Times and The Guardian, in general journalists seem to give little attention or value to these subjects, and there is a lack of reports about complaints given by employees or members of the supply chain in different companies. The most important reasons seems to rely in the great level of dependency of newspapers in advertising investments of big companies, as well as the low level of expertise of members of the press on CSR and labour conditions issues.

So we believe it is imperative for journalists to inform society about which are the real working conditions of the companies, if their CEO’s are respecting working hours, there is any kind of discrimination within the organization, or if employees have freedom of association. The main reason is that ILO standards should apply to internal employees, as well as external suppliers around the world. And it should be an imperative for big and small companies to comply fundamental labour rights, if they are willing to achieve best practices in Corporate Social Responsibility (CSR) and Good Corporate Governance. This was taking in to account the fact that nowadays organizations can be part of some emerging multi-stakeholders initiatives that give guidelines to achieve better practices on working conditions on the supply chain.

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<sup>3</sup> [http://ilsforjournalists.itcilo.org/en/new\\_home](http://ilsforjournalists.itcilo.org/en/new_home)

## 1.1. The Problem

The problem is that there is lack and poor coverage on labour condition issues by the media within the supply chain.

## 1.2. Objective of the Research

The objective is to improve good coverage and information sharing of the labour condition issues in the supply chain by traditional media companies.

### 1.2.1. Specific Objectives of the Research

The specific objectives of the research were:

- Assess the current situation on how the print media is covering or reporting labour conditions issues.
- Identify the key players in promoting information sharing on labour condition issues.
- Get in depth on how the journalist and media companies treat and prioritise news.
- Get an insight from other players on what they feel as regards to media reporting on the labour condition issues.

### 1.2.2. Output of the Research

The output for this research will be to a set of guidelines which will be a tool for reporters, editors, media companies as well as audience. The guidelines will be developed through reviewing and analysing the identified gaps and their root causes, basing on the minimum standards set by the ILO.

## 2. Methodology of the Research

We started by identifying the root causes for the problem by using the fishbone diagram. We also conducted interviews with different people, literature review and also newspaper analysis in order to respond to the root causes. Below are brief explanations of the different methods used.

### 2.1. Literature Review

For this research we studied several documents like the ILO website, ETI website, international policies, standards and programmes. We also focused on different sources of information like blogs, Facebook, and other relevant sources. The aim was to get the overall picture of the current situation, focussing on what is happening in the different supply chains. On the other hand, we wanted to know what the efforts are done by the different stakeholders.

Below we include some findings about the main information we gathered for the purpose of our research.

### **2.1.1. The Role of the Media**

As the main object of analysis, for this document we think it is important to describe the role that the media has in society. In general terms, we consider the main purposes of media are to inform, educate and entertain the people. In fact, the media has a strong social and cultural impact upon society. And because of its inherent ability to reach large number of public, it is widely used to convey message to build public opinion and awareness.

We also think that the media play the following roles:

#### **News & Current Affairs:**

One of major duties of media today is to inform the people about the latest happening around them and the world, and cover all aspects of our interest like weather, politics, war, health, finance, science, fashion, music, etc. The need for more and more news has evolved into creation of dedicated TV & radio channels and magazines. Currently, people can listen, watch and read latest news whenever and wherever they want.

#### **Political Awareness:**

We feel that media can have a great impact in building the nation and bringing common men close to their leaders. The media focuses in bringing details of all major political situations, decisions and scenarios. Hence people can better understand their rights and make better decisions.

#### **Entertainment:**

The original idea behind the creation of various 'media means' was to entertain masses. Radio, TV, cinemas and magazines spend most of their resources targeting on entertaining items and programs. Because of the growing population and developing lifestyle, the demand for more entertainment is increasing.

#### **Public Announcements:**

Various authorities and agencies utilize the power of media to spread informative messages to public. This may include warning against a storm or epidemic, delay in arrival or departure of flights and trains, etc. In some cases, it is legally binding to publish notices in newspaper like tenders, change of property ownership, etc.

**Advertisement:**

The main source of the media company incomes are through the power of advertisements where the business companies sell their products. They advertise in media to enhancement of business and attract customers. Huge amounts of money are invested in media for marketing of a product. The more attractive the advertisement, the more people will follow it.

**Education:**

Because of the power of media is so extensive and huge, it can be used to educate people with very little cost. In educating the consumers we feel the media can also play an important role in promoting a good working environment and workers' rights in the workplace and in the supply chain. This can be through publishing information of the minimum required standards, the scandals happening, the consequences of the scandals and the best practices. We also think that media can encourage consumers to mobilize against supply chain distortions.

The journalist working on labour condition issues need to be familiar of the business environment and the interactions among the different actors within the supply chain.

Below is some of the background information about the business environment and the supply chain.

**2.1.2. The Supply Chain**

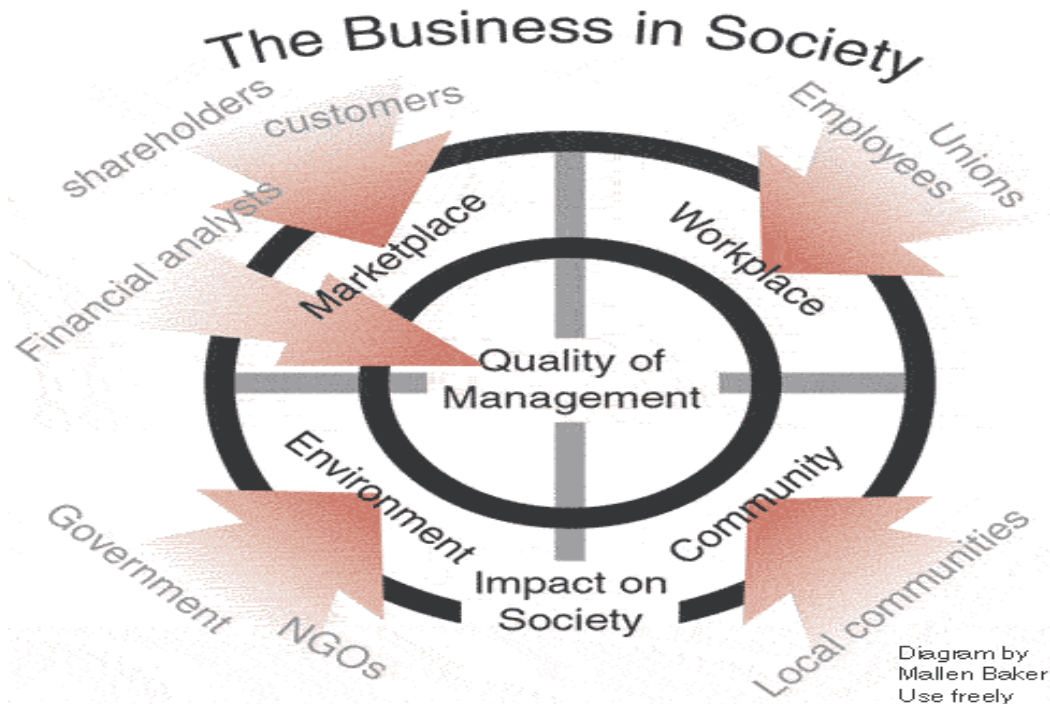
The Supply Chain is the network of all the entities, directly or indirectly interlinked and interdependent in serving the same customer. This comprises of vendors that supply raw materials. Producers, warehouses, distribution centers and retailers who sell the final product to the consumers are also considered as part of the supply chain. However, we have noticed that sometimes rights of workers within the supply chain can be easily violated or, in other cases, they don't even know about their rights.

In fact, the interaction between the different entities determines the complexity of the supply chain and this makes. The problem is that we find there is a gap in sharing information about the best practices and challenges faced within the supply chain. For that reason, we think management of the supply chain is a complex issue.

Following this topic, we consider necessary to notice that businesses and their external environment interact in the following ways:

- ✓ Exchange of information.
- ✓ Exchange of resources.
- ✓ Exchange of influence and power.





*The picture above shows the different stakeholders involved in the supply chain management and how complex the supply chain.*

We also believe that workplace is also one of the factors which determine the quality of the end product, because is the place or the environment where labour is done, whether is an office or a factory. It is therefore important for the business to ensure that their workplaces are managed well and effectively. Generally, employees need to ensure their own rights and the businesses are required to meet the minimum rights of the workers as stipulated by the International Labour Standards.

### 2.1.3. CSR in the Supply Chain

Today there is an increase in use of words like Corporate Social Responsibility (CSR), ethical trade, and fair trade. In fact, media shows that company all around the world affirm this is a new way of doing business, regardless there is a lot of differences on how companies define and understand these terms, that at the end result in different approaches.

Taking in to account this situation, we think there is a close link between good working environment and the success of the businesses. Good labour environment helps to achieve the best output from the workers but also expresses how the company values its workers.

However, it is evident that sometimes it is more confusing for companies who have a lot of providers and operate in different sectors and countries to ensure best practices within its supply chain. For example, a company which has few suppliers will have a smaller scope in its actions. On the other hand, a company with a lot of suppliers will need more efforts in managing its supply chain. And think about multinationals that are also subjected to different environment, rules, laws, as well as experience. Of course, another thing that makes the supply chain more complex is issues like product prices, business competition, and how to ensure worker rights.

We also found that to try to exceed requirements of the market and be above competitors, some companies can also be exposed to not respect human rights of their workers and providers. Currently, it is quite common to hear about multinationals that press orders from their suppliers with minimum buying prices and on tight time frame. This situation forces suppliers to deliver quality products on time, by letting their employees work overnight and without respecting or paying the overtime work.

For this reason, it is essential for organizations to consider the concept of supply chain and all that this implies. If CSR means how companies manage the business processes to produce an overall positive impact on society, it is quite important to be aware about ethical trade. For us this means the management of the value chain according to some principles and values such as respecting human rights, ensure welfare of the employees, and try to achieve sustainable production methods.

Ethical trade also encompasses a lot of issues in the supply chain, which requires different approaches in addressing them. For example, most of the suppliers of raw materials in the developing world have to face challenges like energy supply, transportation systems and high production costs.

To avoid supply chain problems it is evident that nowadays there is significant attention by international organisations with an aim in promoting the human rights in the supply chain. In this effort, some guidelines and standards have been developed by different International organisations. However, the challenge still remains to be what extra steps need to be done to raise awareness of the general public and society.

For our own perspective we consider that to try to achieve an ethical trade manner, organizations can develop codes of conducts, promote environmental practices, respect ILO conventions or join some international multistakeholders initiatives. This is also important because in the era of Globalization consumers, investors and society in general are more aware of companies' behavior

and how they interact with the community, environment, customers as well as employees and providers within the company.

As companies all around the world are asking for innovation in order to achieve high quality products and outstanding services, it is evident that good working environment helps to achieve the best output from its workers, but also shows how the company value them.

#### **2.1.4. International Labour Standards and International Labour Organisations**

Labour conditions are agreement between the employers and the workers as regards to working hours, wages and other working conditions at the workplace, physical aspects, legal rights and responsibilities. These labour conditions are usually depending on the company and would need different approaches to improve them depending on the complexity of the supply chain.

On the other hand, there are different factors on which consumers make their decision when buying products. So it is very essential that consumers also help in improving the labour condition issues but this can only be effective if they have relevant information about these issues.

Relationship between the business community and the consumers is more on a buyer and seller basis, where the more emphasis is the product and not the processes involved. We therefore feel the media can play a role within the supply chain by providing information, educating, and raising awareness of the general public about the labour condition standards, guidelines, and scandals but also generate ideas on how the situation can be improved.

Nevertheless, to avoid distortions and problems in the supply chain, some international organisations have been recognized for trying to promote best human rights practices in the supply chain and within the company. As well as ILS conventions, some of them have developed by recognized international guidelines that can apply to different parties, like Government, companies, workers and different institutions. In this context, we consider fundamental to identify some of these organizations that are spreading general labour principles by multinational companies all around the world.

##### **2.1.4.1. The International Labour Organisation (ILO)**

The ILO is the only tripartite United Nation agency that brings together the governments, workers and employers a drawing table to create a decent working environment for all. Its main aim is to promote rights at work, encourage decent employment opportunities, enhance social protection and strengthen dialogue on work-related issues.

It is important to remember that since 1919, ILO has maintained a system of International Labour Standards that promotes same opportunities for women and men to obtain decent and productive work in conditions of freedom, equity, security and dignity. Therefore, “International Labour Standards are legal instruments drawn up by the ILO’s constituents (governments, employers and workers) setting out basic principles and rights at work. They are either conventions, which are legally binding international treaties that may be ratified by member states, or recommendations, which serve as non-binding guidelines”.<sup>4</sup>

In fact, the ILO formulate standards in form of Conventions and Recommendations setting minimum standards of basic labour rights: freedom of association, the right to organize, collective bargaining, abolition of forced labour, equality of opportunity and treatment, and other standards regulating conditions across the entire spectrum of work related issues. It also provides technical assistance primarily in the fields of; vocational training, employment policy formulation, labour administration, labour law and industrial relations, working conditions, management development, and occupational safety and health.

#### 2.1.4.2. International Labour Standards (ILS)

These are the instruments agreed by ILO and by the international actors resulting from a series of value judgements, forth to protect the basic workers’ rights, enhance workers job security and improve their terms employment on a global scale.

The ILS are subjected to the ILO members only; and the conventions are legally binding international while the recommendations are not legally binding. The conventions are ratified by the government and they lay down the minimum standards to be implemented and enforced by the ratifying countries. These ILS are backed by a supervisory system designed to address the problems which are faced in their application. Companies need to comply with national law and respect the principles enshrined in the fundamental conventions and the standards. Some companies go farther, by committing to adhere to specific conventions through codes of conduct or other voluntary CSR initiatives. This commitment to observe ILS implies that even when operating in countries that have not ratified the conventions adhered to, there is a commitment to respecting the principles that arise from them.

Amongst the standards there are the fundamental human rights which are called the core labour standards at work place in all countries. Every ILO member country is obliged to respect, promote and realise the principles of these core rights.

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<sup>4</sup> RULES OF THE GAME. A brief introduction to International Labour Standards. Revised Edition 2009.

These rights are:

- Freedom of association and collective bargaining
- The elimination of forced or compulsory labour
- The abolition of child labour
- The elimination of discrimination in employment and occupation.

#### **Freedom of Association and Collective Bargaining:**

The principle of freedom of association is at the core of the ILO's values: it is enshrined in the ILO Constitution. The right to organize and form employers' and workers' organizations is the prerequisite for sound collective bargaining and social dialogue. Nevertheless, there continue to be challenges in applying these principles: in some countries certain categories of workers (for example public servants, seafarers, workers in export processing zones) are denied the right of association, workers' and employers' organizations are illegally suspended or interfered with, and in some extreme cases trade unionists are arrested or killed. The research was then checking if there are issues reported as regards to freedom of association in any sense.

#### **The Elimination of Forced or Compulsory Labour:**

Forced labour is any work or services which people are forced to do against their will under the threat of some form punishment. In fact, ILO is against "all forms of forced or compulsory labour, which is defined as all work or service which is exacted from any person under the menace of any penalty and for which the said person has not offered himself voluntarily".

Forced labour also refers to any kind of political coercion or education or as a punishment for holding or expressing political views or ideologically opposed to the established political, social or economic system; as a method of mobilizing and using labour for purposes of economic development; as a means of labour discipline; as a punishment for having participated in strikes; and as a means of racial, social, national or religious discrimination.

It is important to mention that almost all slavery practices, including trafficking in people and bonded labour, contain some element of forced labour. The International Labour Organization (ILO) estimates that there are at least 12.3 million people in forced labour worldwide, and in this group children are thought to make up between 40 and 50% of all forced labourers.

Of this total, some 2.4 million people are in forced labour as a result of human trafficking. And women and girls account for almost all those trafficked into sexual exploitation and the majority of people trafficked into labour exploitation. This means that some 80% of all people trafficked for both economic and sexual exploitation are women and girls.

### **The Abolition of Child Labour**

Child labour is any work that harms children or keeps them from attending school. For the ILO child labour is also a violation of fundamental human rights and has been shown to hinder children's development, potentially leading to lifelong physical or psychological damage. Evidence points to a strong link between household poverty and child labour, and child labour perpetuates poverty across generations by keeping children of the poor out of school and limiting their prospects for upward social mobility.

The International Labour Organization estimates that 215 million children between the ages of 5 and 17 currently work under conditions that are considered illegal, hazardous, or extremely exploitative. Underage children work at all sorts of jobs around the world, usually because they and their families are extremely poor. Large numbers of children work in commercial agriculture, fishing, manufacturing, mining, and domestic service. Some children work in illicit activities like the drug trade and prostitution or other traumatic activities such as serving as soldiers.

To avoid this situation, ILO refers that the minimum age for admission to employment or work at 15 years (13 for light work) and the minimum age for hazardous work at 18 (16 under certain strict conditions). It provides for the possibility of initially setting the general minimum age at 14 (12 for light work) where the economy and educational facilities are insufficiently developed.

### **The Elimination of Discrimination in Employment and Occupation**

Discrimination entails treating people differently because of certain characteristics, such as race, colour or sex, which results in the impairment of equality of opportunity and treatment. In other words, discrimination results in and reinforces inequalities.

ILO also defines discrimination as any distinction, exclusion or preference made on the basis of race, colour, sex, religion, political opinion, national extraction or social origin, which has the effect of nullifying or impairing equality of opportunity or treatment in employment or occupation.

It is also referred to the freedom of human beings to develop their capabilities and to choose and pursue their professional and personal aspirations is restricted, without regard for ability. Skills and competencies cannot be developed, rewards to work are denied and a sense of humiliation, frustration and powerlessness takes over. The elimination of discrimination at work is central to social justice, which lies at the heart of the ILO's mandate. The elimination of discrimination is an indispensable part of any viable strategy for poverty reduction and sustainable economic development.

For ILO, to avoid discrimination is a fundamental human right and it is essential for both workers to choose their employment freely, to develop their potential to the full and to reap economic rewards on the basis of merit.

In fact, ILO has developed relevant ILO instruments like the Equal Remuneration Convention. This fundamental convention requires ratifying countries to ensure the application to all workers of the principle of equal remuneration for men and women workers for work of equal value. But this requires ratifying states to declare and pursue a national policy designed to promote, by methods appropriate to national conditions and practice, equality of opportunity and treatment in respect of employment and occupation, with a view to eliminating any discrimination in these fields. This includes discrimination in relation to access to vocational training, access to employment and to particular occupations, and terms and conditions of employment.

### **Working Hours**

ILO standards on working time provide the framework for regulating hours of work, daily and weekly rest periods, and annual holidays. Most countries have statutory limits of weekly working hours of 48 hours or less, and the hours actually worked per week in most countries are less than the 48-hour standard established in ILO conventions. These limits serve to promote higher productivity while safeguarding workers' physical and mental health.

Working time policies enabling both men and women to reconcile work and family responsibilities contribute significantly to achieving gender equality at work. In many parts of the world, there is a significant link between low wages and excessive working time. Long working hours prevents workers from.

On the other hand, working time policies enabling both men and women to reconcile work and family responsibilities contribute significantly to achieving gender equality at work. In many parts of the world, there is a significant link between low wages and excessive working time. Long working hours prevents workers from getting adequate rest, attending to family responsibilities and participating in the community.

### **2.1.4.3. Economic Cooperation and Development Guidelines (OECD)**

The OECD Guidelines for Multinational Enterprises are recommendations addressed by governments to multinational enterprises. They provide voluntary principles and standards for responsible business conduct consistent with applicable laws.

The OECD Guidelines are part of the OECD Declaration on International Investment and Multinational Enterprises the other elements of which relate to national treatment, conflicting requirements on enterprises, and international investment incentives and disincentives.

The Guidelines aim to ensure that the operations of these enterprises are in harmony with government policies, to strengthen the basis of mutual confidence between enterprises and the societies in which they operate, to help improve the foreign investment climate and to enhance the contribution to sustainable development made by multinational enterprises.

#### **2.1.4.4. The United Nations (UN) Global Compact**

The UN Global Compact is a strategic policy initiative for businesses and non-business organisations that are committed to aligning their operations and strategies with the ten universally accepted principles in the areas of human rights, labour, environment and anti-corruption. This helps to ensure that markets, commerce, technology and finance advance in ways that benefit economies and societies everywhere.

There are more than 10,000 participants, including over 7,000 businesses in 140 countries, making the UN Global Compact the world's largest voluntary corporate sustainability initiative. It is not a regulatory instrument, but rather a voluntary initiative that relies on public accountability, transparency and disclosure to complement regulation and provides a space for innovation and collective action.

The UN Global Compact asks companies to embrace, support and enact, within their sphere of influence, a set of core values in the areas of human rights, labour standards, the environment and anti-corruption. For this purpose the UN Global Compact has ten principles in the areas of human rights, labour, the environment and anti-corruption.

##### **Human Rights**

- Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights; and
- Principle 2: make sure that they are not complicit in human rights abuses.

##### **Labour**

- Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;
- Principle 4: the elimination of all forms of forced and compulsory labour;
- Principle 5: the effective abolition of child labour; and



- Principle 6: the elimination of discrimination in respect of employment and occupation.

#### **Environment**

- Principle 7: Businesses should support a precautionary approach to environmental challenges;
- Principle 8: undertake initiatives to promote greater environmental responsibility; and
- Principle 9: encourage the development and diffusion of environmentally friendly technologies.

#### **Anti-Corruption**

- Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.

#### **2.1.4.5. International Framework Agreements (IFAs)**

These are voluntary agreements used as tools to advance the implementation of the Global Compact labour principles and improve industrial relations. The agreements are aimed to establish an on-going relationship between the employers and employees, to ensure that the companies respect the same standards in all the countries where it operates.

Because the framework agreements cover the same ILO conventions on which the labour principles are based, companies and employees do not have to negotiate new labour standards. Rather, the agreements emphasize the parties' commitment to respect and promote existing standards. Allegedly they are a more legitimate form of social regulation than other privately initiated CSR instruments because they emerge from social dialogue.

#### **2.1.4.6. Multi-stakeholders Initiatives**

These are initiatives created by different stakeholders with the same purpose of improving the working environment. These stakeholders can be group of companies, unions, NGOs, universities and/or suppliers and other groups who join together voluntarily basing on dialogue and social learning,. The members of the initiative adopt a voluntary code and monitor compliance through auditing or other associated activities.

Examples of multi-stakeholder initiatives include the Ethical Trade Initiative (ETI), the Fair Labour Association, Worker Rights Consortium, Worldwide Responsible Accredited Production (WRAP), the Forest Stewardship Council, Social Accountability International (SAI), and Extractive Industries Transparency Initiative (EITI). Some of the recommended minimum ETI corporate code of labour practice; trade union freedoms, living wages, freedom from forced labour, health and safety,

freedom from exploitative, child labour, working hour, freedom from discrimination, regular employment and no inhumane treatment.

## 2.2. The Fishbone Diagram

According to the Need Assessment Knowledge Base website, a “fishbone diagram is a cause-and-effect diagram that can be used to identify the potential (or actual) cause(s) for a performance problem. The fishbone diagram provides a systematic way of looking at effects and the causes that create or contribute to those effects and it is also referred to as a cause-and-effect diagram”. Our aim was to find the causes of lack and poor coverage of labour condition news by the media in the supply chain. The fishbone diagram we developed helped us to find the relationships amongst the four categories and the root causes of the problems for us to develop and propose the best solution. Below are the categories we analysed.

### 2.2.1. International Brands and Their Suppliers

These are the multinational companies who are the bone of the business in the supply chain; they determine the buying prices of the products they sell.

### 2.2.2. Media Consumers

These are the general public who are the customers who depend on the media for information.

### 2.2.3. Print Media Companies

These are the companies doing business in media activities, however here we were focusing only on four specific newspapers.

### 2.2.4. Journalists

These are individuals who work in the collection of information, writing and publishing of information in the media companies.

## 2.3. The Matrix

In addition to the fishbone diagram, the research involved collection and analysis of data gathered from different newspapers free websites for a period of one month. The number of different types of news was recorded into the matrix on a daily basis and then added up at the end of the month. The data collection was from online newspapers websites free version of two national ones in Spain namely; El Pais and El Mundo and two international ones; The Guardian and The New York Times for the month of April 2012.

These newspapers were chosen because we wanted to have a big scope for us and to have a clear view of the current situation on coverage in Spain and internationally. As one of our specific objectives is to assess the role the media is playing in promoting labour condition issue, the popularity of the newspapers was important for us in choosing the newspapers.

El Pais and El Mundo were selected because they are the major newspapers in Spain and they are accessed by the majority of the population in the country. To reinforce this idea, we only have to review some numbers. The printing versions of Spanish medias El Mundo and El Pais has more than 1.230.000 readers and 1.910.000 readers per day, respectively.<sup>5</sup>

On the other hand, we chose the Guardian because it is one of the most popular international newspapers on development issues. From one of our interviewers, we also know that The Guardian newspaper do not function as a private company which main purpose is to make profit. Instead, it is managed as a trust, kind of NGO with a board of director that try to ensure independence and press freedom in the organization. This makes it more diverse and objective when it comes to news coverage. And The New York Times was chosen because of its diversity and geographical coverage and because in recent months has published a lot of scandals referring to the in supply chain. On the other hand we wanted to have one newspaper from a developed society but outside Europe for us to compare with, the Guardian.

Below is a brief description of the newspapers chosen for the research:

### 2.3.1. El Mundo

It is a daily Spanish newspaper and second in circulation in the whole country. It was founded on October 23, 1989 by Alfonso de Salas, Peter J. Ramirez, Balbino Fraga, Juan Gonzalez and Melchor Miralles. Their readers define it as a newspaper of liberal and centre right ideas. The newspaper belongs to Unidad Editorial Company, owned by Grupo Recoletos but 96% of the shares of El Mundo belong to the Italian company RCS Media Group. El Mundo has a circulation of 266.294 copies and approximately 1.234.000 readers per day<sup>6</sup>.

### 2.3.2. El Pais

El Pais is the leading Spanish newspaper which was founded on May 4, 1976 by José Ortega Spottorno, Jesús de Polanco and Juan Luis Cebrián. It is defined as a progressive and left center ideology journal. The newspaper belongs to Grupo Prisa, one of the largest media companies in the

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<sup>5</sup> GENERAL STUDY OF MEDIA COMPANIES (ESTUDIO GENERAL DE MEDIOS). Report elaborated by the Association of Research Media Communications in Spain. Madrid, November 2011.

<sup>6</sup> GENERAL STUDY OF MEDIA COMPANIES (ESTUDIO GENERAL DE MEDIOS). Report elaborated by the Association of Research Media Communications in Spain. Madrid, November 2011.

world and present in 22 countries with different products. Since 2010, the main shareholder of Grupo Prisa is Liberty Acquisition Holding (USA investment fund owned by Nicolas Berggruen and Martin E. Franklin). El Pais has a circulation of 370.080 copies and 1.915.00 v0 readers per day<sup>7</sup>.

### 2.3.3. The New York Times

The New York Times is an American daily newspaper which was found in 1851, by Henry Jarvis Raymond. Its website is the most popular American online newspaper website, receiving more than 30 million unique visitors per month. The New York Times is owned by the New York Times Company which also publishes 18 other newspapers including the International Herald Tribune and the Boston Globe. It is a leading global, multimedia news and information company with the core purpose of enhancing society by creating, collecting and distributing high-quality news, information and entertainment. It has a corporate governance principles and code of ethics and it takes social responsibility as part of its core business through environmental and education initiatives.

### 2.3.4. The Guardian

The Guardian was found in 1821 and is a British national daily newspaper which has grown into an international multimedia newspaper. It is part of the GMG Media Group of newspapers, radio station, and print media, owned by the Scott Trust and it became the first national newspaper to appoint a readers' editor, producer of the daily Corrections and Clarifications column.

## 2.4. Personal Interviews

Using the root causes and the data from the matrix, we developed specific questionnaires for personal interviews. We conducted interviews with different people as follows journalists, media companies (El Pais, El Mundo, The Guardian, and The New York Times), bloggers, associations and NGOs. The interviews were aimed at getting the general feeling of the current situation and hear their views on how the situation can be improved.

## 2.5. Other Sources of Information

Some more information was collected from the different social networks like Facebook, Twitter and Bloggers. The purpose was to learn about the views of different people on labour condition issues. It should be clearly pointed out that we did not depend much on this source because the information depends on the individuals' point of view. The Facebook also helped us in data collection through a survey where we were asking the thoughts of the people around about their preference on the different information category as reported in the newspapers. The responders were supposed to rate the categories from 1 to 7 on the following labour conditions, employment, politic, social,

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<sup>7</sup> Idem.

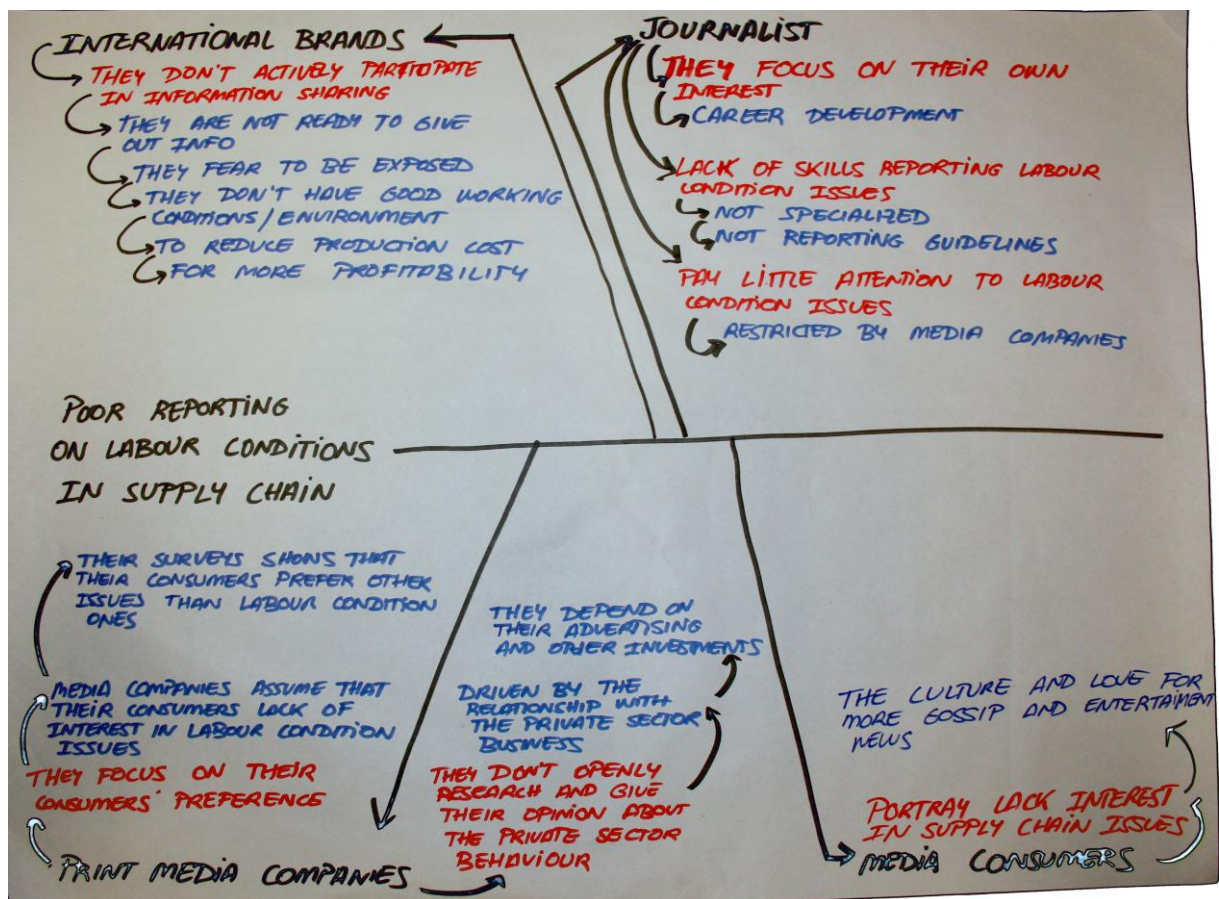
environment, sport, and economic. In total we had 18 responders and the same was done on what the people feel are the preferred news by the media companies.

### 3. Data Analysis

As explained above in our methodology, we recorded the number of news published in the four newspapers website for month of April.

#### 3.1. Analysis of the Fishbone Information

We started our analysis of the fishbone diagram below.



Using the fishbone diagram, the following were identified as the root causes of the problem:

- The gap amongst the brands, media consumers, media companies and journalists.
- Lack of capacity and knowledge on labour condition issues for the journalists.
- Media companies' interests and priorities are different than labour condition issues.
- Lack of active engagement between the media and the international organisations like ILO.
- Lack of consumer's active involvement in the labour condition issues.

## 3.2. Matrix Information Analysis

### 3.2.1. Analysis of the Total News

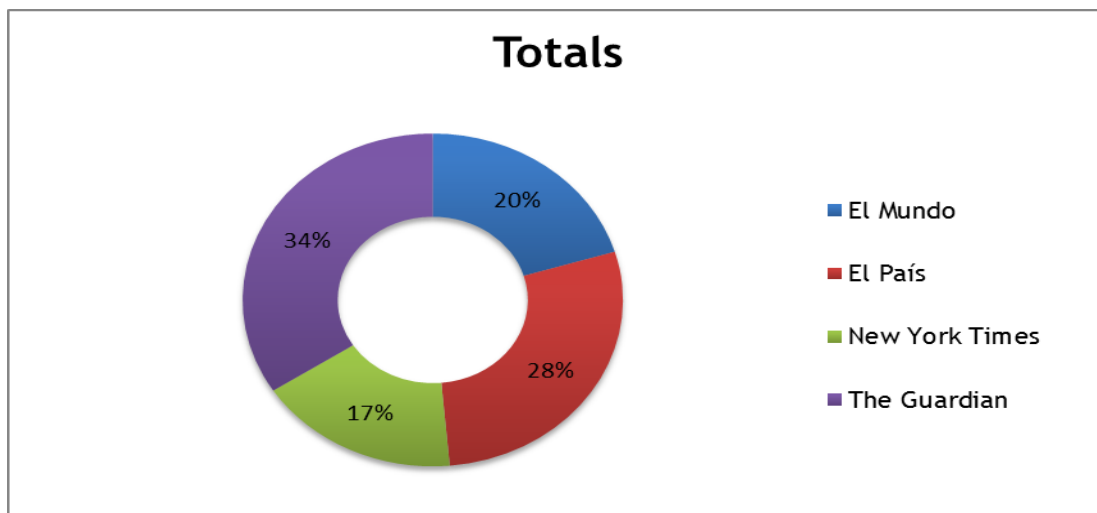
The data collected from the four newspaper selected was added together and analysed in a matrix. Analysis was done by comparing the different categories to check which news were reported more than the others. The information was also cross checked by the personal interviews. Below is the matrix and the analysed information.

Table 1. Matrix

ISSUE	El Mundo	El País	New York Times	The Guardian	Total
<b>Labour Conditions</b>	48	42	29	36	155
<b>Employment Issues</b>	57	66	290	74	487
<b>Economic Issues</b>	741	1383	779	1324	4227
<b>Social Issues</b>	1455	1477	981	1197	5110
<b>Sport Issues</b>	696	936	728	2574	4934
<b>Politics Issues</b>	924	1552	405	1183	4064
<b>Environmental Issues</b>	39	49	152	269	509
<b>Total</b>	<b>3960</b>	<b>5505</b>	<b>3364</b>	<b>6657</b>	<b>19486</b>
<b>Labour Conditions by Section</b>					
<b>International</b>	16	12	18	10	56
<b>National</b>	32	30	11	26	99
<b>Total</b>	<b>48</b>	<b>42</b>	<b>29</b>	<b>36</b>	<b>155</b>
<b>Supply Chain</b>					
<b>Forced Labour</b>	1	0	2	2	5
<b>Child Labour</b>	0	0	3	1	4
<b>Discrimination</b>	1	0	2	0	3
<b>Freedom of Association</b>	1	1	0	1	3
<b>Hours of Work</b>	0	1	3	1	5
<b>Wages/Benefits</b>	12	10	5	3	30
<b>Safety/Health</b>	1	0	3	2	6
<b>Totals</b>	<b>16</b>	<b>12</b>	<b>18</b>	<b>10</b>	<b>56</b>

From the table we see that in the month of April, we had a total of 19486 news published from the free version websites. The news were on labour condition (155), politics (4046), environmental (509), sports (4934), employment (487), economic (4227), and social (5110). Social issues were mostly focussing on fashion, health, education, beauty, culture and life style people worldwide. The Guardian newspaper had the highest number of news, seconded by El Pais and then El Mundo and The New York Times published the least number of news. Furthermore, analysis was done to see how many news out of the labour condition issues were national and international supply chain news.

Graph 1. The graph below explains further in terms of percentage



The graph above shows the percentage coverage of the news analysed. We can see that The Guardian registered 34%, El País having 28%, El Mundo with 20% and The New York Times with 17%. We have to point out that the newspapers had different styles of publishing their news, which was somehow confusing to treat them equally. To solve this problem we did our analysis depending on the news we recorded in our matrix.

### 3.2.2. Analysis of the Total News per Category

The second analysis was done on each news category to see which category recorded the highest and lowest percentage. Secondly, we also analysed which issues was common to more than one newspaper. The table 2 below shows the percentage coverage of each news category we analysed.

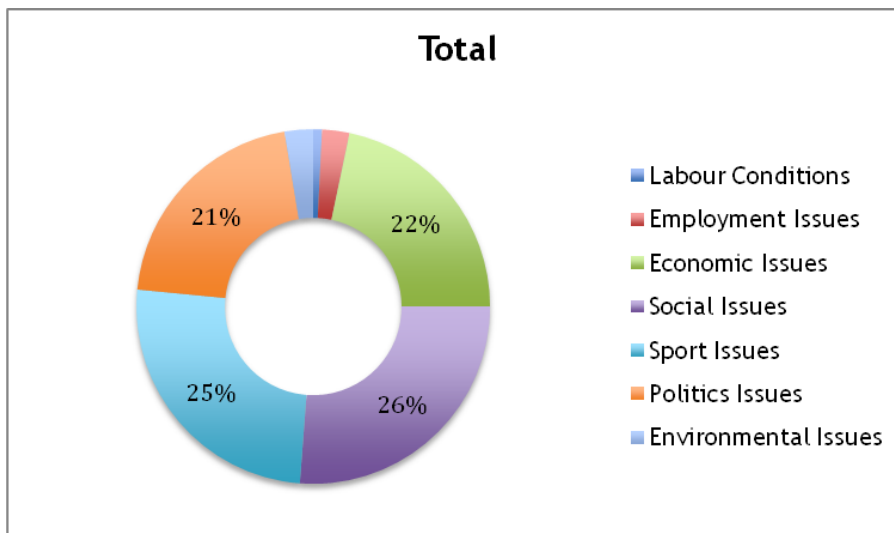
**Table 2. Newspapers issues percentages**

Issue	El Mundo	El País	New York Times	The Guardian	Totals
Labour Conditions	1%	1%	1%	1%	1%
Employment	1%	1%	9%	1%	2%
Economic	19%	25%	23%	20%	22%
Social Issues	37%	27%	29%	18%	26%
Sport Issues	18%	17%	22%	39%	25%
Politics Issues	23%	28%	12%	18%	21%
Environmental	1%	1%	5%	4%	3%
<b>Total</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

From table 2 above, we see that the social issues were the most reported news category with 26% of the total news published in the month of April. This was seconded by sports (25%), economics (22%), politics (21%), environmental (6%), employment (2%) and labour condition (1%) in that order.

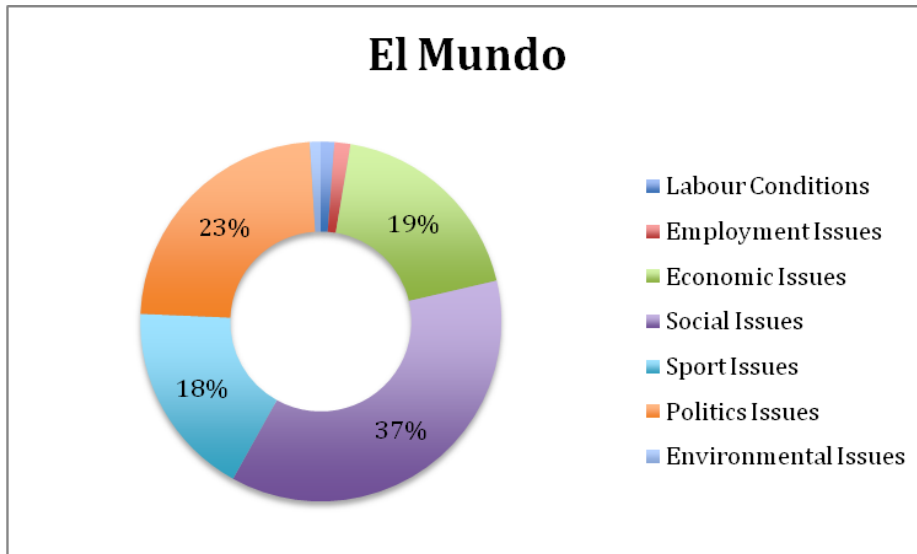
From the table we can also see that the social issues recorded the highest percentage in the more than one newspapers; El Mundo and The New York Times, whereas the sports category recorded the highest in The Guardian and politics for the El Pais. On the other hand, labour condition which was the main focus of our research recorded the lowest percentage (1%) in all the four newspapers. This is corresponding to the issues in the fish bone diagram and the interviews.

**Graph 2. Explaining the same information in a graphical form**



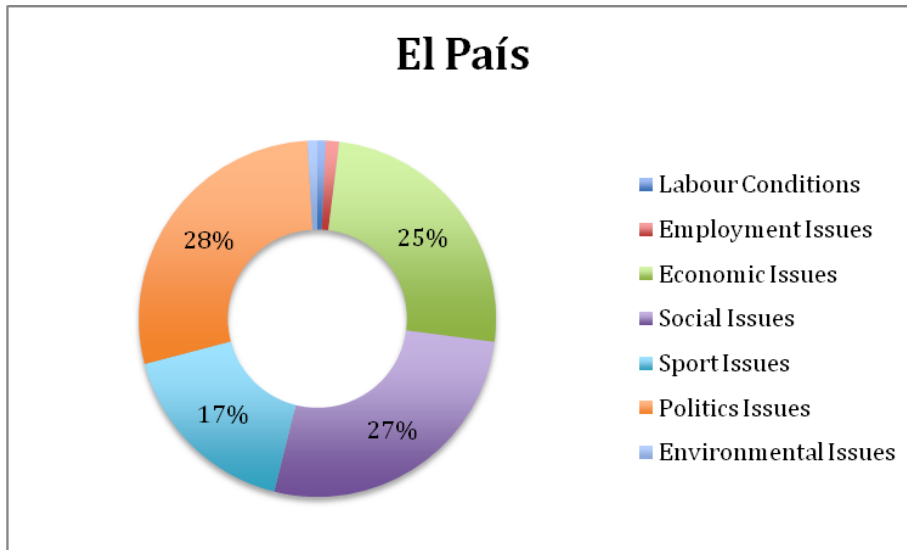


Graph 3: El Mundo



From the graph 3 above, we can see that social news recorded the highest number with 37%, followed by politic category (23%), with environment, employment and labour condition registering the lowest percentage of 1%. Still the employment category recorded the least percentage of the news. In addition, even though there is a concern worldwide on environmental issues and labour condition but from the analysis we still see that there is very little attention given to these issues by the media.

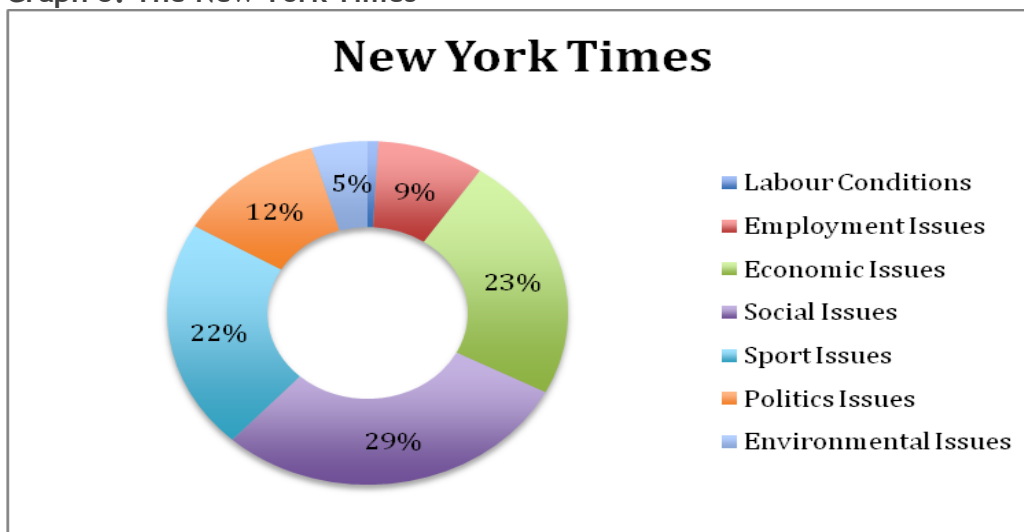
Graph 4: El País



From graph 4 above, we can see that El País recorded the highest news on politics with 28% news, seconded by social with 27%, economic news which recorded 25%. We can also see that employment, environment and labour news categories registered the lowest percentage 1% just like it was with El Mundo.

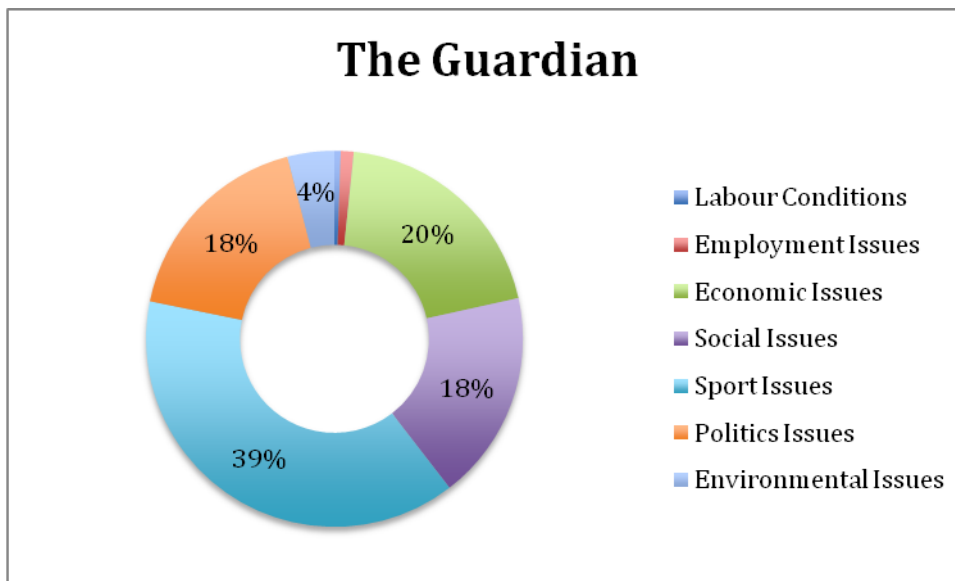
It is also interesting to notice that sport news registered relative low percentages in both Spanish newspapers, as compared to the International ones due to the competence of daily newspapers just focussed on this issue such as Marca, As.com, Sport or El Mundo Deportivo.

Graph 5: The New York Times



From the graph 5 above, we can see that The New York Times registered the highest number on social news with 29%, followed by the economic issues (23%) and sport issues (22%). In politic issues The New York Time also registered the lowest percentage on political news as compared to the other newspapers.

**Graph 6: The Guardian**



From graph 6 above, we can see that The Guardian registered the highest percentage on sports with 39% of the total news followed by the economic 20% and social & political news. Most of the news were from the premier league which was taking place. The United Kingdom has a really strong culture of sport and right now with Olympics games that are going to take place in London this summer the number of news related with the issue should increase considerably.

Just like the two Spanish the Guardian also registered the lowest percentages on employment, labour conditions and an improvement on environment where it registered 4% of all the news registered.

### 3.2.3 Analysis of the News by Category/Issue

We also analyzed each issue with an aim of finding out the percentage coverage in the different newspapers. It is very important to know that the newspapers recorded different total number of news for all the categories. The table below shows the percentage coverage of the different news category for the newspapers analyzed.

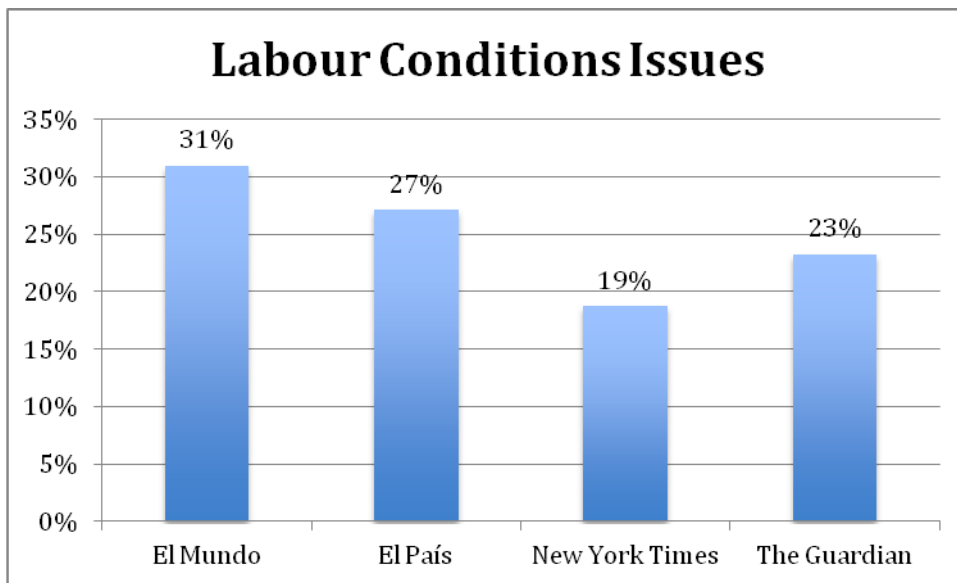
The table below shows the percentage coverage of the different news category for the different news papers.

**Table 3. Analysis of the Percentages per Category/ Issue**

More on this table will be explained in the graphs below.

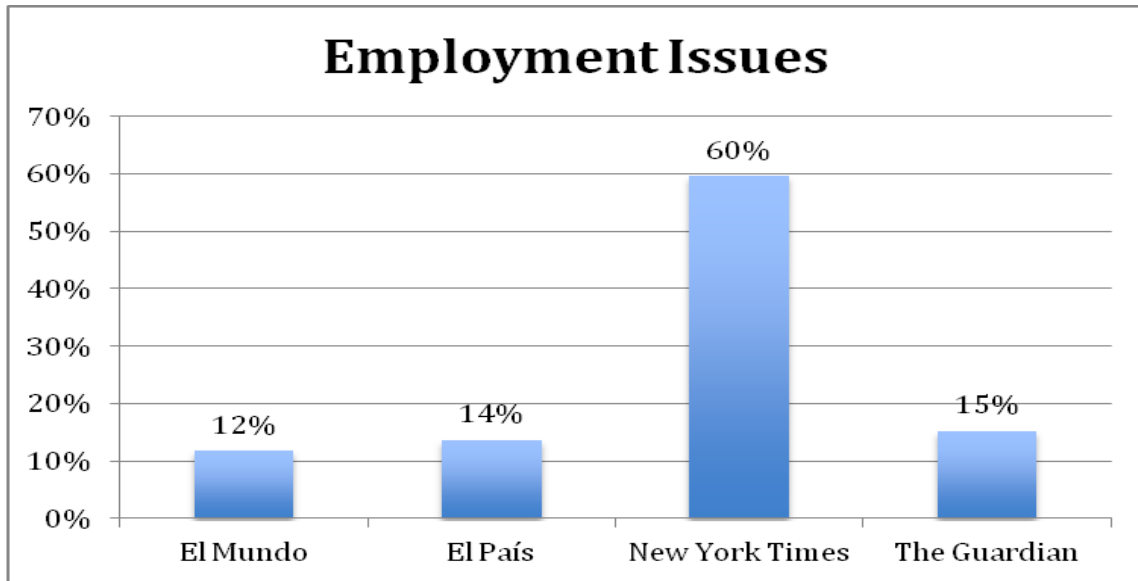
ISSUE	El Mundo	El País	The New York Times	The Guardian	TOTALS
Labour Conditions	31%	27%	19%	23%	100%
Employment Issues	12%	14%	60%	15%	100%
Economic Issues	18%	33%	18%	31%	100%
Social Issues	28%	29%	19%	23%	100%
Sport Issues	14%	19%	15%	52%	100%
Politics Issues	23%	38%	10%	29%	100%
Environmental Issues	8%	10%	30%	53%	100%

**Graph 7: Labour Conditions Category**



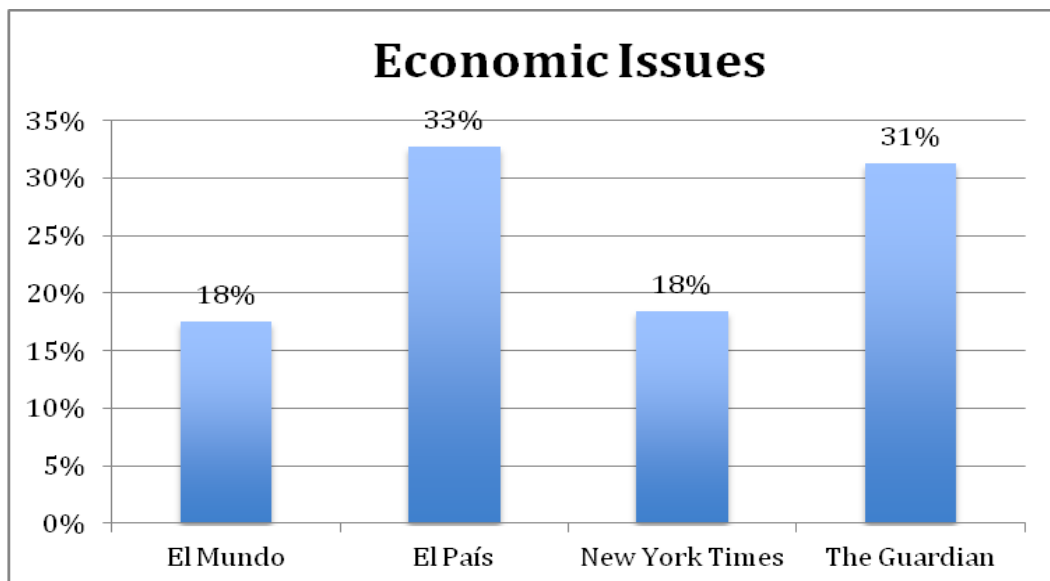
From the table we can see that on labour condition news, the highest percentage of news were from El Mundo and El Pais which recorded 31% and 27% respectively. But these news were basically on Spain. This could be attributed to the internal crisis which has resulted in more cases on retrenchment hence and scandals. We also see that despite the wide coverage for the two international newspapers, they still recorded lower percentages on labour condition news. On the international newspapers, most of the news registered were from countries like China, India, Burma, Sierra Leone, the USA, the United Kingdom and Spain.

Graph 8: Employment Category



From the graph above, we can see on the Employment category we noticed that 60% of the news were from The New York Times, seconded by The Guardian with 15% of the total employment news. It was somehow, shocking to notice that despite the employment issues in Spain, the two Spanish newspapers recorded the lowest percentage of the total employment news. Most of the news here was from the China, and the USA.

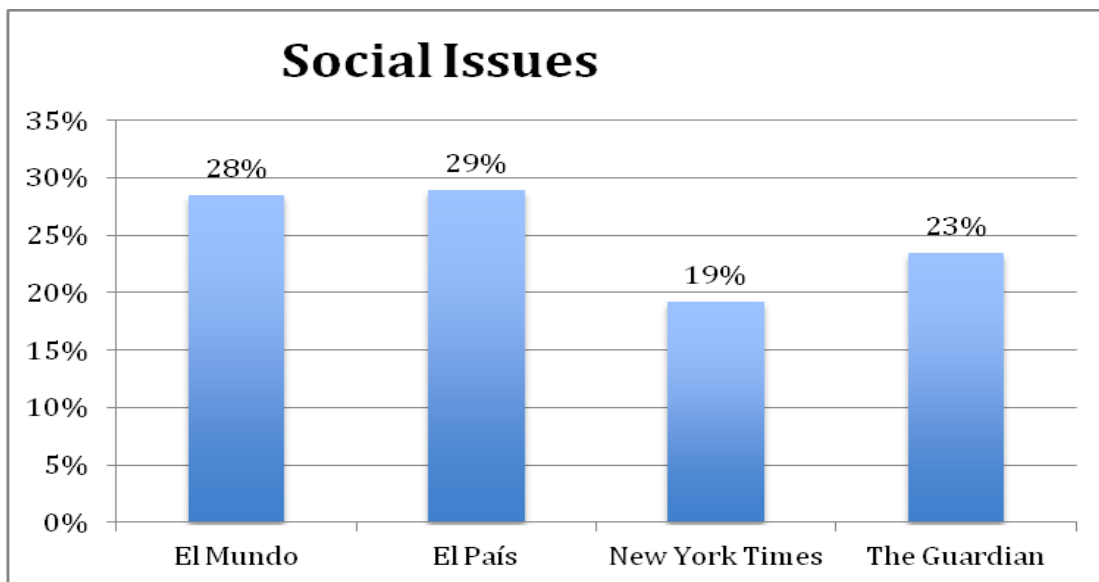
Graph 9: Economic Category



From the graph we can notice the difference with other two news category analyzed above where it was easy to differentiate the percentages between the international and the two national newspapers. Here we see that 33% of the economic news were from El Pais, seconded by 31% from The Guardian. The balance of the news was from El Mundo and The New York Times with 18% each.

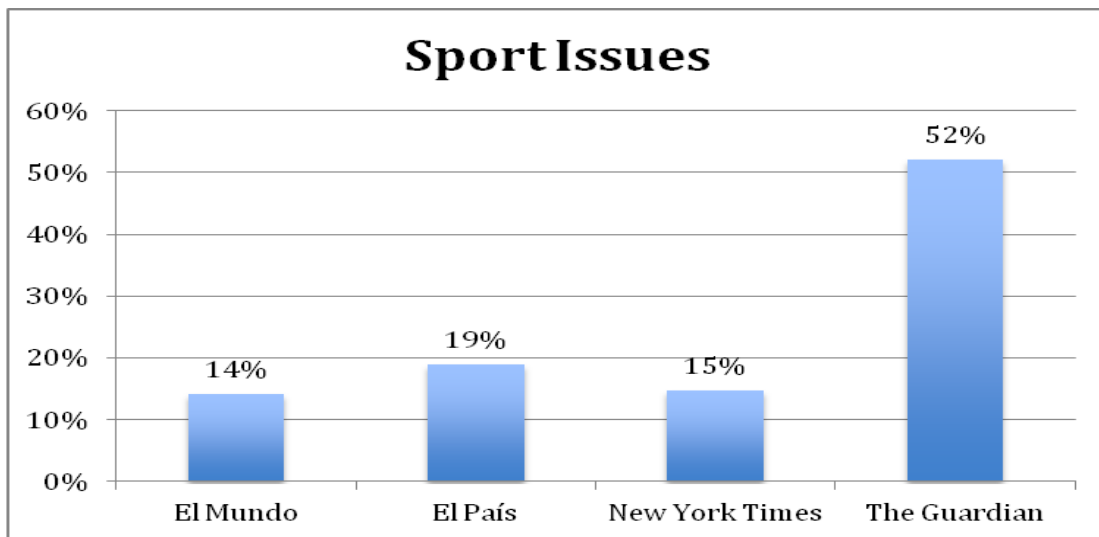
It was also shocking to see that despite the crisis in Spain which is more linked to the economic issues, El Mundo registered the lower percentage of the economic news category.

**Graph 10: Social Category**



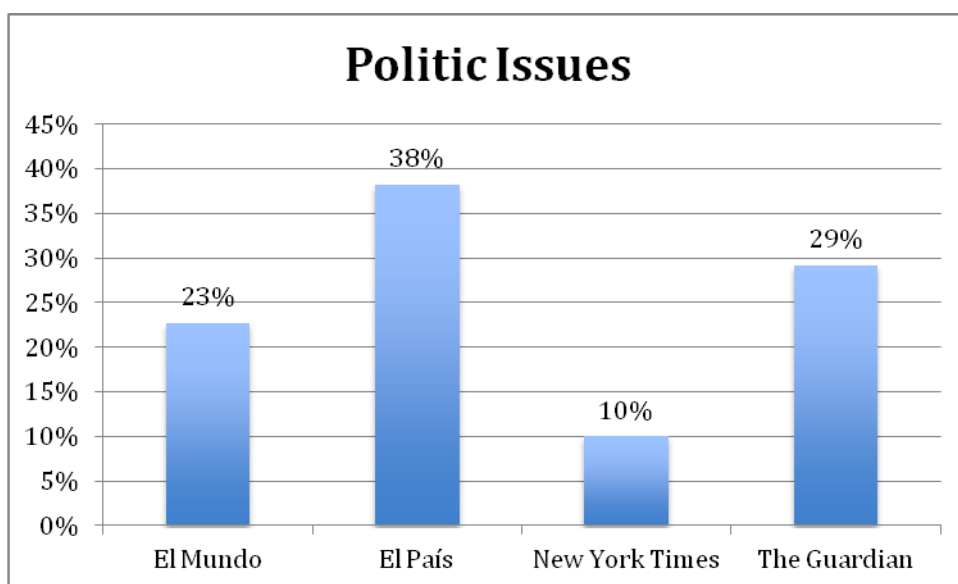
From the graph we can see that the two Spanish newspapers registered the highest percentage of news with 29% and 28% for El Pais and El Mundo respectively. On the other hand, the international newspapers registered the lowest percentages with 23% for The Guardian and 19% for El Mundo. Most of these news were on cultures, fashion & beauty, music and art. And most of the news for the international site were from the USA and the United Kingdom.

Graph 11: Sports Category



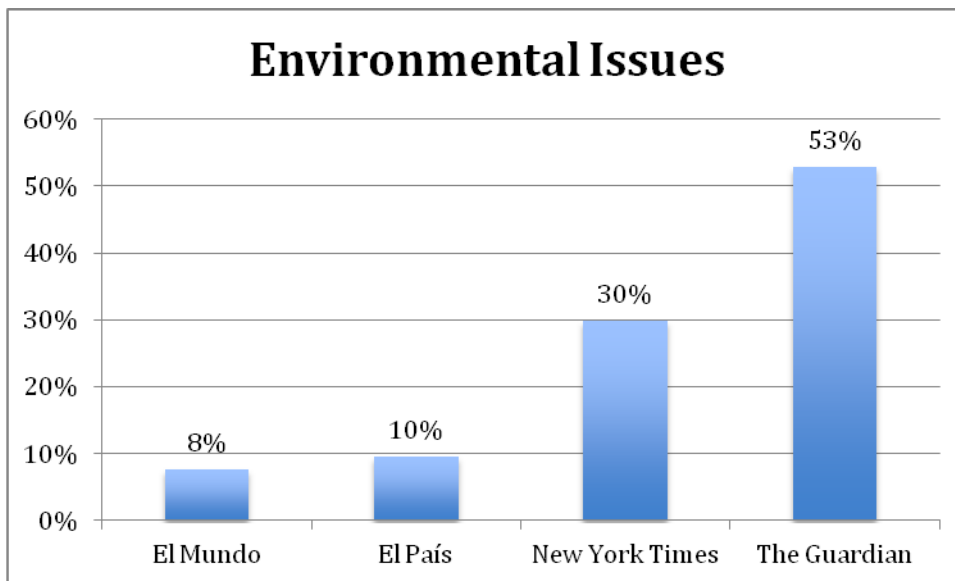
The Guardian contributed with the highest percentage on the Sports category with 52% of the total of sports news. These news were mostly on soccer, tennis, cricket leagues from all over the world. For the Guardian, we saw that due to the premier leagues which took place in the month of May in England. Part of the news was on the Olympic Games, which took place this summer. It was somehow interesting that despite the sports culture in Spain, the two Spanish newspapers still registered lower percentages.

Graph 12: Political Category



On the politics category we can see from the graph that El País registered the highest percentage of the total news. The news were mainly from the political situation in the country and most of them were focusing on governance and crisis issues. The Guardian also registered a high percentage on politics which most of the news were on elections and political situation of the different countries all over the world.

**Graph 13: Environment Category**



On the environmental category The Guardian newspaper recorded the highest percentage where it registered 53%, followed by 30% from the New York Times. On the other hand, the two Spanish newspapers registered the lowest percentages. Most of the news on this category were on climate change and energy.

**3.2.4. Analysis of the Totals by Scope**

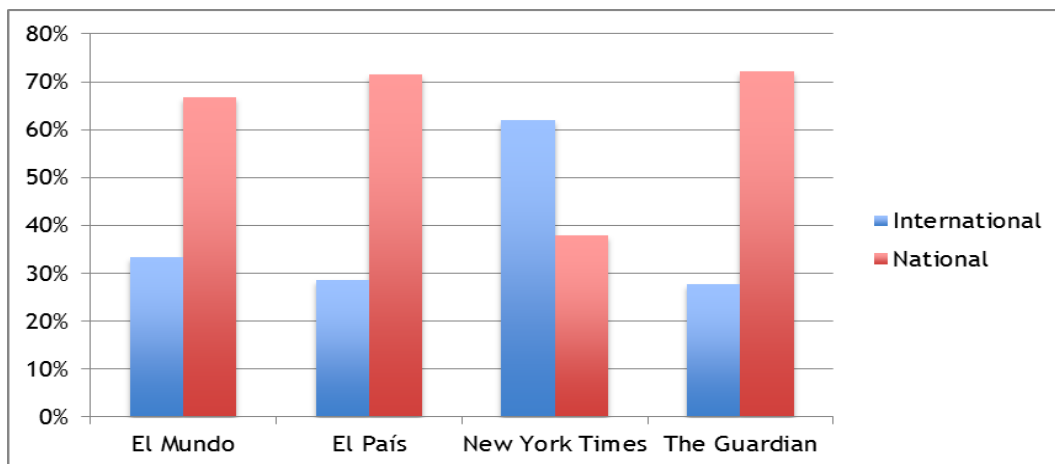
We also analyzed the news by scope, where we were the labour condition news in terms of geographical coverage. We wanted to evaluate how many of the labour condition news recorded were focusing on national and international supply chain issues. As it is explained above, the labour condition category recorded a total of 155 news. Out of this group, 99 were national supply chain and 56 were on international supply chain.



**Table 4. Total labour condition issues by scope**

Issue by geographical coverage	El Mundo	El País	New York Times	The Guardian	Total
International	16	12	18	10	56
National	32	30	11	26	99
<b>Total</b>	<b>48</b>	<b>42</b>	<b>29</b>	<b>36</b>	<b>155</b>

**Graph 14. Labour conditions issues by scope international vs. national**



As we can see in the graph 3, The Guardian, El País and El Mundo have similar percentages coverage for the national and international news. Secondly, we see that the international ones are double the national ones except for The New York Times. However, The New York Times registered higher percentage on the international news. The only reason that we have found to explain this percentage is that United States of America have a lot of their production abroad so most of the scandals occur in foreign countries that is why we have a bigger range of international news.

On the other hand, most of the news and scandals on the international scope category were from Asia and Africa especially from Bangladesh, Burma, China and India in the case of Asia, and Congo and Sierra Leone in the case of Africa. The company that has more coverage was Apple with news and scandals on wages, working hours and forced labour issues. Examples of the news are: “Apple’s Chinese iPhone plants employ forced interns, claim campaigners” or “Will Apple and Foxconn set off a race to the top?”.

### 3.2.5. Analysis of the Totals on the Supply Chain Issues

The labour condition news was further divided into categories as follows forced labour, child labour, discrimination, freedom of association, hours of work, wage/benefits and safety/health.

The purpose was to show which news was reported most by the newspapers. From the figures we see that the most reported news was on wages/benefits which recorded a total of 48%, with El País recording the highest number. Safety & health and hours of work recorded the second highest percentage with 15%, while discrimination and freedom of association recorded the lowest of the total news published on international supply chain labour condition issues.

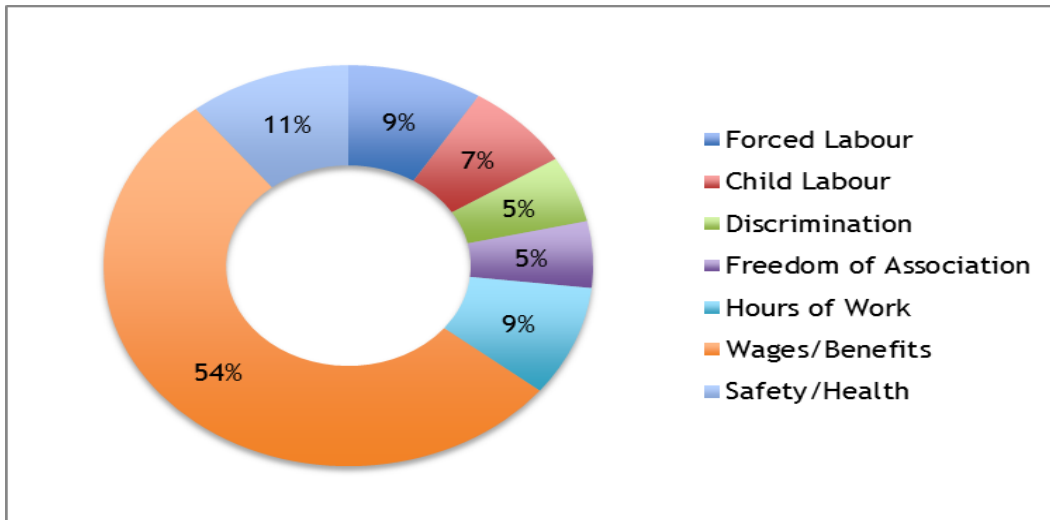
From the two Spanish newspapers we can see that there is a high rate on issues of wages and benefits as compared to the other two international newspapers. El País also seem to have reported on three categories while the international newspapers seem to be reporting almost on all the categories.

**Table 5. Newspapers supply chain percentages**

Supply Chain	El Mundo	El País	New York Times	The Guardian	Total
Forced Labour	6%	0%	11%	20%	9%
Child Labour	0%	0%	17%	10%	7%
Discrimination	6%	0%	11%	0%	5%
Freedom of Association	6%	8%	0%	10%	5%
Hours of Work	0%	8%	17%	10%	9%
Wages/Benefits	75%	83%	28%	30%	54%
Safety/Health	6%	0%	17%	20%	11%
<b>Total</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

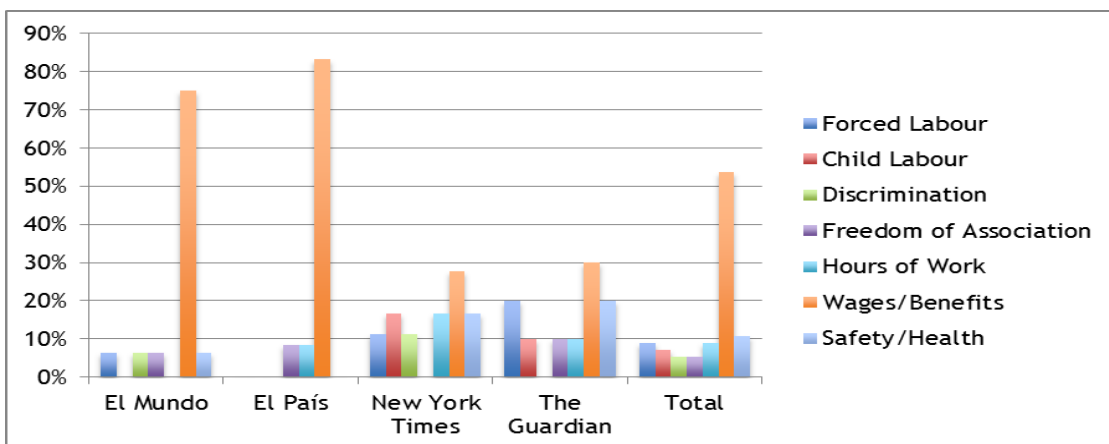
From the table we can see that that El Mundo registered the highest percentage of news on wages and benefits (75%) followed by forced labour, discrimination, freedom of association and safety and health (6%). In El País the issue that has more coverage is wages and benefits (83%), seconded by freedom of association, hours of work registering the same percentage (8%). From the table we can also see that The New York Times and The Guardian seem to be reporting almost on all the issues except for freedom of association and discrimination where they both registered 0%.

**Graph 15. Percentage of labour condition issues in the supply chain.**



From the graph we can see that wages and benefits is the issue that has more coverage (54%) and more than the half of news in international labour condition were related with this issue. The rest of the topics has a similar coverage; safety and health is the second issue more covered (11%), hours of work and forced labour are represented with the same percentage (9%) followed by child labour (7%). The two issues that registered lowest percentage in the graph are discrimination and freedom of association (5%).

**Graph 16. Newspapers coverage on international labour condition issues**

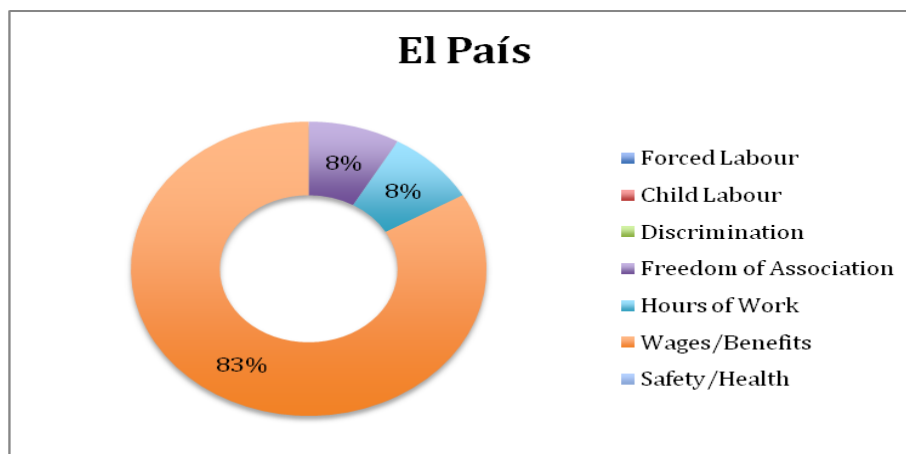


From the graph above, we can also see the difference in percentages of the news for the two Spanish newspapers and the two international newspapers. The two international newspapers seem to be reporting almost on all the issues except for discrimination and freedom of association. On the other hand, both the two Spanish companies did not record news on child labour, which recorded 10% on the international newspapers’.

We can also see that the difference in percentage between the news with the highest and the one with the lowest in the two Spanish newspapers, where wages and benefits registering the highest with 83% for El País and 75% for El Mundo. On the other hand, there is no much differences amongst all the news registered for the two international newspapers. We assume that this is the situation for the two Spanish newspapers due to the crisis which has seen most of the companies affected more in Spain than in other countries. However, it is clear that labour condition issues are still not given a lot of attention as compared to the other news in all the four newspapers.

Below are graphs for the percentage coverage of the newspapers on each labour condition issues.

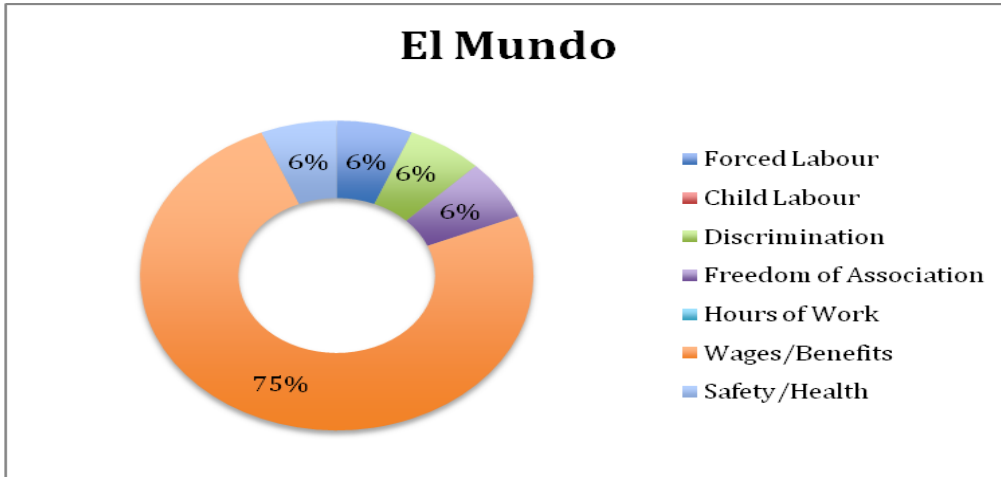
**Graph 17: El País**



From the graph above, we see El País also registered the highest percentage on wages and benefits than all the other three newspapers on international labour conditions issues in the month with 83%. The news were focusing more on retrenchment due to closure of companies in Spain as explained before. This was seconded by freedom of association, hours of work which registered 8% each.

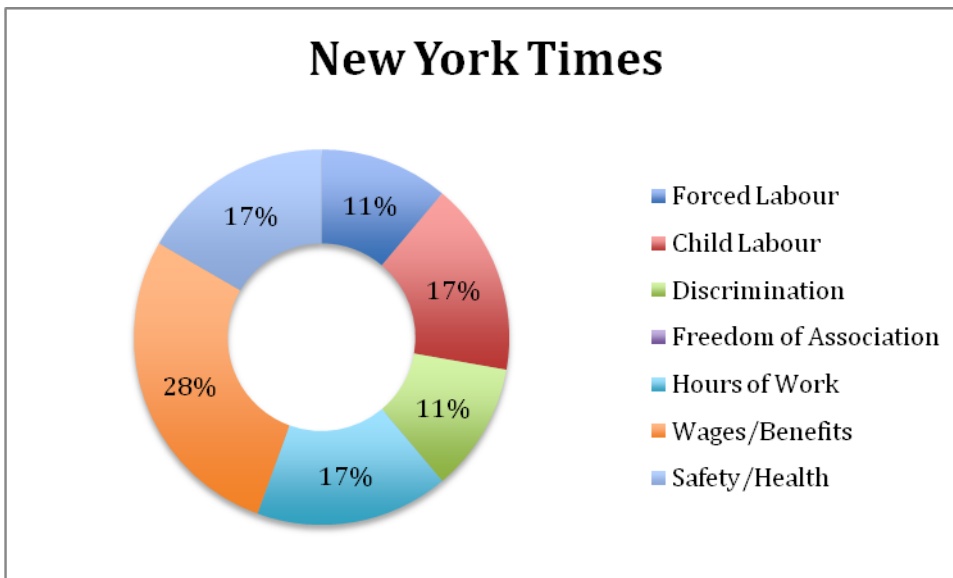
It is however interesting that there was no news recorded on child labour, forced labour, discrimination and safety and health. It is difficult to know whether this means that there are no incidences on child rights and working hours or not in Spain. However, the interviews we had with the NGO and the bloggers it was indicated that the newspapers is not just pick up the issues out there which they could have reported on.

Graph 18: El Mundo



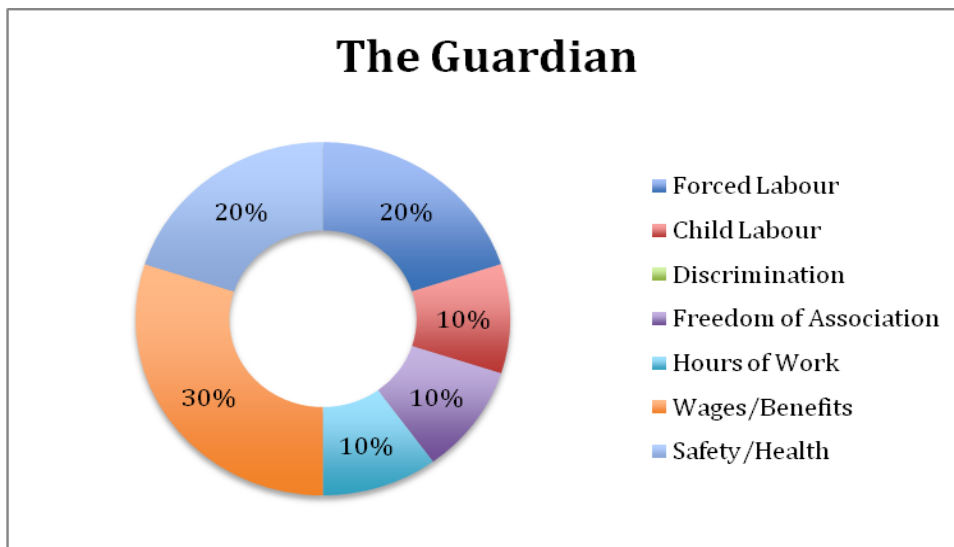
From the graph above, we can see that just like El Pais, El Mundo registered the second highest number of news on wages and benefit than any other news. And just like El Pais, the news were more on retrenchment due to closure of companies in Spain as explained before. It was also interesting to notice that the newspapers registered no child labour and hours of work in the month of April. However, from the interviews we found out that there are a lot of issues worthy to be reporting on working hours which does not get the attention of the reporters

Graph 19: The New York Times



From the graph above, we can see that The New York Times registered news almost on all the categories except on freedom of association. Just like the two Spanish newspapers, the highest percentage was also on wages & benefits which registered 28%, followed by hours of work safety and health and child labour registering 17% each. Most of the news were from countries like China, India and Burma.

**Graph 20: The Guardian**



From our research, we noticed that The Guardian registered the highest percentage on wages and benefits just like the other three newspapers. However it did not register any news on freedom of association, which was reported on by all the three newspapers.

As part of the analysis we also recorded each issues within the supply chain as explained in the graphs below.

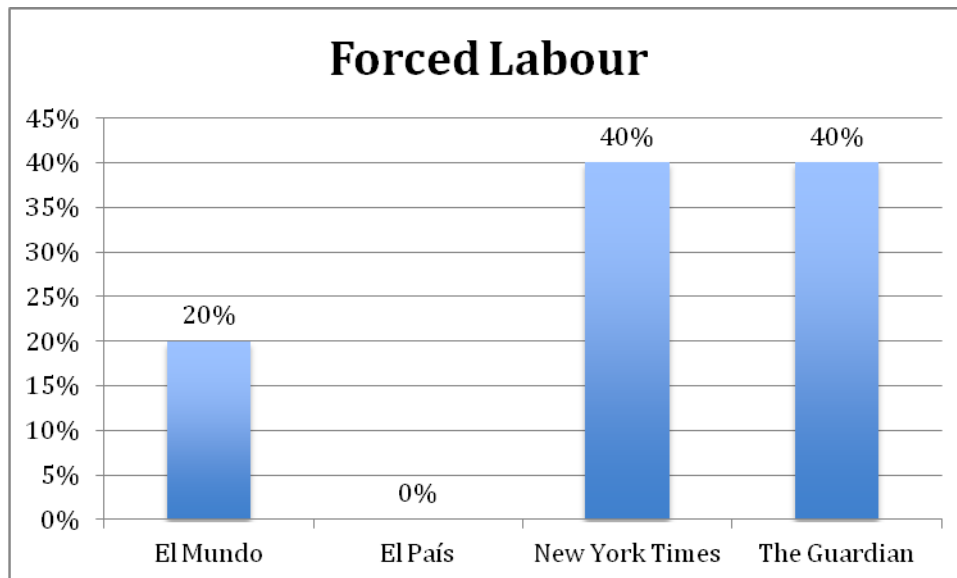
### 3.2.6. Analysis of the Supply Chain by Newspaper

We also analysed the percentages of the news registered per category for each newspaper within the supply chain. Below is the table and graphs of the percentages.

**Table 6. Analysis of the Supply Chain by Newspaper**

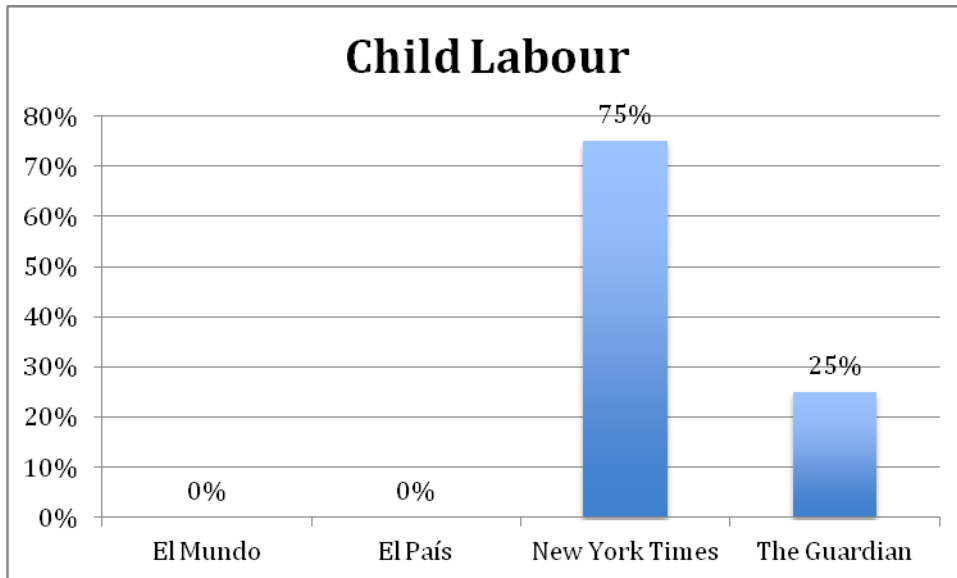
Supply Chain	El Mundo	El País	The New York Times	The Guardian	Total
Forced Labour	20%	0%	40%	40%	100%
Child Labour	0%	0%	75%	25%	100%
Discrimination	33%	0%	67%	0%	100%
Freedom of Association	33%	33%	0%	33%	100%
Hours of Work	0%	20%	60%	20%	100%
Wages/Benefits	40%	33%	17%	10%	100%
Safety/Health	17%	0%	50%	33%	100%

**Graph 21: Forced Labour**



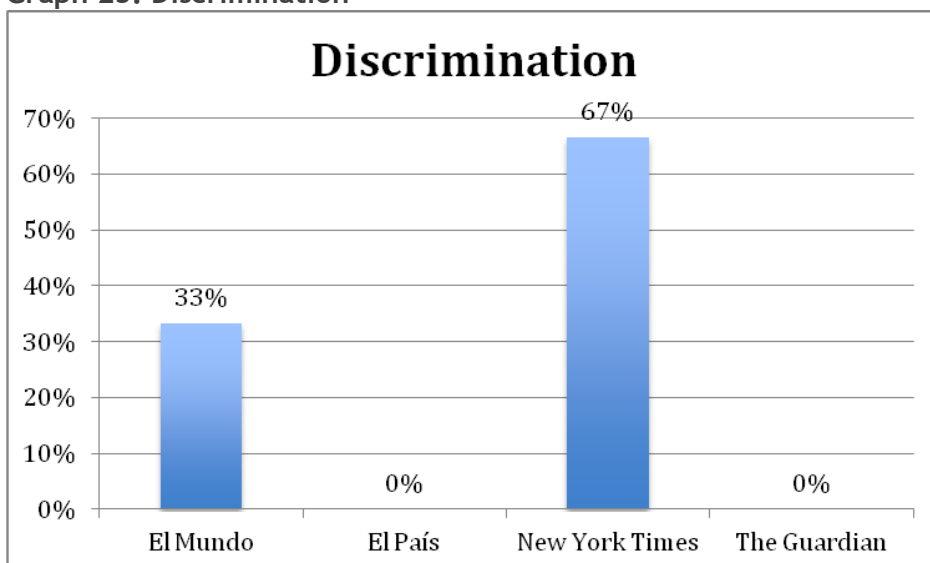
From the graph above we can notice that the 80% of the news on forced labour was from the two international newspapers with each registering 40%. El Mundo registered 20% where as El Pais has no news registered in the month of April. Most of the news were from China, India, and Apple in terms of companies. An example of it was “Apple’s Chinese iPhone plants employ forced interns, claim campaigners” (The Guardian) or “Uneven road to doing business in Burma: Foreign businesses face formidable challenges in making sure their investments in Burma are not only profitable but also based on internationally accepted principles” (The Guardian).

Graph 22: Child Labour



From the graph we can see that the Spanish newspapers did not have published any news on child labour in the month of April. On the other hand, the two international newspapers registered a higher percentage as compared to all the labour condition issues. We can also see that The New York Times registered the highest percentage with 75% seconded by The Guardian which registered 25%. An example of the news was “Mining giant Glencore accused in child labour and acid dumping row” (The Guardian). As we can see, there are news that could appear in more than one section. This news could have appeared in the section safety and health but we decided to categorize it depending on the importance of the issue within the news.

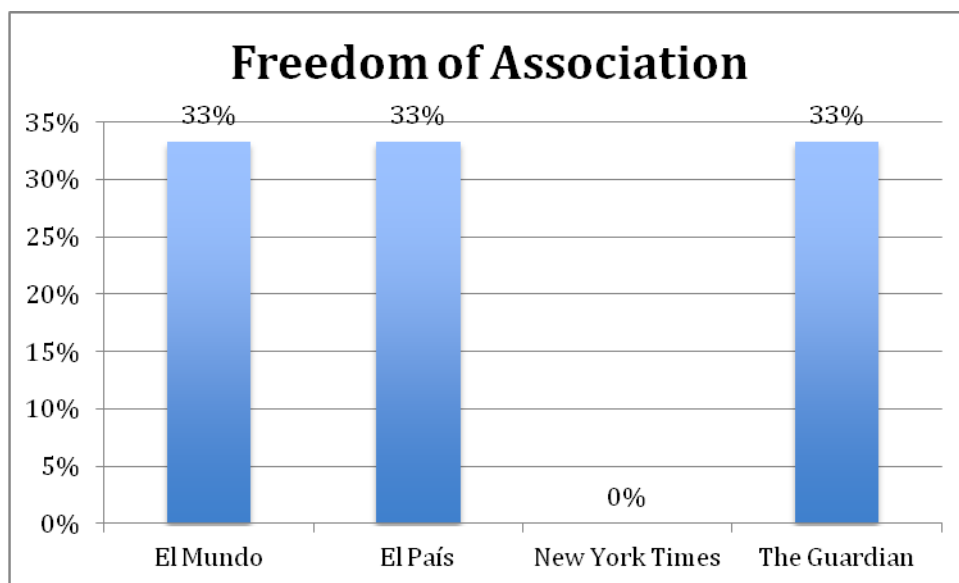
Graph 23: Discrimination





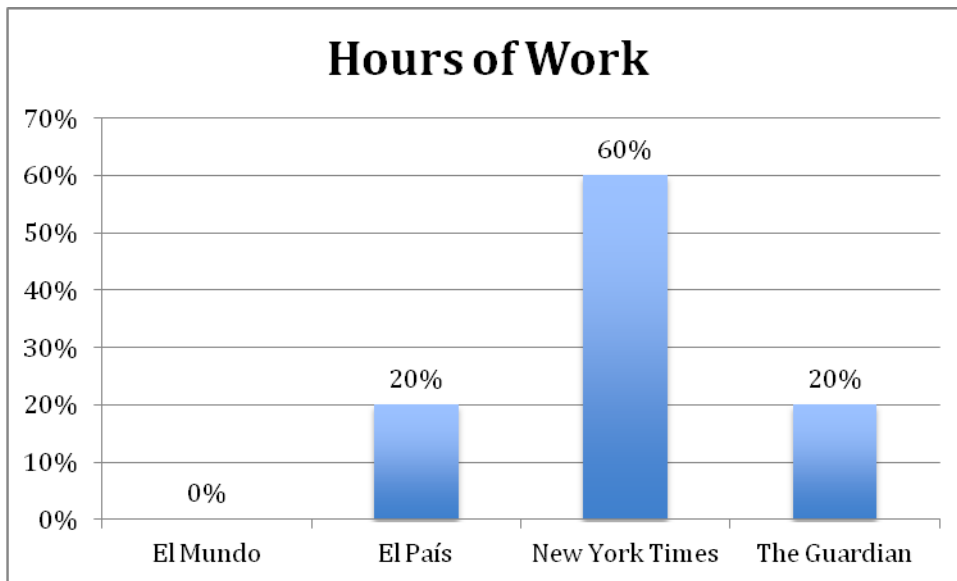
From the graph above we can see that El País and The Guardian did not report any news on discrimination. On the other hand, 67% of the news were from the The New York Times, while 33% of the news were from El Mundo. The news that we have found in this section were mostly related with gender discrimination specifically on women as we can see with the title of the new published by El Mundo “Si eres mujer atractiva, no incluyas tu foto en el curriculum” (If you are an attractive women, do not include your photo in the CV).

**Graph 24: Freedom of Association**



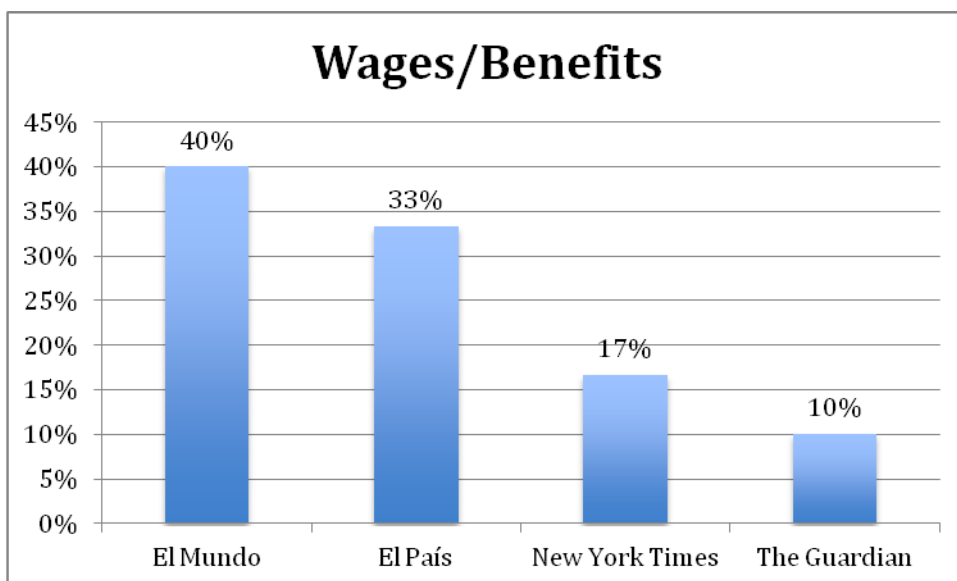
In terms of freedom of association, we can from the graph above that all the newspaper except The New York Times has reported on this issue. We can notice that the remaining three newspapers registered the equal percentage with 33% each. On this issue it is important the news that we found from The Guardian “Is H&M the new home of ethical fashion?”.

**Graph 25: Hours of Work**



Related to hours of work we have found 60% of the news was from The New York Times. The Guardian and El País registered 20% each while El Mundo did not register any news. It is interesting to see how often the news of Apple and Foxconn were being repeated every within the month. “Will Apple and Foxconn set off a race to the top? Apple and Foxconn should bear their share of responsibility for workers' rights, but consumers are also responsible for ensuring that what they buy reflects their values, says the CEO of the FLA”.

**Graph 26: Wages and Benefits**



From the graph above we can see that 40% of the news on wages and benefits were from El Mundo followed by El País (33%), The New York Times (17%), The Guardian (10%). As explained above most of these news are mostly due to the current situation in Spain. For example the new from El País “Sony planea otra ronda de despidos masivos para superar las pérdidas” (Sony plans another round of layoffs to overcome losses), or the one from The Guardian again about Apple: “Apple: why doesn't it employ more US workers?”.

## 4. Highlights from Interviews

After a deep analysis of the interviews made to journalists, a representative of the biggest Trade Union in Spain, as well as experts in CSR issues, we found an overall perspective about the current situation of journalism and why there is a lack of news related to supply chain and labour conditions problems founded in recognized newspapers.

First of all it is fundamental to mention that journalists and experts that responded our questions for this report recognize that in general terms traditional media companies talk too little about distortions on the supply chain that occur within companies in Spain or abroad.

We also found that journalists who work for important media companies are more focused in writing about internal labour conditions cases than international scandals. That's because usually media companies (like El Mundo or El País) have external correspondents in United States or other countries that are in charge of covering notorious scandals like the Apple or Foxcomm cases. But it is clear that in many cases, instead of doing a deep research, these correspondents only replicate what other agencies write about.

News on supply chain issues has also changed within the financial crisis. As a general rule, today media companies put less attention in publishing news about accidents that occur in labor areas or emigration unfair employment (a very usual situation in Spain), and they are more focus on the national employment arena.

And what is really important for editors in the supply chain? When a multinational company decides to avoid contracts of thousands or workers around the world, then editors will give to this event a great space in the printing version. Press members also recognized that, unless there is a great scandal on supply chain abuses detected in a recognized international company, editors and directors of traditional media companies are giving less attention to news that talk about discrimination, bad wages or not supporting freedom of association in the supply chain.

For our respondents, the main reason for this (and that is something that was clearly marked in all the interviews) is that media companies prefer to avoid publishing scandals or distortions founded in the supply chain, because they can lower their sells. In other words, journalists are restricted to investigate or make deep analysis about what is happening with the supply chain of recognized brands. That give an idea on how big media companies depend on advertising.

In fact, journalists also suggested that it is very unusual to publish negatives supply chain failures that they know are occurring with El Corte Ingles, Inditex or other big companies in Spain. This is very contradictory because in general terms we found that journalists that report on labour conditions issues really know a lot about what is happening in the ground. But they can't really expose their ideas and the problems with these matters as they wish to. For example, journalists mentioned that in small and medium enterprises there is a huge amount of labour distortions, like wages abuses or workers that do not have any kind of contract.

New labour reform in Spain could also be an excuse for employers to renegotiate fewer salaries with their workers (if the employee doesn't agree, he may be dismissed). In fact, journalists are aware and tell that cases of exploitation upon the supply chain in Spanish companies occur relatively frequently, and that some Spanish businessmen contract poor people without fair labour rights and with minimum wages.

The automovilístico, construction, hotel and agricultural sectors are also in a very primary stage. According to journalists, in these cases companies are also reducing salaries or hiding contracts of their workers. In these sectors we can also find a lot of outsourcing, so that means that members of the supply chain are usually subcontracted or do not have the same labour conditions as the formal Union Trade members.

Some experts in CSR referred that they are aware of a lot of complaints within the supply chain of Spanish enterprises. Their Latin American and African providers of electricity and financial companies seem to have tensions in wages and discrimination concerns. In these regions there are also child labour risks practices closely linked with textiles, agriculture and manufacturing companies.

The Trade Union representative also referred that it is important that media provide more information about company's structures (board of director and people in the base). On the other side, journalists must also provide information about who is behind each stakeholder of any specific company. For him, organizations in Spain are not giving information or reports to its different stakeholders about its financial rates, labour behaviors or CSR achievements.

Nevertheless, it is true that it is not possible to have a general view of how Spanish companies are behaving in CSR or in the supply chain as a whole because of the variety of sectors and types of organizations. For example, there are sectors where outsourcing is very strong and ensuring respecting supply chain labour conditions also depends on the territorial scope of a company.

According to the interviewers, traditional newspapers in Spain are covering the implications of the national labor as a consequence of the crisis, but their journalists are not insisting or giving more attention to labour supply chain problems that are happening in specific companies.

In contraposition, it seems that nowadays national readers are really interested in labour conditions abuses because the Labour Reform is an issue that affects their economy or other family members. After realizing the acceptance of certain news, journalists refer that Spanish readers are also very interested in information about immigrant exploitation, sex discrimination and big differences between salaries of men and women that occupy the same level position at work.

In general terms, journalists that cover labour or supply chain issues for important media companies in Spain, cannot give a real approximation of how many news they publish in a month. In some cases, we found that this represents 5% of all news published in a month, and in others 25% of all the economic news that appear in a day. This is also strongly related with the political or economic situation of the country (labour conditions news increased a lot when the Labor Reform emerged in Spain last February), or if an international scandal within the supply chain filled the front of all kind of media platforms. In any case, we believe that it would be a good exercise for journalists to count the number of news on labour conditions and supply chain problems they published in a month.

Indeed, journalists that work for traditional media companies must follow the editorial line of their company. In some cases, this can influence the news they write about labor and supply chain issues. For example, labour issues can be treated from a more political point of view rather than analyzing the social implications that an event can have in society or for households.

For this study, some journalists also recognized that reporting on international or national scandals on the supply chain require a lot of time and very long term researches that can take more than one month. So having the limitation of time and financial resources (in many cases administered by editors) can also frustrate the work of a journalist that is really concerned about employment issues.

And although writing about labour conditions implies a lot of commitment and specialization, we found that usually journalists do not receive any kind of external or formal training on the field, because they do not demand to their editors or media companies do not see any advantage on it.

It is certain, that maybe there are journalists who have accurate knowledge about the importance of ILO conventions and recommendations. However, journalists who talked for this report, recognize they know very little about ILO and how its directions can be applied in a practical way to covered problems related to labour conditions or supply chain problems. On the other side, they see ILO recommendations and conventions as very a theoretical and what really matters are the national laws on labour issues.

For the experts, some media Spanish companies have stopped being family enterprises in which it was easy to find a clear ideology and specific values and they have become multinational company with representation in capital fund like Grupo Prisa case. But it seems that nowadays business management and making profits are clearly above defending the ideology of the media.

In many cases traditional media journalists are relaying and publishing the information they found in press releases, but they are not taking valued time to research or contrast sources in order to have an accurate view on what is really happening inside the company or with their providers.

Something that called our attention is that media companies are passing through an intense crisis. In El Mundo there have been more than 140 journalists' layoffs and salaries reductions this year, and El País had strong profitable losses in the first trimester of the year. For our respondents, this could have some relationship with the current financial crisis, but at the end it is much more related with a global crisis of the journalism sector and consumption patterns of the audience. As one journalist mentioned, media companies seem to haven't found the best way to make profits with the transition of paper to digital versions of the news.

The global media crisis also implies that directors are more concerned about publishing abuses or distortions that their journalists discovered in supply chain issues. Does the newspaper will gain more reputation as well as money if they publish a serious scandal? Maybe more recognition, but profitability is an uncertain matter when supply chain big problems aroused in newspapers. As one interviewer said, the most important purpose of big media companies is not to satisfy reader's expectations, but to make money from the news.

As one expert said, the problem also relies in not having the appropriate resources to regulate what is happening among the media and its relationship with supply chain issues and directions. In some cases, companies tell stories of corporate governance behaviors, but experts interviewed for this project insisted to mention that there is ignorance in the whole corporate sector about what are good behaviors and practices in the supply chain.

Finally, it was interesting to notice that almost all our respondent that new media platforms (like Facebook, or Twitter) are replacing the role that traditional media companies have in the past when it is time to divulge real corporate interests as well as distortions in labour conditions founded in many sectors.

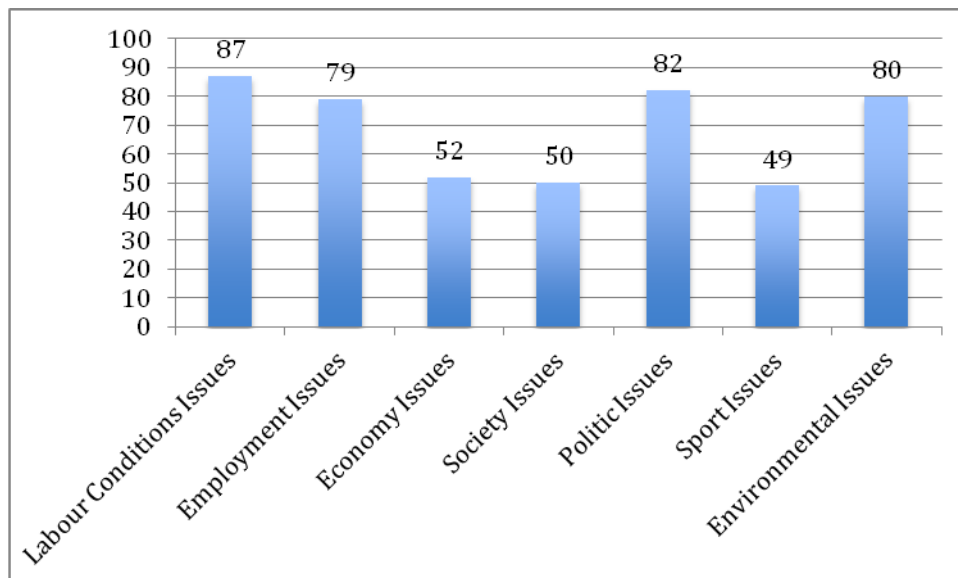
## 5. Facebook Information Analysis

Below are the graphs explaining the results of the survey we did on facebook.

### 5.1 Participants' Preferences

This graphs below show the results of the what that respondents indicated as their prefer.

**Graph 25: Participants' preferences**

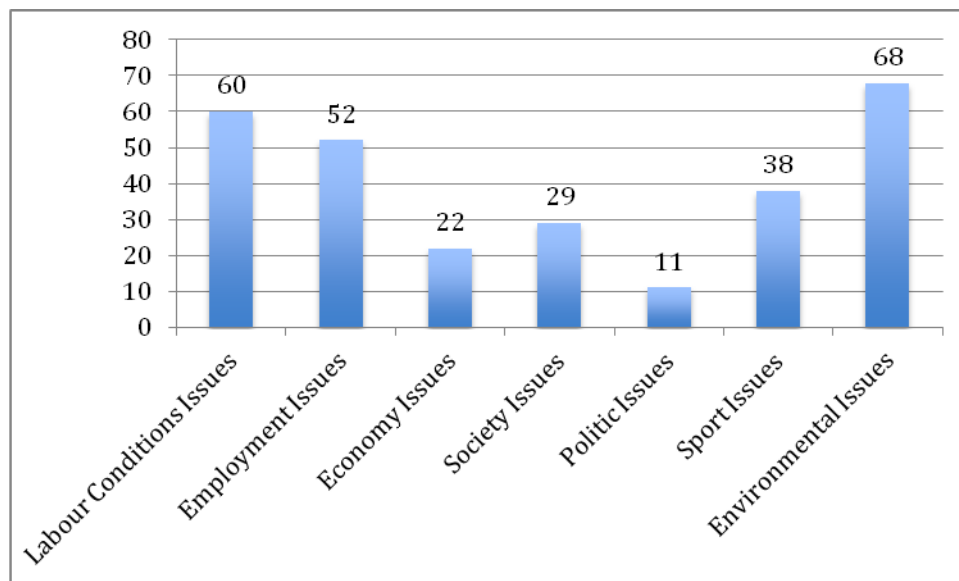


The graph above explains that the range of preferences of the news by the people who responded to our Facebook questionnaire. The news with the lowest points is the most preferred news as follows; Sport (49), Society (50), Economy (52), Employment (79), Environment (80), Politic (82), Labour Conditions (87). In this part of the requesting, we asked participants to enumerate from 1 to 7 their preferences on the issues mentioned before. As a result the issue with less points was that people prefer the most in this case sport followed by society and economic issues.

## 5.2. Participants' Thinking about the Preferences of the Newspapers

The graph below is indicating which news category the participants feel is given more preference by the media companies.

**Graph 26: Participants' thinking about the preferences of the newspapers**



From the graph above we can see that the respondents feel that the print media prefers the news in the following order, political, economy, social, sports, employment, labour condition and the last is the environment category. This survey reveals the same analysis from the matrix where we saw the same situation.

## 6. Some of the Published Scandals and our Analysis

### 6.1 Uneven road to doing business in Burma

On April 19<sup>th</sup> from The Guardian website we have found this news that expresses perfectly the situation that some international companies are having in terms of developing their businesses in countries that could not afford to respect the internationally accepted principles.

Foreign businesses face formidable challenges in making sure their investments in Burma are not only profitable but also based on internationally accepted principles.



It is placed in Burma which situation is the following the president, Thein Sein, has introduced political and economic reforms, the Nobel laureate Aung San Suu Kyi led the National League for Democracy (NLD) to victory in parliamentary elections on 1 April. And recently David Cameron called for a suspension of sanctions changing completely the Burma business orientation for foreign investors.

The problem is that Burma has a staggering array of problems. Human rights activists mention fertile land being grabbed from farmers for commercial purposes. Workers have challenged management at a few plants, but their rights remain under threat. Major concerns remain over the use of forced labour in some parts of the country. Investors know too little about their likely local business partners or their antecedents.

In this particular new the author Salil Trepahi is even given guidelines for investors for example respect UN Guiding Principles on Business and Human Right. These principles stress states' obligation to protect human rights as well as the corporate responsibility to respect rights, and the need for remedies where governance gaps exist.

## 6.2. Business, Glencore

### Mining giant Glencore accused in child labour and acid dumping row

On April 14<sup>th</sup> this new was published in The Guardian website. We have categorized it as an international labour condition issue related with child labour. It could be also added to the section related with environmental issues because it is, as we are going to disclose in the next paragraphs, related with. London-listed company denies polluting river in Congo and profiting from children working underground

Glencore is a UK commodity and mining firm worth 27bn pounds. This firm is being accused in the Democratic Republic of the Congo of dumping raw acid and profiting from children working 150ft underground.

This company is facing this situation just after their chief executive went into the media saying that they care about the environment and local communities. However a BBC's Panorama investigation discovered the acid dumping into a river and children under 10 years old even the conditions of the mining were these kids were working was under safety and healthy conditions.

Glencore is trying to avoid these charges saying that the mine was closed in 2008. Local people have exploited it since then. However the BBC found that Glencore still receiving benefits from the mine.

In terms of pollution Gleconre is saying that they have stopped with it however there is no commitment to compensate the villagers.

### 6.3. Will Apple and Foxconn set off a race to the top?

On April 11<sup>th</sup> we recorded this new from The Guardian website. It has been categorized within the international labour condition issues, in the specific issue of hours of work. We have chosen this new because it is about what a company such as Apple is doing in order to solve the problems that are known worldwide due to the continued publications of scandals related with this brand and its main supplier in China called Foxconn.

Apple and Foxconn should bear their share of responsibility for workers' rights, but consumers are also responsible for ensuring that what they buy reflects their values, says the CEO of the FLA.

Apple is working in partnership with the assessors of the Fair Labour Association in order to make a compliance audit during a month at three facilities of Foxconn evaluating the functioning of all aspects of the employment relationship and surveying over 35.000 workers.

The assessors of the FLA were particularly concerning about hours of work. Apple and Foxconn have laid out a detailed corrective action plan and timeline that, if fully implemented, will have far reaching impact on not only the 1.2 million workers Foxconn employs but on Chinese manufacturing as a whole. One of those commitments is to reduce working hours to Chinese legal limits of 49 per week while preserving current levels of pay by July 2013. Less work, same pay, more time to enjoy it.

This could set off a race to the top, rather than the race to the bottom we have so often witnessed. We have seen this time and time again in other industries. While a few brands, braving the increased public accountability, work to implement major improvements for workers, other brands in the same sector fly under the radar.

## 7. Findings and Conclusions

From the fishbone diagram and the interviews we conducted, we found that there is need for capacity building of the journalist, in order to give them confidence and interest in raise awareness and covering labour condition issues. For the interviews we can see that also there is not a good understanding of what supply chain means by the journalists. This gives us a picture of where the problem is starting from. Our challenge was if the journalists do not know the meaning of the supply chain, how can they do a good work?

Although many people do not know the implications of ILO conventions and recommendations, in recent years consumers have showed more concern about scandals and distortions that happened in the supply chain of recognized companies such as Apple, Nike or even Inditex in Spain. This has allowed Union Trades, NGO and different civil society organizations claim big corporations to provide more and transparent information about which are the real labour conditions of their workers, as long as its suppliers all around the world. But this situation is not being deeply reflected in newspapers.

One of the main points of our interviews is that some experts in CSR referred that they are aware of a lot of complaints within the supply chain of Spanish enterprises and abroad. But, of course, this situation is not reflected in the newspapers. In somehow, this answers to one of the gaps we identified in the fishbone diagram. So it seems there are real big problems in different supply chain sectors, which journalists are not taking in to account. However, we need to recognise that it is very difficult to completely identify and tackle supply chain problem as a whole.

We also found that the media companies prioritise in which type of news they have to invest their money, as a result they finance news that require easy and cheap research since the supply chain is complicated. As we formulated in our fishbone diagram, we also discovered that advertising is the priority for media companies and this can directly affect the coverage of scandals or distortions in the supply chain of a company that does business with the media companies.

But a contradictory situation that doesn't encourage journalists to research in more topics about supply chain is, like experts show us, audience is not very interested in ILO conventions and recommendations implications. So it is necessary to find channels in order to get people involved with labour standards and consequently be covered by the media.

From the news it was also noticed that most news on labour conditions were accusing the brands and there is need for coverage of the positive initiatives too if the situation is to improve. We believe this is because there is a gap between brands, the organisations working on labour conditions, the journalist and the society. Unless this gap is closed, information sharing will still be a problem; there is need for a multi sectorial approach from all the sectors imply. However, there are some positives coverage of the news and this has a greater impact on the improvement of the labour condition than the negatives. This is because businesses always copy the best way, so there is need for the positive initiatives to set standards for the other businesses.

In addition, some of the scandals reported on are without enough and complete information. For example in China the government ban on independent labour unions and restrictions on the right to organize and strike. This ban affects the improvements on the working conditions; since the workers

do not have a strong body for them to negotiate for their work place right, and this result in abuses of the standards.

We also notice that even though there is a lot of talk about environmental and climate problems globally, it seems the media is still not doing a lot in covering the topic. This would be for the same reason that, most of these issues are informative not advertisements, hence they are given secondary priority.

From the interviews we conducted, the journalist specialized in labour issues feel that ILO conventions and recommendations are very theoretical directions and sometimes hard to implement. The need for complementary efforts like the audits is vital. Another thing that called our attention is that in general terms, journalists that cover labour or supply chain issues for important media companies in Spain, cannot give a real approximation of how many news they publish in a month or how many of them are about supply chain. At the same time, they have no access to surveys or studies that media companies do in order to know the interests of the audience. This could be a big problem for journalists. They are working without knowing in facts the real demands of their readers in supply chain topics.

As regards to the different newspapers we found that The Guardian reports almost on all the news and that their website is easy to follow as compared to the other three newspapers. In addition, The New York Times gives you a limit of ten times to access the website per day. This might have affected the results for this particular newspaper.

In conclusion, we feel that there is need for collaborated efforts in improving the gap in information sharing and awareness rising about labour condition issues in the supply chain. As we saw from the background information, the supply chain is a complex entity which needs efforts from different actors involved if the problem is to be solved.

As a matter of fact, we believe that the effort by the media can only have an impact if there is support of the consumers. The consumers need to develop the spirit of reading and familiarize themselves about their rights as workers but also on what is happening in the supply chain. Unless there is this improvement, nothing will improve even if the media can do a lot in covering the scandal, and different news in the supply chain, without the consumers and other stakeholders use the information. This will help in having their inputs in solving the problems at hand. As we saw from the media and our Facebook survey, the consumers are not giving the preference to the labour condition issues and this is what is driving the media companies to focus on other issues. This change will help in improving the whole situation.

The international brands also need to positively respond to the issues and the needs of their workers. It will also be of great impact if the ILO work go beyond just the formulation of the standards but do more on capacity building and partnership with the media, just the way the other issues like health problems are handled.

Lastly, we feel there is need for the media to be creative and develop interesting ways to promote the labour in the supply chain. The media need to develop attractive and simple messages, which will help in attracting the consumers in reading the messages they want to send. For example using cartoons, pictures e.t.c

Attached are the proposed guidelines which has been developed for the journalists, media Companies, international brands and the consumers.

## 8. The Guidelines

### 8.1. Media Companies

#### 8.1.1. General Principles

- Need to take advantage of the current situation since more companies are investing in CSR.
- Work in partnership with brands and other stakeholders to raise awareness of the global standards i.e. Partnerships between stakeholders in raising awareness about certain diseases.
- Give labour condition issues the deliberate efforts to report on.
- Admit the mistakes made and correct them where necessary.
- Have a register book of the news published and the rejected ones.
- Give access to the journalist about all the surveys done by the companies' interest.
- Always differentiate advertising from the news.

#### 8.1.2. Capacity Building

- Network with organisations involved in labour condition issues.
- Invest in capacity building of the journalists.
- Demand from the ILO and other multi-stakeholders initiatives to give more support and resources in order to improve the capacity of the journalist.

### 8.2. Journalists

#### 8.2.1. General Principles

- Test the accuracy of the information from different sources.

- Consider the institutional framework when reporting news on different countries in the supply chain.
- Report positively globally achievements on labour condition issues to encourage companies to do good.
- Follow up on the scandals you reported on to give the general public up to date information about the progress of the problem.
- Contextualized the news item clear to the readers, listeners and viewers.
- Check as thoroughly as possible the information including causes of the scandals when reporting.
- Grant the right of response to the companies involved on the issue before and after published it.
- Have some background about the company or person you are going to interview.
- Humanize sources.
- Journalists shouldn't only base their reports on what the company said and the government said. They should also ask for opinion to people in the streets.
- Avoid exaggerated incidents through thorough research to give the true picture of context.
  - Report just the way it happened.
- Rectify any published information that was found harmful or inaccurate.
- Admit the mistakes made and correct them where necessary.
- Check information on what is happening within companies. Don't look only to press releases that companies send. Look on their financial analysis, sustainable reports, communication strategy, CNMV reports, etc.
- Know and demand to your editors which are the preferences of your readers based on surveys and current studies done by the media.
- Give your own opinion when reporting.
- Ask for surveys and researches made by the media company you work for in order to know the interests of both the company and the consumers.

### 8.2.2. Capacity Building

- Ask for training for your organizations.
- Propose trainings to your editors for your own capacity building.
- Inform yourself by reading updated documents on labour conditions issues.
- Inform yourself about the standards and guidelines about ILO and other recognized organizations.
- Actively participate in training on labour conditions issues.

- Network with organisations involved in labour condition issues.

### 8.2.3. Ethics

- Report in a manner that does not cause violence at workplace.
- Treat the labour conditions issues, people involved with respect and dignity.
- Expose unethical practices of journalists.

### 8.2.3. Presentation of Content

- Enhance the clarity of news by the use of photos or videos.
- Avoid pictures and videos that will distort or exaggerate the intended message when reporting.
- Take advantage of the internet and online media support to raise awareness on labour condition issues.
- Be creative when reporting labour condition issues.
- Avoid simplistic portrayals and titles that have nothing to do with the content of the news.

## 8.3. Editors

### 8.3.1. General Principles

- Admit the mistakes made and correct them promptly.
- Give a choice to journalists to publish on labour condition issues.

### 8.3.2. Capacity Building

- Network with organisations involved in labour condition issues.
- Give journalists more resources to develop an issue that is concerning labour conditions.
- Conduct capacity assessment on the journalist to identify the gaps as their supervisor.
- Familiarize yourself with the current trends on labour condition issues.

### 8.3.3. Presentation of the Content

- Enhance the clarity of news by the use of photos or videos.
- Take advantage of the internet and online media support to raise awareness on labour condition issues.
- Avoid simplistic portrayals and titles that have nothing to do with the content of the news.

## 8.4. Audience

### 8.4.1. General Principles

- Demand an ombudsman for each media.
- Advocate for improvement of the labour condition issues.
- Develop interest for knowledge of the labour condition issues.
- Contribute to the improvement of the situation by sharing information.
- Give feedback to the newspapers where necessary.

### 8.4.2. Presentation of the Content

- Take advantage of the internet and online media support to raise awareness on labour condition issues.
- Criticise where necessary.
- Avoid being used to give out exaggerated information or picture of the incidents to be reported.



## 9. Annexes

### 9.1 Questionnaire

#### 9.1.1 Questions for journalists

1. Do you think that your readers/general public are really concerned about news on labour labour conditions abroad news? If yes so, what are the specific labour issues that you think they are interested in? If not, why do you think they are not interested?
2. In general what kind of research have your company done in order to know which are the preferences of your readers/general public in reading your economic section/your media platform?
3. As a newspaper/journalist on what type of interest do you base your research and publications? Why?
4. Do you think that your newspaper publishes enough news on labour conditions in the supply chain?
5. Until which point do you think that the company must be involve in respecting labour conditions in their supply chain?
6. Which are the latest cases that you have been working on during the last months related to labour conditions?
7. As a newspaper/journalist on what interest do you base for your research and publications. Why?
8. Do you have specialized journalist in labour conditions issues? If not why and how do you handle labour condition issues?
9. Have you ever held about the ILO conventions and recommendations? Do you take into account the ILO conventions and recommendations when you write about these kind of issues or do you have specific guidelines as a journalist/company?
10. Do you normally face challenges with companies or governments to provide information on labour issues/cases? What are those and why do you think this situation exists?
11. As a journalist/company how do you think you can promote labour issues in the supply chain?

#### 9.1.2 Questions for Asociación de la Prensa

1. What is the Asociación de la Prensa? Which was the mission of this association? When it was founded?
2. Which is the role of the Asociación de la Prensa? Which is their scope? Do they have an international role?
3. Which remarkable actions have realized the Asociación de la Prensa in the recent years?

4. Does it achieve the Ombudsman role for the different communication media in Spain?
5. Do you believe that the main newspapers in Spain (El Mundo and El País) are covering correctly labour condition issues within the company and their supply chain?
6. Until which point do you think that companies must be involved in respecting labour condition rights in their supply chain?
7. Do you believe that it has been a good coverage in labour condition issues during the last months in Spain?
8. Do you think that Spanish media need to get more involved in showing scandals related with labour condition issues? How?
9. Do you think that Spanish newspapers' consumers are interested in news related with labour condition issues?
10. Do you think that journalists have some guidelines by the time that they are reporting on bad or good behaviours on labour condition issues? How much importance do you give to the OIT recommendations?
11. Do you think that labour condition information within a company or their supply chain is difficult to access for journalists? Why do you think that could be the causes for this fact?
12. Does the government or the companies show resistance when journalists want to publish news related with labour condition issues?
13. Do you know if there is any study specific to the relationship between labour conditions and journalists?

## 9.2. The Interviews

**Jordi Jauma / Director of Diario Responsable**

**“Nothing is black and nothing is white. It depends on the different brands”.**

Diario Responsable is a four years old media on line. The website works with the inputs it receives from companies, information services and people. About 2.000 persons are register in Diario Responsable and the website media has around 2.000 visits per day.

At the same time, the media publishes around 10 to 12 news each day. But only 5% of the news that are published in a month are about labour conditions issues. Taking in to account the supply chain, in the last months Diario Responsable has published information about Apple case and Foxcomm scandals and how the first company signed an agreement with Fair Labour Association. “I recently published a note about sun blasted process jeans in Bangladesh which are required by Levis, Lee, Sara, and Inditex”, adds Jauma.

It was interesting to know what Jauma understands about supply chain, that is not the same as value chain. “If you work worldwide, or if the company doesn’t contribute to integrate develop of a community or doesn’t take care of their providers, it will penalize”. For him, if a company has some labour conditions for his internal workers, he has to address the same labour conditions for the person working abroad or in any country.

Of course, he thinks there small failures everywhere “because we are human beings”. But in general, media talks too little about it. “I know that Spain companies have problems in China and Latin America in labor conditions. They have to give information to workers and journalists in human rights. So nothing is black and nothing is white. It depends on the different brands”.

Anyhow, Jauma is totally convinced that journalists are not expressing much more about these issues, because they don’t believe in it. Most journalists think companies do CSR for image. But do not know what Down Jones Sustainability Index is or what is happening inside the company”.

On the other hand, Jauma complains that 85% of Spanish companies have never heard about corporate social responsibility issues. And the rest are around 35 big companies that belong to the Sustainability Index, so CSR and respect labour rights are compulsory for them. So it is a very limited spectrum.

For the journalist, when news in Spain talk about labour conditions they are almost about the new Government reform, but they almost do not refer to specific cases or big cases. “This is not a big issue right now in Spain. There you can see we are in a very primary stage of corporate responsibility”.

He is also convinced that media companies do not like to write about distortions in supply chain because they can lower their sells. “No dude about that. If 50% of your inputs comes from advertising sells, it is very difficult to cover properly these subjects”.

Moreover, reporters don’t have the capacity to identify fails in labours supply issues coming from national or multinational companies and also believes that journalists and public in general know very little about ILO recommendations. “Personally, I don’t know how to get them more interested in these issues. It is difficult to try to demonstrate them the real value of what we are doing”.

But he is optimist. He believes that Internet and other tools will allow everybody give more information properly and make it compulsory for companies and for people that have the power.

**Begonia R. Pérez / Journalist in Labour Conditions in the Economy Section of El Mundo**

**"Money is the boss in media companies and everywhere".**

From the first beginning of the interview, Perez states that she works for a newspaper that has a defined political editorial line and supports the labour reform established months ago by the PP government. That's why for her it is very difficult to publish failures inside the company or in its supply chain. "Labour issues are always treated from a political view", adds.

And things have also changed because of the Spanish crisis. "Unlike the past, if a company fires its workers that isn't great news. That's the day to day reality". Unless it is a huge company, like Hewlett Packard or Telefonica, that fires more than 10.000 workers. According to Perez each day El Mundo give less importance to news about discrimination, bad wages, not supporting the freedom of association in the supply chain.

Anyway, she is more focused in writing about internal labour conditions cases and there is an external journalist who is in charge of covering international scandals like Apple or Foxcomm, Facebook and telecommunications cases.

It is interesting to notice that Perez feels that she has almost any freedom to inform about labour conditions problems, because of the media editorial line she works for. She has any complain to tell us that (it is in her own opinion) big media companies are restricted in publishing some scandals in labour conditions because they depend on advertising. For example, Perez remembers a season when Telefonica withdrew the advertising from El Mundo because of a story published that didn't like to the company. "Money is the boss in media companies and everywhere. That's a fight of everyday work, in spite of all the information that I receive from union trades".

Then she suggests that no journalist is taking about negative things or labour failures in El Corte Ingles company". Actually this is the biggest advertiser of El Mundo. "And everyone knows that this company has a yellow Union Trade", says Perez. Currently, the sectors that have more pressure upon the newspaper are electric, telephony, banking and construction companies.

This is very contradictory taking in to account that for Perez, readers are very interested about what is happening inside the company or in its supply chain, because they are issues that can really affect their economy.

The national reform has also driven to a 180° change in respecting labour conditions. Before there was a legislation that protected workers, but now government has gave employers all the weapons to do whatever he wants to. "Now the worker is only a piece and he has to respect the reduction of

their salaries, receive a minimum compensations, or changes in their hours of work. Now he has to respect all what his boss says, like it or not without a possible negotiation”, adds Perez.

Unions Trades have been weakened because of the crisis and in Spain over 90% of businesses are small and medium enterprises where you can find a lot of labour distortions. “You can find situations where employess and producers work poorly, they are paid in black and do not have any kind of contract”. The industrial and automovilistic are also in a very primary stage. According to the journalist, in these cases companies are also reducing salaries or hiding contracts of their workers.

Nevertheless, Perez cannot know how many news in labour conditions are presented in El Mundo each month. “Depending on the current economic and political situations, that changes every day”. Nowadays, the newspaper is giving priority to news about super inflated salaries of the biggest companies’ CEO, and “lazy” public workers in Spain.

As a labour conditions journalist, Begonia hasn’t received any kind of external training in this issue. “Everything I learned is working on the ground”. And she also doesn’t believe in ILO recommendations and conventions could be a real guide for her. “There you can find a theoretical framework that has very little practical effect in Spain. What matters here are the national laws and Brussels directions”.

For Perez newspapers are also passing through an intense crisis. “Each day we have less paper than before, so journalists have to be very careful in selecting the news they publish”. Moreover in El Mundo newspaper there have been more than 140 journalists layoffs and salaries reductions.

**El País. Manuel V. Gomez / Journalist in Labour Conditions in the Economy Section of El País**  
**“Being a journalist is expensive. Giving serious information and do researches is not easy”.**

Manuel V. Gomez, from El País, has his own opinion about why media companies in Spain do not give more attention to news related to distortions in the supply chain: “These kind of cases require a very long-term investigation (can take more than two months), as the story about Apple founded in The New York Times”. As a reporter, Gomez would be interested in covering more topics related to the supply chain of Spanish companies. “But in comparison of a The New York Times journalists, I do not have the time or the approval from my bosses to work only on these kind of researches”, explains. So it is a matter of time and economic resources.

Gomez also says that he is not familiar with ILO recommendations of he learned everything he knows about labour rights in the ground and without having any kind of formal training.

However, this journalist has his own view about what is really happening in the Spanish companies. “In the supply chain you could find a lot of victims. For example, in the agricultural sector, car and industry sectors there is a lot of outsourcing. The problem is that with subcontracts, companies are not respecting many labor rights and they receive very low wages”. In other words, workers from the Supply Chain in other countries have not the same rights as internal employees of a company.

Gomez thinks that small enterprises are the companies where someone could find more abuses in Spain. Labour abuses are more closely linked to informal economy. “And of course hostel, fishing and construction sectors are likely to have some labour abuses”.

In general terms, Gomez doesn't feel many restrictions to publish information related to labour issues. “I always have to discuss with my editor, subdirector and director about the issues I am going to publish. They may can like or not to touch some items in a certain way. So there may be some limits to inform some issues, but this is not something that happens every day”, states.

However, if a specific company complains with El Pais about some news that discredits it, he has no connection with it. “The discussion will be between the CEO and the director, but it will happen above me”, refers. Anyway, Gomez says that a company that always complains with the media is El Corte Ingles.

As the journalist from El Mundo, Gomez tells us that the number of news related to labour issues in each month also depends on the political and economy situation of the country.

Of course, news on labour or supply chain issues has changed with the crisis. Today El Pais publish less information about discrimination, unfair dismissals or indiscriminate hours of work of having the same conditions for men and women. “Before the crisis we treated more cases about safety and accidents at work. We were very concerned emigration unfair employment. Now we publish more issues about how labor reform is affecting average of workers”. And today there is much more items on job losses and allowances of more than 700,000 euros for CEOs. That's a contradictory because in Spain the average worker earns less than the past but they take all the money.

In general, readers from El Pais newspapers are less interested in statistics and are more interested in legislative changes. For example, when the labour reform aroused in February, they were interested in information about dismissals, compensations, or how companies could fail to fulfill an agreement.

Gomez also refers that media companies are passing through a strong crisis. “The sector’s financial situation is pretty bad”. For the first time, El Pais has suffered financial losses in the last three months. “That makes journalists more dependent on the topics that published. In El Pais there are also threats of layoffs in the environment. We do not live in peace with the sword over our heads forever”.

However, Gomez doesn’t believe that the crisis in media companies has to do with the emerging of social networks. It has to do more with consumption patterns. “Particularly in Spain, media companies have accustomed readers to give her promotions and information for free; in the past information was bought in newspapers. That’s a big problem”. In any case, Gomez states that CEOs from media companies do not know yet how to make profitable the transition from paper news to a digital version.

“Let’s do not lie ourselves. Being a journalist is expensive. Giving serious information is not easy. Work a source, do researches take time. So independence of a journalist also relies on his economy situation”, he suggests.

#### **Miguel Valverde / Journalist in Labour Conditions in the Economy Section of Expansion Newspaper**

**“Is important to have the support of the director and the media where you work”**

This journalist is convinced that Expansion readers are really concern about all news related to labour conditions. “In the last months readers visit lot news about how people could receive less compensations or how enterprises will delay the retirement age for work”.

Expansion readers also show interest about forced labour conditions and exploitation of immigrant people here in Spain, as well as sex discrimination and lower salaries for women than men that have the same charge in national companies.

Anyway, he is very clear when he suggests that before publishing, every journalist should ask himself how an event would change affect the society, to whom and how many people. “The news is important for all the people in the region, in Spain or only Madrid?, a journalist should ask”, says Valverde. That’s how it is highlight the information. He doesn’t believe in objectivity, but he thinks every journalist have the obligation to educate, inform and contextualize things. “You have to say why this happens and in which context occurred”.

According to Valverde, that’s why some international labour and supply chain scandals have a great coverage in Expansion instead of some others. “For example, if we find distortions in the supply

chain of Nike or Ikea, or if Facebook, General Motors or Volkswagen fire more 30.000 is important. When a multinational company that has factories spread in different countries decides to avoid contracts of thousands of workers around the world, editors will give to this event a great space in the printing version”, refers Valverde. And for him, a journalist should always try to analyze how this international episode will also affect or have some labour impacts in the country.

He also refers that today is very easy to access to information on supply chain scandals because of the Internet and living in a globalized world. As a reporter, he informs us that cases of exploitation upon the supply chain of a Spanish company occur relatively frequently. Indeed, he is aware that some Spanish businessmen contract employees in Africa or Latin America that work for a lot of hours but with minimum wages. It happens.

Taking in to account the national conditions, the journalist explains that the new labour reform in Spain is important because thousands of people will be laid off and many companies will separate from what is called the “sector agreement”. So that will allow employers to renegotiate less salaries with their workers instead of firing them.

The journalist states that every newspaper will always have conflicts with companies for not publishing some issues that could affect their reputation. “Sometimes I had troubles to publish some information of big companies, such El Corte Inglés or Repsol. Is not a constant, but it’s true. These kind or organizations are powerful and they invest thousands of dollars in adverting”, refers Valverde.

But in general terms, the reporter says that he feels quite free to publish labour information issues. Of course, it is obvious that the writer has to tie facts very well and not make mistakes. Otherwise, he will fall in many problems with organizations. “It is also important to have the support of the director and the media where you work”, concludes Valverde.

In any case, Valverde says it is impossible to know how many labour news are published each month in Expansion due to the current national situation. However, he thinks labour issues represents 20% up to 25% of all the news that are published each day in the newspaper.

Finally, this reporter explains that Spain complies ILO recommendations, but in general journalists see these directions too general and far from the national reality or cultural knowledge. “That’s why we don’t give them much attention”.

**Orencio Vazquez / Coordinator of CSR Observatory in Spain**

**“Media has extremely commercialized and there is a deterioration of the information society”**



CSR Observatory is a platform of different organizations in Spain concern about Corporate Social Responsibility behaviors. It was founded in 2004 and each year publishes a report on how companies of the IBEX 35 accomplish CSR practices, based on their sustainability reports and shareholders meeting.

Nevertheless, Vazquez states that is not possible to have a general view of how Spanish companies are behaving in CSR or respecting supply chain labour conditions because of the variety of sectors and types of organizations. And there are sectors where outsourcing is very strong, such as the automotive, technology or manufacturing where you can find workers that do not have the same rights as the members of the union trade of an organization. "Respecting supply chain labour conditions also depends on the territorial scope of a company".

Apparently, today exist voluntary multistakeholders mechanisms of control, but according to Vazquez they are insufficient. "Although supply chain rights have been worked in the OECD and the EU, the problem is not having the appropriate resources to regulate what is happening". For example, Spain is far away from the debate. "Companies tell us stories of well corporate governance behaviors, but there is ignorance and strong pressures towards them when we talk about respecting supply chain rights".

How to prove this theory? Indeed, Vazquez has been able to find many complaints in the supply chain. For him, the Latin American workers of electricity Spanish companies make claims, as well as finance and communications providers. "We don't hear about these cases in Spain, but researches show that there are tensions in wages and discrimination. There are also risk sectors. Child labor is closely linked with textiles, agriculture and manufacturing companies", counts Vazquez.

However, media companies are not covering these cases because they also suffer a lot of pressures. In his opinion, traditional media have ceased to exercise control over society. "Before people said they were the fourth power, but not anymore".

There are reasons that explain this phenomenon. According to Vazquez, media has stopped being family businesses in which there was a clear ideology and members respect certain values. For example, Prisa Group is now a listed multinational company which has representation in a capital American fund. "Thus, the ideology of the company is not so important as the business management".

On the other hand, journalists now work under precarious conditions. "Journalists who write an article can take more than a month to research but they receive less money for it". Newspapers are

also having thousands of layoffs and journalists do not work with fair conditions. Then it is contradictory to write about human rights and labour issues. Thus, there are limitations to do investigative journalism.

For Vazquez, most media only replicate what say press releases, but they do not contrast information. Another factor is the incomes of media companies. In the past, formerly sales from readers could sustain the media company. Today, incomes are from advertising mostly. “There is no doubt that there is a serious deterioration of the information society”, argues Vazquez.

“And of course, each day there are more journalists that work for enterprises and not for media companies. So there are a lot of elements that make information not presented with a great level of objectivity and neutrality”.

Vazquez believes that of course there are readers that are concerned about labour and supply chain issues, and alternative media and social networks like Twitter and Facebook who are filling the space in the past belonged to traditional media. But in any case, journalism requires a methodology and knowledge. For everything in life you have to be trained and have certain experience”, finalizes.

**José Carlos Gonzalez Lorente / Secretary of CSR at Comisiones Obreras, Union Trade in Spain**  
**“Newspapers do not publish critical information about what happens with company’s providers”**

Comisiones Obreras is the biggest Union Trade in Spain. It has 1.200.000 members from the banking, savings, insurance and telemarketing sectors. Nowadays the association is trying to demand great companies to provide more information about labour conditions in their supply chain and what they are achieved with CSR practices. “This has become a continuous struggle with enterprises”, states Gonzalez.

On the other hand, Gonzalez believes that media companies are not communicating real corporate interests. “We can find a lot of corporate advertising, but not critical information about what is really happening inside the company or with their providers”.

According to Gonzalez, this may be because there are many corporate “hidden” interests between companies and media companies. Too many media rely heavily on advertising revenues so that’s why they give such much attention and importance to companies interests. So there is a curious mixture on this current situation: “the mainstream media sometimes give critical information of companies, but then advertise the brands of the same companies. This has happen with Inditex and Apple, for example”, refers Gonzalez.

And there is also a war for the information among media companies. Gonzalez certainly gives the example of Prisa Group. The media group is suffering a series of financial crises. “Today Prisa Group depends on international investment funds and, for that reason, the property is diluted in large investment shareholders. We are not sure of how much of information Prisa Group publishes is affected because of the financial and media crisis”.

It is important that media put more emphasis in labour conditions issues than with compensations of workers and how big companies are facing job creation. Taking in to account supply chain, Gonzalez thinks it is important that media provide more information about company’s structures. “A company could have 1.000 internal employees, but 50,000 external providers, who are subcontracted in other countries. But media only gives us information about 1.000 workers, but nothing about its supply chain”.

In fact, Gonzalez believes media are not reporting on occupational health issues and psychosocial risks at companies upon their workers. “And we know bosses are continuously pressuring people to work much more than legal working hours”.

And why journalists are not doing well? According to Gonzalez, they are only relying on press releases sent by companies, but they are not analyzing deeply sustainability reports. As well, journalists talk a lot about stakeholders, but they do not emphasize who represents these stakeholders. It is essential to know who is behind the Union Trades, who represent company’s clients and who represents the environment”. That’s a key issue right now.

As the other respondents, Gonzalez thinks social networks are important because they provide alternative and important information that we do not find in great media newspapers. “But there you could find too confusing information at the same time”.

Indeed, it is important for readers to demand information about labour and supply chain rights. Sometimes we can find some information of company’s behaviors in Sustainability Reports but, at the same time, journalists must demand these issues. In fact, Comisiones Obreras do not have enough information of the supply chain of Spanish companies, because they are not working in reporting this kind of information for their stakeholders.

As well, it is compulsory for readers and consumers to be more interested in how each company creates jobs and know what benefits provides to internal workers and its supply chain. “There is too much conformity in this aspect”, concludes Gonzalez.

**Gines Haro / Social Entrepreneur from the Social Enterprise Network from The Guardian.  
“Media traditional brands always win new alternative network information”**

The Social Enterprise Network works like a HUB online, with more than 20.000 members that are professional and social entrepreneurs. They share experience and resources about social issues (under the name of The Guardian) in order to behave business in the best ethical way. The audience is 50% from UK, 25% from USA and the rest is divided basically between South Africa and Europe. “We do not do journalism, we share similar interests. The information that they release is more practical than theoretical”, addresses Haro.

It is important to notice that although Haro is not a former journalist, he thinks labour conditions are everywhere and almost all of the members of the Social Enterprise Network are familiar with these topics. “Working conditions both in the supply chain or within the company are always present in the conversations that we have in the network. That’s because our audience looks for consistent and ethical corporate practices”.

As a person who has some contacts with journalists, Haro states that usually traditional media companies publish information with limitations. “If they face with great corporates, they will suffer consequences. So rather than lie, journalists prefer to ignore some important issues in labour conditions”. To support this, Haro remembers that there are some studies about the connections between the private companies and the media. “Pick one news and see how is treated by the different newspapers”, suggests.

It is interesting to notice that The Guardian is one of the few media that publishes relevant information about what is happening in the supply chain and the rights of the workers because this media functions under the figure of a trust. “Here we don’t own, but managers whose role is to keep the newspaper’s ideals and the same philosophy of 200 years ago”. So the purpose is to keep independence and freedom for journalists.

In contraposition, Haro states that most of traditional newspapers are just interested in making happy their owners and investors. A media is not going to publish some information that is against their owners or the interest of the group that it belongs to. For him, this is happening with media companies in Spain, where anyone can see how the interests of the shareholders are reflected in the newspapers.

And although consumers are really interested in reading information about scandals in the company or its supply chain, the objective of traditional media companies is not to satisfy reader’s expectations. “Media companies have lost its social role, now they give more attention in earning

money”, refers Haro.

But he agrees that at the end consumers still idealize traditional media companies. “All heads of online newspapers have millions of visitors per month, like El Mundo or El Pais. Currently, The Guardian has 50 million of visits monthly visits. At the end, media traditional brands always are above and win new alternative network information”, refers.

To prove his hypothesis, Haro remember us that today there is a huge financial crisis in Spain and has recently approved the labour reform, but Spanish newspapers are not touching items about how this will affect fired workers or if companies will respect or not damages their compensations after the contract is ended.

Haro also states that companies are not doing well with the correct application of ILO recommendations. “Most of the times you do not need to be a specialist on the field to know which kind of abuses are happening related to these issues. As an example of the current situation, he told us that recently he found an auditing company that was promoting a course of how companies could take advantage of labour reform fire employees without losing money and was a success. 9.3. The Links of News about Supply Chain

### 9.3. Some of the newspaper links we found

#### 9.3.1. The Guardian

##### **News, technology, Apple**

##### **Apple’s Chinese iPhone plants employ forced interns, claim campaigners**

Students told to man production lines at Foxconn if they want to graduate, says Hong Kong-based nonprofit.

<http://www.guardian.co.uk/technology/2012/apr/01/apple-iphone-china-factories-forced-interns?INTCMP=SRCH>

##### **News, Global Development, Poverty matters blog**

##### **Uneven road to doing business in Burma**

Foreign businesses face formidable challenges in making sure their investments in Burma are not only profitable but also based on internationally accepted principles.

<http://www.guardian.co.uk/global-development/poverty-matters/2012/apr/19/uneven-road-to-doing-business-burma?INTCMP=SRCH>

##### **Business, Glencore**

##### **Mining giant Glencore accused in child labour and acid dumping row**

London-listed company denies polluting river in Congo and profiting from children working underground.

<http://www.guardian.co.uk/business/2012/apr/14/glencore-child-labour-acid-dumping-row?INTCMP=SRCH>

**Business Ethical Business****Is H&M the new home of ethical fashion?**

The world's second largest clothing retailer is trying to remake itself as a greener option. Lucy Siegle reports from Stockholm.

<http://www.guardian.co.uk/business/2012/apr/07/hennes-mauritz-h-and-m?INTCMP=SRCH>

**Guardian Sustainable Business****Will Apple and Foxconn set off a race to the top?**

Apple and Foxconn should bear their share of responsibility for workers' rights, but consumers are also responsible for ensuring that what they buy reflects their values, says the CEO of the FLA.

<http://www.guardian.co.uk/sustainable-business/fair-labor-investigation-apple-foxconn?INTCMP=SRCH>

**News, Global Development****Sierra Leone: local resistance grows as investors snap up land**

Farmers and activists are increasing pressure on the government to be more transparent about large-scale land deals with foreign firms and to make sure local communities benefit.

<http://www.guardian.co.uk/global-development/poverty-matters/2012/apr/11/sierra-leone-local-resistance-land-deals?INTCMP=SRCH>

**News, Technology, Apple****Apple: why doesn't employ more US workers?**

The electronics giant assembles its gadgets in China. But, according to new research, if it moved its production home, it would still be hugely profitable and create thousands of jobs.

<http://www.guardian.co.uk/technology/2012/apr/23/bad-apple-employ-more-us-workers?INTCMP=SRCH>

**Business, Carnival****P&O cruise ship paid basic salary of 75 p an hour**

P&O Cruises to withhold passengers' tips unless crew hit performance targets.

<http://www.guardian.co.uk/business/2012/apr/29/cruise-firm-performance-bonuses-tips?INTCMP=SRCH>

**Business, Oil and gas companies****BP and big oil try to boost safety in an endlessly dangerous game**

Piper Alpha and Deepwater Horizon brought real change to the oil and gas industries - but still the mishaps creep in.

<http://www.guardian.co.uk/business/2012/apr/12/bp-big-oil-boost-safety-dangerous-game?INTCMP=SRCH>

**Business, Oil and gas companies****Rules relaxed for reporting offshore oil and gas accidents**

The Health and Safety Executive (HSE) has introduced a new regulation that says injuries need only be reported if workers are out of action for over seven days.

<http://www.guardian.co.uk/business/2012/apr/27/offshore-accidents-rules-relaxed?INTCMP=SRCH>

**9.3.2. El Pais**

Yahoo! anuncia más de 2.000 despidos /Labour/International/Supply Chain/Wages

[http://tecnologia.elpais.com/tecnologia/2012/04/04/actualidad/1333548694\\_006213.html](http://tecnologia.elpais.com/tecnologia/2012/04/04/actualidad/1333548694_006213.html)

Sony planea otra ronda de despidos masivos para superar las pérdidas /Labour/International /Supply Chain / Wages/Benefits

[http://economia.elpais.com/economia/2012/04/09/actualidad/1333958105\\_399995.html](http://economia.elpais.com/economia/2012/04/09/actualidad/1333958105_399995.html)

Yahoo! reorganiza su estructura en tres bloques para superar la crisis /  
Labour/International/Supply Chain / Wages

[http://economia.elpais.com/economia/2012/04/10/actualidad/1334085381\\_527138.html](http://economia.elpais.com/economia/2012/04/10/actualidad/1334085381_527138.html)

Sin servicios mínimos en los autobuses de Jerez / Labour / National / Supply Chain / Wages Benefits

[http://ccaa.elpais.com/ccaa/2012/04/11/andalucia/1334169469\\_979401.html](http://ccaa.elpais.com/ccaa/2012/04/11/andalucia/1334169469_979401.html)

Navantia y AESA, condenadas a pagar por una muerte por exposición a amianto / Labour / national  
/ Supply Chain / Safe

[http://ccaa.elpais.com/ccaa/2012/04/13/andalucia/1334312793\\_261692.html](http://ccaa.elpais.com/ccaa/2012/04/13/andalucia/1334312793_261692.html)

Aumento de la jornada laboral en sanidad: un conflicto en ciernes / Labour /National/ Supply Chain  
/ Hours of Work

[http://sociedad.elpais.com/sociedad/2012/04/16/actualidad/1334576923\\_417291.html](http://sociedad.elpais.com/sociedad/2012/04/16/actualidad/1334576923_417291.html)

Los sindicatos de American Airlines apoyan una fusión con US Airways / Labour /International /  
Supply / Wages

[http://economia.elpais.com/economia/2012/04/20/actualidad/1334932875\\_423893.html](http://economia.elpais.com/economia/2012/04/20/actualidad/1334932875_423893.html)

El crecimiento económico pasa por la igualdad entre los sexos Labour / International / Supply Chain  
/ Wages [http://economia.elpais.com/economia/2012/04/23/actualidad/1335207451\\_136629.html](http://economia.elpais.com/economia/2012/04/23/actualidad/1335207451_136629.html)

Gadir Solar cierra tras recibir más de 25 millones de ayudas públicas en dos años / Labour / National  
/ Supply Chain / Wages/Benefits

[http://ccaa.elpais.com/ccaa/2012/04/24/andalucia/1335291144\\_066331.html](http://ccaa.elpais.com/ccaa/2012/04/24/andalucia/1335291144_066331.html)

Libertad para los dos sindicalistas de Seat detenidos por el 29-M / Labour / National / Supply Chain  
/ Freedom of Association

[http://ccaa.elpais.com/ccaa/2012/04/25/catalunya/1335369901\\_207089.html](http://ccaa.elpais.com/ccaa/2012/04/25/catalunya/1335369901_207089.html)

El Real no descarta un ERE este año Labour / National / Supply Chain / Wages/Benefits

[http://cultura.elpais.com/cultura/2012/04/25/actualidad/1335350302\\_904389.html](http://cultura.elpais.com/cultura/2012/04/25/actualidad/1335350302_904389.html)

RTVV hará huelga el día que Pedro García declare por el 'caso Gürtel' / Labour / Internal / Supply  
Chain / Wages [http://ccaa.elpais.com/ccaa/2012/04/26/valencia/1335465910\\_880196.html](http://ccaa.elpais.com/ccaa/2012/04/26/valencia/1335465910_880196.html)

### 9.3.3. El Mundo

Los proveedores pueden acogerse desde este lunes al plan de pagos del Ejecutivo Labour/National/  
Supply Chain /Wages

<http://www.elmundo.es/elmundo/2012/04/01/economia/1333281067.html>

Sólo las comunidades de Galicia, País Vasco y Navarra no se acogen al plan de pago a proveedores  
/Labour/ National / Supply Chain / Wages

<http://www.elmundo.es/elmundo/2012/04/03/economia/1333451791.html>

La patronal pide más flexibilidad ante la 'grave' situación del mercado laboral / /Labour/ National /  
Supply Chain / Wages

<http://www.elmundo.es/elmundo/2012/04/03/economia/1333463093.html>

Yahoo! anuncia 2.000 despidos /Labour/International/Supply Chain / Wages

<http://www.elmundo.es/elmundo/2012/04/04/navegante/1333546988.html>

La UE estudia dar menos ayudas a agricultores para potenciar la promoción  
Labour/International/Supply Chain / Wages Benefits

[http://www.elmundo.es/elmundo/2012/03/30/union\\_europea/1333126813.html](http://www.elmundo.es/elmundo/2012/03/30/union_europea/1333126813.html)

CCOO dice que Urbaser identifica a los jardineros y barrenderos con un número /  
Labour/National/Supply Chain / Discrimination  
<http://www.elmundo.es/elmundo/2012/04/06/madrid/1333733961.html>

Cuatro agentes de la Guardia Civil de Tráfico fallecieron en acto de servicio en 2011  
Labour/National/Supply Chain / Security  
<http://www.elmundo.es/elmundo/2012/04/06/espana/1333711801.html>

Los sindicatos se quedan sin 8,5 millones Labour/National/Supply Chain / Freedom of Association  
<http://www.elmundo.es/elmundo/2012/04/05/economia/1333610763.html>

La Policía destapó en 2011 más de 129 millones de fraude a la Seguridad Social /Labour/National  
/Supply Chain /Wages <http://www.elmundo.es/elmundo/2012/04/07/espana/1333798496.html>

Las empresas se ahorran 72.000 empleos con las horas extra que no pagan /Labour/National /Supply  
Chain /Wages <http://www.elmundo.es/elmundo/2012/04/07/economia/1333788532.html>

Sony prevé eliminar 10.000 empleos, el 6% de su plantilla /Labour /International /Supply Chain /  
Wages/Benefits <http://www.elmundo.es/elmundo/2012/04/09/economia/1333952210.html>

Carrefour congela el sueldo a más de 6.000 trabajadores de sus supermercados plantilla /Labour  
/National/Supply Chain / Wages/Benefits  
<http://www.elmundo.es/elmundo/2012/04/09/economia/1333966411.html>

Los grandes bancos prestarán hasta 16.000 millones para el pago a proveedores  
/Labour/National/Supply Chain/Wages  
<http://www.elmundo.es/elmundo/2012/04/11/economia/1334133506.html>

Último día para que las CCAA remitan a Hacienda su deuda con proveedores / Labour National /  
Supply Change /wages <http://www.elmundo.es/elmundo/2012/04/15/espana/1334447460.html>

Las CCAA presentan 17.255 millones en facturas pendientes de pago Labour National / Supply  
Change /wages <http://www.elmundo.es/elmundo/2012/04/17/economia/1334660217.html>

Polémica en EEUU por las prácticas fiscales de Apple y otras tecnológicas Laboral international /  
supply chain forced labour conditions  
<http://www.elmundo.es/elmundo/2012/04/30/navegante/1335777919.html>

#### 9.3.4. The New York Times

Iran: Hyundai Motor Ends Operations  
<http://www.nytimes.com/2012/04/03/world/middleeast/iran-hyundai-motor-ends-operations.html>

Killing of Bangladeshi Labor Organizer Signals an Escalation in Violence  
<http://www.nytimes.com/2012/04/10/world/asia/bangladeshi-labor-organizer-is-found-killed.html?ref=bangladesh>

From Flash to Fizzle  
<http://www.nytimes.com/2012/04/15/sunday-review/the-news-cycle-from-fireworks-to-fizzle.html?pagewanted=all>

A Year in the Life of Social Security



<http://www.nytimes.com/2012/04/27/opinion/a-year-in-the-life-of-social-security.html>

Homophobic? Maybe You're Gay

<http://www.nytimes.com/2012/04/29/opinion/sunday/homophobic-maybe-youre-gay.html>

In Verdi's Parisian Social Whirl, a Star Shines, Then Plummets in Flames

<http://www.nytimes.com/2012/04/09/arts/music/hei-kyung-hong-stars-in-willy-deckers-traviata-at-the-met.html>

What Were You Thinking?' For Couples, New Source of Online Friction

<http://www.nytimes.com/2012/04/26/fashion/for-couples-new-source-of-online-friction.html>

Raising the Floor on Pay

<http://www.nytimes.com/2012/04/10/business/economy/a-campaign-to-raise-the-minimum-wage.html?pagewanted=all>

With Tweaks, Quinn's Living-Wage Bill Aims Lower

<http://www.nytimes.com/2012/04/13/nyregion/ny-living-wage-bill-after-christine-quinns-tweaks-has-shorter-reach.html>

What Are the Effects of Raising the Minimum Wage?

<http://www.nytimes.com/2012/04/21/opinion/what-are-the-effects-of-raising-the-minimum-wage.html>

Secret Service Tightens Travel Rules for Its Staff

<http://www.nytimes.com/2012/04/28/us/secret-service-tightens-rules-for-employees-traveling-abroad.html?ref=colombia>

Business Group Drops Support for Wage Bill

<http://www.nytimes.com/2012/04/12/nyregion/business-group-drops-support-for-nyc-wage-bill.html>

Even Without New Contracts, Many Public Employees Get Raises

<http://www.nytimes.com/2012/04/11/nyregion/unions-in-new-york-state-get-raises-even-without-contracts.html?pagewanted=all>

Working Conditions at Apple's Overseas Factories

[http://www.nytimes.com/2012/04/05/opinion/working-conditions-at-apples-overseas-factories.html?\\_r=1](http://www.nytimes.com/2012/04/05/opinion/working-conditions-at-apples-overseas-factories.html?_r=1)

Disruptions: Too Much Silence on Working Conditions

<http://bits.blogs.nytimes.com/2012/04/08/disruptions-on-worker-conditions-apples-rivals-are-silent/>

Administration Torn on Secret Service Scandal Response

<http://www.nytimes.com/2012/04/23/us/politics/white-house-torn-on-response-to-secret-service-scandal.html?ref=colombia>

Three to Quit Secret Service as Inquiries Widen Scope

<http://www.nytimes.com/2012/04/21/world/americas/secret-service-to-dismiss-2-more-in-scandal-official-says.html?ref=colombia>

Secret Service Agents Accused of Misconduct

<http://www.nytimes.com/2012/04/14/world/americas/secret-service-agents-in-colombia-accused-of-misconduct.html?ref=colombia>

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