

RESPONSIBLE MARKETING ACTIVITIES

CASE 1

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CASE 1



CHILDREN AS BRAND AMBASSADORS

Funny Channel has a strategy of using children as their main brand ambassadors. Between the various TV shows, advertisements are directly addressed to children. As children are the main consumers of the products advertised, such as fast food and toys, this is sometimes also done through peer-to-peer marketing.

The children then deliver their wishes directly to their parents based on the different advertising messages. Funny Channel has long been proud of this strategy. However, criticism from parents and consumer rights organizations has suddenly emerged. The organizations claim that the concept of children as 'brand ambassadors' is contrary to the best interests of children and the Children's Rights and Business Principles. They argue that children's sensitivity must be considered.

DISCUSS...

- ▶ What is your opinion on using children as brand ambassadors?
- ▶ Are children really that sensitive?
- ▶ How should Funny Channel deal with this?

A POSITIVE WORK-LIFE BALANCE

CASE 2

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CASE 2

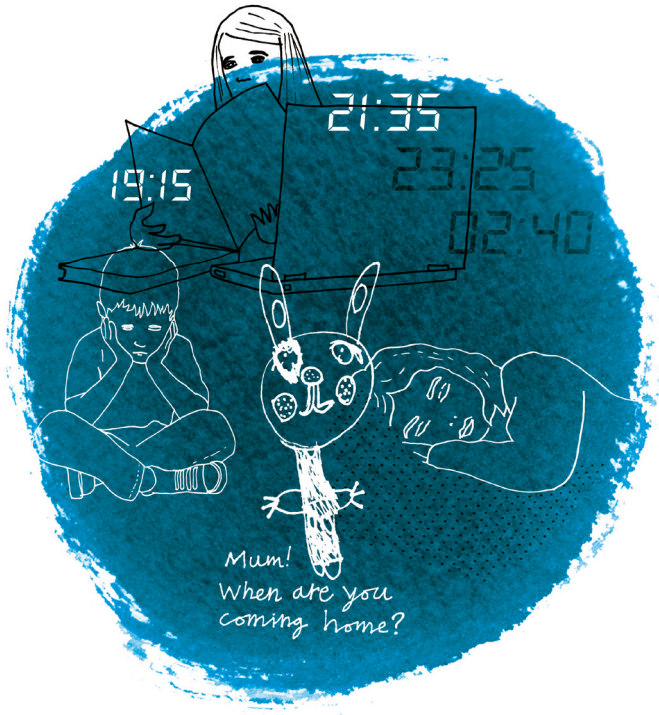
HEAVY WORKLOAD – AT WHOSE EXPENSE?

Jill is a senior manager at a large firm for corporate communications. She works late hours which is customary at her company and is required to be able to deliver on time. Jill often comes home too late to say goodnight to her two children.

The company's human resource advisor has alerted senior management about the fact that personnel turnover is too high and pointed out that one reason could be the excessive overtime. The response the advisor gets is: "Everybody is doing overtime, even the CEO!"

DISCUSS...

- ▶ Is overtime an issue at your company?
- ▶ Do you discuss the effects of overtime on children?
- ▶ Are there guidelines on addressing excessive overtime within your company?



PREVENTIVE MEASURES IN LAND ACQUISITION AND USE

CASE 3

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CASE 3

LAND-GRABBING AND EFFECTS ON CHILDREN

Your company is a leader in the paper industry. You have finally invested in Cuawana and huge areas of land have been purchased from the country's government. A year has passed and you have planted eucalyptus trees on the majority of the land - which was formerly agricultural property for millions of farmers.

The country's government claims to have bought the land from the peasants. A TV team reports about how farmers were forcibly deprived of their land and how, in part, your company is the reason for this land-grabbing. Child rights organizations are now emerging and claiming that your company must incorporate child rights perspectives for the people affected.

You receive questions like: Have you done a survey on the number of children affected by the relocation? Have you considered how relevant services for children and their families have been affected, including health, education and access to water? Were any preventive or remedial measures considered in order to mitigate the impact on children's rights? What actions are required to deal with the problem?

DISCUSS...

- Do you find the questions posed by the child rights organizations reasonable?



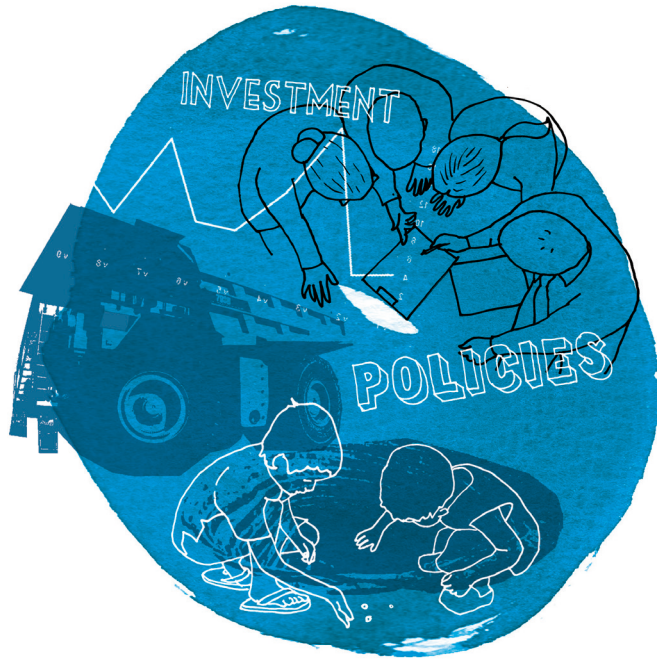
ACCOUNTABILITY AT ALL LEVELS

CASE 4

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CASE 4



REQUIREMENTS FOR ALL BUSINESS PARTNERS

Ariandas Metals Corp. is having its yearly top management meeting in Hondo City. This year, one of the agenda items is “Children’s Rights and Business Principles”; the top management is very clear on having a holistic integration of child rights into business.

The CEO starts off by stating that his own company, as well as all suppliers, must comply with the principles in order to make it as business partners. One of the top managers raises the question of why customers, for instance in the mining business, aren’t required to comply with the principles. The CEO’s reply to this question is: “We cannot demand such a thing of our customers!”

DISCUSS...

- ▶ What child rights requirements does your company have for suppliers?
- ▶ Does your company discuss customer requirements?
- ▶ Are child rights risks different when it comes to customers?
- ▶ What do your policies say about child rights requirements for business partners?

FAMILY-FRIENDLY WORK PLACE

CASE 5

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CASE 5



DECENT WORKING CONDITIONS

You have a number of factories in the Asian metropolitan Medripur. Your company is European and you have a basic code of conduct, which includes environmental standards and human rights.

You are now in Medripur as the company's quality manager. In a general conversation, you ask your factory head why there are so few women working in all the factories, as there is hardly any heavy lifting involved in the work performed. The factory head responds by explaining: "We used to have quite a lot of women working in the factory, however, over the past several years very few of them have come back after having had children, while some of them also left during pregnancy. I am not sure what the problem is, we treat men and women equally, so there should be no problem for women to return to work after having had children."

DISCUSS...

- Family-friendly workplaces are core in Children's Rights and Business Principles. What actions would you suggest to the quality manager and the head of factory in order to address this situation?

COMPANY RESPONSE TO ENVIRONMENTAL DISASTERS

CASE 6

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CASE 6



PREVENTIVE APPROACH OR FIRE FIGHTING?

You operate in regions prone to natural disasters such as floods, earthquakes and hurricanes. Such factors obviously lead to heightened risks with regard to humanitarian crises. This context presents your company with a greater due diligence obligation and additional forms of risk assessment.

DISCUSS..

- ▶ Would your company support relief efforts for natural disasters?
- ▶ What factors do discussions on environmental crises revolve around at your company?
- ▶ Would you be able to ensure that assistance for children is carried out in coordination with government and humanitarian organizations?
- ▶ Does your company's due diligence process address these risks?

PROCEDURES FOR HANDLING COMPLAINTS

CASE 7

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CASE 7

A FORMAL GRIEVANCE MECHANISM

The Children's Rights and Business Principles suggest that companies establish a formal grievance mechanism for receiving, processing, investigating and responding to complaints about risks to and effects on children's rights.

DISCUSS...

- ▶ Has your company looked into establishing a grievance mechanism?
- ▶ In what kinds of situations could a grievance mechanism be relevant for your company?
- ▶ In your opinion, what steps should an effective process for handling grievances involve?



CHILDREN'S RIGHTS AND BUSINESS TRAVELS

CASE 8

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CASE 8

A CHILD RIGHTS PERSPECTIVE IN YOUR TRAVEL GUIDELINES

A businessman, visiting his branch office in New City, was arrested at his hotel room as he was about to rape a 9-year-old girl who had been trafficked from a neighboring country.

Although the hotel receptionist had been bribed to keep quiet, the police received an anonymous tip, which resulted in the detention of the businessman.

When met by the news of the arrest, the businessman's company stated; " We have nothing to say in this case as this has nothing to do with our company's business. Moreover, what our management or staff do in their spare time while traveling on business is none of our concern".

DISCUSS...

- ▶ How do you ensure a child rights perspective in your guidelines for business travel?
- ▶ Do you ever discuss risks such as child sexual abuse or prostitution during business travels?
- ▶ Do you have a policy to prevent sexual abuse of children during business trips?



MEASURES IN RELATION TO MAPPING

CASE 9

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CASE 9

MAPPING THE IMPACT ON CHILDREN

A recent mapping exercise of Truly Good Pvt. Ltd. impacts on the community due to its business operations considered a number of child rights issues. Amongst the key impacts was found that a considerable number of children in Ruristan are not attending school.

DISCUSS...

- ▶ According to you, what should Truly Good Pvt. Ltd. do next?
- ▶ How comprehensive should a mapping of the companies key impacts on child rights be?
- ▶ Has your company conducted a mapping?

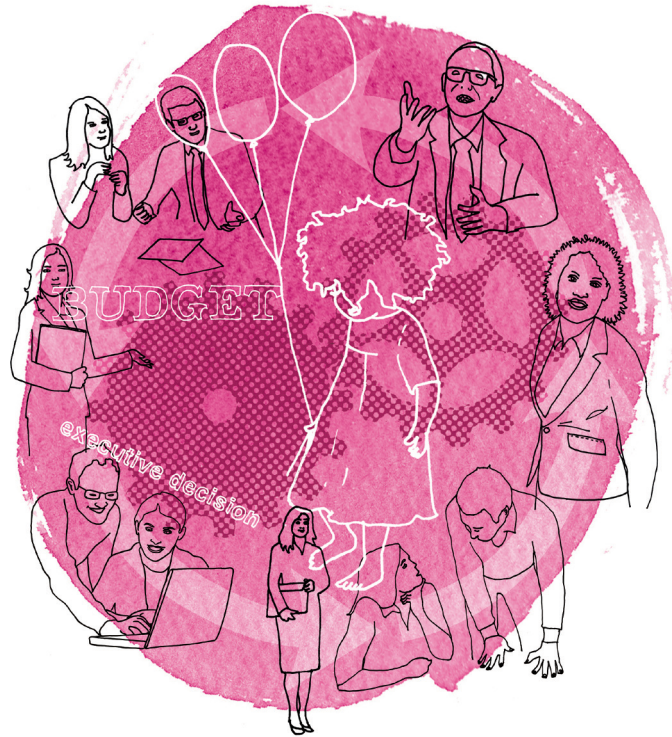


ALLOCATION OF RESOURCES

CASE 10

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CASE 10



INTEGRATING CHILDREN'S RIGHTS

Integrating and implementing a child rights perspective in business operations is a challenge considering the comprehensive nature of the Children's Rights and Business Principles.

An executive decision with specific responsibilities to respect children's rights in all relevant business functions, such as leadership, sourcing and procurement, sales and marketing, human resources and manufacturing is required. This will of course mean allocation of resources to realize set goals.

DISCUSS...

- ▶ Has your company allocated sufficient resources to ensure that children's rights policies are implemented effectively? What resources would be needed?
- ▶ Has your company clearly established responsibility and accountability in integrating children's rights?