

Ethical Supply Chains

ENSURING GLOBAL SUPPLY CHAINS WORK FOR PEOPLE, COMMUNITIES AND BUSINESSES

Today's companies face growing expectations from consumers, investors, regulators and communities to ensure that the products they source are produced responsibly. From agriculture and seafood to critical minerals and manufacturing, businesses are increasingly seeking practical ways to identify risks, protect workers' rights and build more transparent, resilient and ethical supply chains.

Winrock International helps companies, governments and local partners strengthen labor practices, address human rights risks and implement responsible sourcing strategies that benefit both people and the planet. Our work combines deep field experience, trusted local partnerships and global best practices to translate commitments into measurable action. Aligned with our strategic focus on advancing solutions for people and the planet, Winrock works at the intersection of human rights, sustainable livelihoods, environmental stewardship, and responsible business conduct.

What We Do

Winrock supports businesses and supply chain actors across high-risk sectors to identify, prevent and address human rights and labor risks while strengthening long-term sustainability and resilience. Our expertise includes:

HUMAN RIGHTS DUE DILIGENCE
Helping companies identify, assess and address actual and potential human rights impacts across operations and supply chains through practical, risk-based approaches aligned with international standards.

GRIEVANCE MECHANISMS AND WORKER VOICE
Designing and strengthening worker feedback systems, grievance mechanisms, and other channels that enable workers and communities to safely raise concerns and access remedy.

RESPONSIBLE SOURCING AND SUPPLY CHAIN RISK MITIGATION
Supporting businesses and suppliers to identify labor risks, strengthen management systems, improve transparency and traceability, and advance ethical sourcing practices.

SUPPLIER ENGAGEMENT AND CAPACITY BUILDING
Working directly with suppliers, producer groups and industry stakeholders to strengthen labor standards, improve policies, and build practical capacity for implementation.

ETHICAL RECRUITMENT AND LABOR MOBILITY
Reducing vulnerabilities associated with recruitment agencies while supporting fair and transparent hiring practices and worker protections.

RESEARCH, LEARNING AND DATA-DRIVEN SOLUTIONS
Generating evidence, tools and insights that help organizations understand risks, measure progress, and strengthen supply chain performance.

Our Approach

Winrock believes the most effective solutions are built with the people most affected by supply chain risks. Our work is grounded in:

Worker-centered and community-informed approaches

Trusted reporting channels that ensure unbiased remediation

Collaboration with businesses, governments and civil society

Practical implementation that moves beyond compliance and is responsive to the operating context

Alignment with **international human rights frameworks and responsible business** standards

Integrated solutions that recognize the connections between livelihoods, environmental sustainability and human well-being

Ethical Supply Chains in Action

ADVANCING HUMAN RIGHTS WITHIN NESTLÉ'S PALM OIL SUPPLY CHAIN

Malaysia, Indonesia, West Africa and Latin America

Partners: Nestlé, palm oil suppliers and local implementing organizations

Winrock manages the Nestlé Human Rights Fund, helping suppliers strengthen human rights protections throughout one of the world's most complex agricultural supply chains. Working directly with refineries, mills, plantations and local partners, Winrock supports initiatives that strengthen human rights due diligence, improve labor practices, expand grievance mechanisms and build supplier capacity to identify and address human rights risks. Since 2022, the fund has supported more than a dozen targeted projects designed to advance responsible sourcing and improve conditions for workers and communities throughout the palm oil supply chain.

LASTING IMPACT:

- Stronger human rights due diligence systems and procedures
- Human rights risk assessments and action plans for suppliers
- Improved protections for workers, women, Indigenous Peoples and local communities
- Practical tools and local partnerships that support continuous improvement across global sourcing networks

RESPONSIBLE SEAFOOD SUPPLY CHAIN INITIATIVES WITH MARS PETCARE

Thailand

Partners: Mars Petcare, migrant worker-serving organizations and seafood-sector stakeholders

Winrock partnered with Mars Petcare in Asia to pilot innovative technologies designed to reduce labor vulnerabilities and strengthen worker protections in the seafood supply chain. The initiative tested tools that enabled workers at sea to communicate more safely and effectively, while also helping migrant workers access information about legal recruitment and regularization processes. By combining technology, worker engagement and practical problem-solving, the project demonstrated new approaches to reducing labor exploitation risks in complex seafood supply chains.

LASTING IMPACT:

- New approaches for gathering worker feedback from remote and difficult-to-monitor workplaces
- Improved access to information for migrant workers navigating recruitment and employment processes
- Greater visibility into labor risks affecting seafood workers
- Models that can inform worker-centered due diligence efforts across global supply chains



SECURE (STRENGTHENING LABOR ENFORCEMENT AND COMPLIANCE TO UNLOCK RESILIENT AND ETHICAL NICKEL SUPPLY CHAINS)

Indonesia

Partners: Government agencies, industry actors and local stakeholders

Indonesia's nickel sector is rapidly expanding as demand grows for minerals essential to batteries and the global energy transition. Winrock's SECURE project, funded by the U.S. DOL, works to ensure that growth is accompanied by stronger labor standards, improved compliance and greater protection for workers and communities. Through collaboration among government, industry and civil society, the project supports practical solutions that help reduce labor risks while promoting more responsible and sustainable supply chain development.

LASTING IMPACT:

- Improved awareness and capacity around labor rights and labor compliance
- Stronger collaboration among public, private and civil society stakeholders
- Practical approaches for integrating human rights considerations into critical mineral development
- Lessons for advancing a more equitable and responsible energy transition

Why Winrock?

Winrock brings together decades of experience collaborating with communities, businesses and governments on human rights protection, promotion of sustainable livelihoods, private sector engagement and environmental sustainability. We pair global best practice with grassroots in more than 40 countries globally, interventions to ensure activities are worker-centered, demand driven, trauma-informed, and aligned with international standards necessary for the trade of goods. We offer:

- Global experience with local implementation capacity
- Expertise in complex, high-risk supply chains
- Human rights due diligence and labor risk mitigation tools
- Worker-centered grievance and feedback mechanisms
- Strong partnerships across business, government and civil society
- Integrated solutions that support both social and environmental outcomes

From farms and fisheries to factories and emerging industries, Winrock helps build ethical supply chains that protect people, strengthen communities, and support sustainable business success.

For more information, please contact:

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