



SOCIAL DIALOGUE

SUMMER SCHOOL ON SOCIAL DIALOGUE

INDUSTRIAL RELATIONS AND DUE DILIGENCE

16 – 19 SEPTEMBER 2025
TURIN, ITALY

Information Note



International
Labour
Organization


MINISTÈRE
DU TRAVAIL,
DE LA SANTÉ
ET DES SOLIDARITÉS
*Liberté
Égalité
Fraternité*
With the financial support

ITC  
International Training Centre

CONTEXT AND JUSTIFICATION

CHANGES IN GLOBAL VALUE CHAINS AND THEIR IMPACT

Throughout the 20th century and recent decades, global value chains have undergone a major transformation, bringing both positive and negative effects on decent work. These effects vary depending on the sector and geographical context. On one hand, these chains promote job creation; on the other, they can lead to deficits in working conditions and worsen the adverse impacts of relocations.

In labor-intensive sectors, such as apparel, integration into global supply chains has increased women's participation in the labor force. However, these same chains can also perpetuate gender inequalities, as women are often confined to lower value-added sectors where working conditions are generally poorer.

The resolution adopted during the 105th International Labour Conference (ILC) in 2016 recognized that global supply chains have contributed to economic growth, job creation, poverty reduction, and the shift from informal to formal economies. It also emphasized the importance of promoting decent work by strengthening fundamental labor rights, social protection, and social dialogue.

In March 2023, the ILO Governing Body approved a five-year strategy to realize decent work in global supply chains. This strategy is based on the ILO's tripartite structure, the international labor standards system, and all available tools to assist constituents in promoting decent work throughout supply chains.

LEGAL FRAMEWORK GOVERNING SUPPLY CHAINS

Given the opportunities and risks linked to supply chains, several international organizations have adopted instruments to guide governmental policies and corporate behavior to encourage positive contributions from companies and minimize negative impacts. The three most well-known instruments are:

- The **UN Guiding Principles on Business and Human Rights**, implementing the "Protect, Respect and Remedy" framework,
- The **ILO Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy**, and
- The **OECD Guidelines for Multinational Enterprises on Responsible Business Conduct**.

These are considered "soft law" instruments at the international level, guiding corporate conduct without being legally binding.

Over the last decade, some states have adopted – alongside national labor laws and other non-binding initiatives – binding regulations that aim to protect fundamental workers' rights across borders. These regulations require companies to reduce actual and potential risks to human rights related to their operations and business relationships (value chains).

These laws often require large companies to disclose identified risks in their operations and supply chains (such as forced labor or human trafficking) and report on the measures taken to address them. This transparency increases public oversight of corporate practices and promotes greater accountability.

Such regulations are often built around the **due diligence process**, helping companies assess the impact of their operations and demonstrate how they address adverse effects. Initially introduced by the UN Guiding Principles, due diligence has been incorporated into the OECD Guidelines and the ILO Tripartite Declaration.

The due diligence process consists of key steps:

- Identifying actual or potential human rights impacts,
- Analyzing these impacts and implementing appropriate actions,
- Monitoring the measures applied, and
- Communicating the solutions implemented to address identified harm.

Companies must monitor negative effects they may cause or contribute to—directly or indirectly through their products, services, or business relationships. This approach, which forms part of a process of continuous improvement, varies in complexity depending on the size of the company, the severity of risks, and the sector.

To ensure effective risk assessment and management, companies must consider all possible negative consequences and consult relevant stakeholders to integrate diverse and context-appropriate perspectives.

THE KEY ROLE OF SOCIAL DIALOGUE

A structured social dialogue is essential to effectively implement these obligations in line with international standards and guiding principles. By directly involving concerned actors, particularly workers and their representatives, risks specific to each sector and company can be more accurately identified.

As stated in the ILO Tripartite Declaration:

“In assessing human rights risks, companies, including multinational enterprises, should identify and evaluate any actual or potential adverse human rights impacts in which they may be involved through their own activities or as a result of their business relationships. This process should involve meaningful consultations with potentially affected groups and other relevant stakeholders, including workers’ organizations, based on the size of the enterprise and the nature and context of its operations. To meet the objectives of the Declaration, the process should continuously consider the essential role of freedom of association, collective bargaining, professional relations, and social dialogue.” (paragraph 10 e)

This dialogue also supports the development and monitoring of vigilance and remediation plans through a more participatory and transparent approach. Including stakeholders in defining preventive and corrective measures fosters buy-in and improves the effectiveness of actions.

Lastly, stronger cooperation between businesses and trade unions promotes more responsible practices and reduces human rights and labor risks in supply chains.

THE CONTRIBUTION OF RESEARCH AND NEW PRACTICES

Research plays a vital role in analyzing the links between social dialogue and due diligence. Exploring new practices—especially in Francophone and cross-border contexts—presents innovation opportunities but requires in-depth analysis to maximize impact. Academic contributions and case studies presented during the Summer School will enrich the discussion and support stakeholders in improving their approaches.

OBJECTIVES

- Understand how industrial relations impact due diligence implementation.
- Promote dialogue among corporate governance and worker organization actors.
- Encourage academic research and presentations on the topic.

TARGET AUDIENCE

- Representatives of employers' and workers' organizations.
- Public officials involved in labor policy.
- Practitioners in national and international social dialogue, including HR managers.
- Legal, economic, and labor relations experts.
- ILO and other international organization officials.
- Academics and researchers in corporate governance, industrial relations, and human rights.
- Advanced students in law, management, political science, and international relations interested in social dialogue and due diligence issues.

FORMAT AND METHODOLOGY

The Summer School will be structured in modules combining lectures, case studies, participatory workshops, and expert testimonials.

A specific section will focus on academic research, inviting contributors to present their work related to due diligence and industrial relations. These presentations, enriched by recent innovations and practices from the Francophone world, will feed into debates and deepen knowledge. A call for contributions will help identify and share innovative approaches, strengthening links between theory and practice.

CALL FOR CONTRIBUTIONS

A call for contributions will be launched to:

- Encourage Francophone research on social dialogue and labor relations.
- Gather innovative or best practices in the Francophone space.
- Enrich the Summer School through presentations and discussions of selected contributions.
- Enhance understanding of dynamics affecting labor relations and their impact on due diligence.

Selected contributors will benefit from a grant to finalize their work and present it at the Summer School. Contributions will be published on the CIFOIT website in a dedicated section.

SCIENTIFIC COMMITTEE

A scientific committee will ensure academic excellence and select the most relevant contributions. It will include representatives from:

- ILO Paris
- French Ministry of Labor
- ILO Geneva
- CIFOIT
- National Institute for Labor, Employment and Vocational Training (INTEFP)
- National Agency for the Improvement of Working Conditions (ANACT)
- A Francophone academic expert in labor law

The committee will validate the academic program, evaluate submissions, and guide strategic discussions during the Summer School.

SPEAKERS

- Academics and researchers in business law, labor relations, and CSR
- Representatives of employers' and workers' organizations
- Corporate actors involved in due diligence initiatives
- Legal experts and CSR consultants

DATE AND VENUE

Turin, 16–19 September 2025

EXPECTED OUTCOMES

- Raise awareness and train participants on due diligence challenges.
- Create a network for exchange and best practices between professionals and academics.
- Develop practical tools to strengthen professional relations in the implementation of due diligence.
- Highlight and disseminate relevant research to deepen understanding of the subject.

CAMPUS LIFE

A THRIVING UNITED NATIONS CAMPUS AND COMMUNITY OF PROFESSIONAL PEOPLE FROM AROUND THE WORLD

- **Three organizations** from the United Nations system on campus
- **More than 300 training courses** and activities in a stimulating international environment
- **Thousands of participants** from all over the world

ENVIRONMENT AND SURROUNDINGS

Grab a campus bicycle and explore the Turin Centre.

Located in a leafy park on the banks of the Po River, it's a great place for study and collaboration. Experience innovative learning and training methods in modern classrooms equipped with simultaneous translation services.

HOUSING, DINING, AND MORE

Comprising more than 280 private dormitories, the **Turin Campus provides a broad range of services for course participants and partners** including a free-flow restaurant, travel agency, laundromat, post office, gym, medical services and a reception desk open 24/7.

COMMUNITY ENGAGEMENT AND DIVERSITY

Participants can enjoy social events organized by the Turin Centre as well as by their course facilitators. Whether on or off campus, people from different cultural backgrounds have the opportunity to listen to live music together, cook and share traditional foods, or team up to play games and network.

WITHDRAWAL, CANCELLATION POLICY, AND REFUNDS FOR OPEN COURSES

If an enrolled participant wishes or must withdraw from a course, they may choose to apply to a different course or be substituted by another candidate. The participant must notify the Centre, in writing, of their decision at least 14 days prior to the start date of the course. Cancellation of participation in regular courses will result in the following penalties:

- 14 days or more prior to the start date of the course: No penalty, 100% refund of amount paid less applicable bank charges
- 8 to 13 days prior to the start date of the course: Penalty of 50% of course price, refund of residual amount paid (if any) less applicable bank charges
- 7 days or less prior to the start date of the course: Penalty of 100% of course price.

INFO

FOR FURTHER INFORMATION PLEASE CONTACT

International Training Centre of the ILO

Programme on Social Protection, Governance and Tripartism (SPGT)
Viale Maestri del Lavoro, 10
10127 Turin – Italy

ecoledete@itcilo.org
www.itcilo.org

COURSE CODE: A9018745