



OCTOBER 2025

Assessing Harvesting the Future

A multi-commodity, multi-stakeholder and multi-geography model to address systemic human and labor rights risks for seasonal migrant workers in agriculture supply chains by the Fair Labor Association

A STUDY BY THE GENEVA CENTER FOR
BUSINESS AND HUMAN RIGHTS

GENEVA CENTER
FOR BUSINESS
& HUMAN
RIGHTS



UNIVERSITÉ
DE GENÈVE

GENEVA SCHOOL OF ECONOMICS
AND MANAGEMENT



ABOUT THE GENEVA CENTER FOR BUSINESS AND HUMAN RIGHTS (GCBHR)

The Geneva Center for Business and Human Rights at the University of Geneva's School of Economics and Management was founded in 2019 as the first business and human rights center at a business school in Europe. The GCBHR educates future business leaders and supports companies in developing business models that align profits and human rights principles.

ABOUT THE FAIR LABOR ASSOCIATION (FLA)

FLA promotes human rights at work. FLA is an international network of companies, universities, and civil society organizations collaborating to ensure that millions of people working at the world's factories and farms are paid fairly and protected from health, safety, and well-being risks.

ACKNOWLEDGEMENTS

This report is based on the input from partners of the Harvesting the Future (HTF) initiative and other experts on the regions and issues that HTF addresses. We thank all our interview partners for generously sharing their insights and experiences with us.

The Fair Labor Association has commissioned this research, which was conducted independently by GBHRC. We thank FLA, especially Richa Mittal, Burcu Kuğu, and Başak Tuğsavul, for sharing their expertise and for granting us access to internal HTF progress reports.

We also thank Nicole Gaouette, Madison Bledsoe, and Tim Hill for editorial support and design and Support to Life / Özge Sebzeci for providing the photo from the rose harvest.

October 2025

Citation: Knaak, B., Baumann-Pauly, D., and Kılınçarslan, Ö. (2025). Assessing Harvesting the Future – A multi-commodity, multi-stakeholder and multi-geography model to address systemic human rights risks for seasonal migrant workers in agriculture supply chains, GCBHR-FLA report, available at gcbhr.org and fairlabor.org.

Copyright © 2025 University of Geneva and Fair Labor Association. All Rights Reserved.

Contents

Executive summary	4
1. Introduction: Addressing human and labor rights issues of seasonal farm workers.....	5
HTF's model: A multi-commodity, multi-stakeholder, and multi-geography approach	6
2. In context: Human and labor rights challenges in agriculture	8
3. Designing an initiative that fits the nature of the challenges	10
Türkiye's agriculture sector	10
Challenges for companies in addressing human and labor rights risks in agriculture	11
Typical industry responses to labor rights risks in global supply chains	12
The innovative model of Harvesting the Future.....	13
4. Effective progress and impacts to date	15
Achievements.....	15
Areas for improvement to bring the HTF model to its full potential	19
5. Sustainability and replicability of the initiative	24
Sustainability: Ensuring continuous, locally driven progress toward labor rights compliance for migrant and seasonal agricultural workers	24
Replicability: HTF as a blueprint for other regions, supply chain tiers, or industries	25
6. Harvesting the Future – Fit for purpose	26

Executive summary

Harvesting the Future (HTF) is an innovative initiative of the Fair Labor Association (FLA) that addresses systemic human and labor rights challenges in global agriculture supply chains. Piloted in Türkiye and expanded to Egypt and India, HTF addresses the vulnerabilities of seasonal migrant workers and their families, focusing on child protection and responsible recruitment across multiple agricultural commodities and geographies.

The Geneva Center for Business and Human Rights (GCBHR) at the University of Geneva conducted this study, commissioned by FLA, to assess HTF based on interviews with partners and mid-project reports. The study considers whether the HTF model can effectively support human rights due diligence (HRDD) in upstream supply chains, focusing on the initiative's design and model, the role of key stakeholders, and its sustainability beyond FLA's involvement. It captures the key factors that contribute to HTF's achievements as well as the areas needing improvement, based on partner perspectives.

The study concludes that HTF's approach is well-suited to address the structural human and labor rights challenges that seasonal migrant workers face when they travel to work on a single commodity or multiple commodities in the same year.

Key findings from this report include:

- The HTF model offers a structured way for collectively addressing systemic human and labor rights challenges faced by seasonal migrant workers in agriculture, with evidence of positive impacts for workers and improved capacity among suppliers and labor intermediaries.
- The practical implementation of HTF remains challenging, and areas of improvement include maintaining long-term commitment from coalition partners and systematically capturing adequate data on the impact on seasonal migrant workers.
- Strengthening the capacity of key stakeholders – including suppliers, labor intermediaries, and government institutions – is the focus of HTF's current activities and essential for ensuring locally driven progress toward labor rights compliance. For long-term continuity, multinational brands can amplify HTF's impact by aligning their internal management systems with the HTF framework that is based on FLA standards.

1. Introduction: Addressing human and labor rights issues of seasonal farm workers

Many workers in the agriculture sector are temporary, unregistered seasonal workers who support farms on an as-needed basis. Their role becomes especially crucial during harvest periods, when crops must be gathered within a limited timeframe of just a few weeks. In Türkiye, one of the world's largest agricultural producers, many seasonal farm workers migrate to perform labor-intensive tasks such as harvesting, weeding, hoeing, and pruning, following the seasonal calendar. As a result, they are traveling for approximately six to eight months each year, working in multiple commodities.¹

How can companies sourcing agricultural goods address human rights risks related to a seasonal workforce in Türkiye's hazelnut fields if workers are in the fields of a single commodity only for around four to six weeks? This challenge resulted in FLA conceptualizing and coordinating Harvesting the Future.

FLA established the Harvesting the Future initiative in 2019 to address structural human and labor rights issues in the agriculture sector that affect seasonal workers (both local and migrant) holistically across multiple geographies, collaboratively within supply chains for different commodities, and jointly with key stakeholders from the public and private sectors. The HTF framework is based on FLA standards.²

The initiative focuses on child protection and responsible recruitment as key risks for seasonal farm workers, as well as improving human rights due diligence systems at companies and their suppliers. Over time, HTF evolved into a broader program, aiming to enhance the general working conditions (health and safety), compensation, access to social benefits, and access to grievance mechanisms, as well as, in some cases, the living conditions of seasonal farm workers across various commodities, regions, and countries.

FLA has designed HTF to include four phases, covering initial set-up to the handover of implementation to local stakeholders, while ensuring ongoing oversight.

Phase I: Set-up > Phase II: Scaling-up > Phase III: Transition > Phase IV: Handover and oversight

This study examines the HTF model and its developments to date, assessing the fit between the HTF concept and the nature of human rights challenges faced by seasonal farm workers and their families. Interview data highlights the achievements and areas needing improvement, serving as the foundation for discussing the prospects for replication and scaling the HTF model in other geographies and other tiers of the supply chain.

HTF has been operational in Türkiye, covering a total of eleven different supply chains, with a current focus

¹ Fair Labor Association. (2024). [Harvesting the Future Phase II: Access to Remedy](#).

² For further information about the FLA standards, see fairlabor.org/accountability/standards/.

on the supply chains of hazelnuts, apples, sultanas, figs, and roses.³ The HTF initiative has been extended to Egypt's jasmine fields in collaboration with the International Labour Organization (ILO) and to India's cotton sector in the state of Madhya Pradesh.⁴

HTF's model: A multi-commodity, multi-stakeholder, and multi-geography approach

According to FLA, HTF distinguishes itself through several criteria, including:⁵

1. Placing multinational brands, local supply chain actors, and local communities at the center of activities (connecting brands with local stakeholders, empowering them to lead the activities on the ground, and encouraging peer-learning);
2. Going beyond auditing, and emphasizing remediation and monitoring progress;
3. Creating accountability through measuring progress and collective action (generating peer pressure and stakeholder oversight); and
4. Developing self-sustaining structures in the supply chain to ensure that the initiative can create impact in the long run.

Phase I of HTF began in August 2019 as a pilot in Türkiye, focusing on six commodities (apricots, cumin, hazelnuts, sultanas, pistachios, and potatoes) for which Türkiye is a leading global producer.⁶ The pilot also included corn kernels, sugar beet, and sunflower seeds.⁷ HTF transitioned to Phase II in June 2021, focusing on four commodities: cumin, hazelnuts, sultanas, and tea.⁸ Phase III started in 2024, focusing on "scaling up activities and ensuring consistency, coordination, and collaboration with stakeholders to use resources more effectively."⁹

In 2019, eight of the largest global food and beverage companies were partners of HTF, as well as 20 of their suppliers in Türkiye. Today, the HTF multi-commodity workstream encompasses seven brands and 11 suppliers. The number of brands and suppliers decreased over time as they built their capacity through applying the HTF approach and are now transitioning toward implementing the lessons of HTF through their internal HRDD activities.

Based on the positive experience with the HTF model in Türkiye, FLA expanded the model to other sectors and regions. In 2023, FLA added the rose sector in Türkiye under the HTF umbrella. In 2024, HTF introduced two additional initiatives, namely Cotton in India and Jasmine in Egypt.

3 The eleven commodities include hazelnuts, apricots, cumin, sultana, apple, potatoes, figs, roses, pistachios, tea, and hybrid seeds; HTF Rose in Türkiye is a sister initiative based on the HTF model with its own stakeholder and governance structure and budget.

4 For more information about HTF, see: [Harvesting the Future: Jasmine in Egypt](#);
For more information about HTF, see: [Harvesting the Future: Cotton in India](#).

5 This is based on interviews with FLA's lead team for HTF.

6 Fair Labor Association. (2022). [Harvesting the Future: Phase I Project Report](#).

7 Fair Labor Association. (2022). [Harvesting the Future: Phase I Project Report](#).

8 Fair Labor Association. (2024). [Harvesting the Future Phase II: Access to Remedy](#)

9 Fair Labor Association. (2024). [Harvesting the Future Phase II: Access to Remedy](#)

Assessment methodology

The methodological approach is based on a document analysis of HTF's reports (both published and pre-published) and interviews with FLA's lead team for HTF, partners of the HTF initiative, and a few non-partners who work in the regions and commodities covered by HTF.¹⁰ To assess the model, we focused primarily on the efforts of FLA in Türkiye, as this is where HTF has been operating the longest.

Between February and April 2025, we conducted 18 interviews with 24 experts, covering all countries in which HTF is currently rolled out, namely Türkiye, Egypt, and India, and all stakeholder groups that are part of HTF, including multinational brands (six interviews), local suppliers (seven interviews), industry associations (one interview), civil society and international organizations (three interviews), and government representatives (one interview). The interviews focused on key commodities of the initiative in Türkiye – hazelnuts, sultanas, and roses – as well as jasmine in Egypt and cotton in India.

The interviews were conducted in English and Turkish. The statements in this report are anonymized and slightly paraphrased for clarity.

¹⁰ The interviews lasted between 45-60 minutes and were conducted in English and Turkish, mostly through video calls with a few in-person interviews. The initial interview partners were selected jointly by FLA and the research team. Additional interview partners were selected by the research team or contacted as referrals from previous interviews.

2. In context: Human and labor rights challenges in agriculture

Human and labor rights challenges in agriculture are often fueled by low wages, poor working conditions, and labor exploitation, including child labor and unethical recruitment.¹¹ These issues partly arise from the nature of the work – the labor is physically demanding, requires long hours outdoors, and exposes workers to heat, insects, and chemicals.¹² Agriculture also tends to occur in remote, underdeveloped areas lacking infrastructure, such as access to housing, healthcare, education, and transportation. Additional pressures, such as labor shortages and an aging workforce, systemic poverty and inflation, conflict, and climate change, further exacerbate these challenges across farms and processing facilities.¹³

Agriculture is one of the world's largest industries by employment, using approximately 26% of the global working population (around 1 billion people), according to data from the ILO.¹⁴ Moreover, the industry also accounts for 60% of all child labor cases globally, and more than half of these cases involve hazardous work, creating risks for children's health and development.¹⁵

Agriculture is inherently seasonal, with labor demand peaking during planting and harvest periods. To meet these fluctuating needs, the sector relies heavily on migrant and seasonal workers. Labor intermediaries – often informal – play a central role in coordinating these labor flows, acting as key points of contact between workers and employers. While this system facilitates recruitment, it also centralizes power in the hands of intermediaries, creating significant risks of exploitation, including poor working conditions, wage theft, and even forced labor.¹⁶ These vulnerabilities are especially acute among migrant workers, who may lack legal protection or access to social support services.

In some contexts, the risk factors for workers in the agriculture sector accumulate. For example, migrant workers who fled conflict or whose farms have become unproductive due to climate change may travel with their families to harvest regions to earn an income as seasonal farm workers. The wages are low, and

11 See, e.g., International Labour Office. (2023). [Promoting Fair and Effective Labour Migration Policies in Agriculture and Rural Areas](#) [Decent work in the rural economy – Policy guidance notes].

12 See, e.g., Martin, P. L. (2016). [Migrant Workers in Commercial Agriculture](#). International Labour Office – Geneva.

13 See, e.g., World Food Programme. (2024). [Hunger Hotspots: FAO-WFP early warnings on acute food insecurity: June to October 2025 outlook](#)

14 World Bank. (n.d.). [Employment in agriculture \(% of total employment\)\(modeled ILO estimate\)](#). *World Development Indicators*. Retrieved June 21, 2025;

World Bank. (n.d.). [Labor force, total \(SL.TLF.TOTL.IN\)](#). *World Development Indicators*. Retrieved June 21, 2025.

15 International Labour Organisation & UNICEF. (2025). [Child Labour: Global estimates 2024, trends and the road forward](#);

International Labour Organisation. (n.d.). [Child labour in agriculture](#). *International Programme on the Elimination of Child Labour (IPEC)*. Retrieved June 25, 2025.

16 European Economic and Social Committee. (2024). [Harvesting hope: The realities of seasonal and migrant workers in agri-food value chain](#);

American Immigration Council (2024) [Amid deadly heat, migrant farm workers are keeping Americans fed](#) [Press release]. Retrieved July 13, 2025.

both parents need to work to feed a family. The children often lack consistent access to local schools. For example, in Türkiye, even though children of migrant workers often learn Turkish, language barriers continue to exist among children of undocumented migrants, which can increase their vulnerability and limit their access to education and other services. At peak harvesting times, labor shortages can create additional incentives for farms to use child labor.

3. Designing an initiative that fits the nature of the challenges

Türkiye's agriculture sector

Türkiye is estimated to be among the world's top ten producers of agricultural products that supply many industries, including food and beverage, textiles (e.g., cotton), beauty and cosmetics, and flavors and fragrances (e.g., rose petals).¹⁷ The country is a major supplier of cotton, and a broad range of fruits and vegetables, and estimates suggest that half the country's land area is dedicated to agriculture.¹⁸

In some provinces, up to 20% of the population works in the agriculture sector.¹⁹ Much of the work is done by seasonal workers who do not work annually on a single farm and travel between regions, often during harvest season but also for tasks such as weeding, hoeing, and packaging. The Turkish Statistical Institute estimates that up to one million labor migrants work in Türkiye's agriculture sector.²⁰ A study from the World Bank estimates that in Türkiye, 80% of the seasonal workers are informal laborers who work without a formal contract, social security, or work-related legal protection.²¹ Other seasonal workers are locals or come from neighboring countries such as Syria, Georgia, Afghanistan, or Azerbaijan.²² In the wake of the civil war in Syria, close to four million Syrians fled to Türkiye, and many of them found work in the agriculture sector, given that they do not require formal work permits to be employed in seasonal agricultural work.²³ Seasonal workers often move with their entire household from one region to another.²⁴

17 International Trade Administration. (2024). [Turkey – Agriculture \[Country Commercial Guide\]](#). U.S. Department of Commerce. Retrieved July 18, 2025;

See also, Republic of Türkiye, Ministry of Trade. (2023). [Domestics and Personal Care Product](#).

18 International Trade Administration. (2024). [Turkey – Agriculture \[Country Commercial Guide\]](#). U.S. Department of Commerce. Retrieved July 18, 2025.

19 See, e.g., World Bank. (2024). [World Bank approves \\$250 million to support agriculture sector recovery in Türkiye's earthquake-affected areas](#). Retrieved July 27, 2025.

20 Yıldırım, M., & Karakoyun, O. (2023). [Mevsimlik Tarım İşçiliği Üzerine Bir Araştırma: Çarşamba \(Samsun\) İlçesi Örneği. 19 Mayıs Sosyal Bilimler Dergisi](#), 4(2), 61–81.

21 World Bank. (2022). [Employing refugees while supporting the agricultural sector in Türkiye](#). Retrieved July 29, 2025.

22 Dedeoğlu, S. (2016). [Türkiye'de Mevsimlik Tarımsal Üretimde Yabancı Göçmen İşçiler Mevcut Durum Raporu: Yoksulluk Nöbetinden Yoksulların Rekabetine](#). Kalkınma Atölyesi;

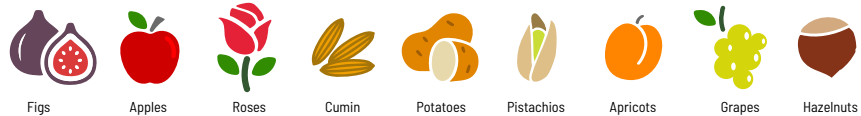
Dedeoğlu, S., & Bayraktar, S. (2019). *Poverty, Migration and Child Labour: The SocioEconomic Profile of Seasonal Agricultural Worker Households*. Development Workshop.

23 World Bank. (2022). [Employing refugees while supporting the agricultural sector in Türkiye](#). Retrieved July 29, 2025.

24 Fair Labor Association. (2022). [Harvesting the Future: Phase I Project Report](#).



Türkiye's agricultural regions (HTF commodities)



Challenges for companies in addressing human and labor rights risks in agriculture

Human and labor rights risks in agriculture are well-documented, including in the regions that HTF covers.²⁵ However, knowledge and awareness levels of these risks vary among stakeholders in agriculture supply chains, and addressing human and labor rights concerns involves several challenges. For example, brands that manufacture and retail the final products might have limited insight into the actual situation in their upstream and indirect supply chains (e.g., regarding working conditions), and local stakeholders might not perceive some issues as a cause for concern (e.g., in the context of family-based child labor).

Prior to HTF, some multinational brands and local suppliers had their own sustainability initiatives in place, supporting workers in their immediate supply chain and in the surrounding communities.²⁶ While such initiatives can be very valuable, some human and labor rights challenges are too complex to be resolved by individual companies. **Addressing the root causes of these challenges requires collective action and a multi-stakeholder approach.**

A multinational brand (participating in HTF Jasmine in Egypt and HTF Rose in Türkiye)

"I think the main advantage of these coalitions is that they involve key actors like the government in solving systemic problems. We can't do it on our own. For example, the coalition addresses much broader issues that we cannot address, such as access to healthcare. As a company, we cannot finance access to healthcare for 1,000 farmers and 3,000 workers. But as part of the coalition, we have a joint budget and can work with local organizations and with the Ministry of Health to provide that access."

²⁵ ElShamy, A., & Cox, N. (2024). [Luxury perfumes linked to child labour, BBC finds](#). BBC Eye Investigations. Retrieved August 2, 2025;

Transparentem. (2025). [From Field to Fabric: Enhancing Due Diligence in Cotton Supply Chains](#).

²⁶ Prior to HTF, other rural development projects were implemented in Türkiye, focusing on high value-added agricultural products such as hazelnuts and roses. These projects aimed at economically empowering farmers and cooperatives and increasing production capacity for export. However, many of these projects focused on single products and had limited stakeholder engagement.

Due to the seasonality of the work, migrant agricultural workers in Türkiye travel up to six or eight months a year, sometimes even more.²⁷ Addressing an issue within a brand's supply chain at the farm level might mitigate risks from a brand perspective for four to six weeks, but not from a worker's perspective. **Issues such as continuous education for the children of migrant workers require a multi-commodity and multi-geography approach to be effective.**

Similarly, worker turnover rates in the agriculture sector on a year-over-year basis are high, and the relationships between suppliers and brands, between suppliers and farmers, and between farmers and workers are relatively volatile. The impact of initiatives such as training farmers and workers on labor rights can be short-lived, as individuals often move on before developing the capacity to act as agents of change. **Activities need to be scaled up at the sectoral level and across multiple geographies to create sustainable improvements in the long term.**

Typical industry responses to labor rights risks in global supply chains

Common industry responses to concerns about human, labor, and environmental rights involve audits and certification schemes. However, establishing traceability to locations for audits and mapping supply chains to the farm level, and ultimately to the worker level, can be a challenge for multinational brands. Furthermore, audit-based approaches capture only a particular moment in time and often fail to cover the informal aspects of the supply chain.²⁸ Depending on the consequences of non-compliance, certification-based approaches can set incentives to hide rather than address potential human rights concerns. **Positive solutions that benefit workers must include effective remediation.**

With the emergence of mandatory HRDD legislation, particularly in the context of the European Union, companies are legally obligated to identify and mitigate human rights risks associated with their operations and supply chains.²⁹ These legal developments create an additional incentive to report on positive impacts and progress over time, thereby advancing human rights in global supply chains.

27 Fair Labor Association. (2024). [Harvesting the Future Phase II: Access to Remedy](#);

Esen, Ö. (2025). [4 mevsim işçilik \[4 seasons of labor\]](#). Hürriyet. Retrieved July 8, 2025.

28 See, e.g., Human Rights Watch. (2022). ["Obsessed with Audit Tools, Missing the Goal": Why Social Audits Can't Fix Labor Rights Abuses in Global Supply Chains](#);

Kelly, I. M., Miedema, C., & Vanpeperstraete, B., & Winterstein, I. (2019). *Fig Leaf for Fashion: How social auditing protects brands and fails workers*.

Clean Clothes Campaign (2019) [Fig Leaf for Fashion: How social auditing protects brands and fails workers](#);

European Center for Constitutional and Human Rights, Brot für die Welt & MISEREOR. (2021). [Human rights fitness of the auditing and certification industry? A crosssectoral analysis of current challenges and possible responses](#);

Ho, L. H. (2025). SOMO – Centre for Research on Multinational Corporations, [The illusion of assurance: How certification and auditing mask corporate abuse](#).

29 At the European level, the latest proposal of the Corporate Sustainability Due Diligence Directive (CSDDD) requires companies to conduct HRDD in their Tier One facilities, and to conduct further investigations if they have plausible knowledge of adverse human rights impacts in deeper layers of the supply chain. The amendments have been proposed by the European Commission on 26th February 2025 but have not been approved by the European Parliament and the European Council at the time of writing. See, European Commission. (2025, February 26). [Proposal for a Directive of the European Parliament and of the Council amending Directives 2006/43/EC, 2013/34/EU, \(EU\) 2022/2464 and \(EU\) 2024/1760 as regards certain corporate sustainability reporting and due diligence requirements for undertakings](#). para. 21.

The innovative model of Harvesting the Future

HTF was designed as a comprehensive approach to overcome the above-mentioned challenges. In the words of FLA, HTF “combines an HRDD approach with a development approach.”

The initial objectives of HTF in Türkiye were to “develop a collective understanding and standards on decent work for seasonal agriculture migrant workers” and to engage with multinational brands, their local suppliers, and other stakeholders to achieve these standards.³⁰ Key components of the HTF framework include supply chain mapping, risk analysis, capacity building for supply chain actors, remediation, and stakeholder engagement, all aimed at improving coordination and implementation.³¹

HTF provides a foundation for actors in the agriculture sector to jointly drive positive impact for workers and ultimately create sufficient leverage to transform the sector from within. HTF activities encompass:

- Supporting supply chain mapping, risk analysis, and companies’ HRDD systems;
- Establishing a database that registers migrant workers and labor intermediaries;
- Engaging with stakeholders and facilitating partner-led thematic working groups;
- Building capacity through peer learning sessions, policy reviews, and shadowing activities;
- Providing training to labor intermediaries and suppliers (e.g., on child labor and decent work);
- Engaging in advocacy, standard-setting, and case management systems to jointly remediate and address key human and labor rights issues such as child protection, occupational health and safety, fair compensation and enhanced earnings, and responsible recruitment; and
- Building coalition structures to engage different stakeholders and conduct research.

FLA serves as the central coordinator of HTF, overseeing implementation of field activities and monitoring to ensure steady progress toward the defined goals. FLA manages communication among initiative partners, maintaining confidentiality and adherence to competition regulations, and organizes peer learning and training sessions. HTF’s budget is derived from its corporate partners, utilizing a two-tier system in which multinational companies pay a higher amount than local suppliers.³²

At the core of the HTF coalition are its partners from the private sector, including multinational brands, processors, and local suppliers. Brands often encourage all their regional suppliers to participate in HTF.

A distinct feature of HTF is the collaboration with government partners, such as the Turkish Ministry of Labour and Social Security (MoLSS) or the Egyptian National Council for Childhood and Motherhood (NCCM), and industry associations such as the Sustainable Agriculture Initiative Platform (SAI Platform) and IDH’s Sustainable Spices Initiative (SSI).

HTF activities at the field level are often carried out by local HTF partners themselves, with the support of

30 HTF (2020), Fair Labor Association. (2020). [Harvesting the Future Phase I](#) [Project webpage]. Retrieved August 21, 2025; Fair Labor Association. (2022). [Harvesting the Future: Phase I Project Report](#).

31 HTF (2020), Fair Labor Association. (2022). [Harvesting the Future: Phase I Project Report](#); FLA-internal documentation on HTF Rose in Türkiye the researchers were allowed to access

32 HTF coalition partners pay a fee that is composed of a basic fee and, in addition, a small percentage of the company’s revenue.

expert civil society organizations (CSOs), experienced social workers, and FLA technical support staff. In Türkiye, FLA currently works closely with local CSOs, all of which have expertise in human rights, seasonal migrant workers, child protection, and gender equality. In some cases, HTF builds on sustainability initiatives that have already been in place, for example, in the hazelnut and rose sectors.

Company-driven sustainability initiatives prior to HTF

HTF originates from earlier, company-driven sustainability initiatives. Some individual companies had started addressing human rights risks for migrant workers in their supply chains. Faced with the complexity of these risks, they reached out to civil society and industry peers to combine their efforts. Some of these initiatives were later integrated under the HTF umbrella.

For example, in 2016, FLA partnered with three companies in the hazelnut sector in Türkiye, including multinational brands and local suppliers, for a project supported by the US Department of Labor on decent work for migrant workers.

A local supplier (HTF in Türkiye, hazelnuts)

“At the end of the project, we realized that we did not have the bandwidth to change the existing mindset and structures. A multi-stakeholder approach was needed to move the needle.”

A multinational brand (HTF in Türkiye, hazelnuts)

“Workers usually work in hazelnuts for six to eight weeks and then work in other crops. So, if you are only improving their lives for six to eight weeks, you are not making much impact.”

Similarly, HTF Rose in Türkiye was built on work conducted by what is now a small brand in the coalition, in collaboration with a local CSO, with a focus on establishing child-friendly spaces.³³ One of the largest brands in the sector took note of these efforts and joined their initiative, which in turn created leverage to onboard more industry peers. As the initiative grew, FLA was invited as a convener and formed HTF Rose in Türkiye.

HTF's set-up in Egypt and India is similar. The coalition involves different stakeholder groups and takes a regional focus, albeit limited to individual commodities. FLA is currently exploring options to include additional commodities. In Egypt, the ILO is a close partner and is the primary liaison with the government. In India, FLA relies on local CSOs for initial scoping tasks – for example, for a baseline assessment before setting up child-labor-free zones.

³³ Child-friendly spaces aim to meet the basic needs of seasonal migrant agricultural worker families, including access to water, sanitary facilities, food, and attempts to improve their overall living conditions as well as children's psycho-social and educational needs.

4.

Effective progress and impacts to date

FLA's own intermediary assessments of the initiative show progress on HTF's key components. At the same time, FLA acknowledges in the reports that it is too early to assess the sustained impact of activities in more advanced phases in Türkiye and of the newly started initiatives in India and Egypt.

Our interviews offered HTF partners' insights on the model's success so far, as well as areas needing improvement. The interviews also covered the improvements the HTF model has made for agricultural workers and along the journeys of migrant workers.

Achievements

Based on our expert interviews, HTF achieved several successes that exceed the impact of previous initiatives addressing labor rights issues in these regions. These successes include:

1. RAISING AWARENESS FOR HUMAN RIGHTS ISSUES AMONG LOCAL STAKEHOLDERS AT SCALE

HTF successfully increased awareness about the key concerns in the sector. Contentious topics such as child labor are now widely acknowledged and can be openly discussed with local stakeholders.³⁴ Evidence from HTF Rose in Türkiye suggests that awareness-raising has an effect beyond the rose sector, indicating that the initiative's regional, multi-commodity approach works.³⁵

Key success factors include the fact that change is driven collectively by entities producing in or sourcing from a region, as well as local authorities' support for the initiative. Their aligned messages reinforce acceptance of HTF's activities locally. Moreover, consistency is key, meaning that training on labor rights is provided at different points in time over several years and supported by social workers in the field, as well as regular peer learning sessions between advanced suppliers and those just starting out.

**A local supplier
(HTF in Türkiye,
hazelnuts)**

"Because there are only a few suppliers who protect the rights of seasonal migrant workers, it is very important that more stakeholders are aware of the situation... So now more people are aware, and we are seeing less resistance from local farmers."

34 There is also evidence that this awareness has led to action and that working conditions for migrant workers have since improved, although deficiencies remain.

35 Fair Labor Association. (2024). [Harvesting the Future – Rose in Türkiye](#) [Project webpage]. Retrieved August 21, 2025; FLA-internal documentation on HTF Rose in Türkiye the researchers were allowed to access.

Addressing specific risks for female migrant workers in the HTF initiative

Our interview partners indicate that women face additional risks compared to men that sometimes go unnoticed. Addressing these gendered risks is part of HTF's training and concrete remediation activities. Examples of support for female migrant workers include:

A multinational brand (HTF Jasmine in Egypt and HTF Rose in Türkiye)

"In 2024, our company strengthened activities that address risks related to women's health and protection. We conducted training for women in the camps near harvesting fields, covering, for example, health, reproductive rights, and gender-based violence."

FLA (on HTF Rose in Türkiye)

"The majority of female migrant workers do not have identity (ID) cards, unlike men, because when they first arrive in the country, it is the men who provide for the household and who go to apply for ID cards. Migrant families often think that women do not need such cards, yet without a valid ID, women may have trouble accessing healthcare ... including government-supported birth control methods."

2. LAYING THE FOUNDATIONS FOR JOINT ACTION BY PUBLIC AND PRIVATE ACTORS TO ADDRESS SYSTEMIC CHALLENGES

HTF successfully created structures to enable broad collaboration by getting all relevant stakeholders on board (notably government authorities) and by ensuring a regular exchange on human and labor rights issues, which is particularly important for local suppliers.

HTF's comprehensive multi-stakeholder approach creates opportunities that individual companies often lack, such as liaising closely with the government.

FLA's role is key in enabling peer learning and aligning the expectations of HTF partners. Buyers who join HTF are expected to bring in their suppliers (B2B and local suppliers). For local suppliers, HTF provides a forum that can accelerate progress, as suppliers facing similar challenges can learn from one another.

A multinational brand (HTF Rose in Türkiye)

"It is quite unique that different stakeholders collaborate on equal terms at the same level. That is, CSOs, the business world, and the government – the presence of these three key stakeholders together offers significant opportunities for solving complex problems."

An industry association (HTF Rose in Türkiye)

"The public sector's involvement in this initiative is very valuable, as it raises awareness and has a facilitating role for providing services such as access to schools or supporting us by responding to local needs for teachers or psychologists."

3. BUILDING A TRUSTED PARTNERSHIP BETWEEN FLA AND HTF PROJECT PARTNERS

Coalition partners across our interviews agree that FLA plays a central role as a convener and in coordinating HTF's activities, maintaining momentum towards the initiative's goals and keeping the various partners on board. Their work enables collaboration by establishing connections between different stakeholders while ensuring confidentiality and anti-trust considerations.

Our interviews suggest that HTF's vision of enabling local stakeholders to drive change could be achieved. For example, following a training carried out by local HTF partners, some farmers adjusted their practices to align with FLA's standards for decent work – even though the farmers are not necessarily familiar with FLA or the HTF initiative.

HTF partners' trust in FLA is key to making HTF work, enabling companies in a buyer-supplier or competitive relationship to collaborate effectively. FLA's expertise and independence are key to establishing trust.

A civil society organization (HTF Jasmine in Egypt)	<i>"FLA succeeds in bringing all actors to the table for the benefit of everyone and forming a coalition. This way, everyone is included and held accountable for their actions. In addition, FLA's governance is good. This way, everyone is informed and fully aware of what is happening and the progress made in overcoming challenges."</i>
A multinational brand (HTF Jasmine in Egypt and HTF Rose in Türkiye)	<i>"I believe that both rose oil producers and CSOs have been effective in changing farmers' attitudes toward child labor. Training is provided to farmers, workers, and labor providers. It is effective to see that companies are serious about child labor and consistent in their approach. In some cases, processors have stopped purchasing from a farmer when necessary."</i>
A local supplier (HTF in Türkiye, sultanas)	<i>"We participated in training on child labor, employment relationships, working hours, forced labor, health, and safety issues under FLA. Our awareness of child labor has increased. This has benefits in terms of better working conditions in the field."</i>

4. PROVIDING A CONCRETE POSITIVE IMPACT FOR MIGRANT WORKERS

Interviewees indicate that HTF's activities contribute to concrete improvements for workers. For example, HTF facilitates supply chain mapping and risk assessments and initiates the registration of labor intermediaries and migrant workers.³⁶ This information is then used to develop targeted interventions. Anecdotal evidence indicates that living conditions have improved since the establishment of HTF, as noted for HTF Rose in Türkiye.³⁷ However, worker retention data is inconsistent. Some local suppliers say that they have high retention rates of workers returning every year, whereas other interview partners consider the registration system to be ineffective or do not track where migrant workers go next.

A local supplier
(HTF in Türkiye,
hazelnuts)

"We know where migrant workers in our supply chain come from and where they go. We have a map, and in fact, HTF is using it today. The map is not publicly available due to personal data concerns."

FLA
(HTF Rose in
Türkiye)

"Information about migrant workers, including where they come from, their age and gender, is obtained through profiling forms prepared by CSOs together with migrant workers. Our numbers are always different from those of the gendarmerie's migrant office because there are families without identity cards who flee the gendarmerie, but we are in contact with them."

HTF envisions a regional and national cross-commodity approach. However, a current challenge is that at present its activities are at times geographically too far apart to assess the effectiveness of the multi-commodity approach.

HTF's ability to demonstrate proof of concept is key. For example, the early work on hazelnuts provided enough evidence of a positive impact, attracting new partners to join the coalition.

A multinational brand (HTF
in Türkiye,
hazelnuts)

"I think the only organization making a difference in Türkiye is FLA. They have done a lot to raise awareness and get things started, especially in the hazelnut sector. Summer schools and similar initiatives didn't exist before FLA came along. A lot of progress has been made."

³⁶ Fair Labor Association. (2022). [Harvesting the Future: Phase I Project Report](#);
Fair Labor Association. (2024). [Harvesting the Future Phase II: Access to Remedy](#).

³⁷ Fair Labor Association. 2020, July 30). [Harvesting the Future Phase I](#). Retrieved August 21, 2025.

Areas for improvement to bring the HTF model to its full potential

HTF faces several hurdles, both in terms of general industry-related challenges and in relation to the initiative's set-up and management.³⁸ According to our expert interviews, these challenges include:

1. SUSTAINED COMMITMENT FROM HTF PARTNERS

HTF is reportedly resource-intensive for multinational brands. In our interviews, brands recognize the benefits of joining a coalition to address the structural challenges faced by migrant workers in their supply chains, and they seek a transition plan and exit strategy. Local suppliers tend to join HTF because their buyers ask for it. Although FLA's objective is to gradually transfer ownership to regional actors, such as the local processors' association, it is unclear at what point the initiative will have sufficient local support to continue without brands' engagement. Without multinational brands having a stake in addressing human and labor rights risks, the likelihood of concerted efforts across supply chains is low. For example, farmers who produce fruit for the domestic market are unlikely to join HTF. As a result, many workers and their families will continue to be at risk of working in conditions that offer little labor protection.

A multinational brand (Sultanas in Türkiye)

"I sometimes feel that we are pushing our suppliers too hard. Yes, we are seeing success in the field, but if other brands would demand the same standards, we could achieve success more easily."

A local supplier (HTF Rose in Türkiye)

"As long as brands continue their support, supply chains standards will be able to improve. ... The HTF initiative has a cost. It has an impact on production, causing the price to increase. We have observed that our buyers reduced their purchase quantities and shift part of their orders to producers who are not involved in HTF, including to regions where child labor is prevalent. This reduces our competitive strength. ... I think this is wrong. When we produce sustainably, we need to have a sustainable buyer so that we can continue upholding these standards. Also, more suppliers should follow our example and adopt our standards."³⁹

Some interview partners have also pointed out that progress may be compromised because government agencies could create a bottleneck. According to our interviews, working with the government is necessary (e.g., to provide space and teachers so that HTF can offer schooling to migrant children), but often difficult in practice (e.g., due to slow administrative processes and minimal financial support). The government itself is interested in supporting the coalition, but has limited resources available.

38 Industry-specific challenges include, among others, high turnover rates of sustainability managers, social workers, and farmworkers. Training often needs to (re-)start with the basics and it is difficult to reach a stage of greater maturity and follow-up training. Thus, while HTF manages to spread awareness, the initiative has not yet reached the threshold of self-reinforcement.

39 FLA cross-checked the claim of shifting business with select coalition buyers (the identity of the supplier was not disclosed to FLA or the brands). These buyers disagree - no company is moving or wants to move production to high-risk locations that are low-cost. They are not sure about companies who are not part of the coalition. FLA had not investigated further on either claim with document review. FLA provided training on responsible procurement practices to the coalition members.

A multinational brand (HTF Rose in Türkiye)

"It is very important for FLA to have good links with the government, both in terms of long-term effects and efficiency."

A local supplier (HTF in Türkiye, hazelnuts)

"The Ministry of Labor was very helpful for the initiative – they listened to us and took note of all our requests. ... However, we need to get more support from the government because the efforts of companies are not enough."

A local supplier (HTF in Türkiye, hazelnuts)

"What the government does is publish letters of support, allowing the activities of the HTF initiative to be carried out. For example, they were giving us permission to use the school building for a summer school. But while we are not constructing a building, we are paying for everything else, including the teachers, food, water... We never get funding from the government."

Transparent communication is key to ensuring sustained commitment to the HTF initiative. Several interview partners from both the private sector and civil society wish for more communication and regular updates about HTF's impacts and what other partners are doing. While they confirm that they trust that FLA is "keeping things together," they want better data that highlights the unique value of HTF compared to other sustainability initiatives to justify their investment. FLA is currently compiling additional impact data.

2. DOCUMENTING THE IMPACT OF HTF FOR MIGRANT WORKERS

FLA established key performance indicators (KPIs) to track HTF's activities over time. Several interview partners from multinational brands and civil society wish for additional documentation to provide greater clarity about the actual impact on migrant workers. Current KPIs primarily capture efforts and can demonstrate the scaling of efforts. Yet, evidence about impact (such as a reduction in child labor or an improvement in health and safety) remains anecdotal.⁴⁰

A multinational brand (HTF in Türkiye, hazelnuts)

"What's missing from the initiative is impact figures. I know that this is what other companies who are not HTF partners are looking for in this initiative, and as far as I know from talking to them, this is preventing them from participating in HTF."

⁴⁰ FLA produced a more detailed mid-project report for HTF Rose in Türkiye, yet measuring impact remains a challenge. More resources and better data would be needed to provide regular impact-focused reports across all HTF activities.

Measuring progress towards the HTF initiative's objectives

FLA made progress on key components of the initiative, including supply chain mapping, capacity building, registering labor intermediaries, and improving working conditions. Examples of how FLA currently measures progress include:

- In Phase I of HTF in Türkiye (2019-2020), FLA in collaboration with local suppliers mapped 130 labor intermediaries, covering 1,200 workers.⁴¹ Together with their local implementing partner, FLA conducted training workshops for labor intermediaries and suppliers, following which more than 50 of the 80 participating labor intermediaries registered with the official government system for a legal permit.⁴²
- In Phase II of HTF in Türkiye (2021-2023), FLA continued to scale its activities, mapping 416 labor intermediaries and helping register 72 of them. HTF coalition partners provided training for local suppliers and developed brochures to raise awareness and communicate the initiative's standards. Local suppliers monitored a total of 1,388 out of 1,735 farms.⁴³
- For HTF Rose in Türkiye, between 2023-24, school attendance in the areas where the initiative operated increased by 81% and over 1,600 children benefited from education.⁴⁴
- Regarding improvements on key human and labor rights issues, the overall achievements to date include concrete contributions to occupational health and safety, e.g., by providing personal protective equipment for over 14,000 workers, monitoring over 3,000 farms covering over 22,000 workers and children, and addressing root causes, including evidence for increasing school enrolment rates by 84% and providing livelihood and income generation support for 260 workers.⁴⁵

There are several challenges to interpreting current data and capturing the actual impact of HTF's activities. For example, some KPIs need to be assessed qualitatively, such as education outcomes and school curricula in particular, if migrant children frequently switch locations. Another challenge relates to defining a clear reference point. For example, school attendance tends to be measured in absolute numbers, yet progress over time cannot be evaluated unless the changes in the total number of children in the region are also reported.

A multinational brand (HTF Rose in Türkiye)

"Some years there are more children than others. Estimating their number is difficult but critical for determining the percentage of children that attended child-friendly spaces. Also, attendance varies from fringe times, where more children attend, to peak harvesting times, when older children still often drop out to help out with the harvest."

41 Fair Labor Association. (2022). [Harvesting the Future: Phase I Project Report](#).

42 Fair Labor Association. (2022). [Harvesting the Future: Phase I Project Report](#).

43 Fair Labor Association. (2024). [Harvesting the Future Phase II: Access to Remedy](#).

44 Fair Labor Association. (2025). LinkedIn. [From Türkiye to Egypt to India, FLA's Harvesting the Future projects are creating large-scale change on child protection through a multi-commodity, multi-stakeholder, and multi-geography approach](#).

45 Reference: FLA internal document "HTF Deck (2025) Team Review."

Although tracking year-over-year progress is challenging, HTF activities – even if they reach only part of Türkiye’s agriculture sector – still signal positive results to other companies in the industry.

A multinational brand (HTF in Türkiye, hazelnuts, not an HTF partner)

“HTF is thinking about challenges for migrant workers strategically and structurally across different crops. Even though we decided not to partner with HTF and rely on our own system which allows for more targeted action in our value chain, this is not a closed door. We observe what HTF does and may become involved in the future.”

HTF aims to bring stakeholders to the table to create sufficient leverage to transform the industry from within. HTF Rose in Türkiye reached a critical mass of local suppliers that together cover over 85% of production in the sector – the same holds for HTF Jasmine in Egypt. For HTF Cotton in India, HTF partners cover only a very small portion of the market volume, but include major multinational clothing brands that are considered trendsetters.

HTF pursues a multi-commodity, regional approach to address human and labor rights risks related to migrant workers, but in practice, connecting the different commodity supply chains is challenging. FLA mapped migrant workers’ journeys, offering new insights for developing a consistent support system for workers. To date, most HTF activities are geographically dispersed. Cross-commodity programs are limited and tend to focus on peer learning. Yet, there is no coherent system that integrates migrant workers between different harvesting stops. FLA has evidence that seasonal migrant workers feed into multiple crop supply chains (such as hazelnuts and fruit). As a result, interventions in one commodity can have ripple effects.

For the implementation of HTF’s activities, some partners establish entirely new processes. At the same time, other HTF partners can build on sustainability practices that local suppliers already have in place (for example, suppliers reach farmers through existing training structures or maintain their own child-friendly spaces). FLA coordinates among HTF partners to facilitate peer learning and an exchange of good practices. While this approach supports an efficient use of resources, it is essential to have robust monitoring and structures through which FLA can provide feedback to ensure that individual sustainability initiatives align with HTF’s labor standards for decent working and living conditions, which are based on FLA’s standards.

To advance the existing model, HTF needs more people and resources for monitoring, data collection, and follow-up on meetings (also throughout the harvest season) to provide more information on grievance mechanisms and remediation, a central pillar of HTF.

A multinational brand (HTF in Türkiye, sultanas)

“There is no evaluation system yet for all the advances in the field.”

A local supplier
(HTF in Türkiye,
hazelnuts)

"HTF has been raising awareness among suppliers and customers in different commodities. But does it really have an impact? Do we see fewer child laborers or more contract workers on farms?"

FLA
(HTF Rose in
Türkiye)

"The initiative has KPIs for outputs, outcomes, and impacts. HTF partner companies requested an impact assessment. There is a mid-project report; however, we still do not consider this to be an impact assessment. It is a kind of feedback from all parties, but companies want proof that they are moving in the right direction."

5. Sustainability and replicability of the initiative

Given the similarities of the challenges affecting seasonal migrant workers in the agriculture sector, we assess if and under what circumstances the HTF model could be replicated in other contexts to address systematic human rights risks.

Sustainability: Ensuring continuous, locally driven progress toward labor rights compliance for migrant and seasonal agricultural workers

HTF in Türkiye is still a relatively new endeavor, having recently entered Phase III for the multi-commodity and rose projects. FLA is completing the initial set-up phase (Phase I) in Egypt and India. Our interview partners cautiously reaffirm that HTF offers a promising model that can help tip the balance in favor of collectively addressing structural human and labor rights concerns related to agricultural workers and can also flag areas for improvement that need to be addressed before HTF's potential can be fully realized.

Most relevant for the future of HTF are the following aspects:

Continued support from coalition partners must be incentivized by documenting and communicating impacts. HTF coalition partners broadly support and appreciate the ambition and the initiative set up. There is also consensus that corporate partners must be the key drivers of progress, but they are also under the greatest pressure internally to justify the investment in the initiative. HTF could benefit from clearer and regular communication of the impacts achieved with the initiative.

Capacity-building and local hand-over is on track but will still take some time. While local HTF partners are being prepared, they are not ready to fully assume responsibility for driving HTF and implementing activities (to enter the handover phase). Withdrawing FLA's or buyers' support too early could jeopardize the progress achieved. If local actors take over in the future, independent third-party monitoring and ongoing oversight still need to continue. This could be a role that FLA can transition into.

Dynamic supply chains prevent linear progress. Supply chains are dynamic, and turnover rates tend to be high for workers (with a few exceptions, such as jasmine), for suppliers, and for sustainability managers at brands, posing a long-term challenge to HTF. Thus, awareness-raising and training must be offered by HTF's partners continuously and be well-documented (e.g., to "onboard" workers, labor intermediaries, or new partners) so that the training effects can start taking hold in a region or supply chain.

For long-term continuity, partners need to align their internal management systems with FLA standards and the HTF framework. Multinational brands in particular can amplify HTF's impact by systematically aligning their internal HRDD processes with FLA standards. As HTF partners, brands are part of an ambitious initiative to remediate the root causes of human and labor rights risks in the sector. When internalizing FLA standards into their own management systems, brands can build on the lessons learned

from HTF and apply the same standards and framework across all commodities they source. Establishing strong governance structures and concrete action plans strengthens ownership, enhances impact, and improves control over resource allocation.

Replicability: HTF as a blueprint for other regions, supply chain tiers, or industries

In the words of FLA, HTF is a platform where “companies can engage with their peers, their supply chain partners, the local government and local implementing partners” on systemic issues in the upstream supply chain that are too complex for any single company to resolve.⁴⁶ The model is a “union of a contemporary supply chain approach and the more traditional development approach,” leveraging the strengths of both and making it attractive for different stakeholders as potential partners of the initiative.

We conclude that HTF is a suitable model that could also be applied in other geographical contexts, industries, and tiers of the supply chain with similar labor characteristics. Scaling HTF to other regions could help level the playing field, which in turn could make the HTF model more competitive. The HTF model with contextual adaptations can be applied to other tiers of the supply chain where informal work practices exist.⁴⁷

Key success factors for replicating the model include:

- 1. Commitment of multinational brands:** Multinational brands are key to bringing their local suppliers into the HTF initiative. Moreover, brands have contributed most of the funding to date.
- 2. Capacity of local suppliers:** Suppliers run training and implement HTF at the farm level. It is essential to involve a critical mass of local suppliers for HTF, ensuring that farmers cannot switch to suppliers with weaker standards. There appears to be additional untapped potential to work with labor intermediaries.
- 3. Strong engagement with the government:** FLA’s good working relations with the government in Türkiye (and in Egypt through the ILO) are key to opening the discourse on existing human and labor rights challenges, including policy reform if needed, and facilitating the in-kind support necessary for sustainable improvement.
- 4. Standards-based approach and tools:** FLA’s standards-based approach and tools provide credibility to on-the-ground efforts among civil society organizations and strong relations with public institutions. Having FLA standards that closely align with the ILO Core Conventions, the OECD Six Steps of Due Diligence, and the UN Guiding Principles on Business and Human Rights helps drive consensus among diverse supply chain partners (brands, processors, farmers, and workers) and establish a shared vision and collective roadmap.
- 5. Strong coordination:** FLA’s strong coordination is crucial, particularly in the early stages of set-up. The existing HTF initiatives have achieved considerable success in terms of building capacity for local suppliers and addressing systemic barriers (such as the registration of labor intermediaries).
- 6. Independent monitoring of progress:** FLA serves as a convener and coordinator. It enables collaboration at a pre-competitive level, ensures the quality of HTF expectations regarding labor rights, connects partners, and manages the exchange of information. Additionally, independent monitoring is crucial for establishing trust and remains an area that needs to be strengthened in the future.

⁴⁶ Mittal, R. (2025). [Youtube Shorts]. Fair Labor Association, [What companies can do to address issues in upstream supply chains](#).

⁴⁷ For example, subcontracting units in the garment and textiles sector, or the upstream informal processing units in the leather sector.

6. Harvesting the Future – Fit for purpose

Our assessment offers ample anecdotal evidence that the HTF model can adequately address systemic human and labor rights risks of migrant workers and unite stakeholders behind such efforts. Evidence includes the onboarding of more local suppliers, stronger HTF governance structures, and close engagement with government institutions.

HTF alone cannot substantially improve wage levels, address labor shortages, or address hyperinflation, as these are developments beyond the control of the initiative's partners. Yet, its multi-commodity, multi-stakeholder, and multi-geography approach makes HTF a fitting model to address systemic human and labor rights challenges for a migrant workforce in agriculture supply chains.

We assessed the HTF model, its achievements, and challenges along three dimensions: the initiative's design and setup, the role of stakeholders and engagement, and sustainability in the long term. In the future, HTF partners need to pay attention to the following aspects in these dimensions:

- 1. Initiative design and set-up:** The effectiveness of HTF's governance structure relies on partner buy-in as well as competent and trusted coalition management. Going forward, continued transparency over the initiative's activities and impacts, coupled with demonstrated resource efficiency, can reinforce the value proposition for partners.
- 2. Role of stakeholders and engagement:** Transforming the industry and embedding labor rights more deeply into business practices depends on active stakeholder involvement. Going forward, more consistent government involvement is essential, both in terms of policy support and through concrete resource investment. The initiative's partners also need to discuss further how to set incentives for labor intermediaries to contribute to change on the ground.
- 3. Sustainability in the long term:** HTF empowers its partners as local anchors for addressing human and labor rights risks in the long term. Going forward, FLA will gradually shift coordination, implementation, and communication capacity to local actors and reorient its own focus towards supporting the development and monitoring of impact indicators aligned with FLA standards.

FAIR LABOR ASSOCIATION

2033 K St NW, Suite 400
Washington, DC 20006, USA
+1 202 898 1000



@fairlabor.org



fairlaborassociation



fair-labor



fairlabor.org