Working conditions of merchandisers in retail operations

A case study

2026



The Consumer Goods FORUM

Human Rights

Fair Labor

PILLAR TWO

Contents

Foreword	03
Executive summary	05
Project aim and methodology	07
Human rights risk context	08
Key findings	12
Recommendations	18
Appendix: interview questions	24
Contact	26

Foreword

Merchandisers are an important part of the retail environment, connecting manufacturers, retailers and consumers through their work in stores.

Yet, despite their contribution to the industry, their working conditions and experiences have received relatively little attention in discussions on responsible business conduct and human rights. This case study contributes to a joint effort to increase our visibility of and capacity to address actual or potential human rights impacts of all workers, and particularly those whose roles and employment arrangements can make them less visible.

As highlighted in The Consumer Goods Forum's (CGF) Human Rights Coalition's (CGF-HRC) report, Tackling Forced Labour Through Human Rights Due Diligence, extending protections to third-party and agency workers – particularly in recruitment and hiring processes that often fall outside companies' direct control – remains a critical hurdle for businesses. Merchandisers are an important example of why these gaps matter. Depending on their employment arrangements, they may work across multiple brands and retail locations, interacting with different businesses while being employed by a separate organisation. This can make clear responsibilities, effective communication and access to support particularly important.

The CGF Human Rights Coalition believes that addressing these challenges requires collaboration. Manufacturers, retailers and labour providers each have a role to play in ensuring that workers are treated fairly, understand their rights and can raise concerns safely.

We hope this report contributes to greater understanding of merchandisers' experiences and encourages companies to reflect on how their human rights due diligence processes can better identify and address risks affecting this workforce. It is also an opportunity to build on the collaboration between manufacturers and retailers and to strengthen the protection of workers across the consumer goods industry.



Didier Bergeret
Director, Sustainability
The Consumer Goods Forum

Executive summary

Pillar Two was engaged by the Fair Labor Association (FLA) in partnership with the Consumer Goods Forum (CGF) – Human Rights Coalition (CGF-HRC) to conduct a risk assessment of working conditions for merchandisers in supermarket retail operations across urban and semi-rural locations in New South Wales in Australia.

The assessment focused on merchandisers working on behalf of two different global brands, with one brand hiring merchandisers directly, and the other brand hiring workers through a specialist third-party labour hire company focused on brand promotion and merchandising.

This report outlines the key findings from this assessment, including identified risk areas and recommendations. Based on available information, the risk areas identified do not appear to rise to the threshold of an actual or potential adverse impact on an internationally recognised human right[1]; however, this report outlines potential risks to merchandising workers and areas where companies could improve the working conditions for these workers and in doing so, avoid escalation of identified risk areas into adverse human rights impacts.

The findings are based on in person interviews with merchandising workers at city supermarkets and virtual interviews with merchandising workers at regional supermarkets, an online survey completed by 18 additional merchandising workers, interviews with select city supermarket store managers, and interviews with select external experts. Further detail on the project aim and methodology can be found in the project aim and methodology section.

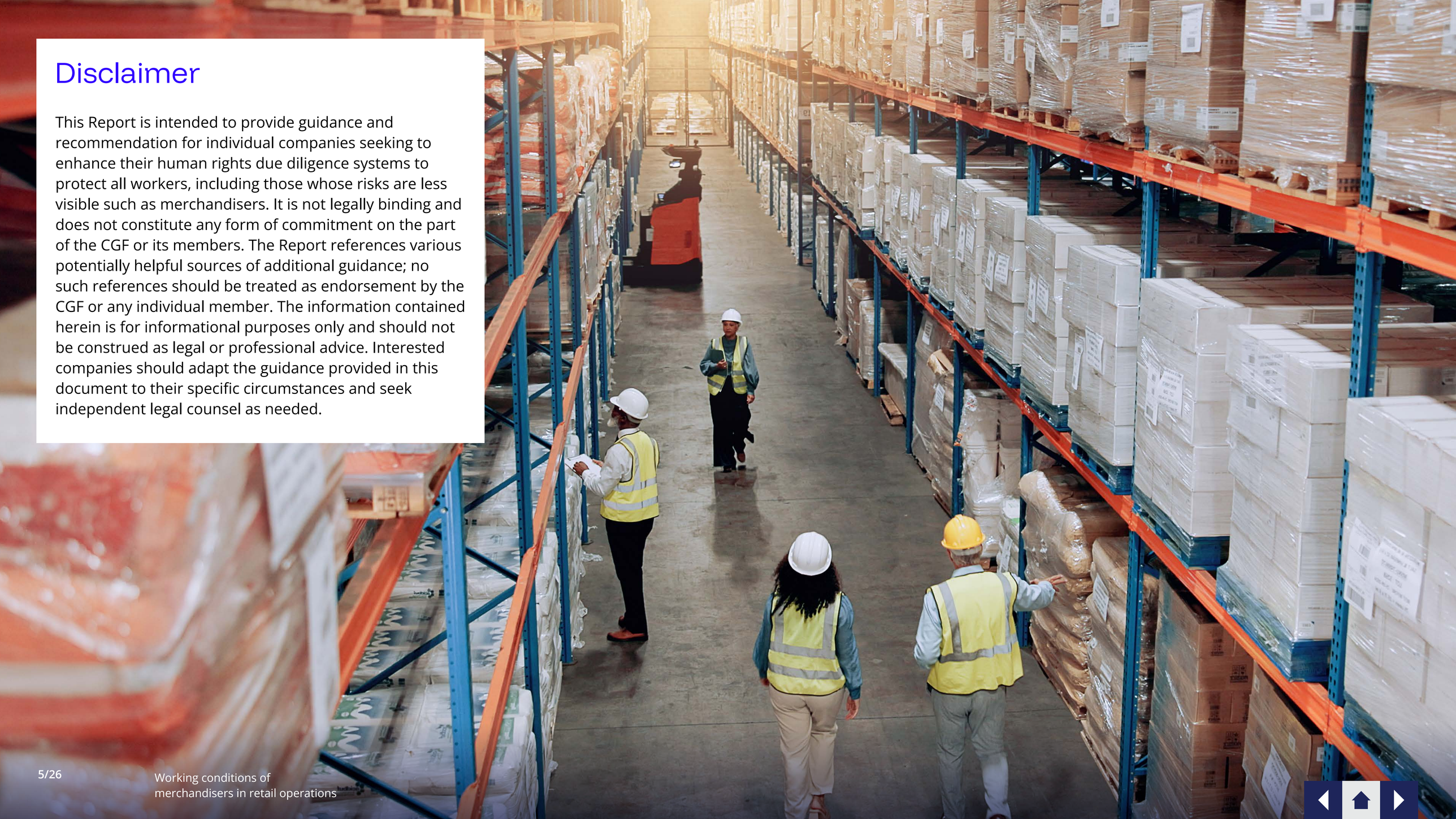
The report does not include the provision of any legal advice and should not be relied on for that purpose.

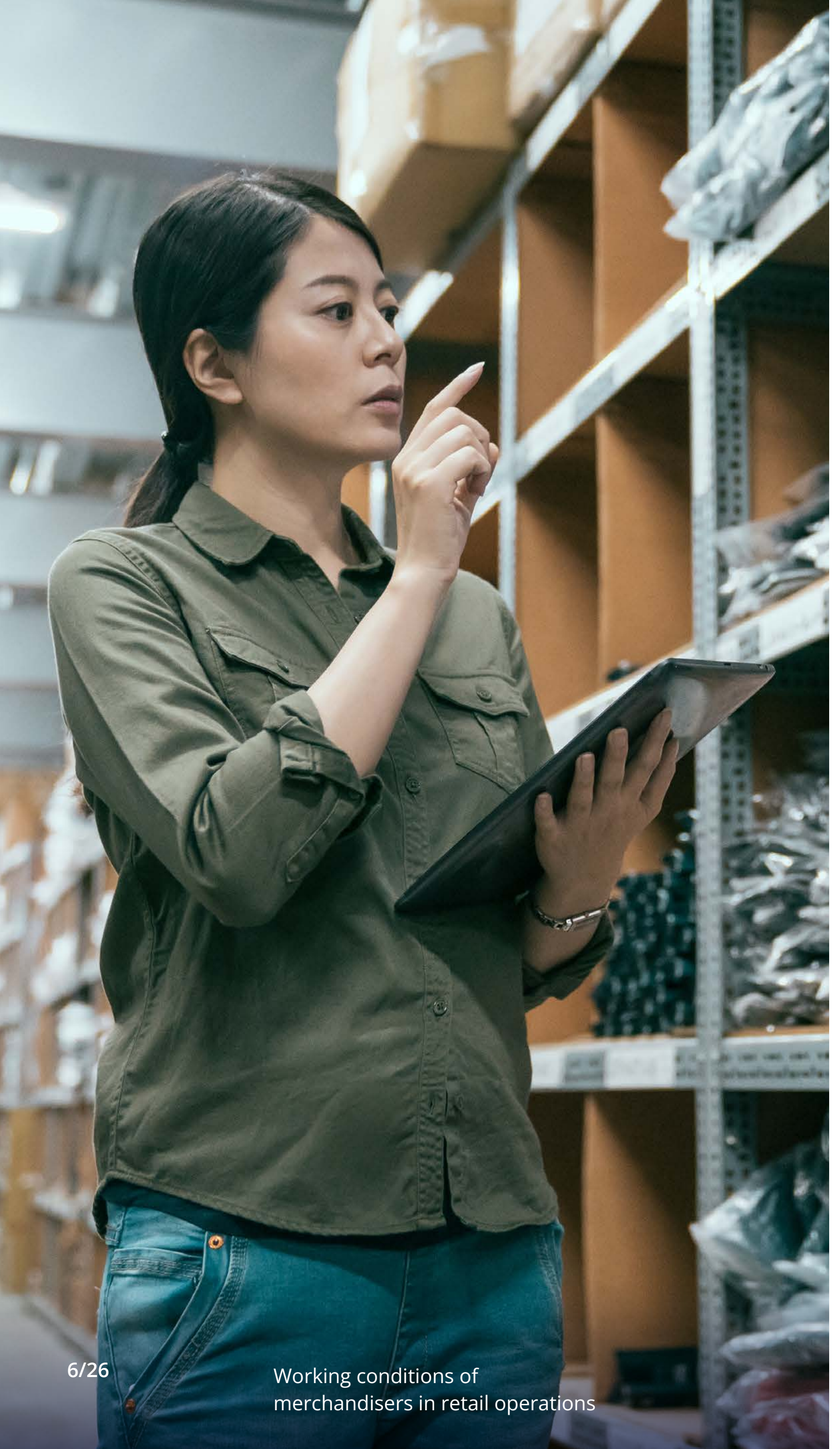


[1] All businesses should to respect all internationally recognised human rights, in line with the UN Guiding Principles on Business and Human Rights (UNGPs). Internationally recognised human rights are understood, at a minimum, as those expressed in the International Bill of Human Rights (comprised of the International Covenant on Civil and Political Rights and the International Covenant on Economic, Social and Cultural Rights) and the principles concerning fundamental rights set out in the International Labour Organization (ILO) Declaration on Fundamental Principles and Rights at Work. Stakeholder views of what constitutes an adverse human rights impact may vary.

Disclaimer

This Report is intended to provide guidance and recommendation for individual companies seeking to enhance their human rights due diligence systems to protect all workers, including those whose risks are less visible such as merchandisers. It is not legally binding and does not constitute any form of commitment on the part of the CGF or its members. The Report references various potentially helpful sources of additional guidance; no such references should be treated as endorsement by the CGF or any individual member. The information contained herein is for informational purposes only and should not be construed as legal or professional advice. Interested companies should adapt the guidance provided in this document to their specific circumstances and seek independent legal counsel as needed.





The role of merchandisers in Australia

Merchandisers are workers who attend stores on behalf of brands to ensure that the brand's products are correctly stocked, displayed, and promoted. For the brands involved in this project, these workers are either hired directly by the brand, or through a third-party labour hire company focused on brand promotion and merchandising.

Typical activities for merchandising workers include:

- **Stocking products:** moving products from retail storerooms onto shelves and identifying where products are out of stock or inventory is low, including communicating any stock issues to store managers or updating relevant systems digitally, where required.
- **Shelf presentation:** organising products on shelves, including ensuring products are displayed in the correct locations, arranging products in accordance with planograms agreed with stores, facing products forward, and tidying shelves.
- **Promotional execution:** setting up and maintaining promotional displays, including end-of-aisle and point-of-sale displays, in accordance with agreed promotional plans.
- **Checking compliance:** confirming whether agreed retail arrangements have been implemented in stores, including promotions, product ranging, shelf positioning and display requirements, and reporting instances of non-compliance. This may include photographing shelves and displays, and recording information on a tablet or mobile device application.
- **Store relationships:** liaising, as relevant, with retail managers (e.g. store and grocery managers in supermarkets) to address any issues, support promotional execution, and secure agreed product placement.

Merchandising work is generally undertaken independently (i.e. merchandising workers will typically attend stores by themselves) and Australian supermarket-based merchandising roles commonly require a driver's licence and access to a vehicle, with travel forming a significant part of the role.

Merchandisers will typically be assigned multiple stores within a designated area and will be required to travel between these stores to complete scheduled store visits within a set timeframe. The number of stores attended in a day, or week, will depend on the area, retailer and brand. There is typically some flexibility in how they organise their week, with set deadlines for attending each store. At each store, the merchandiser will complete the activities required for that visit (as outlined above) and record the relevant information on their tablet or mobile device application.

Project aim and methodology



Project aim and methodology

The assessment drew on a range of engagement methods to support Pillar Two to understand potential risk areas for merchandising workers in Australia.

This included direct engagement with merchandising workers through in person and virtual interviews, and an online survey, supplemented by interviews with retail store managers and select external experts. Due to the nature of the project, including the need to safeguard workers' privacy, the project results rely on feedback provided by workers and it was not possible to cross-check or validate the accuracy of this feedback.

The below outlines the approach to each engagement method.

Baseline assessment with participating companies

- A baseline assessment with participating companies, both retailer and brands, were conducted before engaging the merchandisers.[2]
- A set of questionnaires were shared with retailer and brands to understand the hiring process; availability of policies; trainings; and grievance mechanisms extended to merchandisers.
- Bilateral calls with the retailer and brands were held to discuss the findings of the questionnaire and map where potential risks are greater, and to select the geographical focus of the in-person assessment of the merchandisers.

[2] Calls with multiple brands and/or retailers included strictly non-confidential and non-proprietary information only.

In person and virtual interviews

- In person interviews were conducted with four merchandising workers at city stores (two per brand). These interviews were conducted outside of the store, structured as an informal conversation, and conducted by both a male and a female interviewer.
- Prior to commencing the interviews, workers were asked if they were comfortable explaining their role and showing the interviewers what a typical day looked like in store. If they were comfortable, they then stepped the interviewers through the key tasks they would complete in store.
- Virtual interviews were conducted with six merchandising workers at regional stores (three per brand). These interviews were conducted via Microsoft Teams or phone call (where preferred).
- All interviewees were advised beforehand about the types of questions they would be asked and the purpose of the interview, and provided the opportunity to decline to participate if they chose.
- The interviews included a sample of workers and findings may not be representative. Engaged workers may also not fully disclose their experiences to Pillar Two.

Online survey of merchandising workers

- A survey was provided to a sample of 20 merchandising workers (10 per brand). To maximise the number of workers engaged through this project, workers who were engaged through in person or virtual interviews were not provided with the survey.
- The survey was intended to provide additional data, including on issues that workers may not feel as comfortable disclosing during interviews. The workers selected for the survey were intended to provide a cross section of gender, age, time with the business, and visa status (where relevant).
- Approximately 85% of the cohort of 20 workers completed the survey.
- The surveys were provided to a sample of workers and findings may not be representative. Engaged workers may also not fully disclose their experiences in the survey.

Interviews with select city supermarket store managers

- In person interviews were conducted with three retail store managers. These interviews were intended to understand any potential challenges from store managers regarding engagement with merchandisers.

Interviews with select external experts

- In person interviews were conducted with two external experts to discuss the risk context for this type of workforce in Australia. This included an academic with a research focus on business and human rights in Australia, and an academic with a research focus on labour exploitation risks for migrant workers in Australia.
- The interviews were conducted informally and included high level discussions about the general risks for these types of workers in Australia.





Approach to engagement with merchandising workers

Key considerations that informed the approach to engagement with merchandising workers in the project include:

Voluntary participation: workers were informed that engagement is voluntary (whether through interviews or the survey) and that they could withdraw at any stage in the process.

Confidential interviews and responses: all information obtained through the survey and interviews has been anonymised for use in this report and not linked to any individual worker or expert. Survey data and interview notes were only accessible to Pillar Two and was deleted at the end of the project.

Privacy: all collected data was deleted once the project was complete. Interviewees and survey participants were all provided with information about privacy considerations prior to or during engagement.

Accessibility: the in person interviews and survey were undertaken in English (on the understanding all in scope workers communicate in English in the workplace). We did not receive any complaints or concerns regarding the use of English from an accessibility perspective.

Human rights risk context



Working conditions of
merchandisers in retail operations

Human rights risk context

Below we outline the human rights risk context observed through interviews, survey results and store observations for merchandisers in Australia.

The identified risk factors help us to understand the human rights risk context, as they highlight areas where there may be heightened risks relating to specific human rights, such as working conditions, discrimination and harassment, and freedom of association and collective bargaining. Brands and retailers operating in similar jurisdictions overseas may also be able to draw on these risk factors as an indicative starting point to inform their own assessments of potential risks in their areas of operation.

Lower barriers to application

- Merchandising roles attract diverse candidates, including parents, semi-retirees, and some students and migrant workers.
- Employment models differ between directly employed and third-party workers hired through labour hire companies (including specialist labour hire companies focused on brand promotion and merchandising).
- Workers would typically need a drivers' licence, access to a vehicle, and English language skills.

Solo work

- Merchandisers typically work individually, with some support during peaks from other team members (such as regional managers) or additional labour hire (which may involve higher risks).

Some engagement with customers and supermarket staff

- Roles are performed in public settings (in store) with workers sometimes approached by customers seeking help (e.g. to find a product or to ask for information).
- The work typically relies on building strong relationships with supermarket staff (including store and grocery managers), with some potential tension at peak times (e.g. in situations where merchandisers may perceive that stores do not display or promote brands as agreed).

Peaks in demand

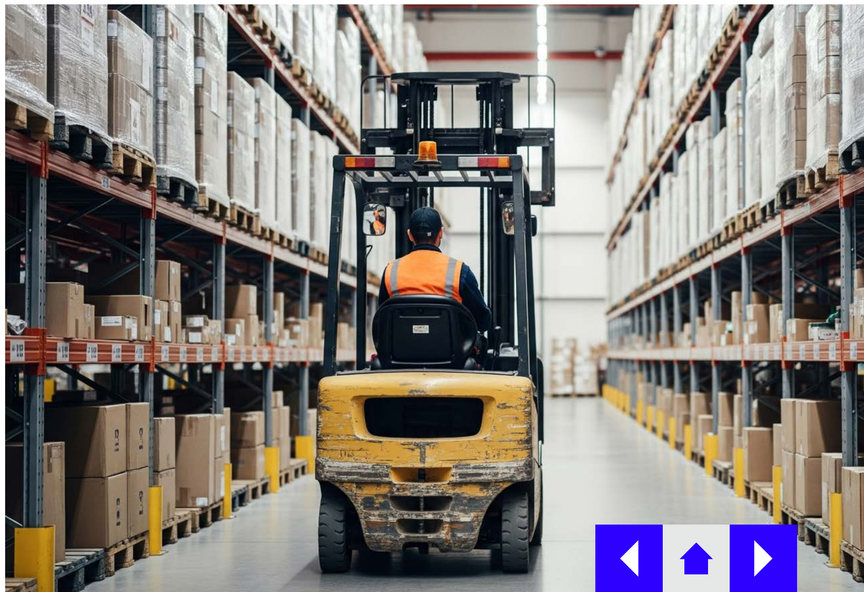
- Workers typically have flexibility throughout the week in scheduling their tasks, with peaks in demand around large scale promotions or events (e.g. Christmas, Easter, Halloween, etc). The extent of peak periods depends on the type of product. For example, confectionary sales can be significantly influenced by seasonal peaks, while other consumer goods may have less variable sales patterns.

Focus on 'on the job' learning

- The nature of the role means that 'hands on' learning is often prioritised.
- Additional training is typically delivered via online modules on workers' tablets or mobile devices that workers are required to complete by a set time.

Potentially low levels of unionisation

- Anecdotal evidence suggests the merchandising workforce is largely non-unionised.



Key findings





Key findings

Through the engagement with the merchandising workers in interviews and survey responses, there appeared to be a generally positive sentiment towards the roles.

In particular, workers highlighted through both interviews and surveys that they valued the flexibility offered by the role, opportunities for career development, and the ability to build positive relationships with retail store managers. These positive aspects of the worker experience should be maintained.

It was also identified through interviews that, in general, workers directly employed by a brand, rather than through a third-party labour provider, may be more likely to feel connected to the brand and to see their role as contributing to its broader objectives, particularly where they work exclusively for that brand.

However, there remain opportunities for continuous improvement. This section summarises the key risk areas identified through the assessment for merchandising workers in Australia, including:

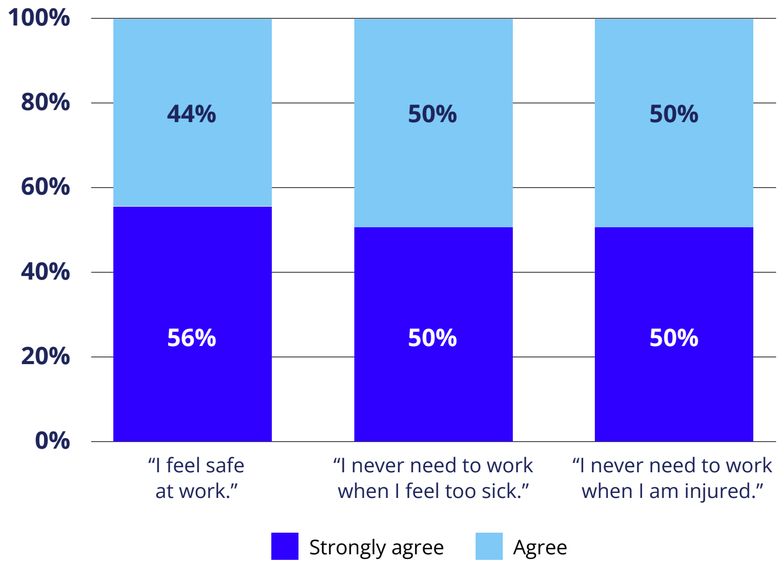
- Some potential exposure to occupational health and safety risks;
- Limited evidence of harassment and discrimination, but some potential risks;
- Variable awareness of formal grievance mechanisms; and
- Potential risks relating to compensation (including overtime) and travel costs.

Based on the information provided, the risk areas identified below do not appear to rise to the threshold of an actual or potential adverse impact on an internationally recognised human right. However, they highlight areas where there are potential risks to merchandising workers and where companies could improve the working conditions for these workers and, in doing so, avoid escalation of identified risk areas into adverse human rights impacts. If these types of risks are not appropriately managed, they could potentially escalate to adverse human rights impacts, for example in relation to the right to safe and healthy working conditions, the right to just and favourable conditions of work, and the right to non-discrimination.

Some potential exposure to occupational health and safety risks

- The merchandising role involves physical work performed by workers of varying ages.
- Positively, surveyed workers indicated they felt safe at work and did not need to work when sick or injured.
- Some interviewed workers reported physical health and safety risks relating to lifting heavy or large items, including from heights (for example, in some cases extra stock is stored on top of shelves in supermarket aisles). It was noted that these risks are likely to be heightened during busy periods (e.g. during Easter and Christmas periods, or other promotional periods), including where there is often excess stock in the aisles (including potentially overfilling the shelves) and higher levels of customer foot traffic, which can reduce working space.
- Other reported risks through interviews and surveys include falls and cuts. For example, one survey respondent noted that they cut themselves at work while opening a carton of stock.
- Most interviewed workers indicated that they felt comfortable managing these risks, including through asking a retail store staff member for support (e.g. to lift heavy or large items) where possible. However, it was noted that this is only possible in situations where they can find a retail store staff member to help.
- Many interviewed workers indicated that current health and safety training may not be sufficient. A number of workers noted that they had past experience in other retail roles, which means they are generally aware of how to manage these types of risks, but that this level of knowledge might not apply to all workers. While **89%** of surveyed workers (16 out of 18) responded that they consider the health and safety training they receive is useful, **11%** of surveyed workers responded that they have not done any health and safety training (2 out of 18).
- See further detail in Survey results: health and safety chart.

Survey results: health and safety



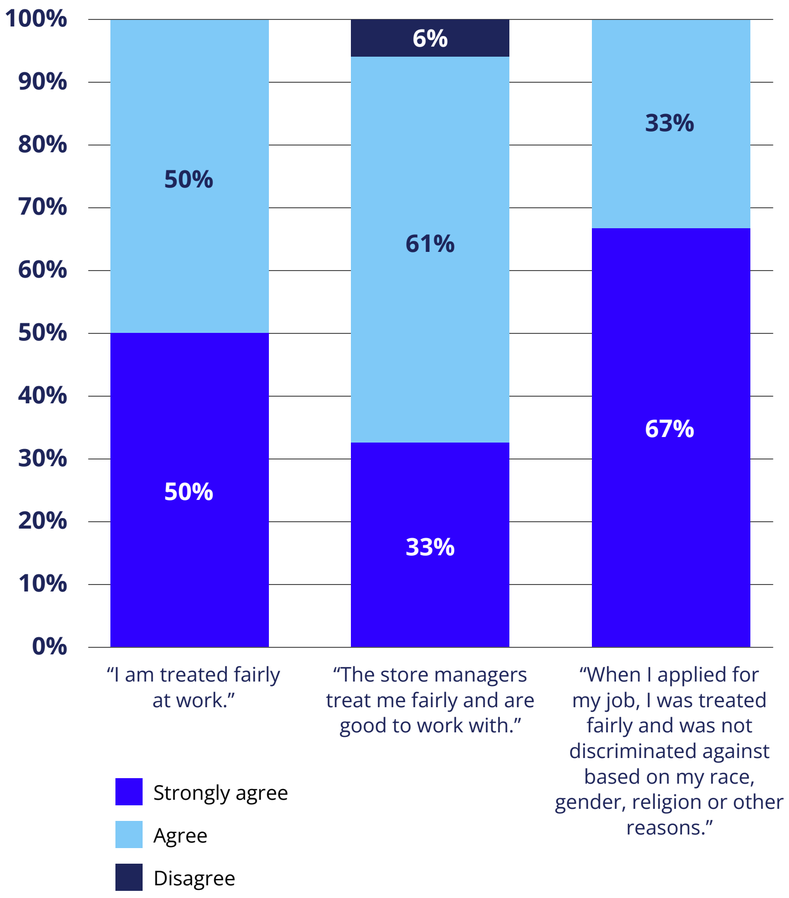




Limited evidence of harassment and discrimination, but some potential risks

- A small number of negative interactions with customers were reported in interviews, including situations where customers reportedly mistake merchandisers for retail store staff members. Some interviewees noted that they had not received training on de-escalation in their merchandising experience, but that this is something they had received in previous roles which they considered would be helpful for this role.
- Only one survey response responded that they have had a bad experience with customers, and explained that this situation included being yelled at by a customer looking for a product. This respondent noted that they shared information about this experience with their coworkers and retail store staff.
- Relationships with retail store staff members were generally seen as positive by interviewed workers. Many interviewees highlighted the benefits of positive working relationships with retail store staff members. Some interviewed workers noted there are occasional retail store staff members who might be less friendly, but reported no significant challenges.
- Only three surveyed workers reported that they have had a "bad experience" with other workers (such as colleagues, security guards or store managers at the retailer's stores). In their responses, two surveyed workers highlighted examples of being "yelled at" or "spoken to rudely" by grocery managers. One surveyed worker noted that they felt that some team members, including grocery and store managers did not take them seriously due to their age, and said they could be "dismissive".
- See further detail in Survey results: harassment and discrimination below, which includes the questions asked to survey participants and proportion of responses by level.

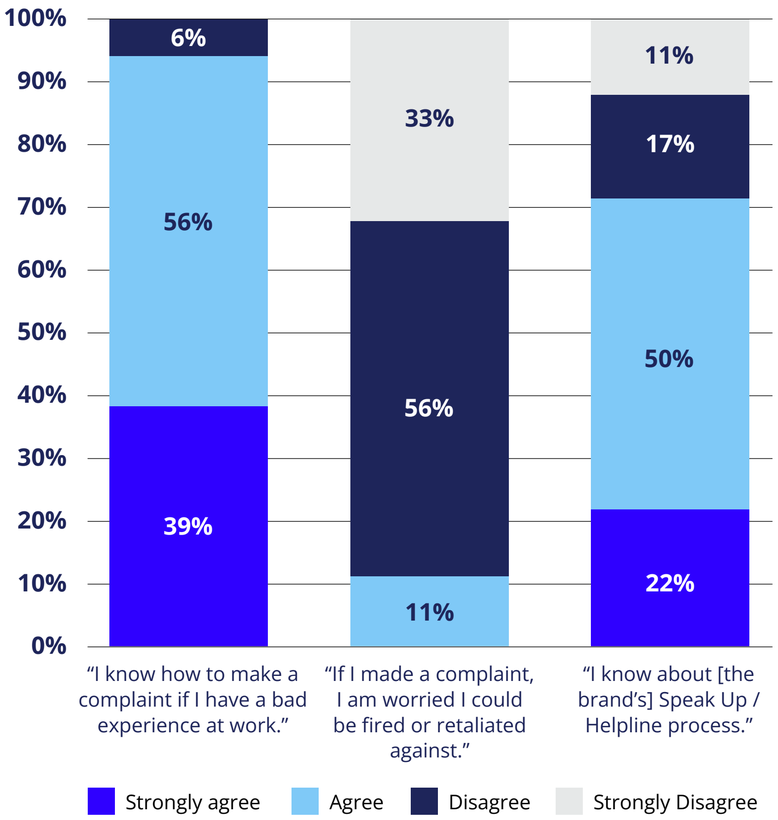
Survey results: harassment and discrimination



Variable awareness of formal grievance mechanisms

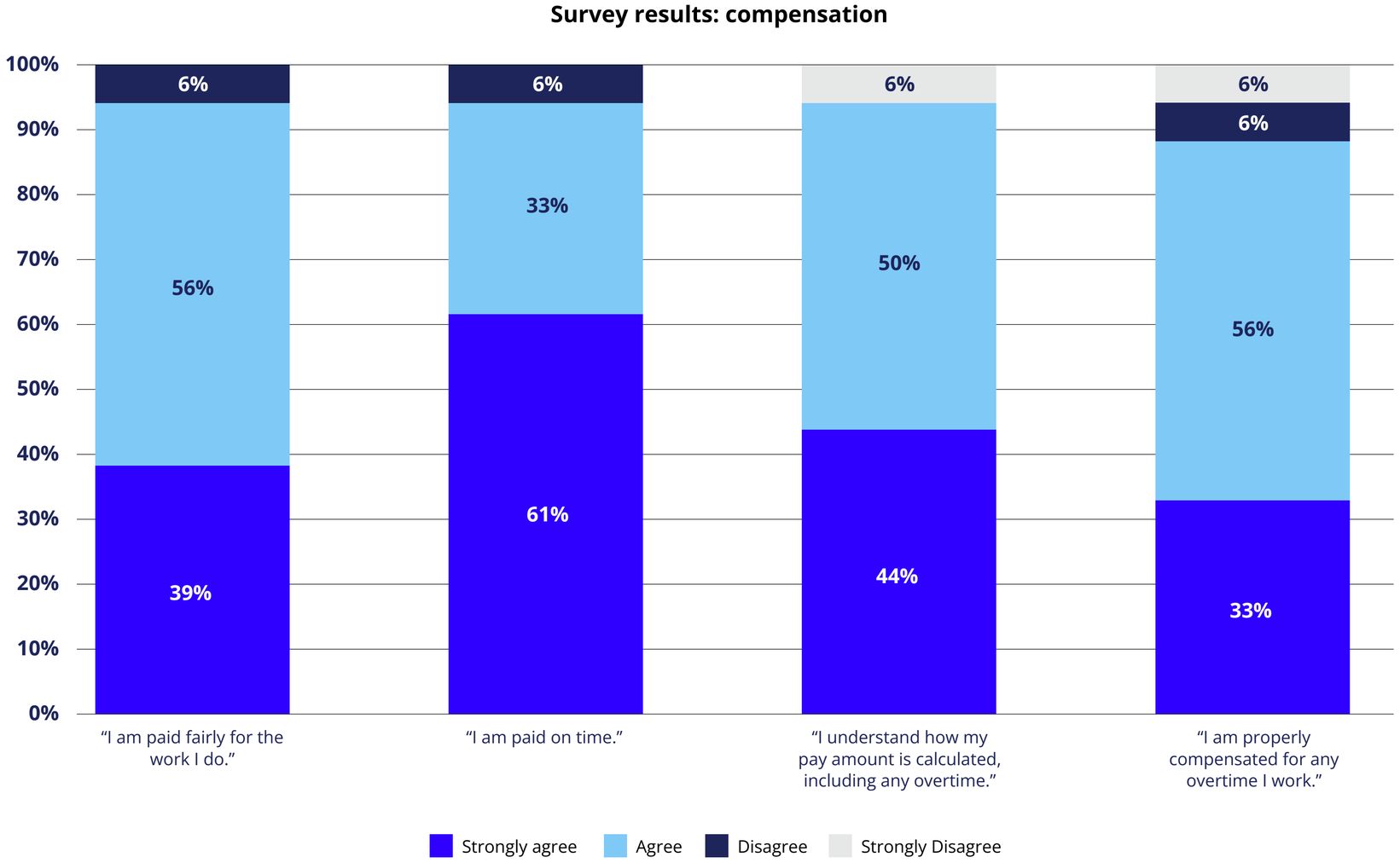
- Worker interviews and survey results showed a difference in workers' reported awareness of formal grievance mechanisms.
- Worker interviews indicated low awareness of formal grievance mechanisms (such as brand, third party labour provider, or store grievance mechanisms), including uncertainty about how concerns could be raised through these mechanisms. Some interviewed workers indicated that they would typically rely on informal escalation pathways, including raising issues directly with store staff, their supervisor, or other colleagues.
- Some interviewed workers also indicated they had limited trust in formal reporting processes (such as brand, third party labour provider, or store grievance mechanisms), including uncertainty as to whether concerns would be acted on or result in a meaningful outcome.
- Workers engaged through third party labour providers may also work across multiple brands, which can make reporting pathways less clear. When asked what they would do if they had a concern, workers interviewed indicated uncertainty regarding whether such concerns should be raised with the store, the relevant brand, or their direct employer (i.e. the third-party labour hire company).
- In contrast to the interview feedback outlined above, survey responses presented a more positive picture of worker awareness of grievance mechanisms. The reason for the different feedback in interviews compared to surveys is unclear and may reflect that workers in these two cohorts (interviews and surveys) had different experiences. Interviewed workers were also able to clarify with the interview team what was meant by the term 'grievance mechanism', while surveyed workers could not seek additional assistance to understand the questions on this topic.
- The majority of surveyed workers responded that they "strongly agree" or "agree" with the statement "I know how to make a complaint if I have a bad experience at work (**39%** and **56%** respectively), and that they "strongly disagree" or "disagree" with the statement "If I made a complaint, I am worried I could be fired or retaliated against" (**33%** and **56%** respectively).
- However, while most workers indicated they knew how to make a complaint, some surveyed workers appeared not to know about formal grievance mechanisms available to them (consistent with the low levels of awareness suggested by interview feedback). A moderate proportion of surveyed workers responded to the statement "I know about [the brand's] Speak Up / Helpline process" with "strongly disagree" or "disagree" (**11%** and **17%** respectively). One survey respondent stated "I didn't know about the [brand's] helpline, but I know I could talk to my line manager (so didn't really need to think about it)".
- See further detail in Survey results: grievance mechanisms below, which includes the questions asked to survey participants and proportion of responses by level.

Survey results: grievance mechanisms



Potential risks relating to compensation (including overtime) and travel costs

- Engagement through interviews and surveys suggested that there may be potential challenges around the calculation of compensation for travel costs, including in situations where there is a disagreement between the brand or labour hire company and the worker regarding the potential time required for travel. For example, one worker engaged through the assessment indicated that their pay had been deducted in the past for their travel time being “too long” without being informed or asked in advance.
- Interviews indicated that there is an allowance intended to cover car-related costs (including petrol costs). However, in situations where there are significant increases in fuel costs, such as due to geopolitical circumstances, this may increase the cost to workers. Some interviewed workers indicated they did not feel like these payments were sufficient to cover travel costs.
- Some interviewed workers and surveyed workers also indicated that they did not feel they were always compensated appropriately. For example, 12% of surveyed workers indicated that they did not feel that they were properly compensated for any “overtime” work. Some workers noted that all work hours were paid at the same rate, including overtime and public holidays.
- See further detail in Survey results: compensation below, which includes the questions asked to survey participants and proportion of responses by level.



Recommendations

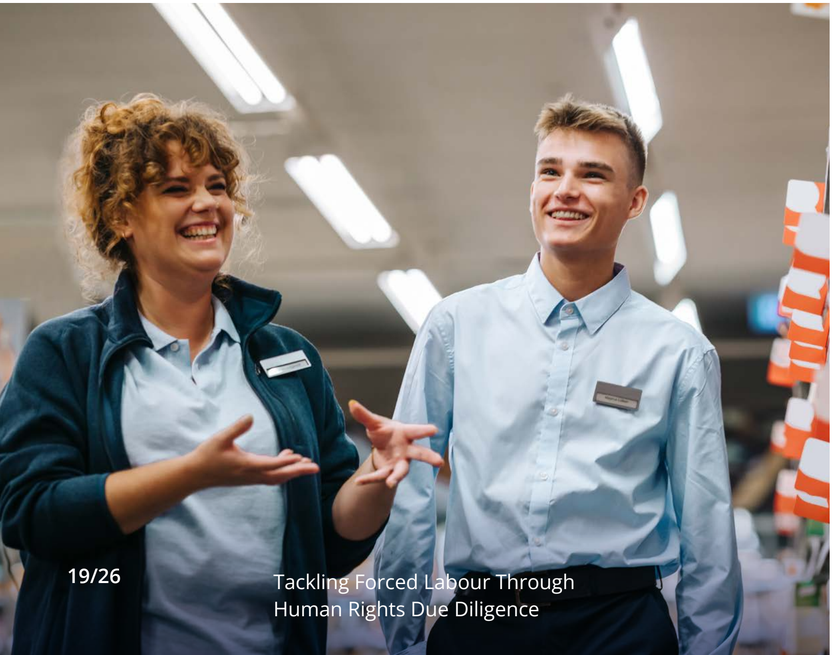


Recommendations

The below outlines key recommendations to address identified risk areas.

The recommendations apply generally across the risk areas, though some are more specific and this is highlighted where relevant. While these recommendations reflect the findings of this specific research project, they may also assist individual brands and retailers operating in other geographic and business contexts.

Alongside these targeted recommendations, we recommend that FLA and CGF-HRC members continue conversations about risks relating to merchandising workers in Australia and other jurisdictions as relevant, including sharing learnings from this project.



1. Implement targeted improvements to training

Brands which hire workers directly

- Introduce and periodically refresh training for merchandising workers on relevant health and safety risks, including how to identify and report hazards and incidents, as well as practical de-escalation training.
- Where training is primarily delivered through online modules, consider encouraging more targeted and practical training, including in person or scenario-based training where appropriate. For example, this could include scenario-based training focused on situations workers may encounter in retail environments, including challenging or potentially aggressive interactions with customers, colleagues, store staff and managers.

Brands relying on third party labour

- Strengthen expectations for third-party labour providers (including where additional labour providers may be engaged by a merchandising company rather than directly by the brand) regarding worker training, including minimum requirements for health and safety and de-escalation training and monitoring whether this training has occurred.
- Brands should seek assurances from third party labour providers that workers receive appropriate training before commencing work and on an ongoing basis, and that training addresses the specific risks they may encounter in retail environments, including relating to health and safety, and interactions with customers, colleagues, store staff, and store managers.

Retailers operating stores where merchandisers are present

- Where appropriate, extend any staff training about de-escalating aggressive customer behaviour provided to merchandisers present at selected stores where higher rates of inappropriate customer behaviour are reported.
- Explore scope for targeted awareness-raising for relevant internal roles about human rights risks that may be experienced by merchandisers and integrating consideration of possible risks to these workers into any regular human rights risk assessments undertaken by the business. Any awareness-raising could include guidance about key human rights risks, cohorts of workers who may be more vulnerable, and risk factors around peak periods.

2. Strengthen the promotion of grievance mechanisms available to merchandising workers, including workers engaged through third parties

Brands which hire workers directly

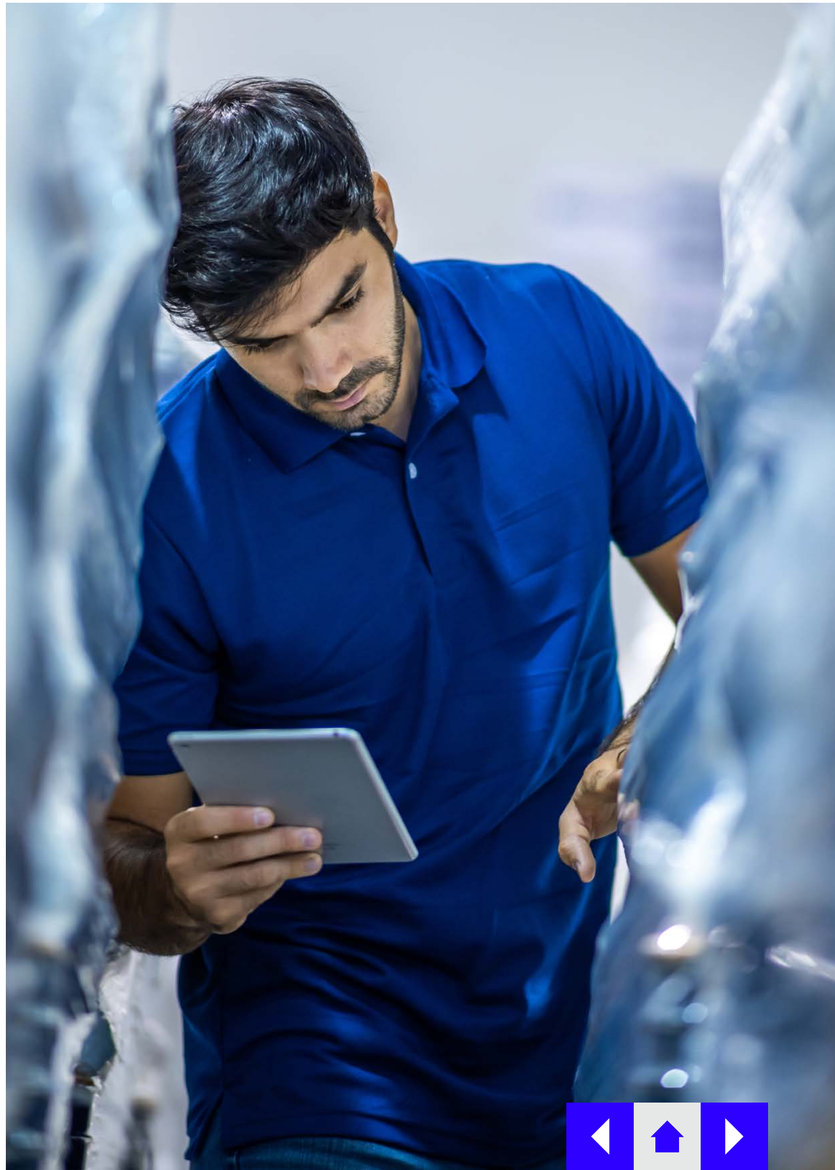
- This could include regular communication with workers about available grievance mechanisms in induction and any ongoing training or notifications sent via email or through relevant applications on workers' devices.
- This communication could clearly explain the different channels available for raising concerns, the types of issues that can be reported, how grievances will be managed, expected timeframes for resolution, how confidentiality will be protected, and the protections in place against retaliation.
- Brands should consider periodically reviewing the effectiveness of their grievance mechanisms in line with the UNGPs' effectiveness criteria for operational-level grievance mechanisms. Where possible, these reviews should incorporate worker feedback, including to assess whether workers understand and trust available reporting channels and to identify barriers to their use.

Brands relying on third party labour

- This could include strengthening expectations for third party labour providers to develop and implement effective grievance mechanisms and/or to promote the brand's grievance mechanism including monitoring if these steps have been taken. It could also include capacity building for third party labour providers on how to develop and implement effective grievance mechanisms.
- Brands could also take steps to ensure that workers understand which grievance channels are available to them, including whether concerns can be raised with the labour provider, the brand or the retailer. For example, this could be through encouraging labour hire providers to provide this type of information to workers.
- Brands should consider periodically reviewing, or asking the third-party labour provider to review, the effectiveness of their grievance mechanisms in line with the UNGPs' effectiveness criteria. Where possible, these reviews should incorporate worker feedback, including to assess whether workers understand and trust available reporting channels and to identify challenges to their use.

Retailers operating stores where merchandisers are present

- Where appropriate, ensure that merchandisers are provided with clear and practical guidance about how to engage with the retailer's grievance mechanism should they wish to do so. This should include providing this information to any temporary labour hire workers engaged by a brand or a merchandiser to support existing merchandisers, including during peak periods.





3. Review risks relating to compensation (including overtime) and travel costs

Brands which hire workers directly

- Review current remuneration and reimbursement arrangements to assess whether workers are appropriately compensated for all time and costs associated with their work. This should include consideration of overtime or additional hours worked, travel time where relevant, and out-of-pocket costs associated with travel between or to retail locations, including fuel and other vehicle-related expenses.
- As part of the review, consider whether existing travel or vehicle allowances remain appropriate in light of changes in actual costs, including increases in petrol costs, and whether reimbursement arrangements are clearly understood by workers including through clear documentation in an accessible format.

Brands relying on third party labour

- Review expectations for third party labour companies regarding the compensation of workers for overtime, additional hours, and work-related travel and vehicle costs. This could include seeking assurance that remuneration and reimbursement arrangements are compliant with applicable requirements and adequately reflect the time and reasonable costs incurred by workers in undertaking their roles. Consider periodically reviewing these arrangements with labour providers including asking for information on complaints raised by workers on this issue. In this type of review, brands could also consider sharing their own practices in relation to identifying and managing these types of issues, where appropriate.
- As part of the review of third party labour companies' practices, consider whether existing travel or vehicle allowances provided by third party labour companies remain appropriate in light of changes in actual costs, including increases in petrol costs, and whether reimbursement arrangements are clearly understood by workers.



Further potential risks relating to labour hire used during peak periods: an area for further assessment

While this project focused on the experiences of merchandising workers for two brands, interviews with these workers also indicated that these brands may also use some additional labour hire through other third-party labour hire providers during peak periods. While these workers were outside the scope of this assessment and we have not been able to verify these risks, we note that these other workers may face heightened or different risks to the workers engaged during this assessment due to factors such as shorter-term engagement, potentially limited induction and training, less familiarity with workplace policies and procedures, and understanding of grievance mechanisms.

Alongside the recommendations above, brands should consider undertaking additional due diligence to further assess and understand the working conditions and any associated human rights risks connected with these additional labour hire arrangements and identify any further measures required to prevent and mitigate any actual or potential adverse human rights impacts with a particular focus on any workers who may be at heightened risk of vulnerability or marginalisation, such as migrant workers.

Appendix





Appendix: interview questions

The below questions were used as a guide for the in person and virtual interviews, which were conducted as informal discussions.

What is your normal working day like?

- Do you take breaks?

Why did you take this job?

What do you like most about your job?

- What do you not like / what is the hardest thing about your job?
- Are you ever asked to do things that you think are not part of your job?

Would you recommend this job to others? Why or why not?

If you were in charge, what changes would you make to your job? Why?

What is it like working during busy periods like Christmas?

- Do you ever work overtime? In what situations does this occur?
- During busy periods, are you still able to take breaks?
- Do you think people could be injured doing your job? How?
- Have you or someone you work with ever been injured doing your job? What happened?

Do you think you get enough training to help you do your job properly and safely?

- What kinds of issues are covered in the training?
- Are there ways the training could be improved?
- What would you do if something at your work seemed unsafe?

Do you think workers doing your job are ever treated differently because of their gender, their race, their religion or other reasons?

Sometimes people can be treated badly or unfairly at work by other staff or by customers. Do you think this could happen to workers doing your job? How?

- Have you or your colleagues had any bad experiences you feel comfortable talking about?

If a friend also doing your job was treated badly at work and wanted to make a complaint, what advice would you give them?

- Who would you tell your friend to talk to make the complaint?
- Do you think complaints made by a worker in your role would be taken seriously?
- Have you ever reported a problem or made a complaint? What happened?
- Had you heard about the [BRAND] grievance mechanism before it was explained earlier?

Could anything be done to make it easier for workers doing your job to raise concerns?

Is there anything you have shared in this interview that you would like to give us more information about?



Working conditions of
merchandisers in retail operations

The Human Rights Coalition of Action

The Human Rights Coalition is a coalition of brands, manufacturers and retailers working together to ensure that human rights are protected and respected across the entire length of international supply chains. The 26 members of our Human Rights Coalition believe that corporate respect for human rights is a key component of a sustainable future. The Coalition's strategy strengthens the link between social and environmental sustainability, with a focus on two pillars: supporting companies' voluntery adoption of Human Rights Due Diligence and connecting the people and planet agendas across all CGF's work. Through even greater collaboration with CGF's wider Coalitions, the Human Rights Coalition is helping to ensure that human rights are at the heart of company decision making and action.

Contact us

Website

Email

LinkedIn





The Consumer Goods FORUM

Human Rights