

Responding To COVID-19: Guidance for SA8000®-Certified Organizations

SA8000 获证组织应对新冠肺炎指南

PREPARED BY SOCIAL ACCOUNTABILITY INTERNATIONAL
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INTRODUCTION

前言

The current COVID-19 outbreak has now spread to over 100 countries. Globally, there are 120,000 confirmed cases of COVID-19, and the WHO risk assessment indicates a “very high” level of risk globally.¹ The global economy has already felt the effects of this disruption, and supply chains—particularly those with operations in China and Italy—have been directly impacted.

¹ “Coronavirus Disease 2019 (COVID-19) Situation Report – 48.” World Health Organization, 2020, Coronavirus disease 2019 (COVID-19) Situation Report – 48.

¹ “冠状病毒2019（COVID-19）情况报告-48”。冠状病毒2019（COVID-19）情况报告-48，世界卫生组织，2020

当前爆发的新冠肺炎疫情已经蔓延到 100 多个国家。全球范围内，已有新冠肺炎确诊病例 12 万例，世界卫生组织的风险评估显示为全球风险水平“非常高”。全球经济已经感受到了这种混乱产生的影响，供应链——特别是在中国和意大利开展业务的供应链——也受到了直接影响。

This is a complex and rapidly evolving global situation. As work and daily life slowly begin to resume in some places, others are just beginning to experience widespread disruption. In all cases, protecting the health and safety of our teams, partners, workers and communities is the utmost priority and is a responsibility shared by all of us. SAI is closely monitoring the situation and will share any new information as it becomes available.

这是一个复杂而迅速演变的全球局势。随着一些地方的工作和日常生活开始慢慢恢复，另一些地方则刚刚开始普遍受到干扰。在任何情况下，保护我们的团队、合作伙伴、工人及社区的健康和安全都是当务之急，也是我们大家共同的责任。社会责任国际（SAI）正在密切监测这一情况，并将在获得新信息时与外界分享。

While much remains uncertain, SAI hopes this document will provide useful guidance to SA8000-certified organizations on how to navigate that uncertainty, mitigate labor risks, and protect vulnerable workers as work resumes following this crisis. While SA8000 specifically addresses line workers as they are usually the most vulnerable, the spirit and intent of SA8000 applies to all workers, including supervisors and managers. This is especially important to remember, as this crisis has affected, and will continue to affect, workers at every organizational level.

虽然仍有许多不确定因素，但 SAI 希望本文件能为 SA8000 获证组织提供有用的指导，指导其在危机过后复工时如何应对些不确定因素、降低劳动风险、保护弱势工人。虽然 SA8000 主要针对一线工人，因为他们通常最易受到伤害，但 SA8000 的精神和意图适用于所有工人，包括主管和经理。这一点尤其需要记住，因为这场危机已经并将继续影响到组织各个级别的工人。

This document details SAI expectations during this difficult period, including key risk areas to note, and temporary exceptions to normal SA8000 requirements. In all cases, certified organizations are still expected to meet legal requirements. Where regulatory bodies issue guidance for a temporary period, you should follow that guidance as long as it does not violate the intent of the SA8000 Standard.

本文件详细说明了 SAI 在这一困难时期的预期，包括需要注意的主要风险领域，以及 SA8000 常规要求以外的临时例外情况。在任何情况下，获证组织仍应符合法律要求。如果监管机构发布了临时指南，只要不违反 SA8000 标准的意图，组织就应遵循该指南。

SAI EXPECTATIONS

SAI 的预期

SAI understands that this is a difficult time for all affected. We hope that during this extraordinary situation, everyone can work together to ensure the least possible injury to workers and society. To this end, we have outlined below some guidelines and issues to consider when resuming operations to protect the rights of all workers.

SAI 理解这对所有受影响的人来说都是一个困难的时期。我们希望，在这种特殊情况下，大家能够共同努力，确保对工人和社会造成的伤害尽可能最小。为此，我们在下文概述了一些在复工时需要考虑的指导方针和关注的问题，以保护所有工人的权利。

MANAGEMENT SYSTEMS APPROACH

管理体系方法

A major advantage of using a management-systems approach in any situation is a higher degree of preparedness for unexpected disruptions. We hope that the management-systems approach required by SA8000 will make certified organizations more prepared than most to weather this crisis. In keeping with the management systems requirement, we expect certified organizations to employ a risk-based approach when resuming operations following COVID-19 shutdowns. As you consider the possible business risks, SA8000 also requires that you consider the risks to human rights in your workforce. This means, in consultation with workers and stakeholders:

在任何情况下使用管理体系方法的一个主要优点是对突如其来的混乱情况有更高程度的准备。我们希望，SA8000 所要求的管理体系方法将使获证组织比大多数组织能更好地渡过这场危机。按照管理体系的要求，我们希望获证组织在新冠肺炎疫情结束后复工时采用基于风险的方法。在组织考虑可能的商业风险时，SA8000 还要求组织考虑工人的人权风险。这意味着，与工人和利益利益相关方协商：

- Performing a risk assessment that includes the factors described in the “Key Risk Areas” section below.
- 实施包括以下“主要风险领域”所述因素的风险评估。
- Considering how current policies further exacerbate or address the salient risks.
- 考虑现行政策如何进一步加剧或解决突出风险。
- Developing a plan to address any gaps that are revealed during the risk assessment.
- 制定计划以解决风险评估期间发现的任何差距。
- Implementing procedural changes to address gaps and allocating adequate resources to ensure policies are effective.
- 实施程序变更以解决差距，并分配足够的资源以确保政策有效施行。
- Measuring efficacy and performing root-cause analyses when procedural failures are discovered.
- 在发现程序失效时，衡量效率并进行根本原因分析。
- Implementing improvement plans to address failures and remedy any negative impacts.
- 实施改进计划，解决失效问题并补救任何负面影响。

KEY RISK AREAS

主要风险领域

To help certified organizations prepare for possible negative impacts on worker’s lives, we have outlined below some key risk areas to consider. This is not an exhaustive list, but it should help guide your risk assessment, as required for a management-systems approach to this crisis.

为帮助获证组织应对对工人的生活可能产生的负面影响，我们略述了一些需予以考虑的主要风险领域。这并非一个详尽的清单，但它将有助于指导组织实施风险评估，而风险评估正是采用管理体系方法应对这场危机所需的措施。

SAI expects that certified organizations will consider the following labor issues posed by COVID-19.

SAI 希望获证组织考虑新冠肺炎疫情引发的以下劳工问题。

- **Health and safety protocols adapt to mitigate infection risks.** As the situation stabilizes and daily life begins to resume following the crisis, there are still risks of infection. You should consider:
 - **健康安全协议适应减轻感染风险。**随着局势稳定，危机过后开始恢复日常生活，仍存在感染风险。组织应该考虑：
 - Whether your health protocols are adequate to prevent and identify infection.
 - 健康协议是否足以预防和识别感染。
 - Whether workers are empowered to speak honestly about their health.
 - 工人是否有权开诚布公地谈论他们的健康。
 - Whether workers are able to continue earning wages after indicating possible infection and necessary quarantine.
 - 在发现可能的感染症状并采取必要的隔离措施后，工人能否继续赚取工资。
 - Whether workers are able to work from home in any capacity.
 - 工人是否能以任何身份在家工作。
 - Whether workers have access to, and training with, necessary protective health equipment.
 - 工人是否获得必要的防护性卫生设备并接受相应培训。
 - Whether workers have proper hygiene training
 - 工人是否接受适当的卫生培训。
- **Working hours are kept within healthy limits.** Following disruptive shutdowns, there may be pressure from both internal and external stakeholders to exceed healthy working hours to complete backlogs or recover lost orders. When resuming operations you should consider:
 - **保持工作时间在安全范围内。**在混乱结束后，内部和外部利益相关方可能会施加压力，要求组织超过正常工作时间来完成积压工作或恢复丢失的订单。复工时，组织应考虑：
 - Whether contracts need to be updated to allow for additional or flexible hours.
 - 是否需要更新合同以允许额外或灵活的工时。
 - How you will ensure worker health during periods of extensive overtime.
 - 如何确保工人在长时间加班期间的健康。
 - How you will ensure workers participating in extensive overtime are doing so voluntarily.
 - 如何确保工人自愿长时间加班。
 - How you will ensure workers receive adequate rest periods during periods of extensive overtime.
 - 如何确保工人在长时间加班期间有足够的休息时间。
 - How you proactively engage with your buyers and make them aware of the impact of their purchasing practices.
 - 如何主动与买家接触，使其意识到对自己的购买行为产生的影响。

See “Policy Exceptions” section below for more information on allowable working hours.
有关允许的工作时间见以下“例外政策”部分。

- **Wages meet minimum wage and living wage requirements.** Most businesses will likely experience lost orders and revenue as a result of shutdowns during this crisis, in many cases creating a need to cut costs. If this is the case for your business, you should consider:
- **工资满足最低工资和生活工资要求。**大多数企业在这场危机中可能会因为停产而失去订单和收入，而在许多情况下，需要削减成本。如果情况如此，组织应该考虑：
 - Whether rates of pay need amending, the possible impact on workers, and your ability to meet the SA8000 Standard requirements.
 - 工资是否需要调整，对工人的可能影响有哪些，以及组织是否能够符合 SA8000 标准要求。
 - How you can financially support workers currently not earning wages due to shutdowns or limited work. Are there legal requirements you must follow?
 - 如何在经济上支持目前由于停工或工作受限而不能赚取工资的工人。组织是否必须遵守相关法律法规？
 - How you can support workers to meet their needs during this crisis.
 - 如何在这场危机中为工人提供支持，满足他们的需求。
 - How you can assist in addressing lost wages and debts incurred, if possible.
 - 如果可能的话，如何帮助解决工人工资和债务损失。
 - How you can identify and share information about applicable government programs and resources (whether regular or special) with workers.
 - 如何识别并与工人共享适用的有关政府计划和资源（无论是常规的还是特殊的）信息。
- **Workers' jobs are protected or redundancy follows SA8000 intent and local law.** Some jobs are likely to become precarious in situations like this. You should consider:
- **工人的工作受到保护或裁员符合 SA8000 意图和当地法律要求。**在这种情况下，有些工作很可能变得岌岌可危。组织应该考虑：
 - How you will ensure workers get due remuneration if they are not able to return to work.
 - 如果工人不能返回工作岗位，将如何确保他们得到应有的报酬。
 - Your redundancy plan in case you cannot bring back workers due to lack of work.
 - 如果因工作岗位缺失而不能把工人召回，制定何种裁员计划。
 - Your plan for compensating workers in the case that you must end their contract prematurely.
 - 如果组织必须提前终止合同，制定何种对工人的补偿计划。
 - Whether you are communicating effectively with workers and worker representatives or unions about the process and how to bring workers back.
 - 是否与工人和工人代表或工会就相应流程以及如何召回工人进行有效沟通。
- **Hiring in these periods meets legal requirements and addresses child and forced labor risks.** Some companies may have lost workforce and need to hire for many positions quickly. You should consider:
 在此时期的雇用符合法律要求，并解决使用童工和强迫劳动的风险。一些公司可能已经失去了劳动力，需要迅速招聘许多岗位。组织应该考虑：
 - What safeguards are in place are to protect new hires and to determine that workers are not under the legal age limit, or employed under false pretense, hidden forced labor,

and/or a coercive government re-training program?

- 有哪些保障措施可以保护新雇员，并确定工人不低于法定年龄限制，或以虚假借口、隐性强迫劳动和/或强制性的政府再培训计划受雇？
 - How to ensure that health screening and checks are extended to temporary workers.
 - 如何确保体检范围扩展到临时工。
- **Suppliers are able to meet demand and SA8000 intent.** As your organization starts to ramp up production, you may be relying heavily on suppliers. You should take a partnership approach with your suppliers and consider:
 - **供应商能够满足需求和 SA8000 意图。** 当开始增加产量时，组织可能严重依赖于供应商。组织应与供应商采取合作方式，并考虑：
 - The risks posed by COVID-19 to the region or operations and the feasibility of returning to work safely.
 - 新冠肺炎疫情对区域或运营造成的风险及安全返工的可行性。
 - The capacity of your suppliers to meet your demand and the demand of other buyers.
 - 组织的供应商满足组织和其他买方需求的能力。
 - The likelihood of subcontracting to occur in your supply chain and the possible human rights impacts on workers.
 - 在组织的供应链中采用分包的可能性和对工人可能产生的人权影响。

SAI expects that certified organizations will consider all of the above labor risks in addition to the risks unique to their own organization, and take the necessary steps to prevent, mitigate, and remediate any such issues that arise.

SAI 希望获证组织除了考虑自身特有的风险外，还要考虑上述所有劳动风险，并采取必要措施预防、减轻和补救出现的任何此类问题。

INTERNAL AND EXTERNAL STAKEHOLDER COMMUNICATIONS

内部和外部利益相关方沟通

It is crucial during times of emergency to constantly engage with stakeholders as a way to stay informed on critical situation updates and to reduce fear and uncertainty as much as possible. Effective communication with stakeholders is an important element of the SA8000 management-systems approach and plays an even more important role in responding to the COVID-19 emergency. 在紧急情况下，必须始终与利益相关方接触，以便随时了解最新情况，并尽可能减少恐惧和不确定性。与利益相关方的有效沟通是 SA8000 管理体系方法的一个重要组成部分，在应对新冠肺炎疫情这一紧急情况方面发挥着更为重要的作用。

EXTERNAL COMMUNICATIONS

外部沟通

It is critical at this time to understand all salient issues. Therefore, it will be important to engage with your key external stakeholders (unions, governments, NGOs, buyers, etc...) to ensure you have their perspective and support. You should consider:

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在这个时候，了解所有突出的问题是至关重要的。因此，组织与其主要外部利益相关方（工会、政府、非政府组织、买家等）接触以确保掌握他们的观点和获得其支持，这一点将十分重要。组织应该考虑：

- Government regulatory announcement and guidance during this period.
- 政府监管公告及指南。
- Social programs offered by government to support workers and business.
- 政府提供的支持工人和企业的社会计划。
- Union engagement on the issues and role in coming to solutions.
- 工会对问题讨论的参与和在解决问题中的作用。
- NGO programs aimed at supporting workers impacted by this crisis.
- 旨在支持受危机影响的工人的非政府组织计划。
- Buyer-supplier engagement to improve the flow of sourcing and production.
- 改善采购和生产流程的买方-供应商合作。
- Stakeholder expertise and ability to assist in mitigating the negative consequences of all risks.
- 利益相关方的专业知识和协助减轻各种风险造成的负面后果的能力。

MEETING-LEGAL EXPECTATIONS

满足法律预期的要求

As mentioned in the introduction, certified organizations are still expected to meet legal requirements during this emergency period. Where regulatory bodies issue guidance for a temporary period, you should follow that guidance as long as it does not violate the intent of the SA8000 Standard.

如前言所述，在这一紧急时期，获证组织仍有望满足法律要求。如果监管机构发布了临时指南，只要不违反 SA8000 标准的意图，组织就应遵循该指南。

For example, the Chinese government recently released guidance titled: "Notice on Properly Handling Labor Relations during the Prevention and Control of Pneumonia Epidemic of New Coronavirus Infection." This document allows for a temporary relaxation on wages and hours where workers have freely negotiated these issues through their union or worker representation. We expect that certified organizations will adhere to such regulatory measures only if they meet or exceed the protections for workers required by SA8000 and the limits of the policy exceptions below.

例如，中国政府最近发布了题为《关于做好预防和控制新型冠状病毒肺炎流行期间劳动关系处理的通知》的指导意见。该文件允许临时放宽工资和工时要求，允许工人通过工会或工人代表自由协商这些问题。我们希望，获证组织遵守此类监管措施，前提是符合或超过 SA8000 要求的对工人的保护以及以下例外政策的限制。

WORKER INVOLVEMENT AND COMMUNICATION

工人参与和沟通

The global COVID-19 crisis has far-reaching impacts for both individuals and business. SAI expects that when crises arise presenting such a significant effect on workers, certified organizations will prioritize communication and involve workers in developing the response.

全球新冠肺炎疫情危机对个人和企业都产生了深远影响。SAI 预计，当危机的出现对工人产生如此重大的影

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响时，获证组织将优先与工人进行沟通，并让工人参与制定应对措施。

- Ensure that that your organization's Social Performance Team (SPT) is directly involved in risk assessment. Worker representatives and SPT members should provide input on the specific difficulties faced by workers.
- 确保组织的社会绩效团队（SPT）直接参与风险评估。工人代表和 SPT 成员应就工人面临的具体困难提出建议。
- Prioritize input from workers and SPT members.
- 优先考虑工人和 SPT 成员的意见。
- Keep your workforce informed at each step of the process. This includes providing honest, accurate, and complete information concerning the status of your operations, your expectations during this time, and what support you are able to offer.
- 确保员工了解每一步过程，包括提供有关组织运营状况、在此期间的期望以及能够提供的支持的真实、准确和完整的信息。
- Consult with workers' unions and collectives. Certain issues, such as wages and working hours, require freely negotiated agreements (even if temporary) between workers and management. Where unions and collective groups are present, they must be parties to this process.
与工会和集体组织协商。某些问题，如工资和工作时间，需要工人和管理层之间通过自由协商达成协议（即使是临时协议）。如果存在工会和集体组织，其必须是这一过程的当事方。
- Ensure that all levels of management and supervision throughout the organization are aware of measures taken protect workers and are trained to implement them as needed.
- 确保组织内各级管理和监督人员了解采取的保护工人的措施，并根据需要接受实施此类措施的培训。

POLICY EXCEPTIONS

例外政策

To relieve some pressure on our certified organizations during this difficult and extraordinary crisis, and to support their business continuity and job stability for workers, SAI is introducing some temporary policy exceptions, described below. All companies should also refer to government statements and guidance where available (see links in Annex).

为了缓解在这场艰难的突发危机中对获证组织造成的一些压力，并支持其保持业务连续性和工人的工作稳定性，SAI 推行了一些临时性的例外政策，如下所述。所有公司也应参考可用的政府声明和指南（见附件中的链接）。

WORKING HOURS

工作时间

As of March 13, 2020, this exception applies only to SA8000-certified organizations in China. SAI will release further information regarding other countries as it becomes available.

自 2020 年 3 月 13 日起，这一例外仅适用于中国的 SA8000 获证组织。SAI 将在获得有关其他国家的进一步信息时再予以公布。

During this emergency period, SAI will allow the following exceptions regarding limits to working hours

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within the Standard:

在这一紧急时期内，SAI 将允许以下针对标准内工作时间限制的例外情况：

1. If freely negotiated with workers' unions or representation, working hours may be up to 72 hours in a week providing all applicable requirements (legal/regulatory/contractual/other) are also fulfilled.

如与工会或工人代表进行了自由协商，只要满足所有适用要求（法律/法规/合同/其他），每周工作时间最多可达 72 小时。

2. Employers must provide at least 1 day off within a 7-day period.

雇主必须在 7 天工作期内提供至少 1 天的假期。

3. SAI will re-assess this special policy every 6 weeks.

SAI 每 6 周将重新评估一次这项特殊政策。

ANNEX: SAMPLE RESOURCES

样例来源

- UN News: [COVID-19: countries, businesses must safeguard human rights as virus spreads: Bachelet](#)
- China News:
- [Opinions of the National Federation of Trade Unions of the Ministry of Human Resources and Social Security and the China Enterprise Confederation / China Entrepreneurs Association on the Stability of Labor Relations during the Prevention and Control of New Coronavirus Infection and Pneumonia](#)
- [Notice on Properly Handling Labor Relations during the Prevention and Control of Pneumonia Epidemic of New Coronavirus Infection](#)
- FDA: [Coronavirus \(COVID-19\) Supply Chain Update](#)
- PwC: COVID-19: [Operations and supply chain disruption](#)
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- Managing Retrenchment. Good Practice Note, August, No 4. Washington, DC., IFC. IFC (2006)