

PARTNER AFRICA ASSESSMENT REPORT

Brand Promoters in the Heineken
Africa, Middle East and Eastern
Europe Region.



Ethical Solutions in global trade

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ABOUT THIS REPORT

This report is a summarised version of a more detailed report submitted to The Heineken Company. Key findings and outcomes have not been changed, however details which may be commercially sensitive and or compromise the safety of individuals have been omitted.

BACKGROUND

In April 2018 The Heineken Company contracted Partner Africa, a third party independent assessment provider, to assess the current practices of promotion agencies in a select number of countries in Africa, Middle East and Eastern Europe (Russia).

The purpose of the assessment was to understand how each country in the region uses promotion agencies and promoters. Specifically the assessment sought to understand how agencies are contracted, vetted and managed, and the conditions under which promoters' work.

The assessment also sought to identify and document areas of risk to promoters¹ personal safety, health, wellbeing and entitlements.

The assessment was executed between the 19th of April 2018 and the 5th of June 2018.

¹ The sequence of activities varied for some countries due to promotion schedules, availability of staff and logistics

METHODOLOGY

The following methodology and action was applied by Partner Africa during the assessment:

Define geographical scope

Internal desk top research was carried out to determine which countries in the region are currently or have in the past used promotion agencies and promoters. All countries which were identified as making use of promotion agencies and promoters were included in the scope of the assessment. In total 17 countries were assessed, namely: Burundi, Congo, Ivory Coast, DRC, United Arab Emirates (Dubai), Egypt, Kenya, Lebanon, Mozambique, Nigeria, Reunion, Russia, Rwanda, Sierra Leone, South Africa, Tunisia and Uganda.

Country profiling

The number of agencies and promoters used, and frequency of promotions were mapped with local Heineken HR and Trade Marketing teams in each country.

Heineken in country interviews

Interviews were held with local Heineken procurement, HR and Trade Marketing personnel. The purpose of the interviews was to document how the local offices contract and manage Promotion Agencies.

Incognito assessments

Unannounced assessments were carried out by Partner Africa during promotions and events². The incognito assessments allowed the assessment team to observe the interaction between promoters and customers as well as establishment staff (such as bar owners and supervisors). The dress code of promoters was also noted. In total 53 incognito assessments were carried out.

Promoter interviews

Private, individual and group interviews were carried out with interviewers of the same gender as the interviewee. Interviews were carried out during promotions in the majority of countries, only occurring at agency offices during exceptional circumstances, such as when no promotions were taking place. Interviews sought to understand promoters' exposure to verbal, physical and sexual harassment during promotions, the level of training received by the agencies and Heineken staff, and verify documents reviewed at the agency offices. During the assessment, 181 promoters were interviewed.

Agency Assessments

A sample of key promotion agencies was selected in each country. In total 40 out of the 89 agencies used in the region were assessed against the SMETA measurement criteria³.

The agency assessments were announced visits to the companies' head office and consisted of management interviews and documentation review.

The documentation review of the agencies included a review of their management systems, policies and HR records. The review specifically looked at recruitment practices, contracts, payslips, time records, proof of age, training records and grievance mechanisms. The assessment also reviewed policies and procedures relating to freely chosen employment, freedom of association, safe and hygienic conditions, labour age and young workers, living wages and benefits, working hours, discrimination, regular employment, sub-contracting, harassment, discipline and grievance policies, entitlement to work and business ethics.

Where documentation or systems were found to be missing or not in compliance with legal requirements or international standards as defined in the SMETA measurement criteria, this was noted in the form of a corrective action plan and shared with the agencies and Heineken.

² Incognito assessments did not take place in Rwanda, Sierra Leone, South Africa, and Egypt as there were no promotions running at the time of the assessment.

³ Sedex Members Ethical Trade Audit (SMETA) is one of the most widely used ethical audit formats in the world. SMETA methodology uses the ETI code and local law as the measurement tool. It includes four modules: Health and safety, Labour standards, Environment (optional), Business ethics (optional)



FINDINGS

The following findings were noted at the time of the assessment. All reasonable attempts were made through sampling to ensure the results are representative, however it cannot be guaranteed that the findings represent all countries, regions, agencies and promoters. The assessment results should be considered a 'snap shot' of the situation at the time of the assessment. The overall findings of the study are as follows:

Incognito Assessments

The dress code of promoters was found to be modest and appropriate (jeans and branded T-shirts) in 9 countries and revealing (short skirts) in 3 countries, Mozambique, Kenya and Uganda. All promoters observed acted professionally. Some familiarity with customers was observed in Mozambique and UAE. All promoters displayed a good knowledge of the brand which reflected training prior to the promotions. All promoters observed or interviewed appeared to be over 21 years old.

Agency Assessments

All 40 agency assessments noted areas for improvement. The single biggest issue is an absence of policies and management systems amongst the agencies. This is followed by contracts either not being issued to promoters or missing on file, failure to issue payslips, recording of working hours, wage payment delays, maintaining age verification on file, compensation for overtime and remitting statutory benefits to the relevant authorities. In one country, passports belonging to migrant promoters were found to be withheld by the agency, and the promoter's freedom to travel outside of working hours was restricted. All promoters were found to be paid at least or above the national minimum wage.

Promoter interviews

No allegations of consensual or forced prostitution were made by any of the 181 promoters interviewed. However, instances of verbal, sexual or physical harassment were mentioned by 57 promoters interviewed in Burundi, Congo, DRC, Nigeria, Sierra Leone, Kenya, Uganda, and Mozambique. Many of these incidences were referred to by the promoters as minor or non-threatening. In all reports of harassment, promoters identified customers as the perpetrator and in isolated instances, bar owners or managers. The majority of harassment reported was verbal and included incidences such as customers asking promoters for phone numbers or to sit and have a drink with them. Other forms of harassment experienced by promoters included inappropriate or unwanted physical contact by customers, unwanted comments of a sexual nature, harsh language, or feeling disrespected or humiliated by customers.

Sexual harassment by customers was reported by 13 interviewed promoters, all within one country, namely Mozambique. Sexual harassment therefore made up a total of 13 of the 57 instances of harassment that were identified.

Promoters identified the environment in which the promotions take place (weekends, late at night in urban/peri urban areas with a high level of alcohol intake) as the primary source of risk to promoters. No cases of verbal, physical or sexual harassment were reported in Dubai, Ivory Coast, Lebanon, Reunion, Russia, Rwanda, South Africa, Tunisia, and Egypt.

It was also noted during interviews that the majority of agencies are providing transport after events to take promoters back to their homes or city centers.

Heineken in-country interviews

The Heineken in-country interviews identified a number of areas for improvement in the areas of tendering, procurement, and contracting agency services, including background checks, due diligence and ensuring commitment and adherence to the Heineken Supplier Code of Conduct. Improvements and consistency are also required in the management and training of promotion agencies and promoters across all countries. Recommendations for improvement have been provided to both Heineken Regional and local offices as well as the individual agencies who participated in the assessments.