

The background of the slide is a close-up photograph of several spools of thread in various colors (white, black, brown) and a sewing needle, all resting on a dark, textured surface. The lighting is soft, highlighting the textures of the thread and the metal of the needle.

Social & Labor Convergence Program (SLCP)

*Converged Assessment. Collaborative Action.
Improved Working Conditions.*

WE Tech Pilot
Signatory Report



Report Contents

| | |
|--------------------------|----|
| ➤ Introduction | 3 |
| ➤ Summary of Key Results | 12 |
| ➤ Outcomes | 27 |

This report is a summarized 2021-2022 WE Tech pilot evaluation intended to inform and update WE Tech participants and committee members. The information presented here has been drawn from an extensive set of data and feedback gathered during the rollout of the 2021-2022 WE Tech pilot.

Introduction

- WE Tech Pilot Recap 5
- WE Tech Pilot Objectives 6
- Analysis Methodology 7
- WE Tech Operations Timeline 8
- Scope of WE Tech Pilot 9

WE Tech Pilot: Recap

WE Tech Pilot Recap

What is WE Tech?

- Worker voice technology
- Provides a digital platform for workers to directly report information
 - Mobile phone survey

Why was SLCP piloting WE Tech?

- For implementation of virtual verification in the face of COVID-19 restrictions
- As a permanent, complimentary method for conducting SLCP verifications

What were we piloting?

- Technology
- Survey questions
- Level of worker engagement
- Benefit to and buy-in of facilities
- Benefits to Verifier and SLCP verification process
- Partnerships/ collaboration (alignment in comms and operations)
- Fit within the SLCP ecosystem

WE Tech Pilot Objectives

- To understand if Worker Engagement Technology is beneficial to workers, facilities and other stakeholders within the SLCP ecosystem
- To determine how best to implement Worker Engagement Technology
- To collect results from a variety of facilities in different countries
- To receive participant feedback for lessons learned

Analysis Methodology

This report draws information from five data streams:

| | |
|----------------------------------|---|
| WE Tech Service Provider report | Reports from each WE Tech service provider outlining processes and lessons learned |
| User Feedback | Post pilot surveys were issued to: facilities, worker representatives, VBs, Verifiers, brands and WE Tech service providers |
| WE Tech Summary Report | Provided by service provider summarizing findings from WE Tech survey in an easy-to-read format for facility and Verifier to use to complete assessment |
| Final Verified Assessment Report | Final Verified Assessment Reports have been analyzed for specific data points incorporating WE Tech survey findings |
| Individual Stakeholder Feedback | Information from emails and virtual calls have contributed to data pool and analysis |



The goal of this analysis is to:

1. Identify benefits of engaging in WE Tech during SLCP assessment for:
 - Worker
 - Facility
 - Verifier
 - Brand
2. Evaluate data quality and (begin to) understand usability of SLCP WE Tech
3. Determine if and what improvements are needed for WE Tech survey questions, protocols and training materials

This evaluation will be used to set priorities for the future of
SLCP WE TECH

WE Tech Operations Timeline

November 2021

December 2021

January 2022

February 2022

March 2022



Survey questions,
training materials,
protocols

Survey

Post pilot surveys,
lessons learned,
results analysis

Final results
compiled &
presented

Scope of WE Tech Pilot

10

Facilities

Bangladesh
China
India
Pakistan
Taiwan

5

Countries & regions

Bengali
Chinese
English
Hindi
Punjabi
Telegu
Turkish
Urdu

8

Languages

Yes/ No/ I
don't know

Likert Scale

2

Surveys

33

Participating
organizations

Facilities
Brands
Manufacturers
VBs
Standard Bodies
Service providers
Industry Associations
Partners

5

Verifier Bodies

Bureau Veritas
Intertek
Stantec
SGS
TUV Rheinland

5

Service Providers

&Wider
ELEVATE
Labor Solutions
Timeline
Ulula*

*Note: Due to last minute facility cancellation, Ulula was unable to participate in survey implementation; however, due to their extensive provision of expertise and assistance, Ulula is considered a WE Tech participating service provider.

Result Highlights

- Summary of Key Results 11
- WE Tech Partnerships 19
- WE Tech & the SLCP Ecosystem 25

WE Tech Pilot: Summary of Key Results

Level of Worker Engagement

- Level of engagement ranged from 11% to 100%
- Higher engagement **indicative of higher level of investment made by facility** in explaining exercise to workers and encouraging participation
- Results:
 - **Level of engagement by facilitation:** No real pattern across facility management vs. worker engagement/ trade union
 - **Level of engagement by country:** No real pattern
 - **Level of engagement by survey type:** slightly higher with online than IVR
- In some cases number of respondents **did not meet sample threshold**—potentially rendering findings statistically insignificant
 - Improvements needed: clarification of protocols for achieving acceptable response rates

WE Tech Benefits to Facilities

Facilities: Highest percentage of reported benefits

1. Helps management see new problems (over 70%)
2. Improves working conditions for all workers (close to 60%)

WE Tech Objective: To understand if Worker Engagement Technology is beneficial to workers, facilities and other stakeholders within the SLCP ecosystem

- ✓ Provide clearer insight into worker experience (thereby contributing to the improvement of working conditions)
- ✓ Contributes to the accuracy of SLCP data collected

WE Tech Benefits to VBs/ Verifiers

| VBs: Highest percentage of reported benefits | Verifiers: Highest percentage of reported benefits |
|---|---|
| 1. Helps Verifiers focus on specific areas of concern during onsite verification (~85%) | 1. Helps Verifiers focus on specific areas of concern during onsite verification (100%) |
| 2. Helps Verifiers understand specific facility working conditions better (~85%) | 2. Helps Verifiers understand specific facility working conditions better (60%) 3. Makes the SLCP Verification Process more robust (more thorough) (60%) |

WE Tech Objective: To understand if Worker Engagement Technology is beneficial to workers, facilities and other stakeholders within the SLCP ecosystem

- ✓ Provide clearer insight into worker experience
- ✓ Contribute to the accuracy of SLCP data collected
- ✓ Improve the verification of sensitive data (e.g., harassment, discrimination)

WE Tech Facility Experience

| WE Tech Process | Survey feedback |
|--|--|
| 1. Protocol for Facilities | <ul style="list-style-type: none">• Majority of facilities found Protocol very clear• Worker representative groups split between very clear and neutral• ~28% found Protocol for Facilities to be somewhat unclear• Improvement needed: Increased attention on training so processes very clear for all participants |
| 2. Learning something new about facilities | <ul style="list-style-type: none">• Majority of facilities/ worker rep/ brands learned something new about working conditions and workers in facility• WE Tech makes SLCP verification process more robust |
| 3. Ease of use | <ul style="list-style-type: none">• Majority of facilities found WE Tech very easy to use• ~15% found it somewhat difficult• Responses varied suggesting varying degrees of attention to protocols and training• Improvement needed: More training to ensure Protocol is read and understood |

WE Tech Verifier Experience

| WE Tech Process | Survey feedback |
|---------------------------|--|
| 1. Protocol for Verifiers | <ul style="list-style-type: none">• Majority of Verifiers found Protocol somewhat clear (60%)• 20% of Verifiers found Protocol not clear• Improvement needed: More training to ensure Protocol is read and understood |
| 2. Ease of use | <ul style="list-style-type: none">• 25% of Verifiers considered WE Tech Process very difficult• Responses varied suggesting varying degrees of attention to protocols and attendance for training• Improvement needed: More training needed to ensure Protocol is read and understood• Timing factor leading to difficulty for service providers (Note, this was for pilot only) |

WE Tech Participant Experience: General Observations

| WE Tech Process | Survey feedback |
|---|---|
| 1. WE Tech Summary Report | <ul style="list-style-type: none"> • Almost half of facilities found report very user friendly (43%) • Majority of Verifiers found report user friendly (50%) • Small percentage considered the report not user friendly (15-25%) • Improvement needed: Standardized version of the WE Tech summary report and training provided to facilities and Verifiers on how to read and use information. |
| 2. Happy to use WE Tech for next verification | <ul style="list-style-type: none"> • Majority of overall respondents say Yes with an even split between Yes and No for facilities • Improvement needed: Awareness raising on full potential of WE Tech beyond SLCP assessment process |
| 3. WE Tech permanent part of SLCP process | <ul style="list-style-type: none"> • Overall majority of respondents say Yes • Most positive response from brands (~70%) followed by Verifiers and worker representative groups (~50%) • Almost even split between facilities for Yes and No (~40%) • Improvement needed: Awareness raising on full potential of WE Tech |
| 4. Value for money | <ul style="list-style-type: none"> • Majority of respondents say WE Tech good value for money • Most positive results from brands (majority of cases brand paid cost) • Note: what is affordable for brands may not be for facilities (facilities will likely pay for WE Tech moving forward) |

WE Tech Survey Questions

- Different preferences expressed by respondents for type of survey (i.e., Likert vs. Yes/ No/ I don't know)
 - Majority of WE Tech surveys conducted using Yes/ No/ I don't know
 - Yes/ No/ I don't know provides less response options for workers, makes clearer and easier to use—particularly for IVR
 - **Improvement needed:** One version of the WE Tech survey using Yes/ No/ I don't know version for simplicity of use (particularly for IVR) and simplicity of WE Tech summary report
- Majority of questions show broad applicability across country and facility with minor changes needed
 - **Improvement needed:** 5 questions to be revised for improved clarity and broader applicability across countries (3, 5, 8, 16, 20)
- Confusion over connection between WE Tech survey questions and CAF questions

WE Tech Partnerships

Collaboration

WE Tech forged new partnerships and strengthened existing ones

1. Agreement on pilot cost by all service providers
Moving forward: Costs to be determined by service providers
2. Brands' willingness to cover cost of pilot
Moving forward: Facility most likely responsible for WE Tech survey cost. Facilities need to be made fully aware of WE Tech potential beyond SLCP process
3. Increased collaboration between facility workers and management throughout the SLCP process
Moving forward: Management communicates with workers on corrective actions
4. Service providers contributed to methodology enabling them to align with their individual best practices
Moving forward: More consistency across type of survey, WE Tech summary report format and achieving target response rates
5. Service providers contributed to survey questions
Moving forward: Once finalized, WE Tech survey content will be part of the the CAF and governed by CAF terms of use
6. Facilities provided input to survey questions
Moving forward: Facilities provided with training on how best to identify CAF categories that WE Tech survey questions support
7. WE Tech committee members provided feedback on WE Tech protocols and materials
Moving forward: WE Tech will remain open to stakeholder feedback on revisions and updates
8. Post pilot surveys enabled SLCP to take all stakeholder feedback into account for determining the future direction of WE Tech
Moving forward: SLCP welcomes all stakeholder feedback to continuously improve WE Tech



Communication

WE Tech Pilot Communication processes feedback

- 1. Onboarding:** some facilities very engaged, others very little understanding
Moving forward: Make onboarding part of mandatory WE Tech training for facilities and Verifiers
- 2. Ease of communication between SLCP and service provider** created supportive environment fostering collaborative solution-based approach
Moving forward: Maintain open lines of communication
- 3. One-to-one participant calls preferred** over group calls (e.g. privacy)
Moving forward: Make process more streamlined eliminating necessity for calls; SLCP will remain available to support when needed
- 4. Multiple points of contact** across coordination process. Created at times multiple email threads, resulting in less streamlined coordination
Moving forward: Investigate more automated approach for registering WE Tech and facilitating process

WE Tech & the SLCP Ecosystem

Data Collection, Assessment & Sharing

- When used according to Protocol the WE Tech survey flows into the SLCP data collection, assessment and sharing process as a tool for supporting the CAF data and contributing to rigor of SLCP verification.

STAGES of WE Tech

1. The WE Tech summary report is used to **help the facility** complete the self-assessment
2. The WE Tech summary report is used to **help the Verifier** verify the accuracy of the self-assessment
3. The WE Tech summary report is **attached to the final Verified Assessment Report** when uploaded to the AH platform
4. The WE Tech summary report is part of the data available for **data sharing** through the Gateway

Verification Mistakes during WE Tech Pilot

| Mistake | Correction... |
|--|---|
| <ul style="list-style-type: none"> • Verifier used same questions from WE Tech survey to interview workers to verify survey results | <ul style="list-style-type: none"> • This is not correct nor is it indicated in the Protocol • Infringes on the privacy of workers and their anonymous responses to survey • The WE Tech survey is a tool for supporting and cross-referencing data collected and reported in the CAF, it is NOT to be used to ask questions directly to workers in onsite interviews |
| <ul style="list-style-type: none"> • Verifiers helped facility to interpret data in WE Tech summary report and worked with facility to discuss and formulate detailed improvement plan based on survey results. | <ul style="list-style-type: none"> • This is not correct nor is it indicated in the Protocol • The Verifier is not to work with the facility to interpret the data; the facility must incorporate the data into self-assessment prior to verification • If facility cannot understand WE Tech summary they must contact service provider for clarification • It is not Verifiers job to discuss and formulate detailed improvement plan based on survey results |

Results suggest:

Training materials and Protocol were not reviewed adequately.

WE Tech Protocol for Facilities and WE Tech Protocol for Verifiers must be read in full for the WE Tech process to benefit workers, facilities and Verifiers



Outcomes

- Pilot objectives achieved 26
- Lessons learned 28
- Recommendations for moving forward 32
- Conclusions 38
- Next Steps 36

Pilot Objectives Achieved

Objectives of Pilot Achieved

| Objective | Result |
|---|--|
| To understand if Worker Engagement Technology is beneficial to workers, facilities and other stakeholders within the SLCP ecosystem | <ul style="list-style-type: none">• WE Tech helps management to identify new problems• WE Tech helps Verifiers focus on specific areas of concern, understand specific facility working conditions better and helps make the SLCP verification process more robust |
| To determine how best to implement Worker Engagement Technology | <ul style="list-style-type: none">• Beneficial for full virtual verification• Facility must see benefits of WE Tech beyond SLCP assessment for cost effectiveness• Increased training needed• Protocols need improved clarity and must be read |
| To collect results from a variety of facilities in different countries | <ul style="list-style-type: none">• Results show the broad applicability of WE Tech across types of facilities and countries• A few questions need minor clarification to account for specific contexts |
| To receive participant feedback for lessons learned | <ul style="list-style-type: none">• Post pilot surveys, service provider reports and individual responses all provided a robust form of stakeholder feedback |

Lessons Learned

What Did We Learn from the Pilot?

| What we tested | What we learned |
|------------------|---|
| Technology | <ul style="list-style-type: none">• More training needed for facilities unfamiliar with technology• Accessible to all types of workers in all contexts using both online survey and IVR deployment• Facility can not be expected to relay technology preference to service provider; service provider needs to provide options based on specific country context and experience |
| Survey questions | <ul style="list-style-type: none">• Service providers prefer their own method (Likert vs. Yes/ No/ I don't know)• Yes/ No/ I don't know more simple for facility to use (particularly when using IVR) and summary more simplified for facility and Verifier to read and incorporate into assessment process• Wide applicability with minor revisions to accommodate for different contexts• 20 good number for online but may be too many for IVR• Demographic questions were considered too sensitive for start of survey by one service provider and were moved to back end of survey.<ul style="list-style-type: none">• Reordering of questions seems to have had no real overall impact on level of engagement (78% and 44%)• Training needed for facility and Verifier to understand connection between WE Tech survey questions and self-assessment questions. |

What Did We Learn from the Pilot? Cont'd

| What we tested | What we learned |
|--|--|
| Level of worker engagement | <ul style="list-style-type: none">• Survey needs to stay open longer to achieve target response rate• Perhaps involve brand if target not being achieved• Level of worker engagement high when management engagement high |
| Benefit to and buy-in of facilities | <ul style="list-style-type: none">• WE Tech does provide deeper insight into worker experience• For WE Tech to be of most benefit facility uses WE Tech beyond SLCP process (replace existing internal surveys or adapt/incorporate survey into existing processes)• Involvement of worker representatives/ trade unions/ worker engagement committees promotes collaboration |
| Benefits to Verifier and SLCP verification process | <ul style="list-style-type: none">• If Protocol followed correctly, WE Tech provides Verifiers with greater insights into facility working conditions• More training needed to help Verifiers understand process and the connection between WE Tech questions and CAF questions• Data collected from WE Tech survey provides additional layer of supportive evidence for Verifier |

What Did We Learn from the Pilot? Cont'd

| What we tested | What we learned |
|---|---|
| Partnerships/ collaboration (alignment in comms and operations) | <ul style="list-style-type: none">• WE Tech contributes to the integrity/ rigor of SLCP verification process which could contribute to SLCP adoption• Highly collaborative effort involving different stakeholders—facilities/ VBs/ Verifiers/ service providers/ brands• Successful effort particularly given the tight timeline! |
| Fit within the SLCP ecosystem | <ul style="list-style-type: none">• The process fits well in the existing SLCP ecosystem• Future efforts can consider more automated WE Tech registration (see recommendations) |

Recommendations for Moving Forward

WE Tech as Part of SLCP

Participant recommendations

- Consider WE Tech **online form or other centralized data collection point**.
 - Via a drop-down menu selected WE Tech service providers can receive notification of survey request and required information.
- Consider **streamlining communication channels** (via VB, service provider, facility)
 - One main point of contact
 - All information collected prior to initiation
- Service provider is expert in appropriate type of survey deployment not facility
- Develop **single survey tool and reporting framework**
- **Improve onboarding** to clarify *what* and *why*
- Consider providing facilities with small **tools for facility internal communication**
- **More guidance and assistance** for facilities with no experience in conducting worker voice surveys

Conclusions

In Conclusion

- **WE Tech is a beneficial tool** for SLCP verification process
 - Helps management identify problems
 - Helps Verifiers focus on specific areas of concern during onsite verification
 - Helps Verifiers understand specific facility working conditions better
 - Makes the SLCP Verification Process more robust (more thorough)
- For facilities to adopt WE Tech for regular SLCP verifications, facilities should **harness full power of WE Tech beyond just SLCP verification**
- **WE Tech can benefit the facility** by:
 - Providing training that can reach all workers quickly and effortlessly
 - Enabling workers to raise problems anonymously
 - Aiding in health and safety initiatives aimed at improved worker health and wellbeing (thereby reducing absenteeism and increasing worker retention)
 - Offering management the option to conduct other internal surveys on specific topics
 - Disseminating findings of worker surveys and responsive action plans to all workers to show management is taking worker feedback seriously
 - Offering a tool for incentives based on performance
 - And more!

Next steps

What Are We Going To Do Next?

- **March/April 2022:**
 - **Make amendments** based on pilot feedback and findings
 - Amend survey questions (revise, clarify)
 - Finalize one survey format (Yes/ No/ Don't know)
 - Determine standard WE Tech summary format
 - Protocols (ensure clarity of all processes)
 - **Service provider recruitment**
 - Issue RFP for service providers
- **May/June 2022:**
 - **Training**
 - Develop [mandatory] training materials: online tutorials/ PDFs/ webinars
 - **Service provider onboarding**
 - Establish service agreements and onboard
 - Start exploring integration with ITC Gateway and Accredited Hosts
- **July/ August 2022:**
 - **Roll out WE Tech** in the context of full virtual verification and beyond
- **August 2022:**
 - **Investigate possibility** for automated WE Tech registration processes (after Launch of CAF 1.5)



Thank you!

Please get in touch anytime.

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