

SLCP Worker Engagement Technology Pilot¹

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Section I: Introduction

Worker voice technology, also known as Worker Engagement Technology² due to its interactive nature, provides a digital platform for workers to directly report information. SLCP would like to adopt this technology, not only for the implementation of virtual verification in the face of COVID-19 restrictions, but also as a permanent, complimentary method for conducting SLCP verifications.

The overall outcome of the SLCP process is a facility-owned set of verified data on their social and labor conditions that the facility can share with multiple brands and standard setting organizations. Brands and standard setting organizations can then apply the data to their Codes of Conduct or standards. The adoption of Worker Engagement Technology will contribute to the credibility of facility-owned data since improving working conditions is only possible by understanding worker experiences. Worker Engagement Technology enables more expansive (systematically reaching large numbers of workers) and meaningful (reaching vulnerable workers like women/ migrants) worker engagement, rather than attempting to gain understanding of worker experience by relying solely on in person interviews with a small sample of workers within a limited time span, as is currently the case for onsite verification.

Who are we and what do we aim to achieve?

- The Social & Labor Convergence Program (SLCP) aims to reduce audit fatigue by offering a Data Collection Tool and verification methodology that can replace current audit methodologies.
- The adoption of Worker Engagement Technology is central to SLCP's worker-centric ethos.

Overall objective: to give workers who may not have a voice in onsite verification methods the opportunity to speak confidently and truthfully about their worker experience, thereby contributing to increased productivity, reduced audit fatigue and improved social and labor conditions.

- Adapting this technology to fit within the SLCP context requires multi-stakeholder engagement with players knowledgeable in the local context, and who can help build worker trust and facility buy-in (e.g., trade unions, worker representatives).
- Workers should be engaged in the whole process rather than only partaking in the survey. Worker-driven Social Responsibility (WSR) should be considered, whereby worker groups/ committees are involved in the entire worker engagement cycle.

SLCP is a data collection tool and is not involved in corrective action plans. The facility owns the data, and it is up to the facility to decide on how they want to use the Worker Engagement Technology data.

SLCP will provide guidelines and recommendations to the facility on how to loop back the data collected to further worker involvement but these will only be recommendations.

- If implemented correctly, Worker Engagement Technology can enable facilities and others to gain real insights into the necessary improvements needed to increase productivity and

² Proforest, "Worker Voice Technologies." *InfoNote 05*, July, 2020, https://www.proforest.net/fileadmin/uploads/proforest/Documents/Publications/InfoNote_Worker_Voice_Technologies.pdf

revenue via a happy, healthy, and productive workforce, ultimately leading to long term industry sustainability.

- Adoption of this technology will further contribute to elimination of audit duplication as it has the potential to be widely and easily incorporated into many different contexts (e.g., brand programs, standards).

What are we piloting?

We will be testing the Worker Engagement Technology to investigate best types/ numbers of questions to ask; the technology and the functionality for workers, facilities, VBs/ Verifiers and signatories; and how the process fits within the existing SLCP data ecosystem. Priority enablers for successful implementation are as follows:

Technology/ survey questions (based on service provider recommendations/ experiences):

- 100% anonymous and secure
- Could design A, B surveys. The contents of the two surveys could be different and randomly assigned. Some people fill in the A survey, while others fill in the B survey. This doubles the number of questions we can ask and pilot. Can keep this approach in the future or only use this approach for the pilot to test more questions.
- Engaging
- Easy to use (nothing complicated)
- Easy to understand/ use (e.g., language/ literacy/ Internet connection)
 - Interactive Voice Response (IVR) is an option to gather data that does not require a smartphone, internet connection and is suitable for workers with literacy channels
- Not time consuming
- Good response rate
 - Methodology involving a phone number for worker to call upon receiving a prompt is referred to as an 'opt-in' method only. Opt-in usually attracts lower response rates than a method that uses both opt-in and opt-out.
 - Opt-in and opt-out should both be used to ensure good response rate
 - Supplier submits de-identified worker mobile numbers to service provider and service providers call workers at a time that the sites choose so as not to disrupt business activities
 - The time of the 'push-calls' are communicated to workers through the induction process, so workers expect them
 - Informed consent must be obtained from workers for service provider to use their mobile numbers to make the calls for the specific purpose of gathering insight
 - Service provider must be fully GDPR compliant and offer the facility a menu of options that align with their internal data protection policies as well as GDPR
 - Workers should be provided a way to opt-in through the number that they can call and receive a call back, but where possible service providers should

use push-calls as well, as this promotes healthy response rates and bypasses issues of telco companies requiring some calling credit to make a call

- Accessibility (lack of mobile phone)
 - Survey design and the use of distributive questions can compensate for this without compromising worker anonymity
- Instills trust/ hope
- Questions/ survey should emit a 'we care'/ personal element
- More than one type of survey/ technology

Workers:

- Need for Internet connection (worker can complete survey off site?)
- Response rate and accuracy of response
- Accessibility for all types of workers (including migrant, temporary, women)
- Anonymity and security of survey (need to build confidence with workers on this)
- Feasibility and functionality of worker engagement committee
- What type of incentives are needed to engage workers?
- Workers need to be engaged and enthusiastic
 - All workers should be invited to participate but not expected to.
 - Response rates take time to build, are a function of trust, and will be affected by factors sometimes outside of any one influence or control (e.g., COVID outbreaks on sites).
 - Expecting all workers to participate applies immense pressure which has the adverse effect on building response rates and more importantly building data candor.
 - If workers are under duress to participate, they are more likely to offer only positive feedback as the exercise feels risky. This kind of pressure can function like verbal coaching.
- Are worker motivations targeted?
- Positive/ negative outcomes for workers

Facilities:

- Survey benefits facility in self/joint-assessment process
- Are facility motivations targeted?
- Facility contribution to survey questions – sense of ownership
- Benefits of technology for facility beyond SLCP process (Possible two-way communication enabling facilities to provide workers with work related critical information (e.g., health and safety, grievance mechanisms); training, etc.
- Facilities willingness to invest in technology beyond pilot
- Positive/ negative outcomes for facility

Verifier Body/ Verifier:

- Reduced verification time (therefore, reduced cost to facility)
- Increased capacity for verification of sensitive issues
- Positive/ negative outcomes for VBs/ Verifiers

- VB buy-in / level of enthusiasm (during and after pilot)

Signatories and other stakeholders:

- Ease of implementation (brand/ facility/ VB/ service provider)
- Alignment in communication and operations between facility/ facility worker engagement representative/ workers/ VB/ Verifier/ brands
- Capacity for cost sharing/ affordability (price point kept between 300-500 USD)
- Design implementation (survey/ communication/ dissemination) and follow up (feedback survey, brand/ VB/ service provider meetings, facility engagement)
- Enhanced credibility in compliance with codes of conduct and standards

Fit for purpose within the SLCP ecosystem:

- Data collected flows into SLCP data collection, assessment and sharing processes (e.g., verified assessment reports/ Gateway/ AH platform) without creating a parallel/ additional info stream
- Contributes significantly and positively to facility owned SLCP verified assessment data
- Reduces audit fatigue and resources
- Contributes to SLCP's overall objective of improved working conditions in global supply chains
- Effective and sound storing, backing up and encryption of data collected (service provider assurance)
- Verification processes of data collected (to determine if responses are truthful)

The pilot will give valuable feedback on the best way to utilize Worker Engagement Technology to better inform the SLCP process and benefit not only workers but also facilities and brands (but with the key benefactor being the worker).

What will we do in the pilot?

- SLCP along with facilities, brands and service providers will develop a succinct and strategic list of 20-30 questions aimed at collecting evidence of the worker experience – traditionally found to be challenging to assess onsite.
- SLCP will develop a communication plan / protocol for pilot participating facilities and VBs/ Verifiers
- Pilot participating facilities should form worker engagement committees with members selected by both management AND workers. These committees will act as the communication bridge between management and workers during implementation of the pilot survey (saves time for management, instills a sense of ownership across management and workers)
- SLCP along with service providers and other stakeholders will work with worker engagement committees within pilot facilities to provide training on technology and dissemination of survey (using developed communication plan/ protocol as a framework).
- Survey will be disseminated to all types of workers and as many workers as possible across participating facilities to provide statistically relevant data on facility working conditions

- Questions will be posed to participants to uncover their own experiences as well as eye-witness accounts of other workers' experiences.
- SLCP will draw on service providers for recommendation for use of two or three different types of technology (e.g., app on smart phone & written/ IVR)
 - Good to provide a mix of technology profiles from a mobile access perspective: i.e., China will be web mostly; Bangladesh and India mostly offline channels
 - Although not every worker may have a mobile phone, facility led survey sessions or survey via mobile or tablets provided to workers by the facility compromises anonymity and leaves a data trail, which opens the door to worker intimidation and pressure. We will evaluate, with the advice from service providers, if alternative methods to mobile phone surveys are necessary and what the best solution is.
 - Regardless of technology/ platform, ease of use for the worker is priority. There must be no language/ technology barrier and the platform will be as cost effective as possible (based on technology chosen) at scale.
- After the worker completes the survey, the data will be shared with the SLCP approved Verifier. Anonymous survey results will be aggregated and compiled into an easily understood and user-friendly report that can be quickly scanned and analyzed by the Verifier. The data collected will be completely anonymous and confidential.

What do we hope to get out of the pilot?

- The overall aim of the pilot is to determine:
 1. If Worker Engagement Technology is beneficial to workers, facilities and other stakeholders within the SLCP ecosystem.
 2. How best to implement Worker Engagement Technology to save on resources for all parties involved and to harness its maximum benefits.
- To collect results from a variety of facilities in different countries
 - Ideally 10-15 facilities (5 facilities per service provider, depending on how many service providers participate) will be involved in the pilot with a mix of participating countries, some with a history of multistakeholder engagement in labor issues (e.g., trade unions/ worker representative groups). Facilities and Verifier Bodies/ Verifiers from a minimum two countries (focus countries Bangladesh, China, India, Turkey, and Vietnam) will participate.
- Participant feedback for lessons learned.
 - Post pilot, all participants will get feedback forms with targeted questions to evaluate the success of the pilot.
 - These feedback forms are mandatory and must be completed by all pilot participants.

Type and quality of survey questions

Substantial enough to significantly reduce onsite worker interviews

Credible (i.e., verifiable, how to determine accuracy of responses?)

The survey questions are verifiable in the sense that survey indicators not only map against specific SLCP data points but can also be useful for gathering insights that reflect what workers have experienced. This may offer a different picture to the data collected via onsite worker interviews. Verifiers can use this insight to inform their conversation with workers and management on site to 'dig deeper' and gather the context of the results.

The training that Verifiers will receive will equip them to know how to use these insights without needing to determine which insight source is the "truth".

Purposeful (is useful for the factory, provides a clear picture of working conditions in the facility within the context of the questions asked)

Worker-centric and inclusive (impactful and applicable to **all** types of workers)

Builds or strengthens trust between facility and workers (responses reveal level of worker trust and engagement)

Informs Verifiers' investigations during verifications, particularly for sensitive topics like harassment, discrimination, etc., that can prove difficult to verify during onsite verification

NOTE: Service providers will be instrumental in helping SLCP determine the best technology/questions to use within the SLCP context. SLCP will draw on the expertise of service providers to get a clear picture of how data will be stored, backed up and encrypted and how best to convey this to participants in a clear, concise and transparent way to instill trust and buy-in.

Section II: Roles and responsibilities

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SLCP

SLCP is investigating how Worker Engagement Technology can enhance the SLCP data collection/ verification process. As such, SLCP will be responsible for overseeing a pilot study aimed at identifying how this type of technology can best be utilized to maximize benefits to workers, facilities, VBs and brands engaged in SLCP.

Role before/ during pilot

- Organize and facilitate kick-off meeting and subsequent meetings with service providers, signatories and other relevant stakeholders
- Continuous engagement with signatories, service providers, VBs, facilities and other stakeholders throughout entire pilot process
- Develop survey questions drawing on past experiences (Nike) and stakeholder consultation (e.g., Better Work, service providers, facilities, signatories, Verification Oversight Organization)
- Develop communication plan:
 - Service providers and SLCP should draft language to share with facility managers, worker engagement committees, unions, VBs including:
 - What the survey is about
 - Where it will take place
 - Who should participate
 - How to register for participation
 - Incentives provided for participation
 - How the information will be used
 - That the survey is anonymous and confidential
 - When the survey will be deployed again
 - Impact, if any, to those that do not take part (e.g., they might have a chance next time and their views)
 - How the results will be shared with workers (recommendations)
 - How the factory management will make decisions about follow-up steps
- Develop Worker Engagement Protocol for facilities (part of future chapter in Facility Guidance)
- Develop Protocol for Verifiers to access, use and report on the survey data (part of future chapter in Verification Protocol)
- Develop clear guidelines for roles and responsibilities and timelines for all parties involved
- Trainings and webinars organization, facilitation for all pilot participants
- Monitoring of entire pilot process (responding to any questions/ concerns/ troubleshooting)

Role after pilot

- Development and dissemination of pilot outcome survey for all pilot participants

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- Analyze survey results, write report with lessons learned and recommendations for moving forward

SLCP resources

- Required staff: Secretariat: Susanne Gebauer; SLCP support: Ann Wilkings, Irene Zhang; Verification Oversight Organization
- Required staff time: 2-3 days a week October, November, December, January

Funding

- SLCP to investigate potential for external funding (e.g., brands)
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Service providers

In preparation for the SLCP worker engagement technology pilot, SLCP has reached out to three service providers: Labor Solutions, Ulula and &Wider. All three service providers helped in guiding the thought and development process of this pilot draft. We look forward to continuing our collaboration with these and other participating companies.

Capacity for joining

- Be involved in the pilot from inception to completion
- Be willing to offer advisory and training service pro bono and not charge any stakeholder involved in the pilot; involvement with pilot is based on expectation of fruitful future collaboration
- Execution of the SLCP survey for the facility will be at cost and service providers shall get fully compensated for the execution of the survey(s)
- Agree to share all lessons learned with SLCP secretariat
- Service providers need to be signatories and cannot already fulfill another role in the SLCP ecosystem (e.g., Verifier Body) to be involved as a service provider and executor of survey technology in the pilot as well as for future collaboration. For further information on becoming an SLCP signatory, please see: <https://slconvergence.org/signatories>

Role before/ during pilot

- Provide input to the development of survey questions
- Assist SLCP in organizing and selecting facility choice questions
- Join meetings with SLCP to explain the process/ technology used and to offer guidance throughout the process based on expertise and experience
- Survey platform set-up/ test platform functionality; determine response time (e.g., responses typically take place over a period of approximately 5-7 business days)
- Develop data sharing pathways for communicating survey results to Verifiers/ facilities/ brands/ survey participants
 - explaining service capabilities to facilities to showcase added benefit beyond scope of SLCP
 - ensuring data anonymity and security in a manner easily conveyed to and understood by non-technical participants
- Training/ webinars:
 - Presence during onboarding webinar and training sessions to provide expertise
- Execution of survey(s) for volunteer facilities at cost, either compensated by the facility or by the brand sponsor
- Results/ Analysis:
 - Provide technical support in aggregation of results
 - Offer input in analysis of aggregated results (lessons learned)
- Monitoring/ troubleshooting:
 - Assist in ironing out any problems
 - Provide troubleshooting if needed

Role after pilot

- SLCP survey:
 - Complete SLCP end of pilot survey (to be completed by all stakeholders)
 - Provide input to final pilot report for stakeholders and Council
 - Roll-out:
 - Input and facilitation of final roll-out once pilot report has established the benefits of utilizing worker engagement technology in SLCP process and the best way to move forwards
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Facilities

For facilities to partake in the SLCP worker engagement technology pilot, they need to see the benefits. To identify the benefits to employing worker engagement technology across SLCP facilities, the pilot needs to involve facilities in different countries, of different size and of varying compliance performance to test the technology in different circumstances. Ideally 5 facilities per service provider will be involved in the pilot (i.e., 15 if 3 service providers, 10 if 2 service providers)

Capacity for joining

- Facility has a verification planned in Q4 2021
- Recommended to have a democratically elected worker engagement committee for deployment of survey and communication bridge between management and workers
 - Purpose for committee is to encourage participation and to act as a channel of communication between workers and management
 - It is important to establish set roles and responsibilities of committee. Committee is not responsible for ensuring actions by management in response to survey are taken. The committee is only responsible for conveying information, deploying survey and facilitating training on technology
 - Survey can be deployed during work time or personal time
- Either facility covers cost of pilot survey or asks brand partner to cover the cost
 - For long term use of technology, facility will need to cover cost

Role before/ during pilot

- In parallel to brands finding facility volunteers, facilities can volunteer themselves to participate (e.g., in response to Ops bi-weekly newsletter, Newsflash)
- Form a democratically elected worker engagement committee for dissemination of survey and communication bridge between management and workers
 - Worker engagement committee/ representatives aid workers in completing survey if needed and make SLCP aware of any issues along the way
- Provide input to the development of survey questions and potential changes to the Verification Protocol
 - Facility to provide SLCP with top 3 topics they would like to see included in the worker engagement survey (process to be determined with help from service provider)
 - Facilities should offer topics rather than exact questions that they wish to include as the service providers will have expertise in the final crafting of the questions
- Worker engagement groups/ representatives (and management if they desire) attend SLCP worker engagement technology onboarding (i.e., webinar, training) and disseminate knowledge to worker participants in facility
- Facility workers conduct the survey using the technology provided
- Facility management should be engaged in the process, particularly in introducing the worker engagement exercise to workers
 - Workers hear directly from management that they value workers' feedback and endorse the exercise, which has positive impacts on response rates
 - As survey gets underway, management can liaise with worker engagement committee

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- Management/ worker engagement committee can encourage overall participation by using channels the facility already has in place which are already geared to broadcasting to many workers
 - The objective is to build a culture of trust on the part of both workers and management while maintaining anonymity for all workers involved

Role after pilot

- SLCP survey:
 - Complete SLCP end of pilot survey (to be completed by all participants and management)
 - Roll-out:
 - Facilities to determine if they want to use this technology moving forward and if they are interested in using it beyond the scope of SLCP
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Brands

SLCP believes that worker engagement technology will enhance SLCP data collection and verification processes by increasing insight into the worker experience. This technology will benefit all SLCP stakeholders including brands; with this in mind, it is our expectation that brands will want to be active participants in the pilot.

Capacity for joining

- Be involved in the pilot from inception to completion
- Be willing to engage in worker engagement technology pilot and to bring facility volunteers on board
- Potential sponsorship of the survey for facilities, i.e., payment of the survey cost for the volunteer facilities
- All participating brands need to be an SLCP signatory to be involved in the pilot. For further information on becoming an SLCP signatory, please see: <https://slconvergence.org/signatories>

Role before/ during pilot

- Find volunteer facilities, each brand can nominate 3-5 facilities to join this project
- Pilot needs to count toward the annual verification for facilities
- Brand can volunteer to cover the survey cost implementation at facilities
- Brands to commit that no matter what issue found (including critical issues) it will not negatively impact their business, although corrective actions/ remediations can be taken
- Provide input to the development of survey questions and potential changes to the Verification Protocol
- SLCP and brands need to determine what incentives will be provided to participants (there can be no charge on their mobile phones and if so, they must be reimbursed (via service provider))

Role after pilot

- SLCP survey:
 - Complete SLCP end of pilot survey (to be completed by all stakeholders)
- Provide input to final pilot report for stakeholders and Council
- Roll-out:
 - Facilitating buy-in from facilities
 - Conveying established benefits of utilizing worker engagement technology in SLCP process
 - Contributing to incentivizing facilities to adopt technology (develop a reward program?)
 - Work with facilities to raise awareness of benefits of worker engagement technology beyond the SLCP process



Verifier Bodies/ Verifiers

For worker engagement technology to be a beneficial element in the SLCP verification process it must not add unnecessary burden or additional cost to VBs and Verifiers. Consequently, there will be no need for additional fees charged by VBs to facilities for using the survey report to inform verification activity. Worker engagement technology should provide VBs and Verifiers with new insights on sensitive issues that have been traditionally challenging for Verifiers to assess. Their job therefore should become easier.

Capacity for joining

- Eligible to verify in the country where pilot is being conducted.

Role before/ during pilot

- Provide input to the development of survey topics, process of sharing survey results with Verifiers to inform verification, and potential changes to the Verification Protocol
- VBs/ Verifiers to attend SLCP onboarding
- Verifiers to conduct verification based on process determined for pilot (i.e., Verifier uses data to identify red flags and/or data provides Verifier with insights to support verifying self/joint-assessment)
 - It is important to remember that worker engagement technologies measure workers' lived experience, and the SLCP verification process is more focused on the implementation of best practices. Therefore, worker engagement technology does not in itself verify the accuracy of data collected through the self/joint-assessment. However, any gaps identified between the two methodologies provides fodder for increased Verifier attention in areas that traditional verification methods may have led Verifiers to overlook
- Verifier to take note of benefits of survey or improvements to survey or survey report that was shared with the Verifier
 - This is a critical part of the process, and some guidance and activity will need to be planned (involvement of Verification Oversight Organization)

Role after pilot

- SLCP survey:
 - Complete SLCP end of pilot survey (to be completed by all participants and management)
- Roll-out:
 - VBs/ Verifiers to undergo necessary SLCP training re: worker engagement technology moving forward

Section III: Preliminary timeline for pilot

Table 1: Detailed weekly plan

*See section IV for details of activities

Week 1-3: Project Scope	<ul style="list-style-type: none"> • Identification of pilot committee members • Identification of service providers • Identification of brands to assist with cost • Identification of facilities (brand nominated, volunteers) • Survey design/ list of questions (20-30 questions) <ul style="list-style-type: none"> • Different survey design capabilities of the different service providers = 2 or 3 different methods/ surveys
Week 2-5: Planning and set-up	<ul style="list-style-type: none"> • Scope and location of facilities decided • Survey execution protocol (facility & Verifier) developed • Identification of VBs/ Verifiers selected and matched with facilities • Survey translation as per countries identified • Service provider survey platform set-up • Develop/test survey • Timeline confirmed
Week 5-7: Outreach Activities	<ul style="list-style-type: none"> • Targeted outreach to facilities and VBs/Verifiers via comms, trainings, webinars; one-on-one correspondence if/when necessary • Facility ready to complete combination of survey and verification activity • Verifier ready to receive the survey report and use it to inform verification activity
Week 7-10: Survey launch	<ul style="list-style-type: none"> • Survey sent to pilot participants • Monitor analysis reports sent to VBs/ Verifiers • Verifications conducted <p>*Note: Timeframe will depend on verification planning, but want to guarantee specific max. timeframe is met for completion of survey + verification</p>
Week 8-13: Analysis & Reporting	<ul style="list-style-type: none"> • After verification completion: collect feedback from facilities, worker representatives, VBs, Verifiers, brands, etc. • Disaggregated, anonymous data available from all service providers • Analyze data to inform survey success/ improvements

Table 2: Monthly plan

October 2021	<ul style="list-style-type: none"> • Committee, participants/ facilities, service providers, costs all determined and finalized • Meetings organized with service providers/ VBs/ facilities/ Committee members • Trainings developed/ webinar organized • Survey designed and finalized/ all parties sign off • Survey execution protocol finalized
November 2021	<ul style="list-style-type: none"> • Service provider survey platform set-up/ survey tested • Trainings/ webinars completed • Survey disseminated and completed • VB/ Verifier incorporates aggregated data into verification process • SLCP monitors process • Data feeds into SLCP system
December 2021	<ul style="list-style-type: none"> • Continued: <ul style="list-style-type: none"> ○ Survey disseminated and completed ○ VB/ Verifier incorporates aggregated data into verification process ○ SLCP monitors process ○ Data feeds into SLCP system

	<ul style="list-style-type: none"> All participants complete SLCP survey re: pilot process/ lessons learned
January 2022	<ul style="list-style-type: none"> SLCP analyzes data and write report Dissemination of final report Webinar to discuss findings and way forward

Section IV: Pilot procedures and tasks

Options for integrating Worker Engagement Technology into the SLCP process

SLCP proposes two options for integrating Worker Engagement technology into the pilot process. We can either pilot both or decide beforehand if one option is the best option. SLCP is recommending Option 1.

<p>Option 1: Worker engagement technology utilized prior (separately) to verification. Service provider sends data to facility, Verifier and possibly brand. Facility uses data for self/joint-assessment and Verifier uses data to identify red flags. Survey report attached to final verified assessment report.</p>	<p>Option 2: Just prior to/ during verification: Insights to support Verifier in verifying self/joint-assessment. Survey report included in final verified assessment report.</p>
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The following section gives an overview of the steps and tasks needed to successfully complete the SLCP Worker Engagement Technology pilot.

Step 1: Selecting pilot committee members and pilot participants

Brands

- Find volunteer brands, each brand can nominate 3-5 facilities to join this project, (if three service providers involved, ideally 5 facilities per provider)
 - Pilot must count toward the annual verification for facilities
 - Brand can volunteer to cover the survey cost implementation at facilities
 - Brands to commit that no matter what issue found (including critical issues) it will not negatively impact their business, although corrective actions/ remediations can be taken
 - SLCP and brands need to determine what incentives will be provided to participants (there can be no charge on their mobile phones and if so, they must be reimbursed (via service provider)
 - Service providers to weigh in here given their experience

Facilities

- In parallel, can ask facilities to volunteer for participation (Ops bi-weekly newsletter)
 - If they have a verification planned in Q4, they can participate in the pilot
 - Either facility covers cost of survey or asks brand partner to cover cost
- Different countries, size, compliance performance
- Test technology in different circumstances

VBs/ Verifiers

- There should be no additional cost to VBs/Verifiers and therefore no additional fees the VBs charge to facilities to use the survey report to inform verification activity
- Once facilities have been nominated/ have volunteered they inform their VB (with help of SLCP training/comms materials) of the pilot participation



Step 1 Tasks for selecting pilot committee members and pilot participants

1. SLCP to establish pilot committee with volunteers from TACs CAF and Verification Oversight, service provider signatories and other signatories
2. SLCP to develop clear and simple comms on pilot for brands and facilities (commitment, scope, resources needed, process)
3. SLCP to provide high-level comms/ Q&A processes for signatories
4. SLCP to gather facility nominations/ volunteers
5. SLCP to reach out to facilities to confirm participation, communicate timelines and let them know they will be contributing to survey questions
6. SLCP to confirm VB participants and confirm timeline
7. SLCP to write to each facility-VB pair to confirm next steps and timeline

Note: Either trade union rep(s)/ worker representative rep(s)/ designated worker engagement group rep(s)/ local NGO rep(s) should be assigned as liaison between facility and workers, disseminating/ organizing worker engagement questionnaire as well as responding to worker requests and overseeing process. Facility management should be engaged in the process and in introducing the pilot to workers. Worker engagement committees can act as a communication channel between workers and management. The objective is to have facility management see the benefits of the process (increased productivity and revenue) and have workers trust the anonymity and confidentiality of the process.

The facility remains the owner of the data and the presence of a worker engagement committee is not to undermine this process but to provide a communication bridge between management and workers so as to better communicate processes/ concerns/ etc. from one end of the bridge to the other. Also, some workers may feel more confident approaching co-workers with technical issues/ questions rather than approaching management.

Step 2: Developing survey and protocol for execution

Develop one set of 20-30 SLCP questions aimed at informing sensitive questions not easily verified onsite and enhancing the credibility of the SLCP verification process

- Questions do not need to be sensitive to collect sensitive information
- Questions will be common to all facilities and countries for pilot
 - Reference Nike, BW for questions
- Target hopes, priorities, fears through incentives and protection

- 1 week duration (?), after that novelty wears off and participation wanes; working conditions are constantly changing
- Emphasize strategic importance to facility (showcase what is great, OK and in need of improvement)
 - Facility can use results to improve worker retention, manage risk, etc.

Develop execution protocol for survey

- Requirements for facilities on how to execute the survey (how to socialize it; use worker reps/ trade union reps, etc.) – to be incorporated into Facility Guidance if pilot is successful and worker engagement surveys become part of SLCP process
- Requirements for Verifiers on how to use the survey, read the report, include information in the final verified assessment, etc. - to be incorporated into Verification Protocol and Verifier Guidance if pilot is successful and worker engagement surveys become part of SLCP process



Step 2 Tasks for developing survey and protocol for execution

1. SLCP to send a request to participating facilities to provide top 3 preferred topics for worker engagement survey
 - Engagement survey for facilities and can have facilities vote on top chosen questions
 - The facility should be in the know of the survey topics. They own the survey and the data.

2. SLCP and pilot committee to draft first set of questions including top 3 question provided by facilities (top common three questions. If all questions provided are different pilot committee to make final decision on what to include with input from task force/ brands)

3. SLCP and pilot committee to draft Facility Guidance and Verification Protocol and Verifier Guidance specific to execution of self/joint-assessment + survey + verification process

4. Final review process of package: survey + protocols

5. SLCP to amend and finalize survey questions and protocols based on feedback

Note: Survey questions should consider the following:

- Clear, mutually inclusive, culturally transferrable
- Workers taking survey are asked for their **experience and eyewitness** so they can speak for any workers who do not have a mobile phone and are unable to participate in survey (Have you or anyone working with you... ?)
- Questions compatible with technology (service provider collaboration)
- Options “Yes”, “No”, “I don’t know”, “Repeat the question” should be applied consistently
- Logic based question sequence
- Ensure appropriate respondents targeted (e.g., migrant workers, ethnic groups, women for discrimination related questions)
 - Workers with overlapping vulnerabilities will be hardest to reach as most sensitive to risk.
 - Worker engagement needs to be designed around making the most vulnerable workers feel safe and lowering the bar to access

- Measures such as providing translations for language minorities, longer windows for participation, incentives and distributive questions set the stage for wider participation.
- Trust built over time – second data collection cycle important
- Reduce response time
- One single phone number used for survey access
- Initial field level engagement to promote buy-in and address questions (remote)
- Pre-recorded audio message rather than a text message to notify participants when survey is live providing number to call and participate (for low literacy rates) or text message provided in all possible languages
- Questions loop into continuous improvement process where data informs amendments

Step 3: Onboarding

1. Provide on-boarding for confirmed participants (facility, facility reps and VBs) via a webinar
 - Objective and overview of pilot including deadlines
 - If relevant: explanation of brand/ client commitment in ensuring no negative impact to facility for involvement regardless of outcome of pilot. Brands will accept pilot as a “normal” verification.
 - Introduction to the Worker Engagement Technology process and what to expect during the pilot
 - Explanation of the Worker Engagement Technology platform and how to use it (service provider). The process should be as simple and as user friendly as possible.
 - Explanation of the verification process and how this will take place
 - Explanation of the pilot evaluation survey and how this should be completed
 - Q&A



Step 3 Tasks for onboarding

1. SLCP to develop slide deck for webinar
2. SLCP to schedule webinar and invite panelists (including selected pilot committee members)
3. SLCP to inform pilot participants (facilities, VBs, trade unions/ worker representative groups) of webinar
4. SLCP to provide participants with consistent contact, building trust beyond simply extractive

Note: Trade union rep(s)/ worker representative rep(s)/ designated worker engagement group rep(s) should be the point(s) of contact for onboarding and training workers on how to use the technology.

Step 4: Survey execution

1. Workers complete the Worker Engagement questionnaire

- Individual call with each designated facility worker engagement rep (management can be included in the call if desired) by SLCP to support workers in filling in the assessment. Observation notes based on standard template:
 - Where is facility experiencing difficulties? E.g., Questions, Tool format, processes
 - Level of buy-in on part of facility
 - Degree of trust shown by workers
 - Proportion of valid questionnaires
 - Timeline (how long for whole facility to complete the questionnaire?)
 - Need to determine how to treat identified issues of child labor, sexual harassment, violence, etc. Follow current Verification Protocol? How to define what is considered a critical issue?
 - Need to ensure absolute data privacy and data governance
 - Platform ensures confidentiality of responses by removing personally identifying information, e.g., phone numbers, from response data before sharing with facility/ SLCP
2. Facility reps can also opt for reaching out to the brand that nominated them for additional support.
- Brands will report back on feedback/information request from facility rep using the observation note template.



Step 4 Tasks for survey execution
1. SLCP & pilot committee to provide content for template for observation notes
2. SLCP & pilot committee to reach out to facilities to offer support
3. SLCP to collect observation notes and compile overview (all participants to complete observation notes)

Note: Pilot studies have identified a number of challenges and interesting findings:

- Data privacy and data governance need stronger development
 - Low worker participation due to limited outreach and/or low literacy
 - Some telecommunication providers require credit to initiate a call, even if call not answered and no credit deducted. This negatively impacted participation.
 - Low response rate when participants expected to call and wait for return call
 - Location specific preparation helpful to target a higher participation
 - Length of survey and wording of questions need to reduce time required
- <https://www.isealliance.org/innovations-standards/innovations-projects/pilots-remote-auditing>

Step 5: Verification (2 options)

Option 1

1. Workers complete survey on own time when convenient for them (incentives important) during specific timeframe of facility's choosing to enable survey results to be shared for self/joint-assessment completion.
2. Ensure mobile connectivity and access to devices for ALL workers in facility
3. Worker survey sent to facility, VB/Verifier, and brand (if applicable)
4. Facility to incorporate data into self/joint-assessment along with worker rep/ trade union involvement
5. Verifier verifies facility's self/joint-assessment process
6. Verifier uses worker survey report data to inform verification process (e.g., responses suggest widescale abuse by security guards: facility can use this information to inform responses, Verifiers can focus on this issue during onsite verification)
7. Verifier attaches worker survey report to final verified assessment report

Option 2

1. Workers complete survey before/during verification process (need to determine with service providers/ experts how to best conduct the survey)
2. Ensure mobile connectivity and access to devices for ALL workers in facility
3. Worker survey sent to (facility?), VB/Verifier, and brand (if applicable)
4. Data used to inform pre-onsite verification/ Verifier uses data to focus on identified issues during onsite visit
5. Verifier attaches worker survey report to final verified assessment report



Step 5 Tasks for verification

1. SLCP to check in with VBs to see if any help is needed
2. VBs/ Verifiers to follow updated Verification Protocol requirements for verification with survey execution

Note: It is important to remember that the facility owns the data. Worker engagement technology processes must maintain the anonymity and security of worker while better enabling the facility to complete the self/joint-assessment and improve working conditions.

Step 6: Pilot survey

1. Pilot participants fill in evaluation survey in SurveyMonkey.
 - Brands, VBs/ Verifiers, facility management, trade union rep(s)/ worker representative rep(s)/ designated worker engagement group rep(s) workers, etc.



Step 6 Tasks for pilot survey	
	1. SLCP to draft content for evaluation survey and check in with pilot committee to see if all aspects are covered
	2. SLCP to set-up evaluation survey in SurveyMonkey
	3. SLCP to remind pilot participants to fill in the survey and conduct follow ups (one week duration)
	4. SLCP to extract feedback and do analysis
	5. SLCP to report findings to all relevant stakeholders

Note: Worker engagement technology is a compliment to the SLCP verification process and not intended to replace the verification activities

Section V: Questions to keep in mind

- 1) What is the most appropriate number of questions to include in a Worker Engagement Survey (keeping in mind the extensive number of SLCP data points and the objective of significantly reducing the number of on-site interviews)?
 - Most interviewees state approx. 20 questions.
- 2) Are there other effective types of platforms that we should consider, keeping in mind scale and diversity of workers (language/ age/ religion/ culture/ gender, etc.)?
- 3) Is mobile phone technology the best for all regions (SLCP active in 50+ countries)?
 - Communication channels should be tailored to country in order to get strong uptake.
- 4) How can we identify invalid/ untrustworthy surveys?
- 5) How do you address the risk of workers being dishonest because they think bad survey results will have an impact on the business/ their future employment? Should you decouple survey results from the “compliance” process to obtain more honest answers? If yes, how?
- 6) Can costs be kept under \$500? What is upfront and ongoing cost?
- 7) Any successful case studies, so we can get a better sense of processes and issues we need to consider?
 - (e.g., ISEAL, Nike)
- 8) Company buy-in and level of company engagement using this technology? Any things we should consider?
- 9) Are country specific questions something to consider in the future (beyond pilot)?