



**Ethical
Trading
Initiative**

**ETI Social Dialogue
Workplace Programme
proposal: 2024 - 25**

Aim

To improve industrial relations by enhancing capacity and increasing awareness among workers and management on mutual rights and responsibilities through Social Dialogue within the workplace.

Outcomes

Factory employees have increased their awareness on the importance of worker representation, dialogue and engagement and are better aware of workplace policies and their respective roles and responsibilities.

Factory supervisors and managers have increased their understanding of Social Dialogue and have applied a problem-solving management style

The factory Participation Committee or Trade Union has increased its functional capacity to lead workplace dialogue and facilitate conflict resolution.



Duration

18 months

Cost per factory

£8,500*

*Please note that this cost per factory is indicative and based on the assumption that 15 factories join, they are in the Dhaka area, and they are of average size, i.e., approx. 2,000 workers and 250 to 300 managers and supervisors. The amount proposed is subsidized by other grants that are partially covering ETI's costs in Bangladesh

The benefits of Social Dialogue

SD can play a key role in absorbing shocks such as industrial disputes and preserve employment

SD is key to managing conflict for fair and stable workplaces and societies

SD supports management in adopting high performance workplace practices such as working in teams, job autonomy, job rotation and upwards communication as they require a climate of mutual trust and availability of a skilled workforce.

SD helps improve the design of training systems and the retention of skills

When adopted broadly across a sector or country, SD can support economic development by providing an enabling environment for sustainable enterprise development.

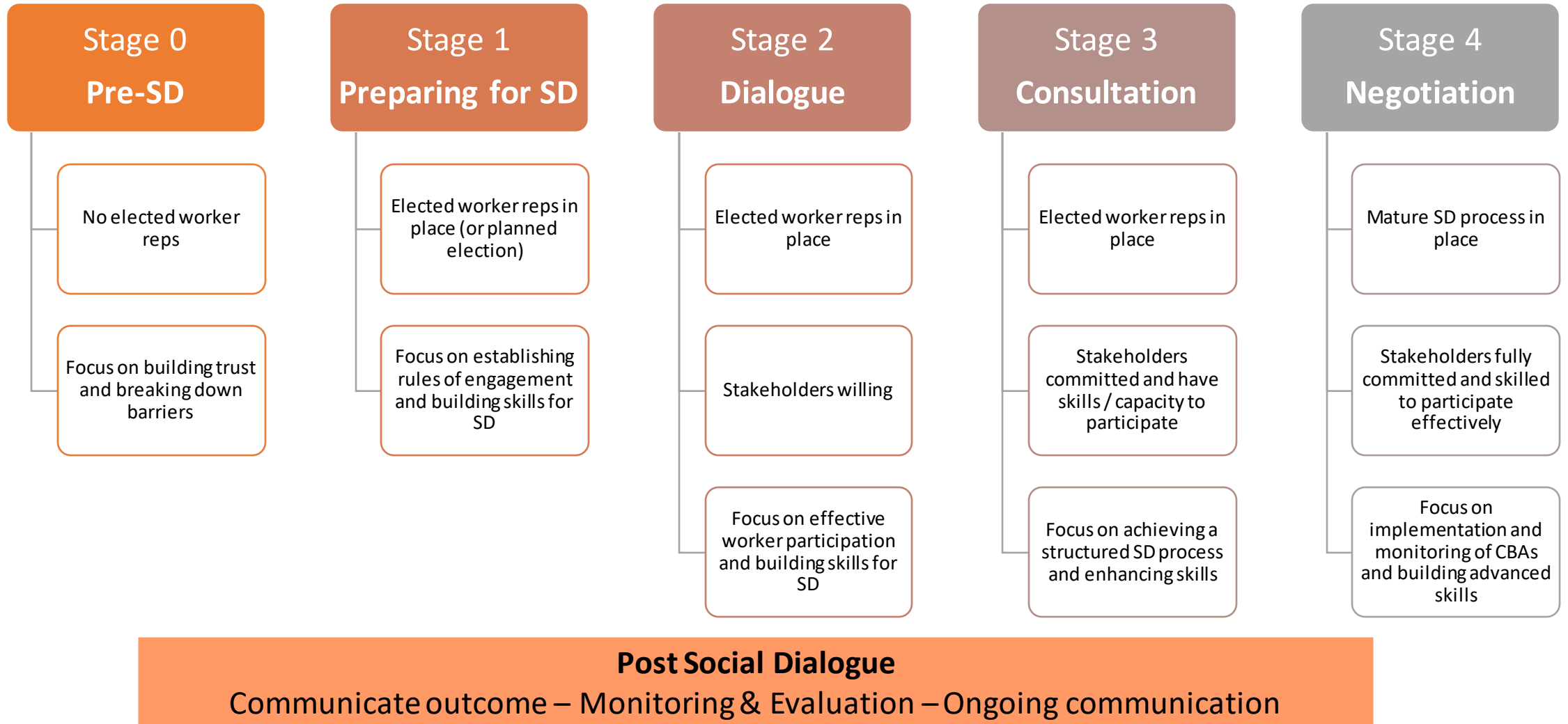
Sources:

[New thematic brief: A business case for social dialogue - How workplace representation and collective bargaining deliver better business performance - OECD \(theglobaldeal.com\)](#)

[Thematic-Brief-Achieving-Decent-Work-and-Inclusive-Growth_The-Business-Case-for-Social-Dialogue-2.pdf \(globaldeal.azurewebsites.net\)](#)



Social Dialogue Pathway



Customized Strategy & Process of Social Dialogue



Proposed training outputs:

1. Increased awareness among all factory employees

- All factory employees have received awareness raising sessions on Social Dialogue, Covid-19 prevention and gender equality through a behavior change campaign using visuals and audio such as posters, stickers, videos and music.

2. Increased knowledge on Social Dialogue and its implementation among factory management

- Both mid-level production managers (e.g. supervisors) and department management representatives will receive several training sessions covering topics related to Social Dialogue including conducive management / leadership styles, worker representation and effective facilitation of work floor relations. A half-day training will also be conducted with management and worker PC representatives jointly to discuss topics such effective meeting management, problem-solving and communication skills together. Two workshops with mid- and senior managers will be held outside of the factory twice (mid- and end of the programme) to discuss priorities and target setting, progress monitoring and lessons learnt.



Outputs and activities:

3. Increased knowledge on Social Dialogue and its implementation among PC Worker representatives

- Elected PC worker representatives will receive a 4-day training held outside the factory where topics such as types of workers representation and how to form a factory worker representatives committee, the concept of social dialogue, expected attitudes and skills of a strong worker representative, grievance and disciplinary procedures, and wages and benefits, health and safety and women workers rights as described in Bangladesh labour law.

4. Increased knowledge and confidence among elected female worker representatives

- To increase the capacity of female worker representatives, a 2-day training outside of the factory premises is being offered covering sessions looking at labour rights from a gender perspective, analyzing workplace issues more typically related to women workers, and communication skills, confidence and agenda setting.



Outputs and activities:

5. Increased capacity of PC functional roles

- To strengthen the functionality of the PC, the programme also provides a 3-day training to the PC Vice Chairman and a one-day training to the PC Member Secretary respectively during which time they will increase their understanding of the roles' responsibilities and how to perform them effectively. The trainings are conducted outside the factory premises and are conducted jointly with all factories enrolled in the programme, therefore enabling the participants to meet other PC representatives with similar functions from other factories to share experiences and learn from each other.



Level of Effort required from factories



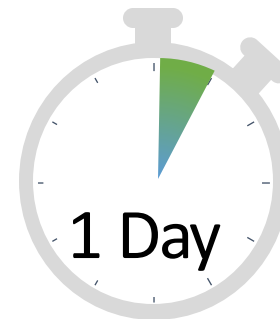
Kick off meeting



Baseline & Endline surveys



Awareness raising activities
(tablet-based or townhall meetings)



Supervisor training (each batch of trainees)



Management training



PC worker representatives training



Joint training (worker and management representatives)



Female PC representatives training



PC secretary training



PC Vice-Chairman training

Additional activities:

- Establish a support network for the participating suppliers with quarterly meetings facilitated by ETI during which time factory representatives can discuss workplace challenges, learnings and possible solutions jointly.
- Ongoing support provided by ETI including technical support for PC election
- Lessons learning and knowledge products shared with participating suppliers and brands.
- Tri-party kick-off meetings for each initiative between ETI, supplier and nominating brand and regular progress meetings thereafter
- Baseline and endline surveys to assess progress within each participating factory
- 6-monthly progress & lessons learnt meeting with all contributing brands along with biannual reports to participating suppliers and brands.

Support from brands

Our experience shows that engaged brand representatives result in increased effectiveness, better outcomes and greater sustainability, and engagement in the programme from time to time is therefore strongly encouraged. Examples of engagement include partaking in the intervention kick-off at the factory, attending joint tri-party progress meetings every other month and SD coordination and lessons learnt meetings with other brands participating in the programme. When and where relevant and appropriate, we also encourage members to take note of important issues raised in PC meetings and play a role in finding constructive solutions.

The level of effort is estimated at 4 to 5 days a year.



Key Performance Indicators

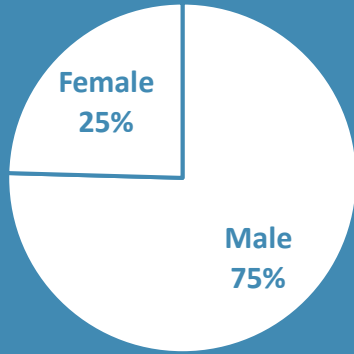
1. **% of workers (out of which % females) willing to raise workplace issues to PCs / TUs within targeted factories.**
2. **% of workers and managers (out of which % females) reporting increased levels of confidence achieved through the training.**
3. **Number of workers and managers trained (gender disaggregated)**
4. **Number of factory employees (gender disaggregated) reached by awareness raising activities on Social Dialogue.**
5. **Number of factories adopted improved meeting minutes and number of meetings that are minuted.**



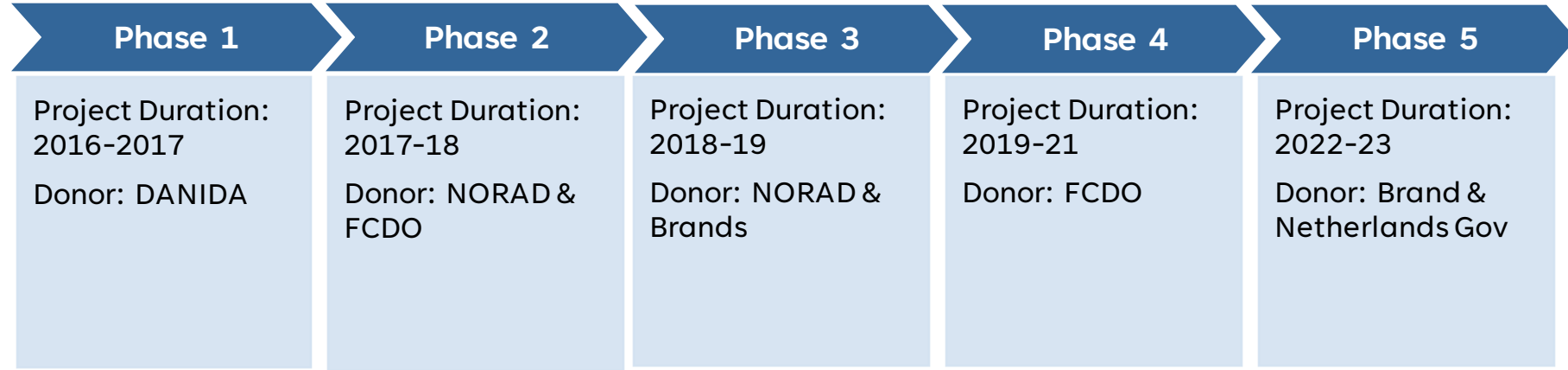
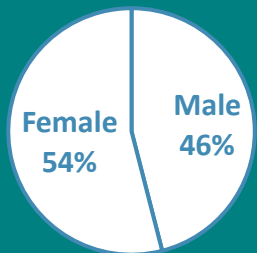
Project Outreach till 2023

5 Phases of Social Dialogue
88 factories reached

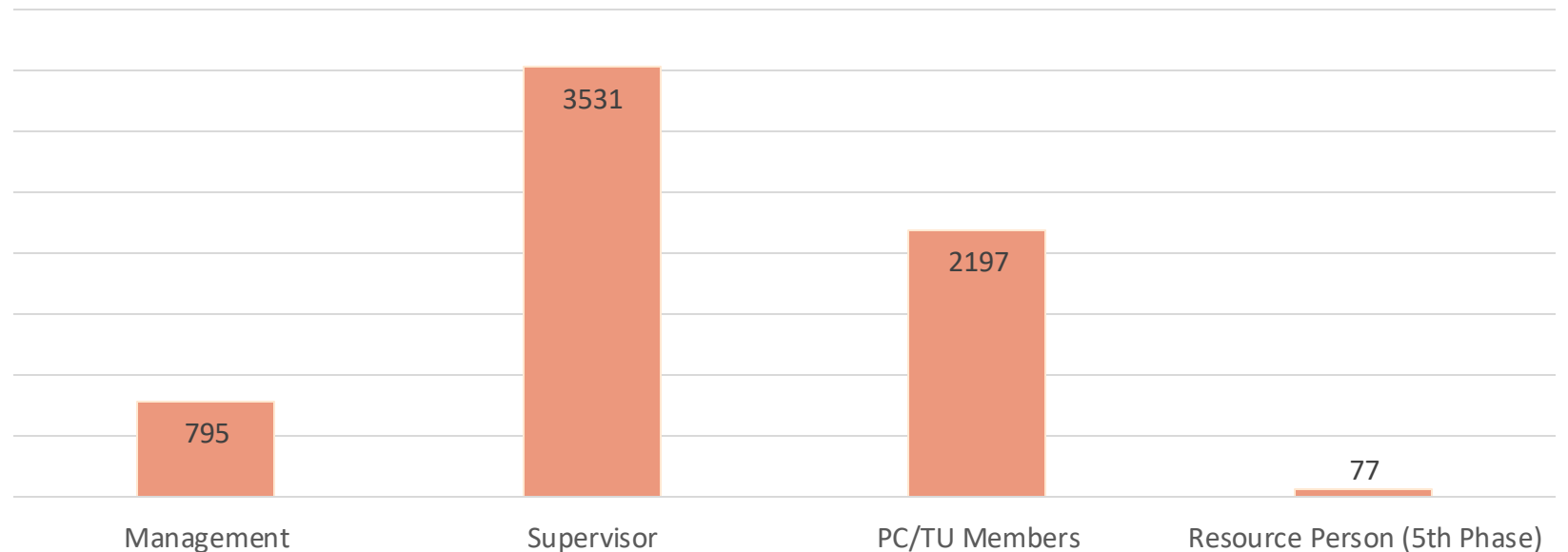
Total 6355 Training Participants



Total 183532 Workforce Reached through BCC Campaign



Training Participants



Impact

Workers' understanding on decent workplace and social dialogue has increased significantly as well as PC members' awareness on their rights and responsibilities has increased.

97.1% worker respondents reported to have a good understanding of “Decent Workplace” (Baseline: 81.8%) [Data from phase 5]; 71.1% worker respondents reported to have a good understanding of “Social Dialogue” (Baseline: 6.8%) [Data from phase 5]; 47.1% Participation Committee Worker Representatives reported that training made them more aware of rights and responsibilities [Data from phase 4]

Workers' understanding on basic entitlements has increased

71.8% workers reported knowledge of overtime calculation (Baseline: 16.4%) [Data from phase 5]; 94.4% workers reported knowledge of sick leave calculation (Baseline: 72.8%) [Data from phase 5]

Confidence of management and worker representatives has increased through training.

77% management rep reported increased level of confidence through training [Data from phase 5]; 91% workers in committees reported increased level of confidence through training [Data from phase 5]; 73.3% workers reported active Social Dialogue increases motivation (Baseline: 7%) [Data from phase 5]; 75.5% PC member respondents reported that female PC members and other female workers are gaining courage and confidence. [Data from phase 4]

Supervisors have changed or changing their behaviour with workers. And workers started to believe that active social dialogue increase productivity. Communication gap between PC management representatives and PC workers representatives has decreased.

57.7% workers reported active Social Dialogue increases productivity (Baseline: 8%) [Data from phase 5]; 82.5% PC member respondents along with general workers reported that supervisors have changed and/or are changing gradually. [Data from phase 4]; 77% PC members reported a reduction in communication gap between PC worker representatives and PC management representatives. [Data from phase 4]

PC meeting minutes are being prepared following a standard format and workers are raising their concerns as agenda

100% factories adopted MM template [Data from phase 5]; 257 total PC agendas raised and 257 total PC agendas resolved; 93 agendas raised by workers (45 by female); 164 agendas raised by management rep (65 by female); Recurring Agendas: Festival leave, overtime count, maternity leave and benefits, worker absenteeism, worker motivation, worker productivity, policies and guidelines, PC member vacancy and replacement, grievance process, worker safety, women safety

Active PC is playing role in decreasing late attendance and overall housekeeping has increased

48% supervisor respondents reported a reduction of late attendance among the workers due to cooperation that PC extended to them in settling workers' leave. [Data from phase 4]; 81% PC members claimed that the overall housekeeping is better now. [Data from phase 4]

(Source: The baseline and endline data comparison)

Impact

"Through the training by ETI, we have learned what we can and cannot do as PC members. We have become aware of Social Dialogue and Gender Equality and Discrimination. Our knowledge about workers' rights has increased. Our communication skills have improved. After the training, I understand what to say in different situations. We have learned about the duration of medical leave, maternity leave, the number of days a worker gets leave in a year, and the duration of annual leave. All this we have learned from the ETI training." – PC Members (Phase 5 Factory)

"Previously, there was no elected PC committee. Now, they address our issues and work to solve them. The PC committee tells us that if we have any problems, we should inform them, and they will take care of it. In our section, when work pressure increases, we tell them to inform the supervisor a bit, and they have instructed the supervisor to help us now. For those who are pregnant, if they mention it to the PC committee, they provide the necessary facilities. Again, if someone has more scrap fabric, and it causes inconvenience, the PC committee informs the supervisor to distribute it to those who have less. Everything is going well; no one is pressuring us at work or engaging in disputes. We hope the PC committee is always comes through election process." – General Worker (Phase 5 factory)

Results achieved during previous phases of ETI's SD Programme*

Training made Participation Committee Worker Representatives more aware of rights and responsibilities

50% of male and 45% of female respondents reported increased awareness of workplace rights and responsibilities

Training was catalytic in transforming supervisors' conventional management style

75% of male, 90% of female PCWRs respondents along with general workers and PCMR reported that supervisors have changed and/or are changing gradually. Supervisors reported that transformation of their behavior is solving more floor level problems and that workers are paying more respect to them.

Courage and ability of female workers enhanced in seeking remedy when rights are denied

79% of male and 72% of female PCWR respondents reported that female PC members and other female workers are gaining courage and confidence. Their spontaneous participation in notifying supervisors or line chiefs about

workplace issues shows growing confidence and one top management staff cited how two female workers confidently talked to him about an operational deficiency during his floor visit.

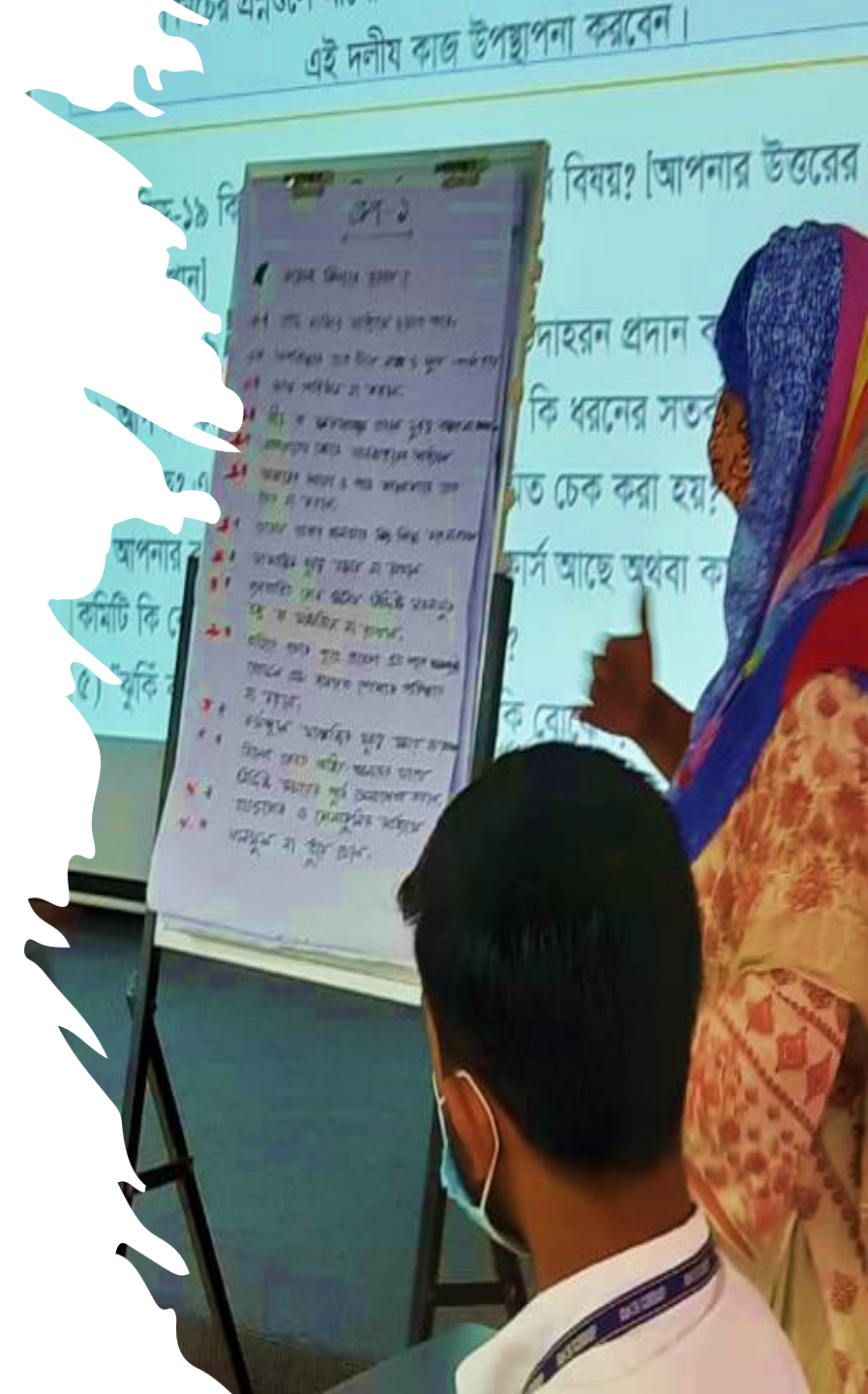
Social Dialogue training helped make PC an effective communication platform

71% of male and 83% of female Participation Committee Worker Representatives (PCWR) and 71% of PC management representatives reported a reduction in communication gap between the parties.

Programme's support starts bringing business benefits to factories

79% of male and 83% of female PCWRs claimed that the overall housekeeping is better now and 32% of male and 64% of female supervisor respondents reported a reduction of late attendance among the workers due to cooperation that PCWRs extended to them in settling workers' leave.

*Findings extracted from the external evaluation of the Joint ETI's Bangladesh Social Dialogue Programme 2018-2020 commissioned by NORAD.



Cost details

Training preparation, supplier & brand coordination and intervention oversight	£1,500
Technical support	£2,000
Training delivery	£4,000
Monitoring and evaluation	£1000
Total £ per factory	£8,500
Total £ per factory per month	£472



*Please note that this cost per factory assumes that 15 factories join, they are in the Dhaka area, and they are of average size (approx. 2,000 workers and 250 to 300 managers and supervisors). The amount proposed is subsidized by other grants that are partially covering ETI's costs in Bangladesh. A component of a tablet-based digital training designed by Quizrr, previously trialed and evaluated by ETI indicating good results when combined with in-person training, can be added to a cost of an additional £1,000 per factory.

Social Dialogue Refresher offer



Aim

To provide factories that have previously graduated from ETI's SD programme an opportunity to refresh their knowledge on important SD concepts and issues and to ensure that relevant PC representatives can review fundamentals they may not remember so well or upskill on new information they may be unaware of.

Outcomes

Factory supervisors and managers have refreshed their understanding of Social Dialogue and continue to apply a problem-solving management style

The factory Participation Committee or Trade Union has increased its functional capacity to lead workplace dialogue and facilitate conflict resolution.



Duration

6 months

Cost per factory

£2,500*

*Please note that this cost per factory is indicative and based on the assumption that 15 factories join, they are in the Dhaka area, and they are of average size, i.e., approx. 2,000 workers and 250 to 300 managers and supervisors. The amount proposed is subsidized by other grants that are partially covering ETI's costs in Bangladesh

Proposed training outputs:

1. Increased knowledge on Social Dialogue and its implementation among factory management – 0.5-day training recalling key SD concepts for managers and supervisors
2. Increased knowledge on Social Dialogue and its implementation among PC Worker representatives – 1-day training recalling key SD concepts among worker representatives
3. Increased knowledge and confidence among elected female worker representatives – 0.5-day training recalling key SD concepts among worker representatives as they particularly relate to empower female representation and voice.



Participation is exclusive to members of the ETIs of the UK, Norway, Sweden and Denmark and their suppliers.

TO JOIN OR FOR MORE
INFORMATION
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