

M&S

CLOTHING & HOME

GLOBAL SUPPLY CHAIN WORKER VOICE BEST PRACTICE GUIDELINES



Image courtesy of International Labour Organisation

INTRODUCTION

In order to strengthen our monitoring programme we have made it mandatory for our supplier partners to have a worker voice solution in place to create effective worker-management dialogue, in addition to worker committees and/or unions, to help support the resolution of issues found less often in traditional audits such as gender, discrimination and harassment.

Audits are still relevant in our monitoring programme as a baseline, but they are only a “snapshot in time” assessment providing information & data on the workers employment conditions, working hours & wages and the health & safety of the working environment. Whilst they incorporate worker interviews, these form the minority of the findings.

Understanding the working conditions for workers and their experience on a day-to-day basis being in a factory, by hearing their “Voice”, will compliment audits and allow for more robust corrective actions and improvement plans. Effective worker voice programmes can increase worker satisfaction, and have a positive impact on worker engagement and employee turnover through inclusive management.



Image courtesy of International Labour Organisation

WORKER VOICE VISION

The vision is for all factories to implement appropriate mechanisms for continuous worker feedback, inside and/or outside the factory, to provide a loop system to raise and resolve issues, create trust between workers and management and more effective dialogue and help deliver improvement plans that the factory can implement. An engagement programme where direct worker feedback can drive improvements, management can understand worker satisfaction and effective grievance mechanisms can be implemented.



Image courtesy of International Labour Organisation

WORKER VOICE PRINCIPLES

These principles highlight the requirements of worker voice mechanisms to ensure that management dialogue with workers upholds their human rights along with all ethical and legal provisions. Worker voice mechanisms should help to ensure open and transparent discussions, to work together to raise standards and improve working conditions. These mechanisms must:

1



Be supported and owned by factory, with the aim to increase trust between workers and management and with a business commitment to address all issues in good faith.

2

Be confidential and anonymous for all workers to ensure honest feedback.



3



Offer protection from any retaliation.

4

Be inclusive of all workers with representative sample sizes (permanent, temporary and migrant and all other demographics including gender, race, religion, job role.)



5



Be carried out regularly and continuously in multi-languages where necessary.

6

Be composed of randomised questions to avoid coaching.



7



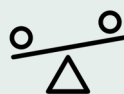
Be easily understandable for all workers.

8

Be able to provide transparent results that are published to workers alongside subsequent actions taken.



9



Provide balanced value for workers and the factory

10

Minimise duplication between brands

