


Worker Wellbeing Assessment Guidance

Version 1.0 September 2018. This guidance has been developed by members of the Sedex Stakeholder Forum (SSF) in conjunction with members of AIM-PROGRESS and Impactt. The guidance offers support for individuals using the Worker Wellbeing Assessment.



An AIM-PROGRESS and Sedex collaboration





The perspectives of people working in your supply chain can provide valuable new insights about working conditions. The Worker Wellbeing Assessment has been developed to give **workers a voice**, and give first hand feedback about our **impact** on their working conditions. The tool differs from audit, as it goes beyond compliance to measure and understand the issues that may be impacting people working in your supply chain.

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Introduction

The Worker Wellbeing Assessment allows members to measure and understand issues that are important to workers in their supply chain. Engaging and listening to workers to understand what's important to them, and then developing actions to address those requirements will help create a more sustainable workforce. Employees that feel their needs are being met are often more fulfilled, and therefore more productive. This will enhance overall business performance over time.

The tool combines direct worker feedback with a standardised reporting and collection system, delivering consistent insights across multiple implementation approaches. When combined with business performance indicators, these insights provide a clear and simple methodology to measure your impact on workers to help identify a business case for driving change in your supply chain.

Using one of four collection methods, the tool:

- Captures business indicators (KPIs) which are combined with workers' responses to show a business case for increasing worker well being.

- Produces a score and allows measurement of impact over time.
- Helps to provide context for the analysis of the audit, highlighting where action and investment should be prioritised
- Breaks down worker feedback around the Impactt worker pie which covers three key areas: respect, income and progression, and feeling safe; highlighting 'what workers want' from their jobs*.
- Enables you to analyse results to identify issues based on demographic, sex, category and age.
- Supports four collection methods through a best practice guidance and a reporting framework to measure the global impact of your responsible sourcing programme on people.

This guidance is designed to support you to use the tool and achieve best practice outcomes.

**Impactt's 20 years of interviewing workers across 28 countries and multiple industries has shown that, globally, workers are more satisfied and productive when their job meets their needs in terms of progression and income security, feeling respected, and feeling safe.*

The tool



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Selecting a Collection Method

The tool allows you to complete the assessment using one of four different methods, that will best suit your needs. To get started using the tool, you need to make some decisions regarding your approach.

- **Do you want to use a third party to conduct the survey or will you conduct the survey yourself?**

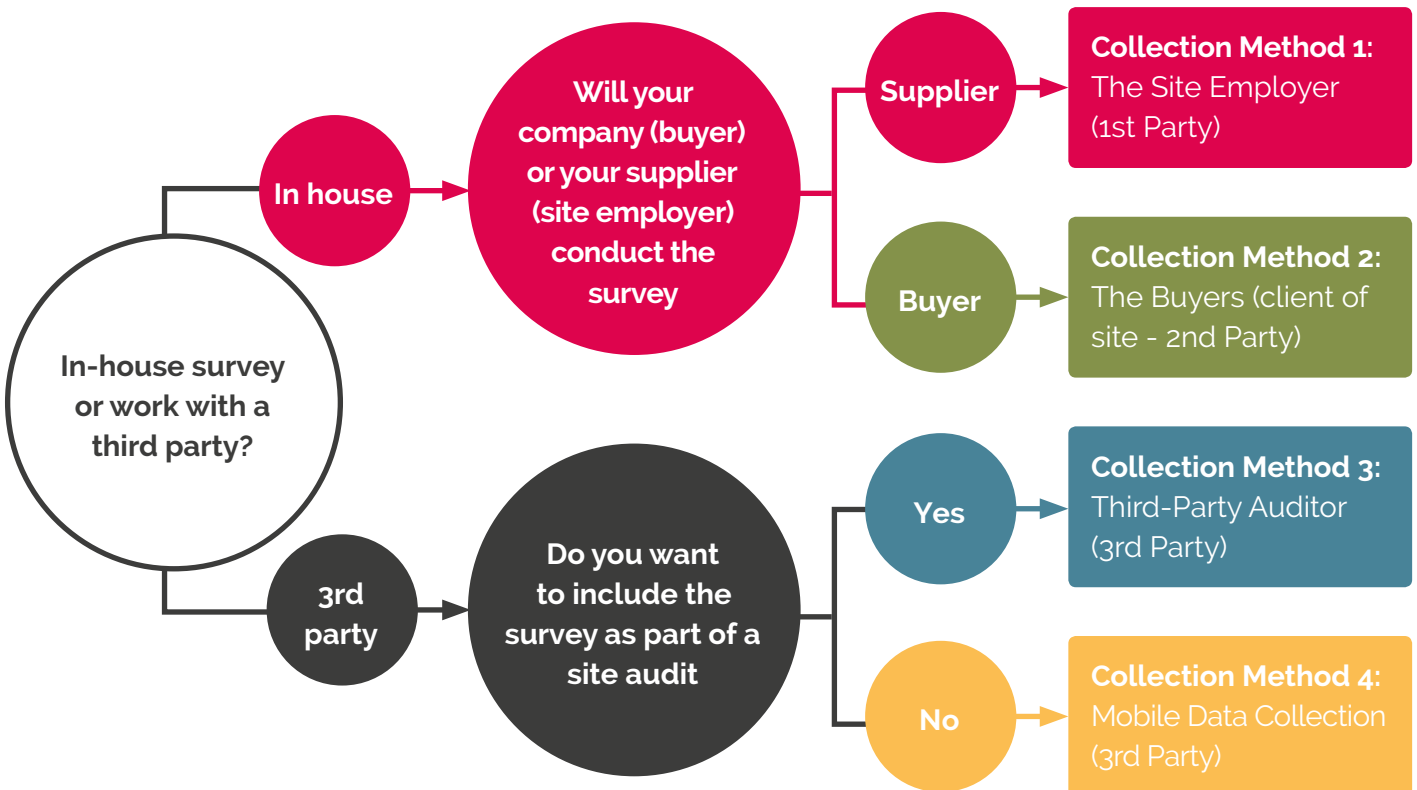
The assessment is designed to cater to a range of different survey methods. You can use a third party, such as an auditor, to conduct the assessment, or your supplier can conduct the assessment with workers. Your company can also directly conduct the assessment or workers can directly complete the survey on a mobile device.

All methods are designed to achieve consistent and credible outcomes.

- **Do you want to include the survey as part of an audit or on-site assessment programme?**

The survey has been designed to complement the auditing process. Applying the tool in advance of an on-site audit as part of the SMETA process can lead to a more effective audit.

Once you have considered these options, you can use the graph below to decide what collection method will best suit your needs.



Finding a Mobile Survey Service Provider

Setting up and carrying out a survey through mobile data collection (collection method 4) requires hiring a specialist mobile survey service provider, who will take over management of issuing and collecting the survey.

There are numerous options, each with their own approach and cost models.

During the pilot we worked with 2 providers - [Wider](#) and [LaborLink](#). Both have created this Worker Wellbeing survey for mobile collection and would be happy to discuss their solution.

We recommend considering the below factors when selecting a service provider:

- The time frame you require the data to be collected.
- The number of workers who have access to a mobile phone on your site(s).
- The amount of support needed on-the-ground to help set up the survey.
- In most cases, the scope of service providers will include communication to workers at the site and translating the survey into local languages.



Part 1: Conducting the survey

A. Engaging with the site

This step is applicable to all collections methods.

Preparation:

To ensure the survey provides accurate and meaningful insight, we recommend following the below process when engaging with the site for the survey:

1. Brief management about the purpose of the survey, clearly explaining the objectives and process.
2. Explain that all feedback given from workers is anonymous, and that workers will not receive mistreatment for any comments. Explain that the survey is a voluntary process to identify areas to address.
3. Results will be analysed to define actions and management will provide feedback to respondents on the outcomes.

N.B. We would like to note that best practice is to ensure that the income of workers who respond to the survey will not be adversely affected due to time spent participating in the survey.

Assigning Internal Responsibility (Collection Method 1)

If you are part of site management and conducting the Worker Wellbeing Assessment on your own site, it is important to assign relevant responsibilities.

We recommend assigning an individual member of staff on site to take responsibility for issuing and collecting the survey (e.g. worker representative or human resources). The individual will require skills and attributes to lead the process with integrity, efficiency and accuracy.

The responsible individual will need to inform all other managers about the timing of the survey, and what their roles and responsibilities will be.





This may include:

- Supporting clear and positive communication about the survey.
- Facilitating workers leaving their work stations to participate in the survey.
- Committing to understanding the results and actions of the survey to drive improvements.

Issuing with Worker Interviews (Collection Method 3)

If the Worker Wellbeing Assessment is being conducted as part of a social audit, it is recommended that the auditor issues the survey as part of the worker interviews. For example, before or after audit related questions.

B. Sampling/Survey Issuing Plan

This step is applicable to all collections methods.

The survey can be carried out as a sample or across the whole site. The minimum sample size should be 30% of the workforce, but we recommend at least 60% for best practice. For best results, the sample needs to be representative and inclusive of all demographics regarding:

- Gender/sex
- Nationality
- Employment type including agency, contract and migrant workers

- Various roles, departments and responsibilities, including supervisors, managers and workers.

When selecting a sample, the individuals issuing the survey (issuers) should use their discretion and consider industry, location and individual facility knowledge to ensure the sample is representative of the total workforce.

Please note; These are minimum recommended guidelines only. The issuer should develop a survey issuing plan to meet or exceed this target, which includes timeframes.

Service providers will already have an established methodology to follow. This includes sample size targets. When mobile survey providers calculate the recommended sample size we suggest using an 8% margin of error – please use this [link](#) to calculate your unique sampling size.

If you require a higher confidence level, please input a lower percentage in the 'margin of error' field in the above link.

Together with the service provider, you should develop a survey issuing plan to meet or exceed this target, which includes time frames.

C. Translation

This step is applicable to all collections methods.

To ensure accurate responses, it is very important that respondents have a strong understanding of the survey questions. As survey questions and instructions are written in English, issuers should consider any translation needs prior to issuing the survey.

If translation is required, issuers need to ensure translations are an accurate reflection of the survey questions and instructions. We recommend that the issuer double checks the quality of the translation with a native language speaker.

Most service providers will include translation in their scope of work, however translating surveys in-house is a way to reduce the costs.



D. Survey Questions (collection method 4)

If you have selected a mobile survey provider to conduct the worker wellbeing assessment, the mobile survey providers may ask you to select questions from their survey bank. If this is the case, it is important to select those questions that are comparable with the Worker Wellbeing Assessment. These may be questions that:

- Ask for the same information but are worded slightly differently.
- Give a similar indication of worker response on a certain topic but might be worded slightly different. If unsure, please consult with the SSF working group.

E. Briefing Survey Respondents

Before asking respondents to answer the survey, it is important to fully inform them about the survey process.

We recommend discussing the below details with respondents, as far in advance as possible, prior to the survey being conducted:

- The purpose, objectives and process of the survey.
- Completing the survey is voluntary and workers are not required to complete the survey.
- Responses will be anonymous and workers are not required to give their name when completing the survey.
- Details of the staff member to contact if they have any questions about the survey.
- How results will be provided and outcomes will be acted upon.

Translated interpretations of the briefings should be provided in workers' native language where required.



Part 2. Issuing the Survey

A. The Environment

The environment where the survey is issued and completed should ensure respondents have privacy and anonymity. Management and colleagues should not monitor respondents when they are completing the survey.

We recommend allowing 10 - 15 minutes for respondents to complete the questions, enabling sufficient time for completion.

It is important to ensure respondents are provided with a surface to complete the survey (and a pen if completing on paper) or mobile/computer/tablet (if completing digitally).

B. Completing the Survey

The survey can be issued individually or in groups. Below is an outline of the process for either option:

1. Brief all workers about the survey.
2. Provide each respondent with a paper or digital copy of the survey.
3. Guide workers through each survey statement and question, to ensure their understanding of the questions. Please note, management including supervisors should not monitor respondents when they are completing the survey and answers should be kept anonymous.
4. Explain that answers in the group should not be openly discussed, so as to protect people's privacy.
5. Request respondents to select their answer by circling their response from the multiple-choice options. Respondents can select one answer only.

6. Provide respondents with the opportunity to ask questions and clarify any information about the survey.
7. Allow 10 - 15 minutes for workers to complete the survey.
8. Collect the survey at the end, ensuring anonymity. We recommend using a ballot box or sealed box to collect surveys.
9. Thank respondents for their participation.
10. If incentives have been agreed, distribute accordingly.

C. Gathering Data through Mobile (Collection method 4)

Depending on the service provider, the mobile data collection platform will be either phone calls to workers (using phone numbers provided by the site) or the workers will be requested to call into the platform. In certain cases where phone calls are not appropriate, text messages or internet-based chats may be used. In both cases, the mobile survey service provider and site need to raise awareness among workers of what the survey is for and how to participate.

Service providers will be able to provide further advice on this and the best approach for each site.

D. Collating Survey Results

Once surveys have been collected, each individual response needs to be entered in the 'Worker Data' tab of the reporting template. Each response corresponds to one row and results are automatically calculated in the 'Results' tab.

Part 3: Completing Business KPIs

Data KPIs Based on Survey Outcomes

Business KPIs (rate of absenteeism and turnover) are collected so that you can see how they link to the data from the worker surveys. Below is an outline of the process for setting business KPIs.

1. Enter the required information in the Business KPIs tab in the reporting template.
2. Enter data for the most recent 3 months.
3. Ensure a consistent approach is used to ensure results from the tool are comparable across supply chains. If the site has an existing SMETA V6.1, business KPIs can be carried across from the SMETA.

If the worker wellbeing assessment is being carried out by a third party (auditor [Collection Method 3] or a mobile survey provider [Collection Method 4]) this information can either be requested from the site, or the site can enter this information independently.

The process is as follows:

1. Request the site to submit their absenteeism and turnover rates for the past 3 months
2. If they do not have this information, then you can ask them to fill out the table in the 'HR KPIs' tab in the Reporting Framework.
3. If the site has an existing SMETA V6.1, business KPIs can be carried across from the SMETA.



Part 4: Using the Results

A. Developing Actions Based on Survey Results

The results of the Worker Wellbeing Assessment will help identify the areas in need of focused efforts, particularly when implementing a “local solution for a local issue”. Sites in conjunction with their customers should develop appropriate actions, based on the results of this assessment.

We recommend that suppliers work on continuous improvement programmes to achieve mutually agreed solutions and implement corrective actions, based on best practice.

If the assessment was conducted as part of an audit, the auditor will use the results of the Worker Wellbeing Assessment to create a single corrective action plan as part of the audit closing meeting.

Additionally, sites can use the Sedex Supplier Workbook to help develop actions.

Creating meaningful actions based on the results will demonstrate to workers that you value their feedback and will help to build trust with your suppliers. It may not be possible to achieve all the desired actions immediately, however an open dialogue on actions being taken and when they will be completed, will make the process more meaningful.

B. Communicating Actions and Results

It is essential to continue an open dialogue between workers and management throughout the assessment process, and to communicate actions that the site will complete based on results.

We recommend the following steps to do this:

- Share feedback to the workforce/worker representatives.
- Share the results of the survey.
- Explain the intended actions being taken with approximate timelines, if possible.
- State the relevant department/team and where workers can go if they have any questions.
- Give ongoing updates on the progress of actions as part of the general worker/management dialogue.
- Communicate back when the actions are completed.



Appendix 1: Survey

Print this for the workers, if they are not using a digital device to complete the survey. Do not add any name to this questionnaire. All information will be handled anonymously.

Questions.	[Circle/mark the most applicable one]		
What is your sex?	Male	Female	Prefer not to say
Are you a local worker?	Yes	No I'm from a different region	No I'm from a different country
Are you a permanent worker?	Yes	No	

Questions.	[Circle/mark the most applicable one]				Comments
4. Are you satisfied with your job?	Yes	No	Unsure		
5. Would you recommend this factory as a good place to work?	Yes	No	Unsure		
6. Is the money you earn from this job enough to cover your basic needs?	Yes	No	Sometimes		
7. Are you able to get to the end of the month without borrowing money or working a second job?	Yes	No	Sometimes		

Questions.	[Circle/mark the most applicable one]				Comments
8. Are you able to save money each month?	Yes	Sometimes	No	No I'm sending money to my family	
9. Does your company offer career development opportunities?	Yes	No	Unsure		
10. Do you feel safe at work?	Yes	No	Unsure		
11. Do you feel your safety is treated as a high priority at your workplace?	Yes	No	Unsure		
12. Do serious injuries and accidents occur at your workplace?	Yes	No	Unsure		
13. Is your workplace free from threatening or abusive behaviour?	Yes	No	Unsure		
14. Do you feel that management takes your concerns and complaints seriously?	Yes	No	Unsure		
15. Do you feel like you can leave your current job at any time after giving notice without any penalties or negative repercussions?	Yes	No	Unsure		

Questions.	[Circle/mark the most applicable one]				Comments
16. Are you and your colleagues treated fairly by management?	Yes	No	Unsure		
17. How do you feel about your relationship with your supervisor?	Positive	Neutral	Negative		
Any other comments:					





This Worker Wellbeing Assessment guidance has been developed by a working group in the Sedex Stakeholder Forum, in conjunction with AIM Progress. It is made available to the wider AIM Progress and Sedex members for international and global use. We encourage the use of this document and appreciate any feedback to enhance the tool further in the near future.

Any input and comments welcome here:
www.surveymonkey.co.uk/r/LSQ6NXW



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