



# ▶ Better Work Factory Engagement Model

## ▶ 1. Overview

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Better Work is dedicated to improving working conditions and business competitiveness in global apparel supply chains. At the factory level, we do this by building strong relations between managers and workers at the workplace who, with our support, can then take ownership and responsibility for continuously improving working conditions and, eventually, competitiveness at the factory.

Better Work offers the following factory package for an annual contribution:

### Learning

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- ▶ **Industry Seminars:**  
4 per cycle
- ▶ **Training:**  
Up to 15 person-days per cycle

### Advisory

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Visits can be made in-person or virtually, or hybrid

- ▶ 8 days factory visits (cycle 1)
- ▶ 6 days factory visits (cycle 2 onwards)

### Assessment

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Conducted by 2 assessors for 2 person days, 1 time per cycle  
[SLCP-compatible assessment can be available based on suppliers' request]

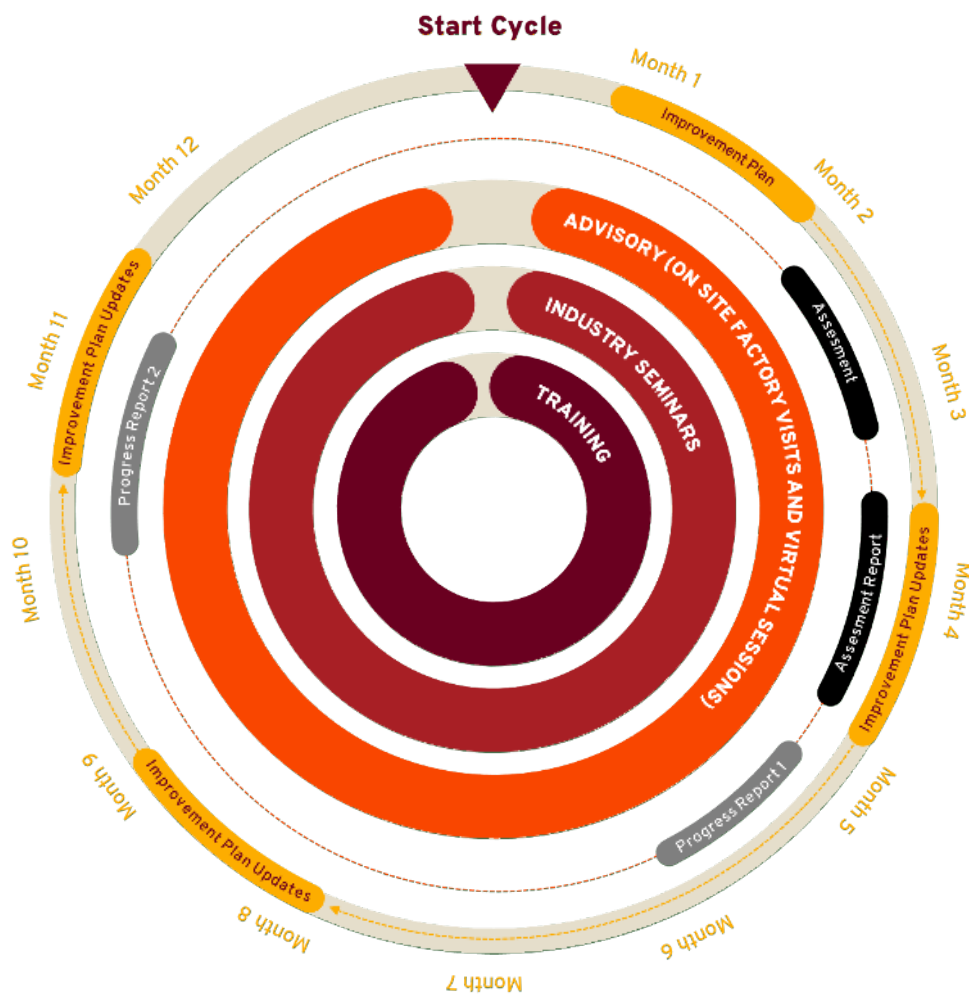
► **Figure 1: Better Work approach to continuous improvement**



As illustrated in Figure 1, the learning process drives the BW approach to continuous improvement. The programme supports factories in their improvement processes with a range of services, including individual factory visits by dedicated Enterprise Advisors, training appropriate to the factory's specific needs, and subject-specific industry seminars. Periodic assessments are built into our services package to track performance levels over time.

## ► 2. Factory Engagement Model

Below is an overview of Better Work Pakistan Factory Engagement Model.



## INITIAL ADVISORY SERVICE / SELF-DIAGNOSIS PERIOD (START SOON AFTER REGISTRATION IS COMPLETE)

Once registration is complete, Better Work will assign 1 (one) Enterprise Advisor to work with you throughout a year of engagement. We will begin our work in factories with a series of initial advisory visits with self-diagnosis as the main activity for approximately an initial 100 days.

The objectives of this 100-day period are to:

- ▶ Further introduction to the programme
- ▶ Set up the necessary social dialogue structure (by working with the Bipartite Committee)
- ▶ Give factory management and worker representatives the opportunity to set targets and make improvements before the assessment is conducted (by conducting self-diagnosis activities)

New factory will receive approximately 2-3 initial advisory visits and will be invited to one or more introductory industry seminars before the assessment is conducted.

## ASSESSMENT (IN THE 3RD/4TH MONTH AFTER THE FIRST ADVISORY VISIT)

Better Work will carry out an independent, unannounced, 2-person, 2-day assessment. The purpose of the assessment is to provide a comprehensive overview of factory performance in meeting International Labour Standards (freedom of association and collective bargaining, child labour, forced labour and discrimination) and National Labour Laws (OSH, contracts, compensation and working hours), and putting effective management systems in place (workplace health & safety and human resource management)

The assessment report is released to factories and buyers (with authorization from the factory) approximately one month after the assessment.

## CONTINUED ADVISORY AND LEARNING (MONTHS 5-12)



### One-on-one Advisory Support Visits

Following the assessment, the advisory process continues, focused on enabling the bipartite committee to address issues that are listed in the improvement plan. The improvement plan includes issues that the factory has self-diagnosed and those that were identified during the BW assessment. The role of BW during these visits is to provide technical advice, ensure active dialogue during bipartite meetings, and help ensure the improvement process is advancing. Support is also provided virtually on an ongoing basis.



### Industry Seminars

Industry seminars are an integral part of the advisory process as they provide an important opportunity for factories to learn from their peers. Seminars are participatory, learner-centred workshops that aim to tackle collectively areas of needed improvement identified across countries.



### Training

BW Training Services supports advisory work by providing deeper content on key issue areas. Training is practical and innovative, with a focus on factory-based results. Sessions are garment industry-specific, geared towards helping factories find sustainable solutions, and implemented in a variety of ways specific to the needs of each group of learners. Training is integrated into the service package together with assessment and advisory services. Additionally, training services can be purchased separately and are available for participating factories.



### Progress Report 1:

In the 5th month of the cycle, the factory releases the first progress report to buyers. This report gives an indication of initial progress on issues and planned steps for the remainder of the year. The BW role for this first progress report will be limited to coaching factories on how to engage in effective self-reporting and how to ensure continued progress on closing areas of non-compliance



### Progress Report 2:

In the 11th month of the cycle, Better Work will release the second progress report to buyers. This report contains feedback from the BW advisor on the role and effectiveness of the bipartite committee in strengthening social dialogue in the factory, as well as the level of implementation of the learning plan. The second progress report contains feedback on the factory's level of progress. The Enterprise Advisor also offers recommendations as appropriate to support the factory in continuing to work towards sustainability.

In order to ensure uninterrupted service, if the factory would like to continue for the next cycle/year, it will need to re-register and pay for the next yearly cycle upon receiving an invoice in the 11th month.

## ▶ 3. Better Work Reporting

In cooperation with your factory, some reports will be released. BW reporting has two elements - reports completed and verified by Better Work and those that are completed and released directly by factories. The BW reports consist of

- i) the assessment report, released roughly 30 days after the unannounced assessment visit;
- ii) a progress report, released in the 5th month of the cycle, by the factory;
- iii) a progress report, released in the 11th month of the cycle, by BW.

### BENEFITS OF JOINING BETTER WORK

- ▶ BW provides a comprehensive and cost-effective way for apparel factories to improve both working conditions and business competitiveness.
- ▶ Tailored support based on prioritization by the factory, with a focus on making improvements rather than focusing on problems.

#### Additional Benefit

- ▶ Reduced audits (one report for all buyers), saving resources.
- ▶ One improvement plan (CAP) so less confusion and time to focus on real change.
- ▶ Regular advisory inputs (technical advice/coaching/training) for continuous improvement.
- ▶ Support building a sustainable structure/process in the factory for long-term benefit.
- ▶ Better dialogue in the factory.
- ▶ Access to Better Work seminars and labour law guide.
- ▶ Best practices from industry leaders.
- ▶ Opportunity for early improvements before the assessments.
- ▶ Demand-driven services and needs-based learning.
- ▶ Capacity building in-factory for self-reporting.
- ▶ Good Public Relations – the ability to promote the factory to buyers (some buyers use BW info for sourcing decisions).