

Presentation Title	Place in Schedule
Engaging Manufacturers to Measure and Improve Worker Well-Being in Supply Chains	Concurrent Session 3.6 <i>Day 2 – Wednesday May 9<sup>th</sup>, 2018 4:00 – 5:15pm</i>
Description of Presentation	Presenter Name(s) And Credentials
<p>Companies have pursued compliance-based initiatives to drive labor and safety standards in supply chains. The resulting police-like approach has created tensions in an environment where brands seek low-cost goods and suppliers are financially squeezed but make investments to meet standards. The system lacks adequate measurement tools around the effect of investments on workers and on the business itself, contributing to tensions and widening information gaps. Evaluators have a role in driving better working conditions around the world by helping refocus company efforts beyond compliance and linking investments in workers to business results. This presentation will share experiences Harvard University’s SHINE, the Levi Strauss &amp; Company (LS&amp;Co.), and MANAUS have accumulated in the implementation of the Worker Well-being program with apparel manufacturers. Improvements in working conditions drive profits and productivity and have been found to increase the operational longevity of apparel manufacturers. Employees who are engaged in their work, feel respected, and believe they are treated fairly are less likely to leave and are more productive. However, over the past decades, brands have focused on compliance with labor and safety standards as opposed to the benefits of investing in workers. Evaluations of traditional compliance models show limited results, with some pointing out that compliance pressures lead companies to focus on implementation of visible standards over those grounded in workers’ needs. The methodology for measuring compliance often does not account for the already developed efforts of beneficiaries, leading to sub-par outcomes and eroding buy-in. More comprehensive and participatory approaches are needed to tackle the conditions endured by lowskilled workers in supply chains. Drawing on SHINE’s experience measuring well-being, LS&amp;Co. has financed four worker well-being studies with suppliers in Sri Lanka, Mexico, China, and Cambodia. The evaluations measure worker well-being, engagement and satisfaction, as well as key drivers of wellbeing, including trust, respect, fairness, and mental and physical health. Business metrics are gathered to measure associations with well-being. This presentation will discuss SHINE’s definition of well-being and early results of the four sites. Specifically, results around employee well-being, business outcomes,</p>	<p>Eileen McNelly, RN, C., MS, PhD <i>Harvard University’s Sustainability and Health Initiative for NetPositive Enterprise (SHINE)</i></p>
	<p>Tamar Koosed, MPIA <i>MANAUS</i></p>
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engagement to develop solutions, and learnings on how to turn evaluation findings into organizational changes will be discussed.

Citations:

Aphichoke (Andy) Kotikula, Milad Pournik, and Raymond Robertson. 2015. "Interwoven: How the Better Work Program Improves Job and Life Quality in the Apparel Sector." World Bank Group. Retrieved from: <https://openknowledge.worldbank.org/bitstream/handle/10986/22699/99729.pdf>

Arnold Bakker. 2011. "Work Engagement, Job Satisfaction, and Productivity—They're a Virtuous Cycle." Association for Psychological Science. Retrieved from: <http://www.psychologicalscience.org/news/releases/work-engagement-job-satisfaction-andproductivitytheyre-a-virtuous-cycle.html#.WEIHRPP6DHk>

Adrian Gostick and Chester Elton. 2007. "The Carrot Principle: How the Best Managers Use Recognition to Engage Their Employees, Retain Talent, and Drive Performance." New York: Free Press.

Locke, Richard, Fei Qin, and Alberto Brause. 2006. "Does Monitoring Improve Labor Standards? Lessons from Nike." Corporate Social Responsibility Initiative, Working Paper No. 24. Cambridge, MA: John F. Kennedy School of Government, Harvard University

Noemi Sinkovics, Samia Ferdous Hoque, Rudolf R. Sinkovics. 2016. "Rana Plaza collapse aftermath: are CSR compliance and auditing pressures effective?" *Accounting, Auditing & Accountability Journal*, Vol. 29 Iss: 4, pp.617 - 649