



# PROMOTING GENDER EQUALITY AND EMPOWERING FACTORY WORKERS

## GENDER EQUALITY PROGRAMME IN GARMENT FACTORIES

### Supported by:

MARKS &  
SPENCER  
LONDON



**mothercare**  
welcome to the club

超乾燥(しなさい)  
**Superdry.**

### Implementing Partners:



### Technology Service Provider:



***"This training helped us much more not only at the workplace / factory, but also outside the factory. We are now much more confident that we can convey this message/topic in a healthy manner so that outside the workplace if such incidents happen we are able to raise our voice"***  
***– A worker from South Factory (SF2)***



***"The trainings and introduction of preventive measures as well as of punishments led to the creation of knowledge among the workers that abuse of any kind is not part of their job"***  
***– A male supervisor at North Factory (NF3)***

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### Developed and Supported by

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Treble Partners

Goodera

Apparel Exports Promotion Council (AEPC)

Glocal Skill Management P Ltd.

Infobip

All Service Providers

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# 01

## INTRODUCTION

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### GARMENT INDUSTRY IN INDIA

The textile and garment industry in India is one of the largest in the world. It has a large raw material base and manufacturing strength across the value chain. It contributes 7% to the total industrial output in terms of value, 2% to India's GDP, and 15% to the country's export earnings. With over 45 million people employed directly, the textile industry is one of the largest sources of employment in the country.<sup>1</sup>

In 2016, the value of the domestic textile industry stood at \$137 billion and is projected to reach \$223 billion by 2021. Textile and apparel exports from India stood at \$40 billion by value (roughly 29% of the total industry) and are expected to increase to \$82 billion by 2021. According to some estimates, India holds 63% of the global market share of textiles and garments.<sup>2</sup>

The garment industry is very critical to India's economy as it contributes 4% to GDP and 17% to the total export earnings. Garment production in India is mainly concentrated in hubs. For example, production of t-shirts, knitwear and hosiery is concentrated in Tirupur, Tamil Nadu. The Delhi, Noida and Gurugram cluster primarily produces readymade garments for women and children. Bengaluru in Karnataka has a large concentration of units that produce readymade garments for men and women, especially trousers, jeans and jackets. Similarly, Ludhiana in Punjab produces flat knit apparel, especially t-shirts and sweaters; Mumbai, in Maharashtra, produces shirts and trousers for women and men; Kolkata in West Bengal produces readymade garments for children; Jaipur in Rajasthan produces handicraft and traditional prints with and Bareilly in Uttar Pradesh is known for hand embroidery.<sup>3</sup>

**The textile and garment industry contributes 7% to the total industrial output in terms of value, 2% to India's GDP, and 15% to the country's export earnings.**

### Women in the Garment Industry

Globally, 68% workforce in the garment industry and 45% workforce in the textile industry comprises women.<sup>4</sup> The global apparel sector faces a variety of well-documented challenges in relation to its

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<sup>1</sup>Annual Report 2017-18, Ministry of Textiles, Government of India

<sup>2</sup>IBEF, India Brand Equity Foundation, Textiles and Apparel, September 2017

<sup>3</sup>India Country Study, 2016, Fair Wear Foundation

<sup>4</sup>International Labour Organization, 2014.

workforce, including low pay; piece-rate pay and/or failure to pay overtime; health and safety concerns such as fire safety, exposure to chemicals, and inadequate infrastructure; highly controlled, stressful, and repetitive work environments; irregular work volume and schedules; lack of access to benefits such as health insurance and maternity leave; and instances of workplace-based harassment, violence, and discrimination.<sup>5</sup>

While both men and women are affected by these challenges, women workers tend to be more vulnerable to these risks than men. Women not only represent the majority of low-skilled, low-wage workers, but they also face unsupportive norms and power dynamics that place them at a disadvantage when working towards changing their situation. This unique gender-based implication of workplace risks should be considered when advocating for women's empowerment.<sup>6</sup>

In India, women comprise 60% to 80% of the total workforce in the garment sector. Traditionally, a large proportion of garment are young women with limited or no skills, and often rural migrants for whom the apparel sector provides one or few opportunities—and likely a first opportunity—to earn a living.<sup>7</sup> While the opportunity for skill development and occupational growth exists for women workers, it appears that these opportunities may be going mostly to male workers and supervisors.<sup>8</sup>

The United Nations defines gender-based violence as “an umbrella term for any harm that is perpetrated against a person's will, and that results from power inequalities that are based on gender roles”.

## Gender-Based Discrimination and Violence in the Garment Industry

Estimates suggest that gender-based violence is widespread in India's garment factories with violence ranging from verbal and physical abuse to sexual harassment and rape. Nearly 60%<sup>9</sup> women workers face one or the other form of abuse. Additionally, a study conducted by Sisters for Change in 2016 among garment workers in Bengaluru clearly delineated the extent of prevalence of gender-based violence.<sup>10</sup>

Most women workers are from disadvantaged socio-economic backgrounds with low literacy levels. Due to poor implementation of regulations at workplace, women do not have access to a functional grievance redressal mechanism and legal protection, further adding to their vulnerability.

The Government of India has taken a few steps towards ensuring a safe workplace. One such initiative is the Prevention of Sexual Harassment (POSH) Act, 2013 which makes it legally mandatory for organizations to maintain a robust anti-harassment policy, establish a functional Internal Committee (IC) and facilitate awareness raising programmes about the consequences of sexual harassment.

<sup>5</sup>Oxfam International, 2004; Fair Wear Foundation, 2013.

<sup>6</sup>International Labour Organization, 2014.

<sup>7</sup>International Labour Organization, 2014.

<sup>8</sup>International Labour Organization, 2014

<sup>9</sup>[http://www.fairwear.org/ul/cms/fckuploaded/documents/fwfpublishments\\_reports/StandingFirmReportFWF2013.pdf](http://www.fairwear.org/ul/cms/fckuploaded/documents/fwfpublishments_reports/StandingFirmReportFWF2013.pdf)

<sup>10</sup>[http://sistersforchange.org.uk/wpcontent/uploads/2016/06/SFC\\_WomenatWork\\_FullReport\\_25June2016.pdf](http://sistersforchange.org.uk/wpcontent/uploads/2016/06/SFC_WomenatWork_FullReport_25June2016.pdf)



# 02

## THE GENDER EQUALITY PROGRAMME

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### ABOUT THE PROGRAMME

The Gender Equality Programme (GEP) was co-created and launched by Marks And Spencer (M&S) and British High Commission (BHC). The programme, that was implemented by Change Alliance (India) and Treble Partners (Technology Partners from UK) in 11 factories was later joined by Superdry, Mothercare and Levis Strauss & Co. The objective of the programme was to work on generating awareness among garment factory employees on gender equality as well as building accountability and responsiveness of the garment manufacturing sites. The latter two were built within the regulatory framework of the POSH act 2013.

The project intended to reach 12,000 workers through 240 Peer Trainers (PTs). Under this programme, 128 senior managers, 296 supervisors and 270 PTs (246 workers and 24 mid managers) were trained. These PTs, in turn, trained 13542 workers using the Training of the Trainers (ToT) model.

Out of 11 participating factories, 5 are located in North India while 6 are in South India. The 5 North Factories (NF) are denoted as NF1 to NF5 and South Factories (SF) are denoted from SF1- SF6 to maintain the anonymity and abide to confidentiality agreement between all the parties involved. We have worked in a particular unit of these 11 garment factories which is codified uniformly in the entire document and we have detailed segregated tracking of each of them.

The objective of the project was to provide a safe working environment for factory workers by promoting gender equality in the workplace and by reducing gender-based inequalities and discrimination of women workers.



**FIGURE1: THREE PILLARS OF PROGRAMME**

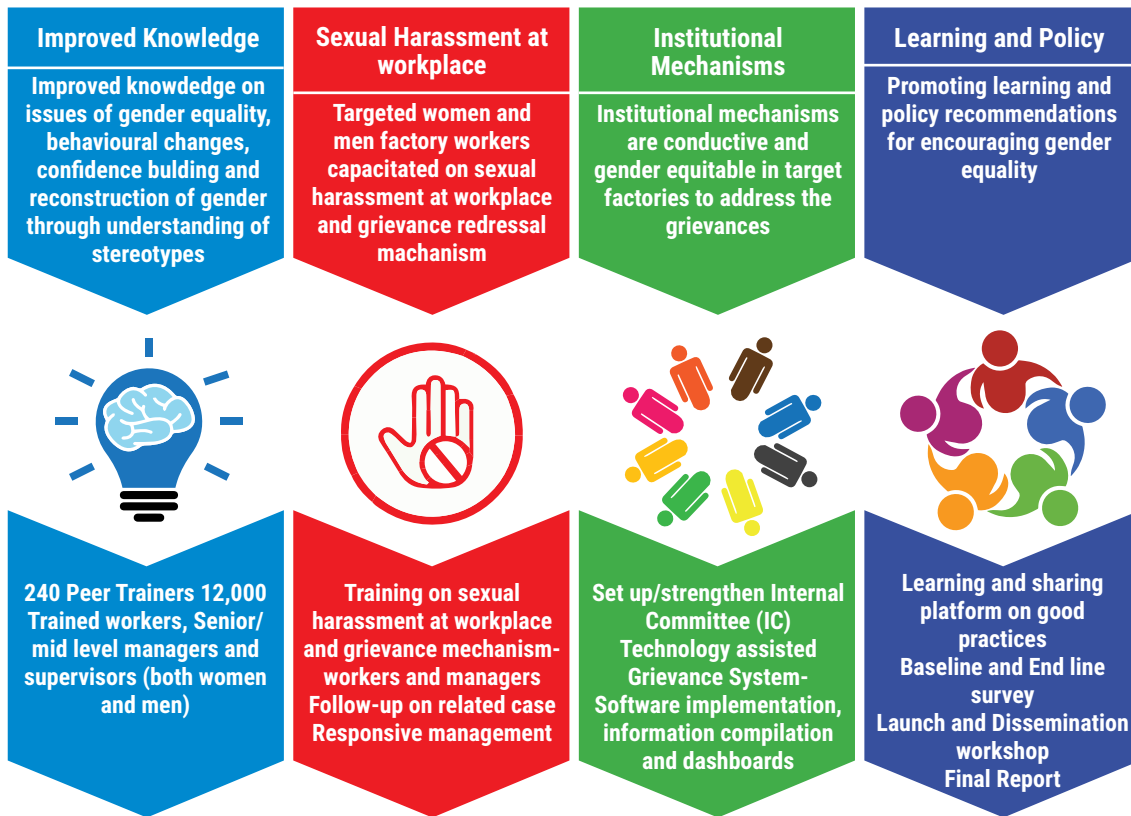
## Programme Model: Theory of Change

In this programme, Theory of Change (ToC) is placed in the context of the emerging global ecosystem of a more transparent and sustainable supply chain and larger policy directions of the Government of India. The government has shown commitment towards proactively investing in the wellbeing of the workforce. It not only fulfils the stated commitments and compliances of the Government of India but is also aligned to the global standards which aim to bring transparency in supply chains, such as the United Kingdom's Modern Slavery Act, 2015. The programme also contributes towards Sustainable Development Goals 5 (promoting gender equality), 8 (decent work and economic growth) and 10 (reducing inequalities).

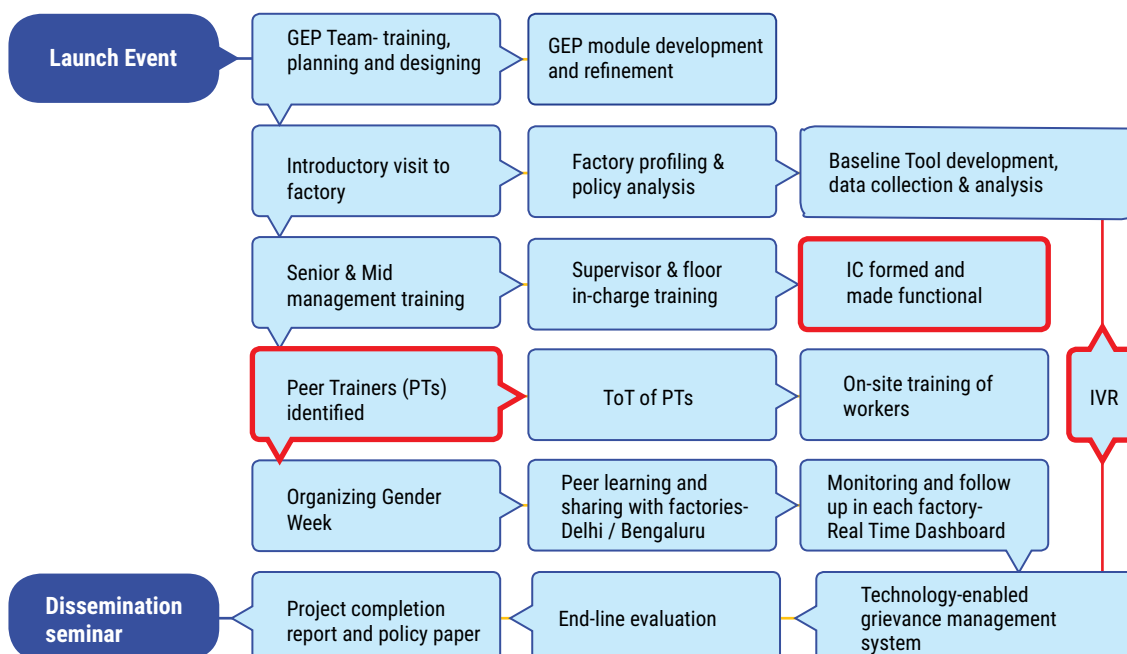
This ToC for the Gender Equality Programme was based on the premise that an ecosystem which is sensitive and enabling towards issues of gender equality is accountable and responsive to the needs of the workers; and proactively investing in enhancing motivation, awareness and leadership abilities of the workforce is profitable for all stakeholders including workers, factories and government. The programme sought to achieve this by implementing demand and supply side interventions. The intervention aimed at bringing changes in the demand side by ensuring that the men and women constituting the workforce of the targeted factories are aware and sensitized of their rights and responsibilities. The interventions on the supply side included facilitating process changes including establishing and strengthening systems such as ensuring a functional IC, improving empowerment process and grievance redressal management systems, introducing gender-sensitive policies and practices. The confluence of these sets of interventions on demand and supply sides culminate into a workforce which is aware, assertive, responsible and productive.

The training was intended to facilitate a safe work environment for women and **break the culture of silence and impunity** towards sexual harassment at workplace in the garment supply chain. It was ensured that all the workers participated actively and engaged in discussions during the training. Staff at all levels participated in the programme in different capacities:

- *Senior management:* Key senior management personnel of all the factories were included in designing the programme roll out and its specific timelines. They were a part of institutionalizing the best practices and accountability mechanisms.
- *Middle management:* The middle management facilitated the training with the workers and integrated it within the organisation's induction training module for new employees.

**FIGURE 2: Outcome and Result Framework**

- *Factory workers:* PTs, comprising both men and women factory workers, were trained in order to create a pool of 20 resource persons who in turn reached out to 50 co-workers each, with an aim to reach 1,000 workers per factory.

**FIGURE 3: Workflow of Project Intervention**

Overall, the Gender Equality Programme facilitated a *shared common value* between the management and workers in creating a safe workplace with zero tolerance for any form of gender-based abuse, violence, discrimination or harassment in the factories.

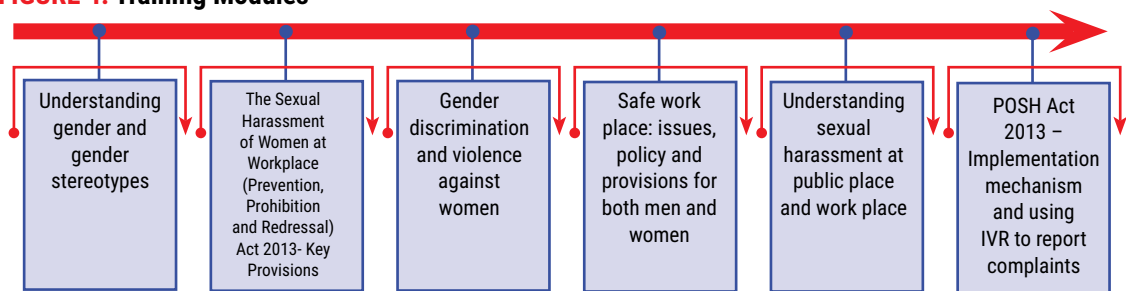
### Training Modules

The gender equality training and sensitization sessions were divided into six modules of one hour each. The training covered understanding gender stereotypes, gender discrimination and violence against women, safe working place, understanding sexual harassment at public and workplace, provisions of the POSH Act and its implementation.

All these modules were facilitated in an interactive manner using role plays, group sessions, theatre performances (*nukkad natak*) and experiential sharing. The participants were asked to share their experiences and understanding on gender and then gradually unlearn their stereotypes and belief systems. This helped facilitators understand the root cause of gender disparity and gender-based violence.

Further, through scenario-based role plays, the various contexts and definitions as per the POSH Act 2013 were enacted by the participants themselves. It helped them understand the nuances of the Act and the spirit of a safe and dignified workplace.

**FIGURE 4: Training Modules**



## PROGRAMME OUTREACH

Change Alliance engaged with 11 factories to address gender inequality and gender-based discrimination by conducting a series of trainings with various stakeholders:

- a) Senior and mid-level management
- b) Supervisors, floor in-charge
- c) Workers (on gender equality and how to report/handle gender-based grievances that enable an empowered workforce in the factories).

The programme aimed to:

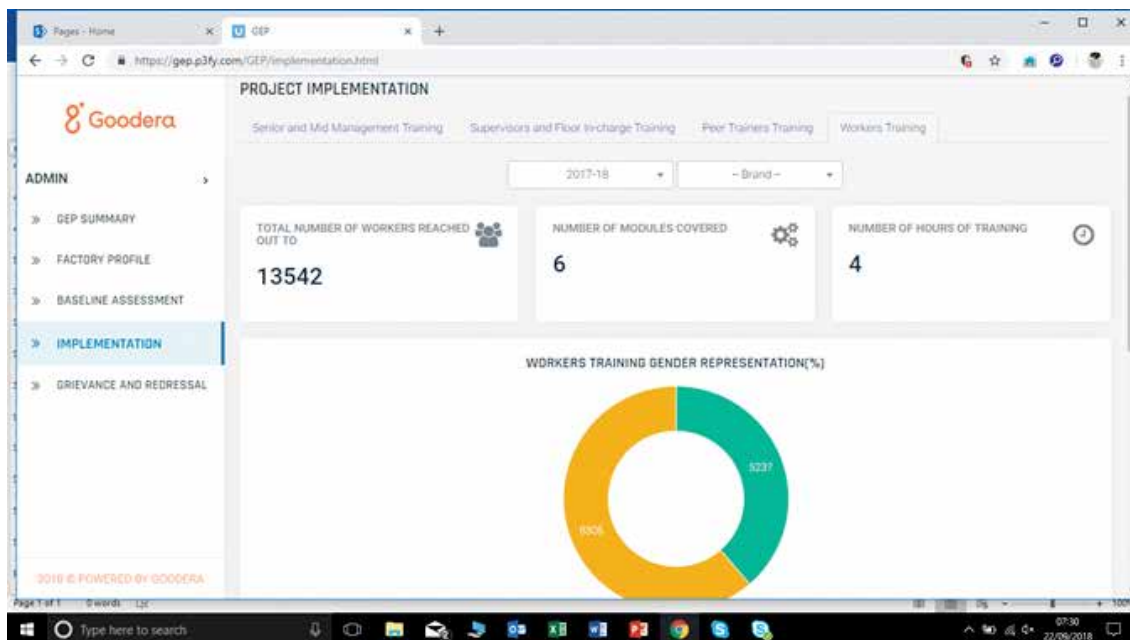
- Increase awareness among workers (both men and women) about laws for protection from abuse and harassment with a specific focus on the POSH Act.
- Enhance accountability of management to implement the laws in letter and spirit, taking it beyond compliance.
- Improve responsiveness of stakeholders for a safe and harassment-free workplace.

### Monitoring and Evaluation (M&E) of GEP

For M&E, the programme and research team of Change Alliance along with the brands and BHC followed multi layered methods and various tools

1. Steering Committee meeting - Quarterly meeting of brands, BHC and implementing partners.
2. Management Committee meeting - Monthly and issue based meeting of implementing partners, service providers and brand.
3. Programme review and follow up: the programme review and follow up was conducted by programme leads and senior management of Change Alliance for proper managing of the programme and with factory management for robust delivery.
4. Refresher meeting: refresher meeting with the Peer Trainers and SPOCS on a monthly basis to ensure high-quality delivery of modules.
5. Periodic reporting and submission of report to stakeholders.
6. Goodera has provided a real time dashboard to all the stakeholders for online monitoring of activities, baseline and endline surveys (Figure 5)

**FIGURE 5: Dashboard to capture project's real time data**

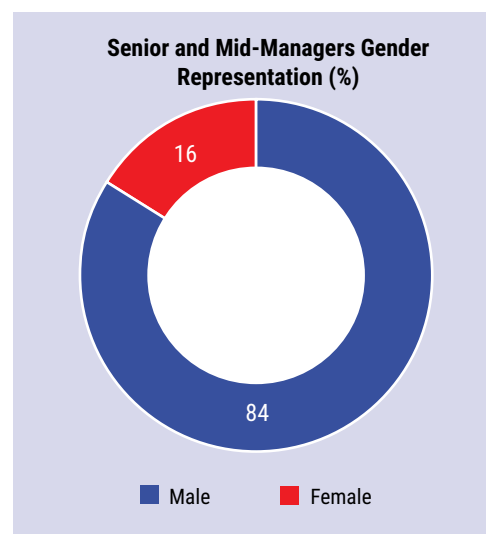


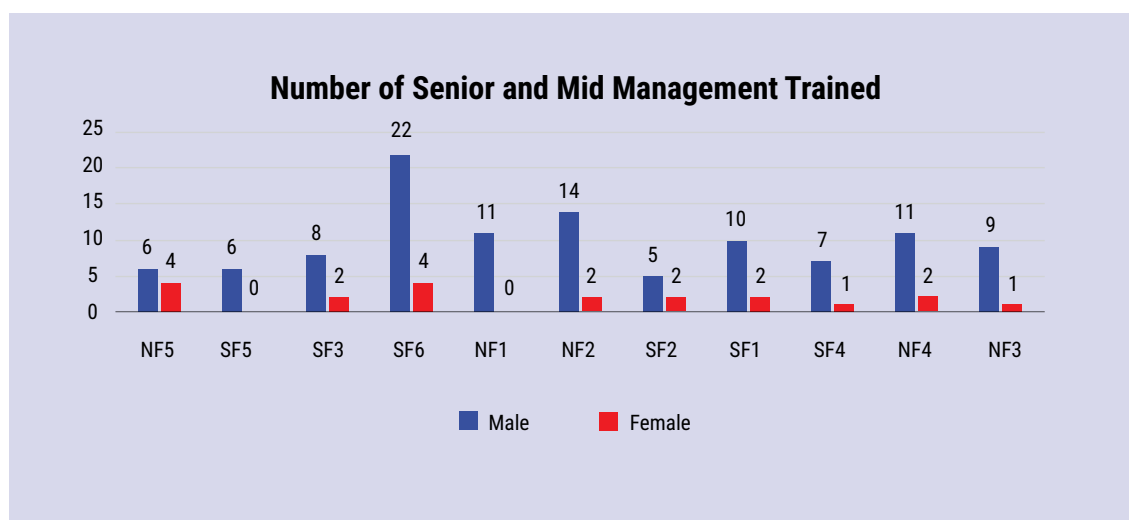
## Training and Sensitization Programmes

### For senior and mid-level managers

- Senior and middle management have a greater accountability to ensure a safe workplace which is free of all forms of abuse, harassment and discrimination. With greater degree of feminization of the labour in the garment sector, adhering to POSH is becoming more critical.
- The participants for the training included senior management representatives from the corporate office; Internal Committee (IC) members; general manager of production; head of departments; human resources head and executives, welfare officer, head of compliance, administration and finance.

**FIGURE 6: Gender Representation (%)**



**FIGURE 7: Number of Senior and Mid Management Trained**

- 128 senior and mid-level managers were oriented with the duties of the employees and their roles under the POSH Act, 2013.

### Highlights

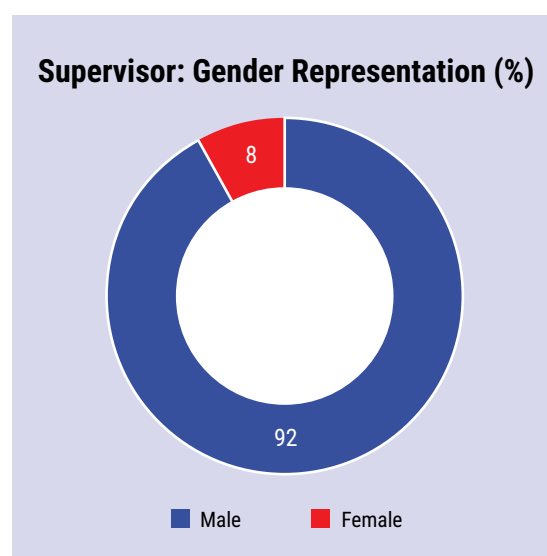
- Present a global scenario of the apparel sector and the role of women in the supply chain.
- Foreground the global apparel sector with prevailing practices of forced labour and gender-based violence within the framework of the Modern Slavery Act and human rights.
- Business and human rights case to establish an institutionalized system to address sexual harassment at workplace.
- Understand the definition of sexual harassment and elaborate on the provisions of POSH.
- Delineate the duties of the employer and the role of leadership in preventing, prohibiting and redressing sexual harassment at the workplace.

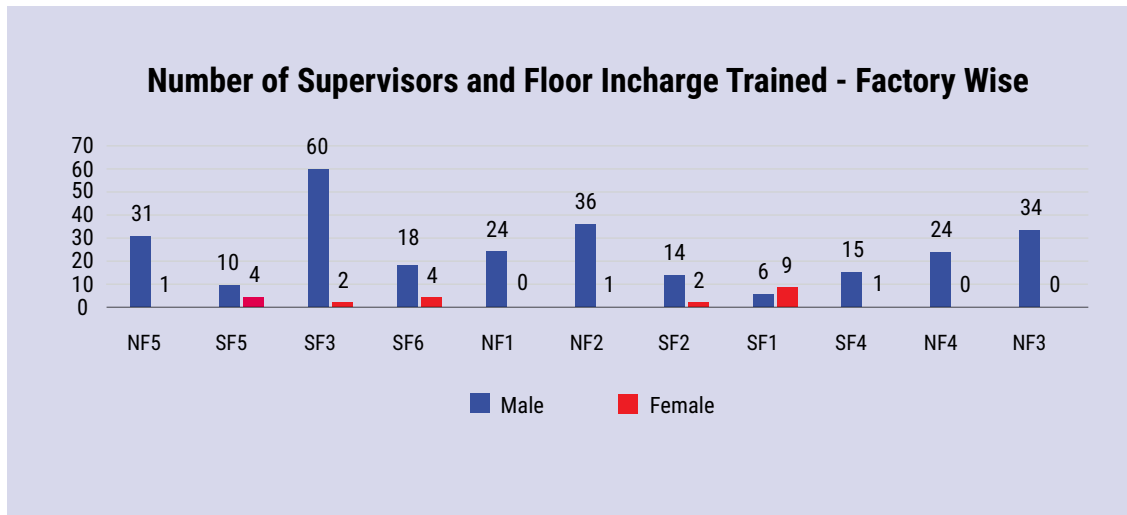
### For supervisors

Supervisors were also trained on these six modules for six hours in two phases. 296 supervisors and floor in-charges were trained (92% men and 8% women).

Although in garment sector average 60% to 80% of the workers are female, nearly 90% to 95% of the supervisors are male. These supervisors have a crucial role in averting, changing or improving their feedback mechanism and behaviour towards workers to make the workplace and shop floors free of all harassment, abuse and discrimination. Supervisors were made to understand their role at the shop floor as a male co-worker.

- **Process:** The trainings were not only a learning and transforming exercise for the supervisors but also helped them prepare for dealing with issues of sexual

**FIGURE 8: Supervisor: Gender Representation (%)**

**FIGURE 9: Number of Supervisors and Floor Incharge Trained - Factory Wise**

harassment at workplace and create a safe workplace for women. The training was divided into two phases. The line supervisors were the key audience for these sessions Figure 9.

### Highlights

- The supervisors were made to understand gender-related stereotypes, concepts and myths about the institutionalized roles.
- The supervisors shared their background. They were then facilitated into a role change activity between a man and a woman.
- There were threadbare discussions on the value of work by women.
- Attitudes and mindsets about women's work at home and women's work in the factories were discussed and challenged.
- After comprehensive discussions on gender and sex, the sessions led to expose them and oriented them on the definitions, nuances and the highlights of the POSH Act, 2013.
- The supervisors were oriented to the consequences of sexual harassment at workplace as per the POSH Act, 2013 and also as per the Indian Penal Code, Section 354.
- The supervisors were apprehensive and shared their concerns about the Act being misused; these concerns were addressed by sharing statistics on high prevalence of sexual harassment in the garment sector.
- The supervisors were also provided clarification with regard to what does not amount to sexual harassment.
- The aspects of power and ways of providing feedback were also discussed to enable them to reflect and unlearn their beliefs and attitudes.

### For Peer Trainers (PTs)

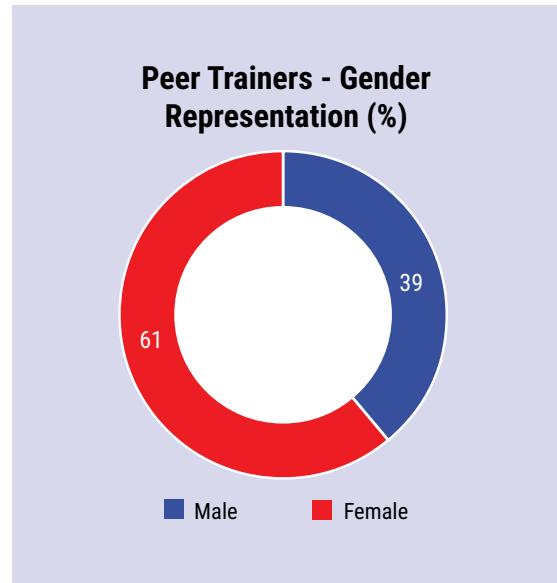
#### ***PTs were selected by the following steps:***

1. List of PTs provided by factories based on number of years of employment, type of origin (migrant and local workers) and work type.

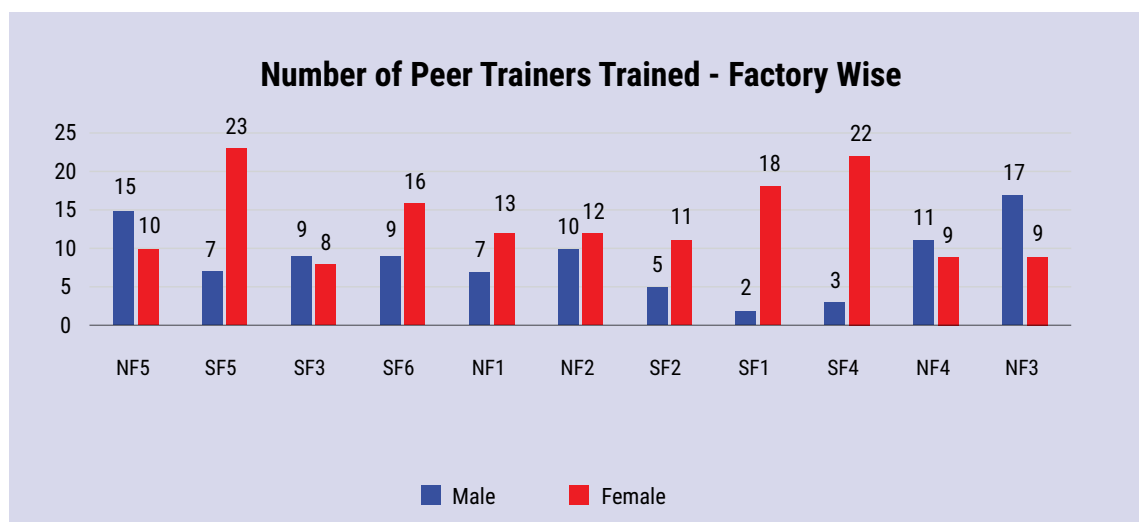
2. Response of workers from the baseline survey data.
3. Face-to-face interaction, Focused Group Discussions (FGDs) on various indicators and keenness to take this training forward to their peer workers.
4. Finalising by scoring them on the above-mentioned steps and final discussions with factories.

The PTs underwent in-site long-duration trainings which focused on understanding gender and improving awareness on the POSH Act, 2013. In a few factories, off-site trainings were also organized where workers and few mid managers were taken outside the factory premises to discuss gender-related issues and share their experiences freely.

**FIGURE 10: Peer Trainers - Gender Representation**



**FIGURE 11: Number of Peer Trainers Trained - Factory Wise**



In these off-site trainings, two different factories were clubbed together to help the workers share common experiences and get an opportunity to get to know each other and work in a group. The first phase of the training lasted for eight hours covering five modules. In addition, Change Alliance organized a two-hour onsite training on the implementation mechanism and using of IVR for grievance reporting as per the POSH Act, 2013.

Since PTs were trained to use ToT to reach their co-workers, it was observed that they were initially hesitant to train others. However, gradually and after practice, they not only trained 50 co-workers (as planned) but also other line workers and new joiners in the factory.

Along with the PTs, HR managers, compliance managers, welfare officers, among others were trained to help PTs in delivering high-quality training using modules, handbooks, videos, photos, posters provided by Change Alliance. This ensured high-quality delivery and sustainability of the programme beyond the project duration. These trainings have been added to the factories' induction training modules for all new workers.



## Highlights

- All the trainings were conducted in the factory premises of the supplier units.
- The use of interactive modules made the workers comfortable and confident to participate actively.
- All welfare officers and the support team of HR departments participated in the programme to handhold PTs and scale up the programme.
- The PTs were oriented on the IVR-based grievance redressal mechanism.
- 270 PTs (246 workers and 24 mid level managers) were trained as part of the resource pool of trainers on the POSH Act, 2013.

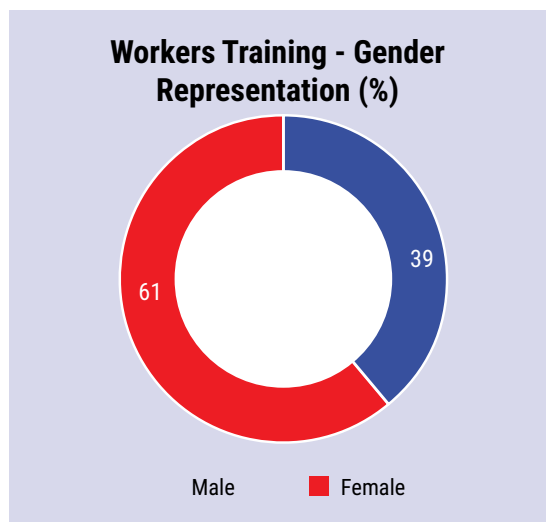
## Workers training by the Peer Trainers (ToT)

The factories adopted different approaches to train their workforce. To help achieve this, Change Alliance selected more than the targeted number of PTs in factories where the workforce was more than 1,000. This way Change Alliance trained 270 PTs (including 24 mid managers) against the target of 240 PTs and trained 13,542 workers against the target of 12,000 workers.

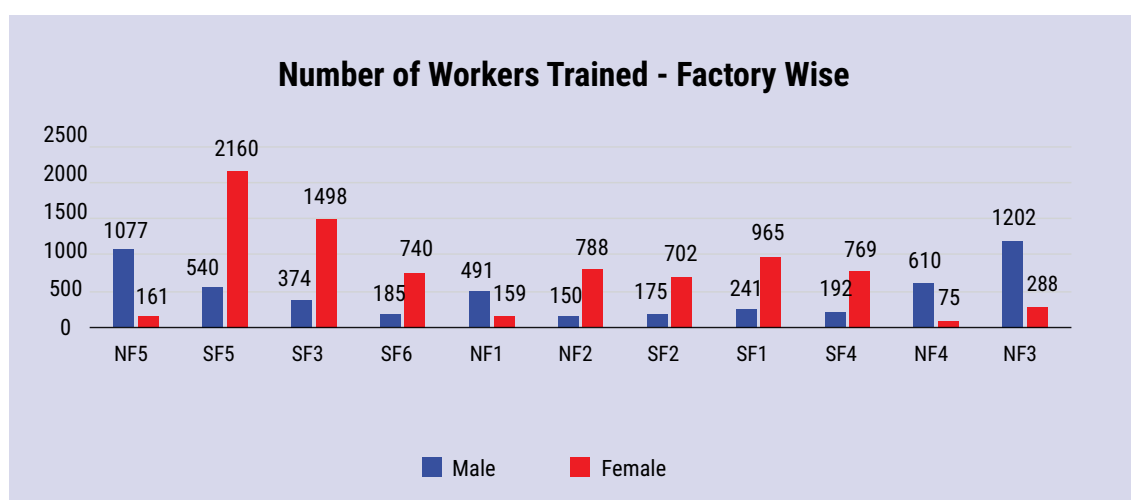
Here are the approaches adopted by factories to train a workforce ranging from 600 to 2000 workers:

- ✓ Training 50 workers for one hour on each module twice a week.
- ✓ Training 25 workers thrice a week for two hours on two modules.
- ✓ Training 50 workers on five modules for three hours and covering a few important aspects of the module through street plays/role plays (*nukkad natak*).
- ✓ Separate training on IVR for 200 workers weekly in canteen.

**FIGURE 12: Workers Training - Gender Representation (%)**



**FIGURE 13: Number of Workers Trained - Factory Wise**



- ✓ Training 50 workers every day on two modules.
- ✓ Videos and posters displayed in canteen or on other special occasions.
- ✓ Refresher training during Gender Week for a large number of workers through role plays, theatre performances, experience sharing on piece of cloth, group work, games, etc.
- PTs were trained to provide training to other workers using the ToT model.
- 13,542 workers have been trained by PTs with the help of trained mid-level managers to play a proactive role in preventing sexual harassment at workplace.

### Organising Gender Week

Apart from training, Change Alliance celebrated Gender Week in every factory and saw participation from over 5,000 workers. This helped create buzz among all the workers and seniors on gender equality and no-tolerance for sexual harassment at workplace. Gender Week provided an opportunity to bring all the workers together and help them understand sexual harassment through various means such as theatre, games, performances, speeches by Heads/leaders, HR, video films etc.



### Peer Learning and Sharing Meetings with Factory Management

There were two meetings of factory management were organised in both North and South to bring all senior and mid-level managers of the factories together to collectively participate in the design and planning of activities and later to share learning and provide critical feedback on interventions. These meetings were extremely useful for factory managers to learn and share the best practices, ways and means to overcome challenges from each other.

These meetings were also pivotal in providing constructive feedback on design and use of Technology enabled grievance management system (IVR) and scheduling of programme activities without much loss of productive time of the factory. This helped to have buy in from the factories and a sense of ownership of the programme.

### Meeting with IC: Review and Strengthening

Of the 11 factories, two formed an IC and made it functional through awareness and support from a legal person. In the remaining nine factories, the existing ICs were reconstituted and strengthened.

In the initial meetings, it was found that most of the factories did not have a senior women employee in the unit, thus, the Presiding Officer of the IC was nominated by the corporate office. Change Alliance also recommended an evaluation of the external member on periodic basis so that cases can be reported swiftly and resolved as per the natural principle of justice.

There were no cases reported, therefore, it was suggested to assess the members and systems objectively to reflect on the structure, functionality, awareness, confidence and social background of the workers. It was also observed that in a few factories, workers were not part of the IC or if they were, their understanding and awareness of the Act and its redressal mechanism was very limited. Hence, as per recommendation made by Change Alliance, senior women members joined the IC, workers were also nominated as members and those who were already members were trained as per requirement.

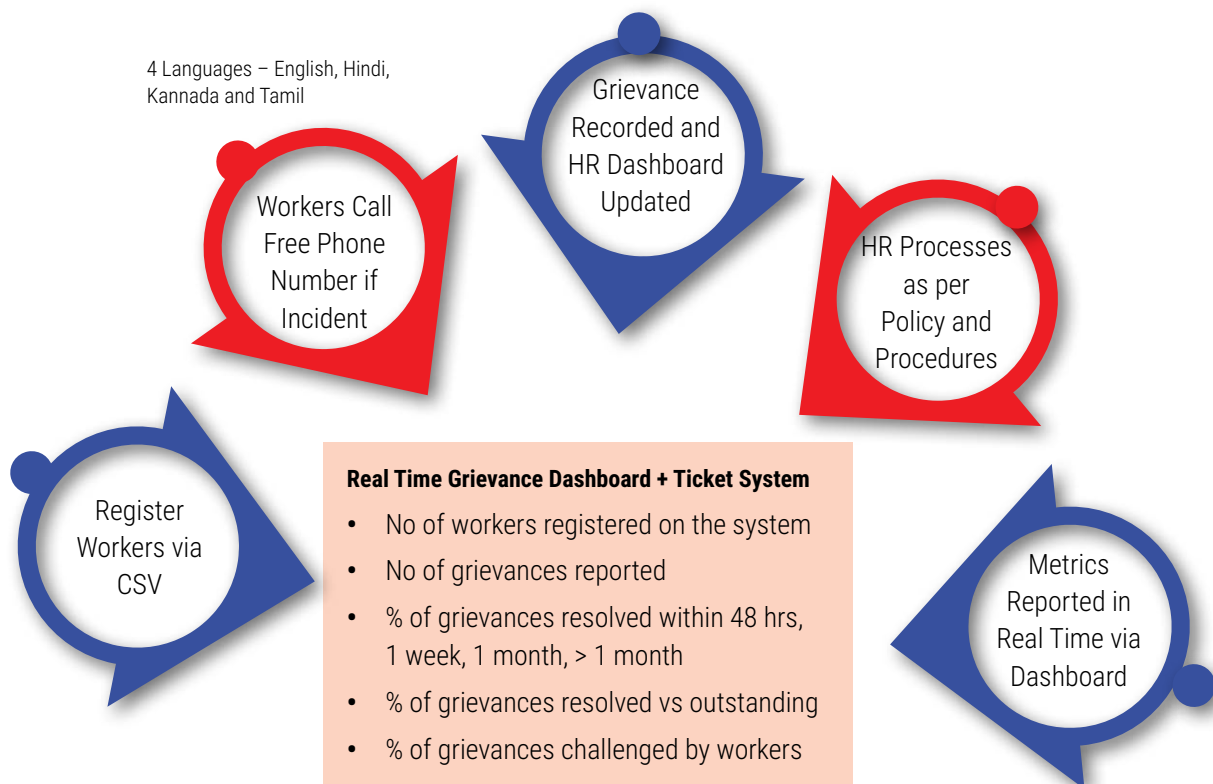
### Technology Enabled Grievance Management System- Interactive Voice Response (IVR)

The Technology in-built grievance system and its management dashboard was developed by Treble Partners wherein IVR was provided by Vodafone's partner BSmart. The dashboards of project and IVR (GENDER HELPLINE) was linked together to get the number and type of grievances reflected on project dashboard to capture real time data.

Treble Partners and Change Alliance held several meetings with participating factories and brands to

1. Develop the menu flow of the grievance system
2. Grievance types that will be captured by Factories
  - Physical abuse
  - Verbal abuse
  - Sexual harassment and
  - Payment related
3. Discussion on mitigating risk of workers reporting grievances by mistake
4. Metrics that will be reported to Brands
5. Tracking positives- process to resolve cases reported to set positive example and build confidence and trust.

**FIGURE 14: Grievance Management System**

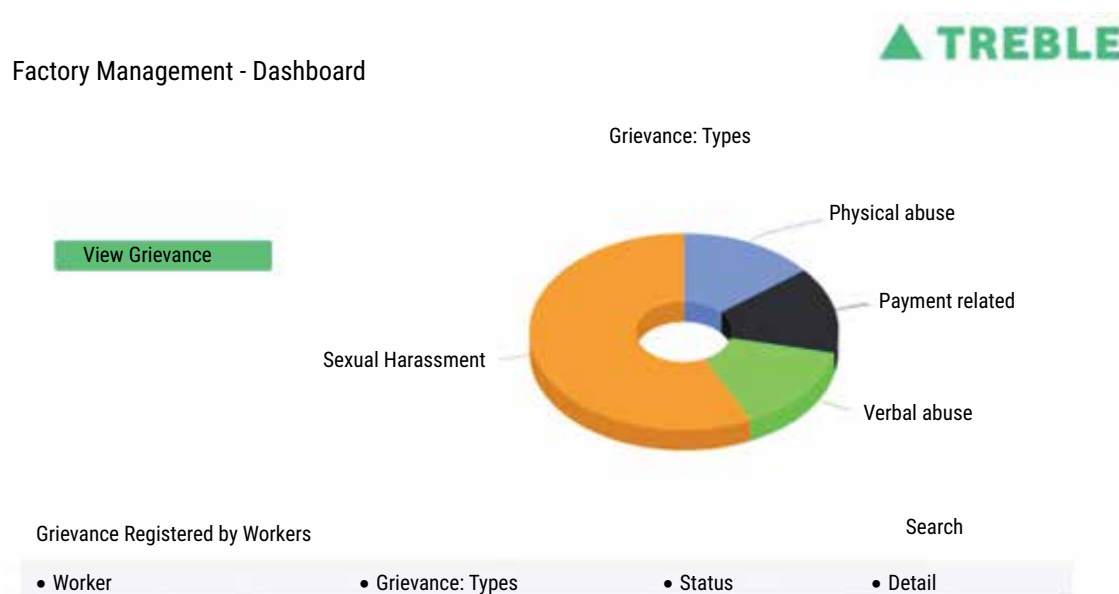


#### This technology-based grievance management system involved:

- A Free phone number in four languages (English, Hindi, Kannada and Tamil) to report grievances where they are automatically categorized

- A cloud-based system connected to the phone number where all grievances are captured and managed through to resolution at a Factory level
- A dashboard for Brands to see top line data about grievances by Factory
- A simple easy to use grievance management that complies with law and makes it easy and low effort for Factory HR teams to manage grievances and keep workers in the loop through the process

**FIGURE 15: Dashboard of a test factory for grievance reported and resolved**



**Role of factory managers in technology-based grievance mechanism:**

- HR uploads data and marks workers as left and look into payment related complaints
- IC investigates and recommends on sexual harassment
- HR and IC both investigate on physical and verbal abuse
- Management implements and closes cases



# 03

## PROGRAMME OUTCOME

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The outcomes of the study are broadly categorized into three parts:

- Institutional Level
- Workforce Level
- Policy Analysis

### INSTITUTIONAL LEVEL

Factory management, its systems, policies and practices play a major role in ensuring a safe environment for workers which enables them to reach their full professional potential and play the role of a responsible citizen. It is crucial for the organizations to look at the issues from a perspective of resolving them. This can be achieved in ways such as given below:

#### Supporting Education and Compliance

The garment brands can play a role in supporting rights education—both at the workplace and within communities—and ensuring that the Code of Conduct and compliance requirements explicitly address gender-based violence at the workplace. In addition to the initiatives directly targeting women workers, Gender-based Violence (GBV) awareness trainings should include suppliers and line supervisors, inspectors, union and worker organizations to identify violence and harassment, understand the root causes, and reduce violence in the supply chain.

#### Condemning Violence against Women

First and foremost, companies need to recognize, internally and publicly, that incidences of violence and harassment occur and must be dealt with. Companies should ensure all suppliers understand what

**Factory management, its systems, policies and practices play a major role in ensuring a safe environment for workers which enables them to reach their full professional potential and play the role of a responsible citizen.**

constitutes GBV, and that it is prohibited by company policies. Once existing policies are clarified and the definition of GBV is clear to supervisors, companies should reflect on their own practices to ensure there are no direct perpetrators or indirect sources of violence and harassment and put in place effective and visible anti-violence and harassment policies across the supply chain. Companies can train staff, particularly staff such as brand representatives that interact directly with suppliers at factories, on violence prevention and remediation.

### **Breaking the Normalizing Conventions against Sexual Harassment**

Sometimes, violence and harassment become so integrated in the system that they are not recognized as inappropriate behaviours. Brands should support, and, as necessary, provide training for line managers and supervisors that elucidates what constitutes harassment and violence, and conveys in no uncertain terms that these acts are not acceptable within or beyond the factory walls.

### **Engaging Men**

Gender equality can not be achieved and GBV can not end if interventions focus solely on women. Men must be an active part of the conversation. Companies can help to provide opportunities for men to better understand the importance and value of women's empowerment. Companies can also help men address the challenges they face in understanding the issues and the roles—both positive and negative—they may play within their supply chain. These efforts can be amplified through partnerships with community-based initiatives or NGOs.

## **Factory Profile**

The factory profile analysis of each factory was a pre-requisite for the programme. This programme involved multiple brands and exclusive and shared factories which varied in size, product, geography, worker's population, etc. It was, therefore, pivotal to understand the collective and individual characteristics of these factories before initiating the programme and customising the delivery of the initiatives accordingly. The information from the factories in the factory profile tool was collated in the beginning of the project. During the end-line survey, a revised version of the factory tool was shared with the factories to find the areas where change could have been influenced as a result of the programme. The analysis and representation of data has been developed keeping the baseline data as the reference point.

The factory profile broadly focused on the following aspects of the factories, some of which have been presented in this report. Detailed areas of Inquiry have been analysed and shared with the stakeholders:

1. Background information
2. Information related to workers
3. Specific provisions for women workers
4. Information on existing initiatives to make the workplace gender inclusive

The baseline factory profile template was shared with all the factories that were part of the programme; however, only eight responded to the end-line survey. The factories were given clear instructions on the information required and the prescribed format for the same. The findings are presented below.

During the baseline analysis, 10 out of 11 factories had less than 2,000 workers, four factories had workforce between 1,000 to 1,500. Only one factory had more than 2,000 workers. The end-line data showed that the number of workers had reduced which could be due to the lean period in the garment

industry. Out of eight factories, four had workers fewer than 1,000, while two had workers fewer than 1,500 and one factory had more than 2,000 workers.

### Migrant and Local Workers<sup>11</sup>

The concentration of migrant workers among the workforce in the factories in North India is much higher than in South India. Migrant workers comprised 90% of the workforce in **four out of five** factories in the north. Only one factory in North India had 36% workers from the local region. However, the case was reverse with factories in South India where local workers comprised 90% of the workforce in **four out of six factories**.

**TABLE 1: Distribution of migrant and local workers in the factories**

REGION	NAME OF THE FACTORY	MIGRANT WORKERS	LOCAL WORKERS
		(in %)	
NORTH INDIA	NF1	64.0%	36.0%
	NF2	96.7%	3.3%
	NF3	90.8%	9.2%
	NF4	95.0%	5.0%
	NF5	98.9%	1.1%
SOUTH INDIA	SF1	0.0%	100.0%
	SF2	2.0%	98.0%
	SF3	0.5%	99.5%
	SF4	25.0%	75.0%
	SF5	9.0%	91.0%
	SF6	12.0%	88.0%

The majority of workers in the factories in the north belonged to Bihar, Uttar Pradesh, Uttarakhand, Rajasthan, Jharkhand, Odisha and West Bengal. They migrated from their native states in search of livelihood options and stayed in nearby colonies.

On the other hand, in the factories in South India, the majority of workers are from the same state where the factories are located, but from rural areas. The migrant workers in the factories in South India are mostly from distant states such as Odisha, Assam and Jharkhand. Some factories in the south provide hostel facilities to workers, but these are mostly for women workers.

### Contractual and Permanent Workers

The data on contractual workers threw light on the recruitment practices followed in the factories. During the baseline, it was found that the majority of factories had contractual workers.

***In the baseline, four factories, all located in South India, had no contractual workers. However, in the endline assessment it was found that factories in the north also moved towards keeping permanent rather than contractual workforce.***

<sup>11</sup>The term 'migrant' here refers to Inter-state migrant workers. According to the Inter-state migrant workmen (Regulation of Employment and Conditions of Service) Act, 1979-Interstate migrant worker means any person who is recruited by or through a contractor in one state under an agreement or other arrangement for employment in an establishment in another state, whether with or without the knowledge of the principal employer in relation to such establishment. The term local refers to any worker who belongs to the same state where the manufacturing unit / factory is located.



There has been an increase in the percentage of permanent workers vis-à-vis contractual workers in almost all factories. In terms of permanent workers, the percentage of men was higher as compared to women. **There was a massive increase in the hiring of women as permanent workers, from 2% to 22%. This shift has been observed in all factories in the north which initially had 0-10% of women as permanent workforce.**

Table 2 provides data collected during the baseline and the end-line on the proportion of contractual and permanent workers and the proportion of men and women who are permanent workers.

**TABLE 2: Permanent workers in the factories during baseline and end-line**

Factories	Baseline Permanent			Endline Permanent		
	Total	Men	Women	Total	Men	Women
NF1	17.5%	17.5%	0.0%	94%	72%	22%
NF2	20.9%	19.3%	1.7%	21%	19%	2%
NF3	4.2%	3.8%	0.4%	100%	81%	19%
NF4	7.7%	7.3%	0.4%	8%	8%	0%
NF5	93.5%	83.2%	10.3%	94%	83%	11%
SF1	100.0%	15.2%	84.8%	NA	NA	NA
SF2	100.0%	12.1%	87.9%	100%	10%	90%
SF3	100.0%	21.7%	78.3%	98%	25%	73%
SF4	100.0%	30.1%	69.9%	100%	30%	70%
SF5	96.9%	35.4%	61.5%	NA	NA	NA
SF6	99.0%	22.8%	76.3%	NA	NA	NA

**TABLE 3: Contractual workers in the factories during end-line**

Factories	Baseline Contractual			Endline Contractual		
	Total	Men	Women	Total	Men	Women
NF1	82.5%	56.3%	26.2%	6%	4%	2%
NF2	79.1%	63.8%	15.3%	79%	64%	15%
NF3	95.8%	77.7%	18.1%	0%	0%	0%
NF4	92.3%	84.8%	7.5%	92%	83%	8%
NF5	6.5%	4.2%	2.3%	6%	4%	3%
SF1	0.0%	0.0%	0.0%	NA	NA	NA
SF2	0.0%	0.0%	0.0%	0%	0%	0%
SF3	0.0%	0.0%	0.0%	2%	1%	1%
SF4	0.0%	0.0%	0.0%	0%	0%	0%
SF5	3.1%	1.7%	1.4%	3.1%	NA	NA

**Note for Table 2 & 3:** Total shows the percentage of permanent and contractual workers among both the types of workers. Column of Men and Women indicate the bifurcation of genders with reference to the total column value

## Representation of Women

With respect to the representation of women at different levels of the organisation, it was observed that the representation was quite low at the senior management level. During baseline and endline survey there is only one woman at CEO or factory head<sup>12</sup> level. There was an increase in the participation of women at

<sup>12</sup>Senior Management here refers to division and department heads. Junior/middle level management refers to managerial staff above the level of supervisors.



the senior management level in the Endline. The figure below shows the average representation of women in 11 factories at different level.

**FIGURE 16: Women at various levels in the factories**



### Attrition and Absenteeism

The attrition and absenteeism rates varied across factories. Overall, the factories reported a maximum of 22% attrition rate – the lowest being 6.5% – one factory stated their attrition rate to be as high as 88%. Similarly, nine factories reported absenteeism rates between 8.5% to 14.75%, but only one stated the rate as high as 45%. Table 4 provides comparative data provided by factories during baseline and end-line.

Some factories also provided gender-disaggregated attrition and absenteeism rates. For example, one factory quoted an attrition rate of more than 88% among men workers. The figure for women was significantly lower at 12%. Similarly, another factory stated that the absenteeism rates for men and women workers were 34% and 11%, respectively (gender segregated details are provided separately in detailed endline report).

**TABLE 4: Attrition and absenteeism in the factories during baseline and end-line**

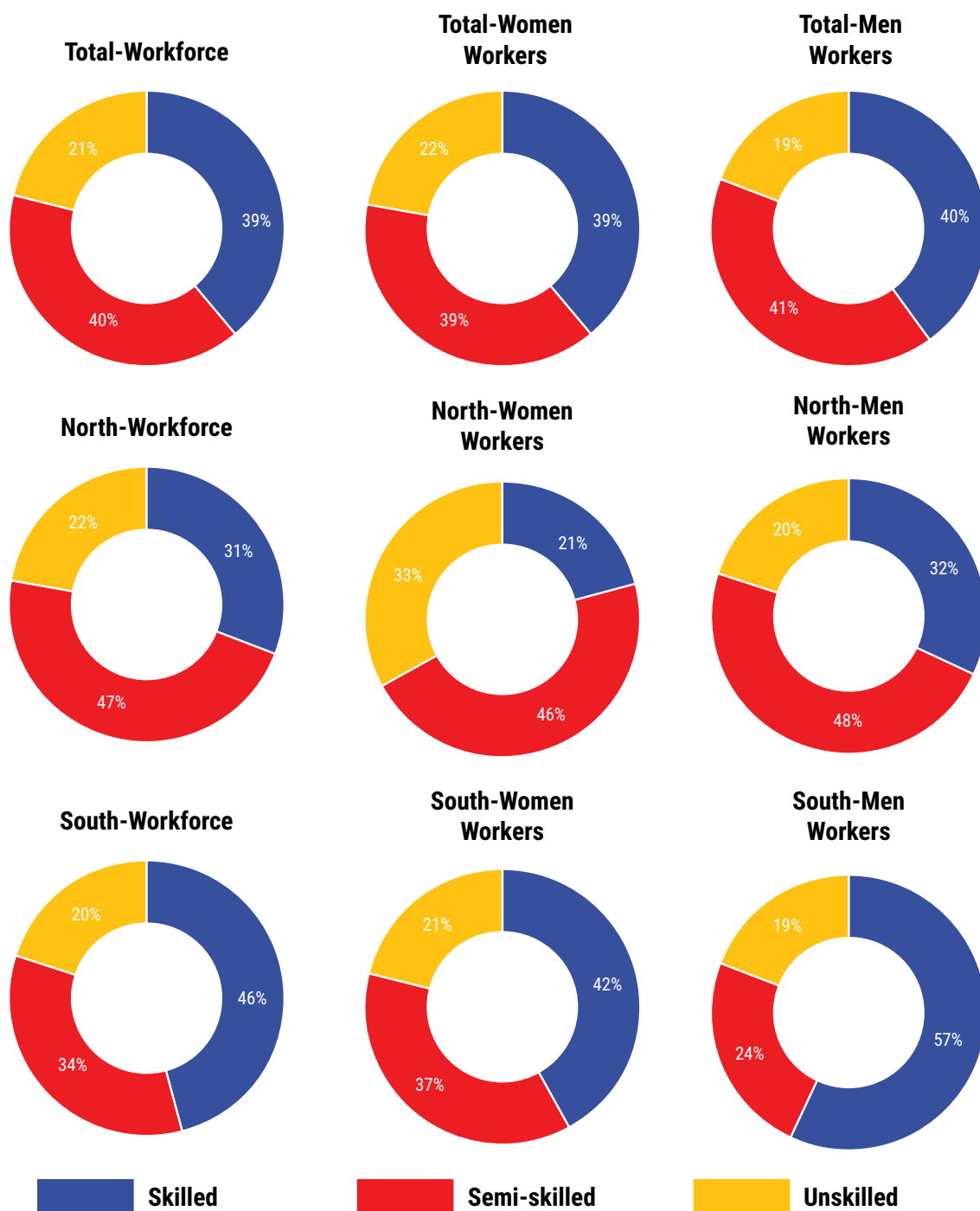
Region	Name Of The Factory	Baseline Attrition	Endline Attrition	Baseline Absenteeism	Endline Absenteeism
		(In %)		(In %)	
NORTH INDIA	NF1	11.0%	11%	10.0%	10%
	NF2	76.0%	88.5%	10.3%	8.5%
	NF3	9.0%	12%	6.0%	9.2%
	NF4	18.0%	22%	80.5%	45%
	NF5	13.0%	10.5%	2.6%	14.0%
SOUTH INDIA	SF1	13.0%	NA	10.0%	NA
	SF2	10.0%	11.1%	17.0%	14.75%
	SF3	8.0%	6.5%	9.0%	11%
	SF4	10.0%	10.5%	9.0%	11%
	SF5	6.0%	NA	8.0%	NA
	SF6	7.0%	NA	8.0%	NA

### Skill Levels of Workers

For ease of analysis and comparison, the data related to skills of the workers and the respective composition has been presented for factories in the North, in the South and for all the factories together.

Overall, the composition of skilled, semi-skilled and unskilled workers is uniform across men and women. The difference in distribution becomes evident when the data for factories in the South and North is observed separately.

**FIGURE 17: Baseline: skill-distribution of workers across the factories**



As shown in Figure 17, the proportion of skilled workers – among both men and women – is higher in the south as compared to the north. In fact, the majority of workers in the factories in the north are semi-skilled and in the south, most workers are skilled. In the factories in the north, 31% of the total workforce is skilled, 21% of the women workforce is skilled and 32% of the men workforce is skilled. In the factories in South India, 46% of the total workforce is skilled, 42% of women workforce is skilled and 57% of the men workforce is skilled.

**The end-line data presented in Table 5 shows that the percentage of semi-skilled workforce is relatively higher in factories across North than South. Two factories in North have a higher percentage of skilled workforce.**

**TABLE 5: Endline: Skill-distribution of workers across the factories**

REGION	NAME OF THE FACTORY	Skilled workers	Semi-skilled workers	Unskilled workers
		Men and Women	Men and Women	Men and Women
NORTH INDIA	NF1	29%	54%	17%
	NF2	63%	12%	25%
	NF3	4%	79%	17%
	NF4	68%	29%	25%
	NF5	7%	70%	23%
SOUTH INDIA	SF1	NA	NA	NA
	SF2	19%	63%	19%
	SF3	NA	NA	NA
	SF4	1%	60%	40%
	SF5	NA	NA	NA
	SF6	NA	NA	NA

## Maternity Leave

All factories stated that they provide maternity leave to their workers as per the government mandate. The factories mentioned that they follow the Maternity Benefit (Amendment) Act, 2016 or Workers' State Insurance Act, 1948 or both. They also stated that they have not received any complaint or communication regarding any worker encountering any challenge while availing these benefits.

The number of women who have availed maternity leaves in the factories in the last two years served as an indicator of which factories provide a more conducive environment to its women workforce with respect to maternity benefits. The number of women who have availed maternity leaves is the highest in three factories in the south. However, it was found that the number of women employees who returned after the leave is higher in all the North factories.

**TABLE 6: Maternity leaves taken by women workers in the factories and number of employees who returned**

No. of women who took maternity leave in the last two years			ENDLINE DATA NUMBER OF WOMEN RETURNED TO WORK AFTER TAKING MATERNITY LEAVE IN LAST 2 YEARS
Factories	Baseline	End-line	
NF1	0	0	0
NF2	4	5	4
NF3	15	1	1
NF4	1	1	1
NF5	3	2	2
SF1	3	NA	NA
SF2	19	26	2
SF3	14	20	0
SF4	10	23	0
SF5	30	NA	NA
SF6	36	NA	NA

All factories, except for one, stated that they have childcare facilities in the factory premises. This provision is mandated under the Factories Act, 1948.

### Prevention of Sexual Harassment at Workplace

A Gender Policy document is a document in which a company states that no discrimination is practised in the company on the basis of gender and no preference is given on the same. It may also contain the "Positive Discrimination" clause in favour of women, which will be in conformity with Article 15(3) of the Constitution of India. As per the policy analysis undertaken in the 11 factories, only four factories had a gender policy in place.

Despite it being mandatory to have an anti-sexual harassment policy with a functional IC, one factory did not have a policy and two factories did not have an IC before the programme intervention. The factory that does not have an anti-sexual harassment policy stated that they have a grievance policy and an IC as well. Of the 11 factories, eight fulfilled the criteria of having both, an anti-sexual harassment policy and a functional IC during baseline while in the endline survey it was found that all the 11 factories have both policy and functional IC in place.

**TABLE 7: Comparison of factories with policy against sexual harassment and IC**

Policy	Baseline	End-line
Factories without an anti-sexual harassment policy	1	0
Factories without IC	2	0
Factories with a policy and IC	8	11

***The end-line data showed that all the factories either established or reconstituted the IC. The committee structure with respect to the number of members and involvement of external members also changed. Currently each IC has more than 50% of women, senior women employees as members, workers representatives. In addition, external members have been selected in the IC after evaluation.***

During the baseline, two factories did not have an IC – one in the north and the other in the south. The baseline data showed that, on average, each IC has 11 members (average of North and South). Factories in the south have a higher number of members than those in the north. During the end-line, the numbers reflected a change, mainly decrease in number of IC members to maintain confidentiality. and were equal across all factories.

**TABLE 8: Comparison of Composition of internal committee in factories**

Average number of members in IC	Baseline	End-line
North	8	7
South	13	7

All the factories stated that they have not received any complaints regarding sexual harassment during the baseline and the end-line. While it may seem that the absence of any such complaints is an indicator of a safe work environment and transparent and rigorous practices at the workplace, it may also indicate a lack of transparency and a functional grievance redressal mechanism within the factories as well as lack of trust among the workers in the existing processes, making them hesitant to register their complaints.

## WORKFORCE LEVEL ANALYSIS

### Methodology

A comparative analysis and non-experimental design was used for the end-line study in order to establish the direct and spill over changes of key programme indicators. Based on the indicator framework, a set of tools were developed for the end-line study that could capture quantitative and qualitative (such as examples, excerpts etc.) data relating to the inquiry areas.

The primary respondents were the factory workers, both men and women. To ensure equal representation of men and women across all factories, 30 women and 30 men workers were chosen as the representative sample using random sequential method, so that every worker in the target factories had an equal chance of getting selected. The survey was conducted by investigators across the three locations using a customized android-based survey application.

**TABLE 9: Number of men and women interviewed in the baseline and end-line**

SAMPLES COVERED	Baseline	End-line
Number of women workers interviewed	340	347
Number of men workers interviewed	329	328
Total number of respondents	669	675

A survey with 80 questions was drafted and information was captured on the following:

1. Demographic
2. Socio-economic details
3. Life outside workplace
4. Life at workplace
5. Sexual harassment at workplace: understanding and preparedness to address such a situation
6. Violence against women in public places
7. Access to information and support

In this report, information on few indicators has been shared to showcase the changes pre and post the programme. The detailed report of baseline and end-line surveys has been submitted to the stakeholders.

**Survey Tools:** Quantitative tools were structured for the baseline survey to assess the understanding, attitude and knowledge of factory workers about their life at and outside workplace. In the end-line, the same tool was used with little modification to capture the programme impact. The end-line survey also used qualitative tools, such as focus group discussions and in-depth interviews, with the supervisors, PTs, welfare officers, HR and management to capture their feedback and suggestions on the programme.

### Baseline and End-line Sample Background

The average age profile was found to be similar in the baseline and the end-line (30 years for women and 27 years for men). In terms of education, respondents had mostly studied up to primary/upper primary and secondary levels. The garment industry could be seen as provider of one of the biggest employment opportunities for people with lower educational qualifications but with skills and capacity to learn a skill.

### Facing Disability

Table 10 shows that total 6.2% women (3.5%) and men (2.7%) worked with a disability. The average employment rate of people with disabilities is 0.28 percent in the private sector and 0.54 percent in the public sector. Given these numbers, the number of disabled employees in the sample is a good indicator of how the garment factories are creating a positive attitude towards employing people with disabilities.

**TABLE 10: Share of workers who had some form of disability**

WHETHER WORKERS SUFFER FROM ANY KIND OF DISABILITY (%)		
	Women	Men
Yes	3.5	2.7
No	96.5	97
Don't know / Can't say	0	.3

### Access to Mobile and Internet

The results of the survey suggest that there's a vast divide in terms of access to the internet and information about new technology among men and women. In this day and age, 81.3% of the women workers and 44.3% men workers said they had no access to the internet at all, either through their device or through somebody else's.

**TABLE 11: Access to internet among male and female workers**

Access to Mobile and Internet (%)		Women Workers	Men Workers
Access to mobile	Feature phone	53%	43%
	Smartphone	18.7%	54%
	None	28.2%	3%
Access to internet	Yes (own device)	16.4%	55.8%
	Yes (on somebody else's device)	2.3%	NA
	No	81.3%	44.3%
	Don't know / Can't say	0%	0%
Nature of usage by those who had access to internet	Facebook	10.7%	45.1%
	WhatsApp	15.9%	49.7%
	YouTube	12.1%	40.9%
	News and other content	3.7%	21.3%

### Awareness of Factory Provisions:

According to the baseline survey, knowledge of provisions provided for women workers was limited. The information about maternity leave and provision of separate urinals and toilets was higher among women than men.

It is critical to note that the understanding and knowledge of the workers increased noticeably after the programme even though these topics were not directly addressed in the programme.

- **During the baseline survey, knowledge about maternity leave among women was 60%, whereas this number went up to 85% in the end-line.**
- It was observed that during the baseline, men had a better understanding of provisions for women workers; however, in the end-line survey, there was a huge improvement among women regarding their awareness and knowledge levels.

### Safety at the Workplace

To understand the workers' perception of safety at the workplace, women workers were asked whether they feel safe while working in the factory. Women workers also shared their safety concerns and possible ways to make them feel safer at the workplace. Men, on the other hand, were asked whether they think it is safe for girls/women to work in evening shifts.

**The baseline findings suggested that more than 90% women felt safe at their respective workplace and the end-line showed an improvement where 96% women reported that they felt safe at their workplace.**

**Women answered questions on why they felt unsafe at their workplace during the baseline and end-line. There was a drop of almost 50% of women who reported that they feared the seniors or supervisors - from approximately 60% during the baseline to 37.5% in the end-line.**

**TABLE 12: Ways to make workplace safer for women as per findings from the baseline and end-line**

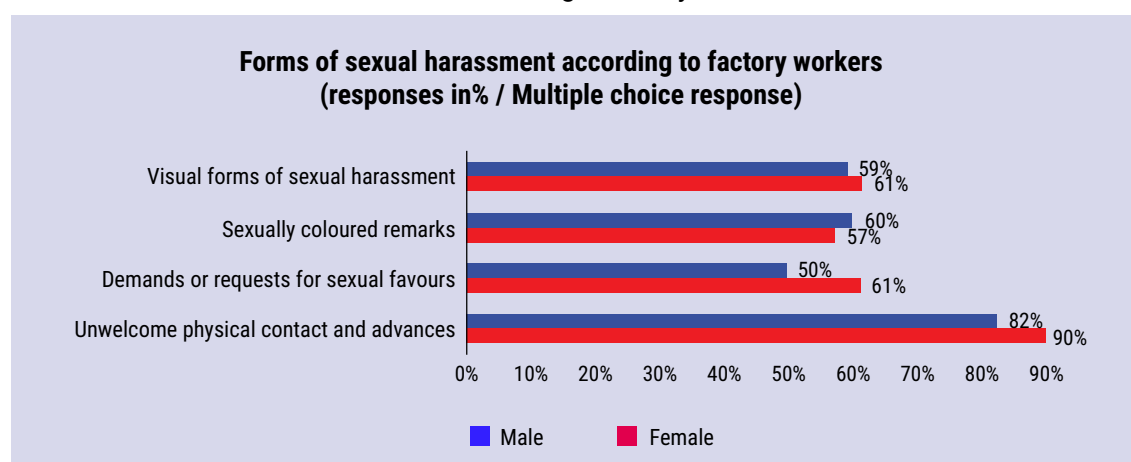
Ways to make workplace safer for women	End-line	Baseline
Appropriate training on sexual harassment and redressal mechanisms	52%	<b>34%</b>
Active redressal mechanisms and assurance that authorities will respond	41%	<b>32%</b>
Having peer trainers and aware workers to intervene and support	32%	<b>NA</b>
Training and availability of IVR technology	38%	<b>NA</b>
Change in men's attitude towards women	42%	<b>18%</b>
Learning marshal art / self-defence	29%	<b>14%</b>
Knowing that people around you will act	64%	<b>67%</b>
Working in a group	70%	<b>76%</b>

It was interesting to know that after the programme, women's perception on the company's policies and management had changed. Table 12 provides the baseline and end-line data with respect to identifying ways to make the workplace safer. The suggestions provided led to the conclusion that:

- Women's trust has increased on the company's mechanism of having an active IC, PTs and training on the POSH Act.
- Even though there were no complaints recorded on IVR, it was still identified as a precautionary measure in the end-line.
- The dependency on groups and others somewhat decreased during the end-line which could be due to the confidence gained after gaining awareness about their rights, etc and becoming familiar with their colleagues.
- Change in men's attitude was also seen as a measure to ensure safety.

### Understanding of Different Forms of Sexual Harassment

There was a change among respondents when talking about harassment during the baseline and end-line. During the baseline, the respondents were shy and gave timid responses on questions related to sexual harassment. In the end-line, workers were clearly more confident in identifying sexual harassment and did not have any inhibitions in talking about it. Awareness to identify sexual harassment was higher among men and women workers during the end-line.

**FIGURE 18: Forms of sexual harassment according to factory workers**



- 90% women and 82% men identified unwelcome physical contact and advances as form of sexual harassment.
- As compared to the baseline, there was 23% increase among women workers in identifying sexually coloured remarks and 19% increase in identifying visual forms of sexual harassment. This kind of awareness is critical as non-identification could lead to suppression and ignorance.
- Workers were also able to identify the activities that were not sexual harassment, such as constructive feedback about work, difference of opinion, etc.

### Perceptions on Sexual Harassment

Women and men workers were presented with various statements to identify reasons on why women are subjected to sexual harassment at the workplace. It also seemed important to understand whether respondents thought that the onus of preventing any form of harassment lies only on the women or on the society as a whole.

Table 13 provides the baseline and end-line data captured to know the perspective of men and women workers on sexual harassment. Understanding perceptions helped understand the extent of change in the attitude of the individual. Some of the perceptions are strongly based on an individual's choice while some are influenced by society and skills of workers.

**TABLE 13: Reasons as to why women face sexual harassment**

Reasons as to why women face sexual harassment (multiple response question)	Baseline		End-line	
	Women	Men	Women	Men
Being a woman	73%	44%	61%	21%
Being of a certain age group	42%	33%	24%	16%
Being of a certain religion/caste	36%	9%	19%	5%
Being from another state/region	46%	15%	12%	20%
Being disabled	45%	24%	15%	33%
It is a form of entertainment for men	61%	34%	26%	10%
The way girls / women are dressed or conduct themselves	50%	57%	52%	39%
If they are alone	61%	53%	52%	59%
Because women / girls are challenging traditional spaces occupied by men	47%	19%	30%	19%

The findings suggest that:

- There has been a significant change in the perspective on sexual harassment among men and women. Factors such as **gender, age, state, religion and disability** are not as prominent reasons as they were in the baseline.
- Even though women and men perceived the reason for harassment as “seen as a form of entertainment”, there has been a significant decrease in this perception.
- While indicators such as **“the way women dress up”** is seen as a reason by women, the number of men who believe that has reduced. The results also indicate that women have been strongly influenced by cultural and societal norms, hence, it shall take time to alter such beliefs.

- Similarly, a higher share of men believes that indicators such as **“women being alone”** is a reason for harassment; however, the number of women who believed that has reduced.
- Interestingly, there has been a drop among the percentage of women who believe that harassment is **“related to challenging the traditional spaces”**; however, among men, the prevalence of this perception is still the same. Overall, the Gender Equality Programme has been able to influence men and women workers’ perception on gender norms, but there are still areas which need to be strengthened.

### Measures Relating to Prevention of Sexual Harassment at Workplace

In the baseline survey, both women and men workers were asked if they were aware of any law or regulation that deals with sexual harassment at the workplace. The findings showed that 89% women and 74% men were aware of laws that dealt with sexual harassment at the workplace. In addition, the following observations emerged when the respondents were asked about the provisions made by the organisation to address sexual harassment:

- 94% women and 72% men were aware that an IC existed in the factory.
- 89% women and 71% men were aware about the IC’s contact number provided to them by the factory.
- 100% women and men had attended a training on registering complaints related to sexual harassment.

**FIGURE 19: Awareness on provisions related to Sexual Harassment**

AWARENESS ON PROVISIONS RELATED TO SEXUAL HARRASSMENT AT WORKPLACE	WOMEN	MEN
Aware of law on sexual harassment at the workplace	89%	74%
Internal committee exists at the factory	94%	72%
IC's contact details are communicated to the workers	89%	71%
Training on registering complaints relating to sexual harassment	100%	100%

### Internal Committee (IC)

The baseline suggested that most workers knew that IC allows both parties to present their case and recommend suitable punishment, if found guilty. However, workers were unclear and confused about the other responsibilities of the IC.

The end-line analysis showed that the workers were now able to identify the procedures and workings of the committee. Both women and men participated in spreading awareness about IC and sharing it with other workers.

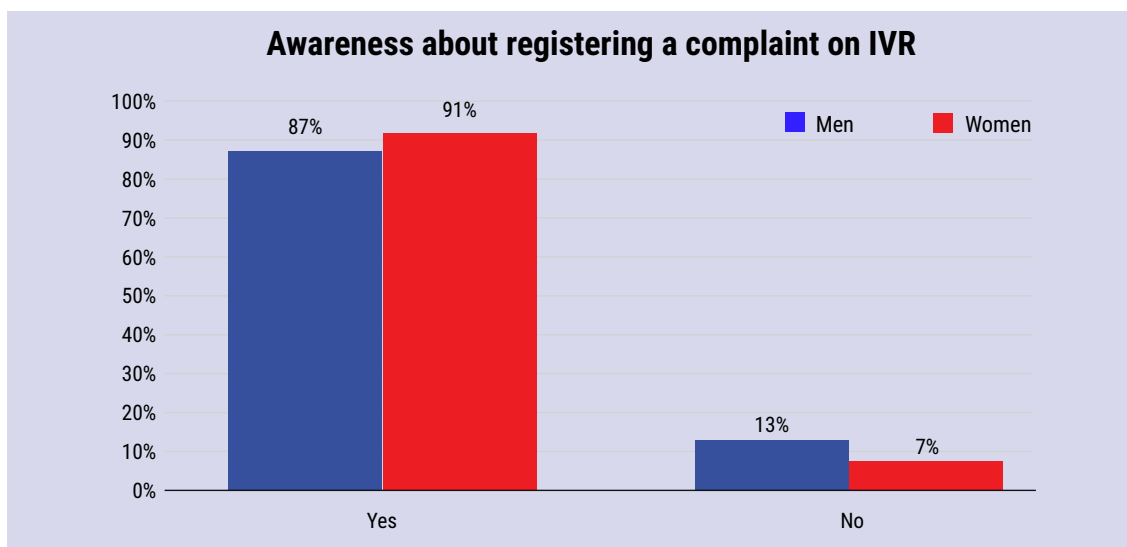
After the programme, more than 100% of women and men who had received training were clear about the process of enquiry to be followed. There was better understanding among women and men and they were now able to tell the interviewers about all the responsibilities of the IC. Some of the highlights were:

- 57% women stated that IC is supposed to complete the inquiry within 90 days.
- **About 54% men stated that IC has to conduct an inquiry after receiving complaints, whereas, during the baseline only 4% men were aware of this responsibility of the IC.**

### Grievance Management System: Interactive Voice Response (IVR)

One of the components of the GEP programme was to improve the awareness levels of factory workers regarding provisions made by the organisation to address sexual harassment and create a culture that enables women to speak up if she or he has faced any harassment. The IVR or toll-free number was introduced within all factories to ensure that workers can register a complaint whenever they needed help. To further spread awareness about the provisions provided in the factory regarding the POSH Act, posters and visual aids were displayed within the factories along with the toll-free number.

**FIGURE 20: Awareness about registering a complaint on IVR**



The posters and trainings were successful as almost 87% men and 91% women learnt how to use IVR. With respect to understanding the type of issues that could be registered on IVR, men and women responded using a multiple-choice response:

- Both women and men workers saw IVR as a useful tool to file complaints regarding sexual harassment followed by physical abuse, payment issues and verbal abuse.

To analyse the challenges related to IVR usage, respondents were asked to share their chances of filing a complaint using IVR. While 95% respondents stated IVR would be preferred, the remaining few did not see it as a suitable method due to the following reasons:

- Their number was not registered in IVR
- Did not deem IVR as a useful tool
- Due to lack of trust on senior management or the resolution methodology
- Did not face any issues of harassment

## Experiencing Harassment at Workplace

Workers were asked to share if they have faced or witnessed any kind of harassment in their current place of work in the last three years.

### Women Workers:

Regarding various kinds of harassment faced by women in factories during their tenure of work, almost 99% responded in the negative, saying they have never faced any kind of harassment. There was a very small percentage of women who said that they had faced harassment both before and after training.

**FIGURE 21: Harassment faced by women**

Harassment faced by women	Not Faced	Yes, before and after training
Faced verbal abuse	99.6%	0.6%
Faced physical abuse	99.7%	0.3%
Faced payment issues	98.8%	0.6%
Witnessed sexual harassment	98.5%	0.3%

### Men Workers

It was important to find out how men responded to situations of harassment. When the same set of questions were asked to men, majority of them answered in the negative as can be seen.

The same set of questions were asked to men workers about facing harassment issues; majority of them answered in the negative. When asked if they had heard of any incidents of sexual harassment in their current place of work in the last three years, 98.5% men said that they didn't know of any such incidence faced by women in factories. In total 1.5% of men had witnessed sexual harassment at workplace.

**FIGURE 22: Harassment faced by Men**

Harassment faced by Men	Yes, before training	Yes, after training	Yes, before and after training
Faced Verbal Abuse	0.6%	0.6%	1.2%
Faced Physical Abuse	0%	0.6%	2.1%
Faced Payment Issues	0.3%	0%	0.9%
Witnessed Sexual Harassment	0.3%	0.3%	0.9%

Of those who did not intervene, did not do so as they were scared of ruining their reputation or thought that the incident was minor or that it happened in the production area. When further probed to understand if any action was taken, as a multiple response they shared that methods such as reporting to IC members and seniors were applied. They also shared that half the cases were either solved and the perpetrators were punished and the remaining are still pending.

### Incidence Reporting

The end-line survey, much like the baseline survey, focused on workers' experience with respect to sexual harassment in their respective factories. The questions posed to women workers focused on the incidence of sexual harassment at the workplace and the actions after the incidents. The discussions with workers and management led to the conclusion that workers preferred reaching out to the HR or welfare officer if they faced any problem. Most workers said they did not face any issues of sexual harassment. In case they faced issues related to payment, they resolved it through meetings with the concerned HR person. This leads to very few complaints being formally registered to the IC or on the IVR.

As there were no complaints registered in the factories, workers were asked about the method of preference to resolve issues of sexual harassment. Table 14 shows that men and women workers trust seniors and peer trainers and would prefer talking with them rather than registering a complaint on IVR.

**TABLE 14: Preferred ways to report issues of sexual harassment**

How would you register a sexual harassment complaint (multiple choice)		
Modes of complaint	Women (%)	Men (%)
Speak to Senior officials	NA	63.1
Speak to fellow colleagues	51.9	33.2
Speak to IC officials	65.4	52.7
Register complaint in IVR	54.8	63.7
Confront the perpetrator	36.0	12.2
Speak to friends/ family members	62.0	24.4
Written complaint to IC	34.6	36.3

### Key Findings from Life at Workplace

- The programme was able to enhance awareness among the workers, especially women, who had very limited understanding of sexual harassment. The society we live in has a major impact on our perception about harassment. There is a great deal of normalizing such behaviour and it is assumed that such kind of behaviour is part of the job. However, after the programme, women were aware of remarks and behaviour that were derogatory to them.
- In the end-line, there was a decline in the perception that people "attract sexual harassment".
- There was an increase in the awareness and knowledge on laws that address sexual harassment. At the same time, after the training, workers were now aware about the IC, the ways to reach them and their responsibilities.

### Training Outcome at Workplace and Beyond

The trainings were designed in a way that their impact would be sustainable and long term. In order to achieve that, it was crucial to intervene in places that would affect behavioural change among the entire workforce over the duration of the programme.

The workers who received trainings could see changes within themselves and among their colleagues. Both women and men workers had changed their perspective on gender roles. It was refreshing to see that the gender roles were no more rigid among workers and the direct impact of the training could be seen in their behaviour with their spouse. Table 15 highlights the changes observed by the workers at their workplace.

The changes in the end-line show that the training was successful and there have been changes in the perceptions related to gender and harassment. Workers feel confident in speaking with their seniors. They are happy at their workplace and more aware of sexual harassment laws. There is reduced stigma related to survivors of abuse, especially within women workers.

Even though there was no direct community intervention, the programme has been able to influence people's behaviour outside the workplace.

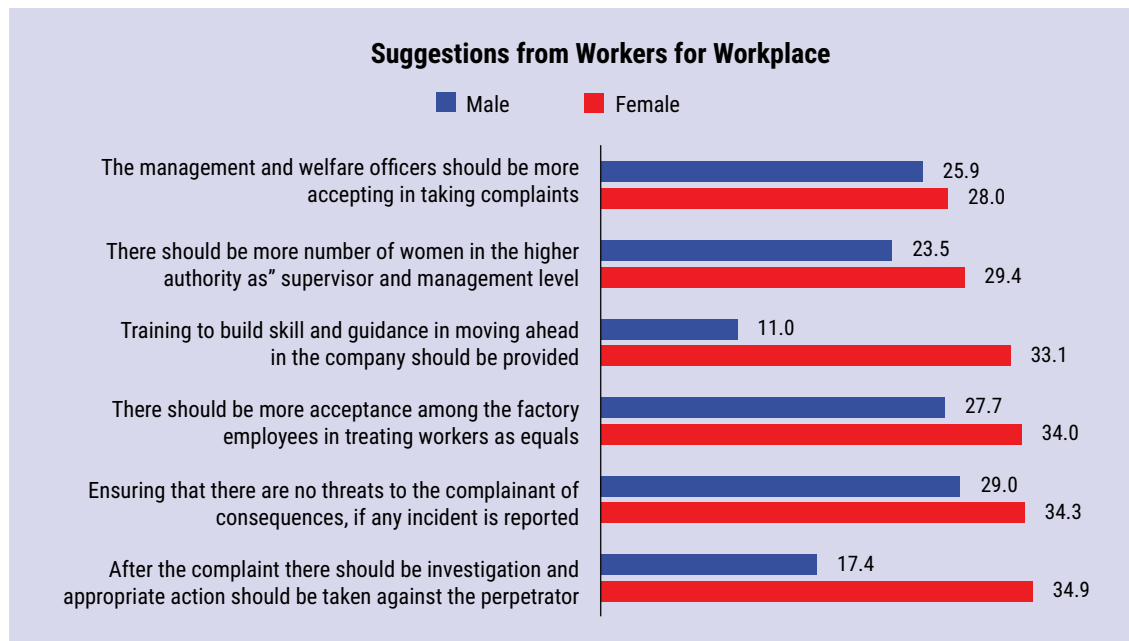
It was interesting to see that the women were confident to report sexual harassment outside workplace. About 81% women stated they would be confident to file a complaint with the police if subjected to harassment or violence at public places.

85% men workers stated they would intervene if they witnessed such incidents in the future. Please note that such high numbers in favour of taking an action could also be a result of social desirability bias among the respondents. It was heartening to observe that when the factory workers were asked whether they will report incidences of violence in future, 86% women and 92% men said they would definitely report and help the survivor.

Since the programme is for the benefit of the workers and the factory, respondents were also asked to provide or suggest changes that they would like to see in the factory or in the training. In the training, the workers wanted to see more theatre performances, they requested for skill trainings, and a more intensive workshop with men.

In the end-line, 67.5% women workers expressed their keenness to move higher in the organizational hierarchy and the remaining 30% mentioned the need for skill training to build their capacity. The respondents were probed further to understand their perception about moving up in the hierarchy. **During the baseline survey, 59% women said it was easier for the women to move up, while in the end-line survey, this number reached 78%.**

Only 5.8% respondents stated that it was easier for men to move up in the hierarchy. It was important to find out the perceptions of women who said that they did not wish to move up in rank. **While this number was 15% in the baseline, it reduced to 1% in the end-line. The primary reason was that women did not feel confident of their abilities.**

**FIGURE 23: Suggestions made by men and women to improve the workplace (%)**

## POLICY REVIEW AND ANALYSIS

Lack of an effective institutional policy or non-inclusive organisational culture can perpetuate pre-existing biases and stereotypes based on gender, class and communities within the organisation. Having a policy framework helps improve accountability within the organisations to remain free of all forms of biases and discrimination and make it an equitable workplace for everyone.

Change Alliance, as part of the Gender Equality Programme, facilitated a policy review exercise for all the participating factories to identify the institutional gaps in addressing gender-based violence and gender-based discrimination as part of their organisational policies and practices.

As part of the exercise, Change Alliance requested the participating factories to share the existing organisational policies and those policies were reviewed against sector-specific best practices and India's legislative frameworks.

A total of 72 policies were submitted by the participating factories, of which 11 policies were closely reviewed and analysed to suggest the way forward.

### Methodology

With the garment sector being the second largest employer of women in India, a safe work place is an utmost priority and serious matter of compliance. The objective of the review exercise was to:

- Do a detailed analysis of existing workplace policies received from the factories.
- Undertake secondary data analysis with respect to the garment sector from the perspective of gender and human rights
- Provide recommendations to improve the policies and their implementation.

The policy documents were analysed with respect to the following parameters:

- Nature of the policy
- Whether the documents are in conformity with the relevant laws of the country
- Whether the document refers to the relevant laws or not
- If yes, whether the document is updated if there is amendment to the law
- Whether the company has all the policies required to run the establishment in conformity with the current laws of the land.

This report reflects the overall situation with recommendations from the legal and policy perspectives. The recommendations are based on a thorough review of the existing policies and the best practices as per the industry standards.

- HR Policy /Handbook for staff members (including recruitment and exit policy)
- Welfare policy (if separate from HR policy)
- Policy on code of conduct
- Gender policy
- Policy against sexual harassment at workplace
- Policy on diversity and inclusion
- Performance management policy
- Complaint redressal policy
- Whistle blowing policy
- Policy on staff health and safety at workplace
- Child protection policy





### Some of the Highlights of the Policy Review

- 64% don't have a gender policy
- 55% don't have a policy on code of conduct
- 73% don't have a policy on diversity and inclusion
- 45% don't or partially have a complaint management policy
- 82% don't have a whistle blowing/witness protection policy

**TABLE 15: Overview of Existing Policies in Participating Factories**

Recommended Policies	Existing	Partially Existing	Non Existing
HR Policy/Handbook for staff members (including recruitment and exit policy)	27%	45%	27%
Welfare policy (if separate from HR policy)	45%	18%	36%
Policy on Code of Conduct	45%	0%	55%
Gender Policy	36%	0%	64%
Policy against Sexual Harassment at the Workplace	82%	9%	9%
Policy on Diversity and Inclusion	0%	27%	73%
Performance management policy	27%	0%	73%
Complaint management policy	55%	9%	36%
Whistle blowing/witness Protection Policy	18%	0%	82%
Policy on Staff Health and Safety at workplace	82%	0%	18%
Child Protection Policy	36%	64%	0%



# 04

## SUMMARY AND CONCLUSION

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The Gender Equality Programme, implemented by Change Alliance, is one of the initial steps towards improving the lives of women factory workers in these 11 factories. Identifying and reporting issues of sexual harassment may seem like a simple step towards a safe workspace, however, it is a complicated and layered issue. To have a deeper understanding about the issue of sexual harassment, it is important to understand the perceptions about the existence of “culture of silence” and “normalizing abusive behaviour” among many other nuanced aspects.

Awareness regarding laws of sexual harassment, existence of Internal Committee (IC), reporting issues on technology in-built system (IVR), etc. has equipped women workers with information that empowers them to act and become “champions of change”, not only at their workplace but also in their families and communities.

The lower levels in the workforce of these factories majorly comprise women workers who often have to undergo verbal abuse in the name of maintaining decorum and productivity on the shop floors. It is crucial for these women to be empowered by making them aware of their rights and systems that are established to provide support in matters of sexual harassment and gender-based violence. Awareness regarding laws of sexual harassment, existence of Internal Committee (IC), reporting issues on technology in-built system (IVR), etc. has equipped women workers with information that empowers them to act and become **“champions of change”**, not only at their workplace but also in their families and communities.

The study shows that intervening at various levels of management has resulted in more women sharing their problems and issues. Addressing these issues through training, installing posters at shop floors, conducting focussed group discussion, etc. has boosted the confidence of the women and now they feel comfortable and safe to work in these factories. This feeling of safety encouraged women to consider moving higher in the hierarchy. This point is an important as this could set a trend in the garment sector. Many respondents also said that having more women in the upper management gives them a feeling of safety at the workplace.

Engaging men is an essential part of ending or reducing issues of sexual harassment. The questionnaire for the study was designed to understand the perceptions and gender roles among male workers. During

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the baseline survey, it was found that men had better knowledge on many issues, including provisions for women in the factory and on issues of sexual harassment. The training also raised awareness among them on the importance and role of ICs and use of IVR. It was heartening to see that after the training, more than 90% men said that they now felt confident about intervening if they witnessed any incidences of sexual harassment.

After the trainings, both male and female workers were able to identify and articulate the changes in terms of behaviours and attitudes. While women reported that men were more careful about their language and conduct at the workplace, men said that women are confident and interacted comfortably with their colleagues. The workspace transformed into a safe and healthy environment. This transition is the key to higher productivity that also adds to the overall growth of these organisations.

### Recommendations Based on the Policy Gaps Identified in GEP 2017-18

Change Alliance, Treble Partners along with the industry experts have identified a viable factory level policy framework for India's garment factories to ensure safe working environments for its women workforce through creating an environment where instances of sexual harassment and abuse can be reported, investigated impartially and resolved effectively. The detailed recommendation is submitted to related stakeholders of the project.

- Formulating "No-Retaliation Policy" to facilitate a functional IC and grievance redressal mechanisms  
"No-Retaliation Policy" should be drafted and institutionalised by the IC to improve the system for the workers to report any harassment without any fear.
- Leadership and skill training to address gendered occupational segregation and lack of women in leadership/supervisory positions. There is also need to have proportionate representation of women at the factory shopfloor for gender diversified workplace specifically in North factories.

The occupational segregation patterns vary across factories in the north and the south. In the north, there are only **15-20%** women on the shop floor in the factories. Additionally, even in this 15-20%, majority of the women are either unskilled or semi-skilled and are mostly engaged in the operations of a helper, thread cutter, checker and finishing worker. Women do not occupy any role of line supervisors in factories in North India. Men occupy 80% of the core skilled category operations on the shop floor and occupy all the roles of supervisors and above. This condition is further exacerbated with the informal nature of contract labour practice prevalent in the north which has drastically decreased during intervention of gender project. Few factories in North have come up with policy of not hiring workers on contractual roles.

In the south, **80%** of the workforce on the factory shop floor comprise women, however, there are very few women in supervisory roles. With a large proportion of the workforce on the shop floor being women, there is need to improve representation of women in supervisory roles to balance the gendered occupational segregation of hierarchical work operations.

There is a need to institute a policy at the organizational level to promote leadership and skill development training modules along with the technical inputs of the factory management to engage more women in the skilled category processes and supervisory roles on the shop floor. This will facilitate economic empowerment and counter the subjugated gendered occupational norms of women engaged in low economic value processes.

### Some recommendations to make the garment factories practice gender-sensitive/gender-neutral policies are:

- Every company should have a comprehensive code of conduct which encompasses most of the existing policies more efficiently.

- There is need for a standard HR policy manual which guides the recruitment of people in the company and ensures that all professional ethics and fundamental rights are followed during the hiring process.
- In order to make their anti-corruption and anti-harassment policies effective, the companies need to have an encouraging whistle blower policy so that no such incidents go unchecked, even if the abuser manages to pressurize the victim. There should to mention age specification for employment in the child labour policy as per Indian Labour law.
- The policy on grievance handling should also mention the existence of IC, which is an exclusive body for handling grievances concerning sexual harassment.
- The HR manual should also link the punishments/actions taken against employees so that the anti-sexual harassment policy can be included in the HR manual. There should also be a mention of the no-retaliation policy and action against false and malicious cases. Both, the HR manual and the anti-sexual harassment policies should be interlinked and complement each other.
- Policy on anti-sexual harassment should be simple and user friendly.
- The HR manual and other workplace policies mentioned should be translated into the local language and made available to workers in the form of a handbook to make them aware of their rights.
- There is need to draft a no-retaliation policy under the grievance redressal policy.
- The maternity benefits policy needs to be proactively implemented and updated as per the amendments of the act.
- There should be periodic review of various policies, preferably on an annual basis.
- Overall, the policies need to be more coherent and clearly prescribe roles and responsibilities for the authorities.

#### KEY RECOMMENDATIONS FROM THE PROJECT:

- Need to scale up the programmes to promote Gender Equality & safe work place
- Need for proportionate representation of women at supervisory and managerial level to address gendered occupational segregation.
- Women at senior positions should be employed/recruited who could also represent the Internal Committee
- The State should activate Local Committees (ensure implementation of the law and compliance)
- Factories should focus on strengthen the capacities of IC members & ethical recruitment policy and practices
- Draft a “No-Retaliation Policy”, Gender Policy and whistle blower policy & grievance redressal mechanisms
- Industrial bodies such as AEPC should play an active role in scaling up programmes to promote safety and diversity at workplace

# VOICES OF CHANGE: GENDER EQUALITY PROGRAMME

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“Through training on gender, we have started to feel like part of a family. Women participation has increased in the factories. We have women in checkers’ role, but at the supervisory or managerial levels, there are few women. We now know this is due to limited knowledge and accessibility.

– **A male Peer Trainer, NF3**

“Gender trainings were an eye opener as it made us realize that women and men are equal. Due to this we have also started to aspire for senior positions and equal division of work.”

– **A woman peer trainer from NF1**

“We feel confident to speak to Supervisors and floor in-charge and they are also more concerned and behave in friendly manner after training – **A woman worker from SF1**

“Our workers have surely benefitted from the program and so have we. The training program has been a time where workers have changed their mindsets. They have internalised the changes and even though we have no complaints, there are other areas; like women have started to aspire for the supervisor and QC roles. We also promoted a woman worker during the program as she had skills and confidence to do it. The acceptability among men and women for each other as fellow workers has fuelled in building a conducive work environment” – **HR of NF5**

“Workers come from different backgrounds and they have their own understanding. Training them on Gender Equality and other issues has been a challenge because not everyone is ready to change their age-old perspectives and behaviours. The supervisor and management training helped a lot as it showed us how to tackle such situations.” – **Internal Committee member from NF2**

“Gender trainings helped us in realizing that men and women are equals and they should carry equal responsibilities at home as well as at workplace. The men reported that they have started helping with household work and treat their partners as equals.”

– **A male peer trainer from NF1**

“We were unsure what will happen, but we saw that the training benefited us in terms of confidence and rapport building with our seniors” – **Peer Trainer of NF2**

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“I felt this programme gave an opportunity to migrant workers to come closer to their colleagues and to the unit HR team of FSB. Unlike earlier programmes, where the trainers were external, here the workers got an opportunity to feel comfortable in attending the training sessions facilitated by their own co-workers.” – **Manager from SF4**

‘My perspective towards women has changed. I have started to respect them and treat them as equals.’ – **A male worker at NF1**

I had shared information on gender sensitivity in my neighbourhood where a family was not sending their 12-year-old girl to school. The family used to think education for girls was not needed as she ultimately had to look after the household. I took the initiative to explain the importance of sending the daughter to school and ensured that she start attending school – **Women worker from NF2**

“As Peer Trainers we learned and enjoyed the training but more importantly we are now able to train other new employees about sexual harassment and their rights as workers” – **Men and women workers from NF2**

“We were aware of the law against sexual harassment before the training, but we were fearful of consequences and hesitated in raising our voice. After the training, our confidence has increased. We also see now that if there is any situation then we have our IC, HR and seniors to support us.” – **A worker from a North Indian factory**

At the workplace, women have become more confident, vocal and participative – **A male supervisor from SF5**

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I came out to work for the first time in my life and was little hesitant initially but post training I felt that gender training and the work environment improved my confidence. I have joined the sector due to financial needs. As a newly joined operator when I got training I felt confident and safe because of support from trainings and HR – **newly joined woman worker in NF5**

"I detested sitting in the midst of women or even working among them. I did not feel comfortable interacting with them and used to get angry because I was not made to sit with men. After the training I see them as equals and have started interacting with them. Now if I need any help during work or vice versa, I feel confident to interact" – **A male worker at NF5**

This programme is giving an opportunity to educate women about their rights. There has been a lot of changes translated in the shopfloor, first and foremost, the culture of silence has been broken but there needs to be an increase in the trend for reporting sexually offensive behaviour at the workplace – **Woman trainer cum coordinator at SF6**

"When you work in a big setup and if you haven't been employed for a long time then recognizing everyone and reaching out to each one becomes difficult. The GEP trainings created pathways for us to better manage our workers and with peer trainers' help, we are able to reach out to almost everyone. This has been very helpful in building positive rapport with the workers" – **Manager, NF4**

"I never used to let my son to do household chores but always asked my daughter to work and restricted her from going out or doing what she wanted to do. But after the training, I have understood that both are equal, so now I do not restrict my daughter from going out and make my son help in household chores and support his sister" – **A woman worker from NF5**

"I got married recently and my wife is pursuing B.Ed. She wanted to take coaching for her studies, but I had refused earlier. After the training, I thought about it and told her that she could join the coaching. I have also started doing household chores such as purchasing grocery or vegetables for the household" – **A male peer trainer at NF3**

"There is a change in us as well; now we first ask women whether they are comfortable doing certain work. At the same time, we see a lot of change in women's behaviour; they are very confident, they are eager to learn new work and progress in their work. We have realised that these women are doing better work now which has improved our productivity" – **A male Supervisor at NF3**

"As a result of the gender program, the women workers are now happy and confident. More importantly, women are now asking for jobs in the factory as they have heard about the gender program which works for the dignity of women workers and makes this a safe place to work" – **A Supervisor at NF1**



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“After this training, I am aware of many things. This program has given me a new direction. It does not matter to me much if I work in this factory or some other as the teaching and learnings from this training will always be with me. Nobody can stop me now.”

– **A woman Quality Checker from NF5**

“The Gender Equality Program is not just about complaints registration, but it is a process to make the workers aware of two key aspects – Gender and Harassment of any type. The program has covered both aspects of making people aware about gender roles and stereotypes and create a ripple effect within themselves and in their families. With this, workers have become aware and alert of their rights as well as of others’. Their trust on us and the company has increased which is a win-win for the program and us – **Manager, NF5**

“The GEP program has boosted the methods of monitoring and keeping a tab on workers. With the help of peer trainers, the HR is able to reach out to everyone in the factory and we are able to resolve their issues regarding any situation they face” – **HR of NF3**

“I had an amazing journey with Change Alliance and feel happy that the new (IVR) technology will be helping the workers. The only problem is people are scared to use the technology. But things will change eventually in the garment industry” – **Manager at SF3**

“For us the training has brought clarity among the workers about professional behaviour. The program led to a change in the mindset of men and women workers as well as supervisors about how to behave with each other as fellow colleagues. This has been beneficial to us as we can better manage our human resource” – **HR Manager from NF1**

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“My main concern is facilitating the production unit and keeping the human resource intact. This training brought challenges with regard to time management but we as a team had decided to do it for the benefit of the workers. So, it was a challenge that we had to overcome which we tried by allotting training time during breaks and at other intervals. It was a team effort on part of our team as well as Change Alliance” – **Production Head, North Indian factory**

“In our factory, we have a system that ensures everyone knows of their responsibilities and roles that they play. With GEP, the component of awareness on issues around sexual harassment at workplace or gender sensitivity was raised which is something we might not have been able to impart at such a level. Since it's our first time of implementing this program, we feel it has been a positive experience and can be strengthened with a little more coordination and structuration of trainings.” – **Administration Head of NF4**

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## **Leave No One Behind: Committed to End Gender Based Violence (GBV)**



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