

**Fact-sheet** – How to build a grievance mechanism



**What is the objective?**

**What is a Grievance?**

A statement of a complain over something believed to be wrong or unfair and related to the employment relationship.

**What is a Grievance Mechanism?**

Formalized process to receive, assess and address a grievance.

**Why implementing a Grievance Mechanism in a Factory?**

A worker who raised a grievance should have the right to get it addressed.

To ensure the social management system is efficient, the factory must assess the satisfaction of workers, and then take necessary actions. Addressing the grievances, may help the management to improve the worker's well-being, decrease the Human Resources turnover and improve overall performances.

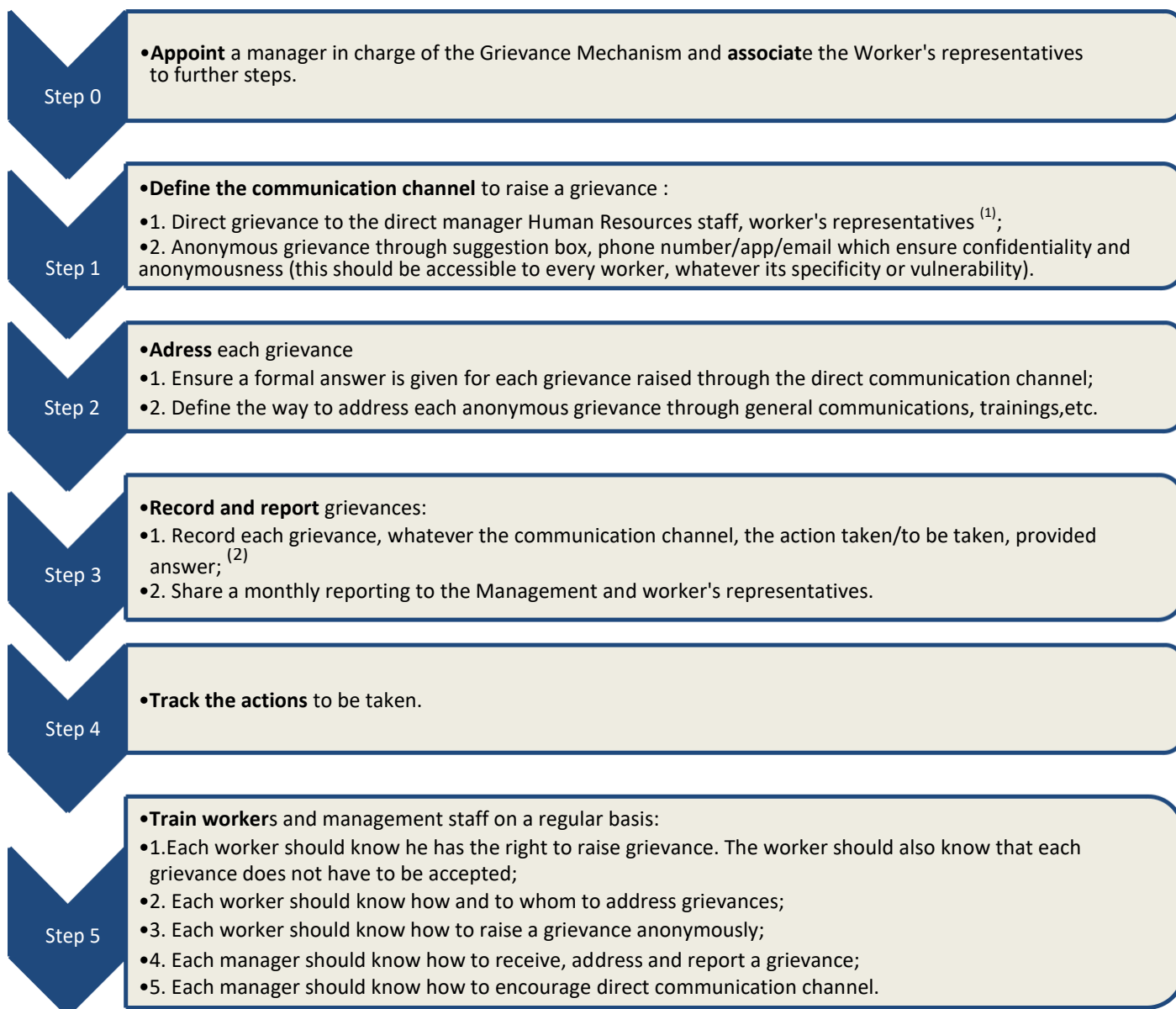


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How to achieve the objective?

➤ How to build a grievance mechanism?



<sup>(1)</sup> Encourage the direct communication channel through free talks with management is a sign of social well-being in the factory.

<sup>(2)</sup> Worker's representatives should attend the review of anonymous grievance (opening of suggestion box, being copied of the app/email/phone grievance listed.).

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**Common non-compliances**

Non-compliances	Comment
<p>The grievance mechanism exists but is not efficient.</p>	<p>Based on document review and factory tour, a grievance mechanism is in place, but the record is empty. The management indicates that workers are satisfied with their working conditions. It appears during the workers interview that they have some grievances but do not raise them anymore as they have the feeling it is useless.</p> <p><b>The top management should be skeptical if no grievance is recorded and perform an internal audit to understand the problems (either workers are not well informed of the channels to use, or the records are not updated correctly, or the mid-management is not taking appropriate actions to address and communicate the actions, etc.).</b></p>
<p>The grievance mechanism does not take into consideration migrant workers who do not speak the local language.</p>	<p>As per document review and interviews, the auditor identifies that the application used to raise anonymous grievance is not translated in a language that everyone can understand.</p> <p><b>The mechanism should be adapted to specific workers. In that case, if the application cannot be translated, training should be done to migrant workers for them to be able to raise grievances (including adapted use of notice).</b></p>



**Good practices**

- Appoint independent third party to manage the grievance mechanism. This practice can help the top management to get a complete and exact reporting of the workers being in the factory and take appropriate actions;
- Share grievance reporting with its stakeholders to encourage transparency, share challenges and good practices.