



Sustainable Development Goal 8: Leveraging skills development to support decent work and economic growth



BSI's client, a global footwear brand, expressed frustration with the lack of progress by a key China supplier in supporting the client's sustainability program. A recurring issue was that of excessive working hours, which the supplier seemed incapable of improving after years of struggling.

BSI was hired to develop and deliver an improvement program to strengthen critical thinking and problem-solving skills, and an initiative to improve understanding and application of effective management systems. During the initial workshop, BSI supported the supplier in identifying gaps in their management systems, and in diagnosing causes of excessive working hours.

It had been identified that high worker turnover was a potential cause of the excessive working hours, and this turnover contributed to increased quality defects. These defects required additional time and resources, which was an increased cost to the business, a violation of local law, a risk to the workers, and damaging to their client relationships. By improving worker turnover, the supplier was confident that the supplier would gain increased control over working hours

Find out more at:
bsigroup.com

Confidential client

“BSI provided creative ideas, persistent support and well-informed guidance to help our supplier make significant changes to their practices that led to workplace improvements for employees, and also to improvements in quality, profitability, and business performance”



Client challenge

Throughout the course of the project, the supplier realized that they did not truly understand the root causes of worker turnover. Moreover, they also learned that they did not have a firm understanding of what motivated different worker types (skilled/unskilled, local/migrant, etc.) to resign. With this new knowledge, the supplier drafted an improvement plan designed to improve how they gather and analyze data, in order to better understand worker needs and causes of turnover. Based on this enhanced understanding, the supplier developed a retention strategy designed to improve worker retention, quality and control over working hours.

BSI solution

Over the next twelve months, BSI provided support via phone, online through its SCM (Supplier Compliance Manager) workflow and reporting platform, and by providing onsite support. Through the combination of BSI's support and the supplier's efforts, the worksite was able to reach these goals:

- Reduced worker turnover from 18% to 3%
- Reduced production defects and rework
- Established control over working hours, maintaining them below the client's allowable threshold from July 2018 to present



Why BSI?

BSI offers technical expertise that cuts across human rights, management systems, and operational resilience, and engages participants to enable them to develop critical thinking skills to solve immediate problems while building long-term systems.