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SCORE Brazil: Lessons Learned and Good Practices in Apparel Enterprises in Metropolitan Region of São Paulo





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SCORE Brazil:

*Lessons Learned and
Good Practices in Apparel
Enterprises in Metropolitan
Region of São Paulo*

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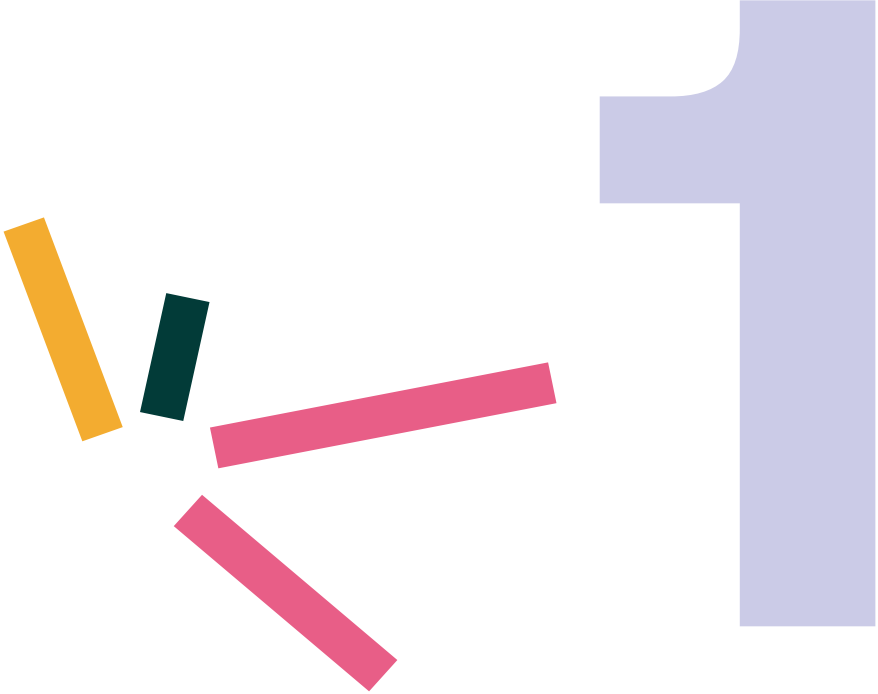




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What is

SCORE?

The Sustaining Competitive and Responsible Enterprises program, known as SCORE, is a global initiative of the International Labour Organization (ILO) to increase productivity and improve working conditions in small and medium-sized enterprises (SMEs) without the need of large investments.

Since its launch in 2010, SCORE has benefited more than 921,000 workers at more than 5,200 enterprises worldwide. Through practical training and personalized consultancies, SCORE promotes the use of tools for workplace cooperation and decent working conditions, enabling SMEs

to participate in global supply chains in a sustainable and healthy way.

With 14 modules, the methodology developed by the ILO integrates advanced production practices and techniques to achieve better working conditions, reflecting productivity gains and improvements in interpersonal relationships within the participating companies. These results highlight the potential of the project to drive positive changes in organizational culture and business performance in the sector where it is implemented.

For more information on SCORE, please visit the global ILO website¹.

¹ <https://www.ilo.org/projects-and-partnerships/projects/sustaining-competitive-and-responsible-enterprises-score-programme#about>

What was
the SCORE
Pilot



Project in Brazil?

The SCORE Brazil pilot project was applied to benefit the Apparel industry in the metropolitan region of São Paulo. The initiative was carried out through a partnership between the ILO, the Brazilian Textile and Apparel Industry Association (ABIT), and the Brazilian Textile Retail Association (ABVTEX). The Labor Prosecution Office (MPT) was responsible for allocating financial resources, while the National Service for Industrial Training (SENAI) in São Paulo acted as an implementing partner.

SCORE Brazil was the first among the SCORE implementations to focus on the qualification of a methodology training center, aiming to expand its capillarity.



The implementation of this pilot project counted on the participation of 15 enterprises, 05 of which were apparel industries (larger companies that receive orders directly from retailers, which the pilot project called “anchors”) and 10 sewing workshops functioning as subcontractors of the five industries (which are responsible for the specific stage of garment sewing).

Among the 14 modules of SCORE Global, an initial module called “Workplace Cooperation – A Foundation for Business Success” was selected to be applied in Brazil, which offered an overview of the objectives and stages, as well as examples of success in implementing the SCORE program worldwide. Overall, this module highlights the importance and the

benefits of the different types of cooperation between workers and managers, and between companies themselves, providing measures to promote them.

The module “Responsible Enterprises – Promoting sustainability and decent work in production chains” was also applied, which establishes the best international practices in responsible production, including safety and health at work, fair wages, regulated working hours, addressing harassment and violence against child labor. An innovation in this second module within the Brazilian pilot project was the inclusion of a specific training section on Diversity, Equity, and Inclusion (DE&I) in Enterprises.



How was the **SCORE** methodology applied?



The SCORE methodology consists of three stages. In the first stage, there is an initial evaluation of each enterprise participating in the program.

In the second stage, companies select employees at different hierarchical levels to integrate the training cycle. These employees will be part of the so-called “improvement team” of the enterprises, responsible for implementing good practices.

Finally, the third stage involves consultant’s visiting companies to monitor and evaluate the improvements resulting from the training in the SCORE methodology.



STAGES

Creation of the pilot project management committee (ABIT, ABVTEX and ILO)

Adaptation of materials and methodology to the Brazilian reality and the fashion production chain

Selection of participating "anchor" enterprises and indication of subcontractors

Incorporation of SENAI-SP as implementing partner of the pilot project

FIRST SCORE STAGE:

Initial evaluation of the production lines and processes of the participating enterprises

SECOND SCORE STAGE:

Training with the methodology with the participating enterprises

THIRD SCORE STAGE:

Consultancies tailored to companies to monitor the implementation of the methodology



What will you find in these **case studies?**

This study offers a comprehensive vision of the successful experiences identified during the implementation of the SCORE Brazil Pilot Project. Seven cases of success will be highlighted. They were carefully selected, which exemplifies the effective application of the SCORE methodology in the 14 enterprises in the apparel industry that participated in the Brazilian initiative.

These cases were chosen after an extensive qualitative and quantitative research, which involved managers, workers, and other relevant actors of the SCORE ecology in Brazil. By exploring these examples, the readers will have the opportunity to understand the tangible benefits from adopting the practices suggested by the methodology developed by the ILO.









2

Success

Cases

Transforming Business Spaces and Cultures with the 5S

Best Practice: Implementation of the 5S

Investigated Enterprises: Studio 40, Vane Will, Kabriolli

Results: Larger, more organized, and illuminated workspaces; greater employee engagement; improved operational efficiency.

Lessons learned: The 5S can be successfully implemented in companies of different sizes; employee engagement is critical for successful implementation.

The 5s, originated in Japan, consists of techniques to improve the organization, cleanliness, and standardization of workspaces, without requiring large investments. Integrated to ILO methodology, its implementation has proven to bring substantial benefits to companies of all sizes and sectors, especially when promoted in a cooperative environment. All companies involved in the SCORE Brazil Pilot Project applied the 5S techniques in at least one of their productive spaces, resulting in visible improvements.

The introduction of the 5s at Studio 40, an apparel industry with 87 employees, brought a new dynamic to the production process. After participating in the SCORE trainings, the 5s were applied in various sectors of the company, resulting in larger,

5S

In our survey, **81.7% of respondents** considered that the overall organization of the company improved after participating in the pilot project SCORE Brazil

more organized, and illuminated workspaces. This initiative led to great expectations and engagement throughout the factory, leading workers to participate in the reorganization of workspaces.

At Vane Will, a sewing workshop with 68 employees, the employees themselves contributed with ideas to implement the 5s. The suggestion to visually identify the thread boxes, with the corresponding colors, instead of using labels with names, was a practical example of how the team got involved in the process of continuous improvement.

Likewise, at Kabriolli, another clothing industry participating in the pilot project with 138 workers, an innovative approach was adopted. An employee was assigned to supervise the organization of each sector, carrying out unexpected weekly visits. The evaluation of this supervisor can be seen on the wall of the sector throughout the week, encouraging the maintenance or improvement of spaces for the following week.

These examples highlight how 5S can be successfully implemented in companies of different sizes, boosting operational efficiency and employee satisfaction.



IMAGES: before and after in the trimming sector at Studio 40 – a better organization and space



CASE 02

Transforming Internal Communication and Engagement with 10-Minute Meetings

Best Practice: Implementation of 10-minute meetings

Investigated Enterprises: Kabriolli and Vane Will

Results: Improved internal communication, strengthened employee engagement, improved understanding of the production process, increased self-confidence of collaborators.

Lessons Learned: The adoption of 10-minute meetings promoted effective communication and engagement of employees, which improved internal organization and strengthened team collaboration. This practice not only establishes production goals but also gives workers a voice, increasing their self-confidence and understanding of the production process.

The introduction of 10-minute meetings has shown to be a significant change for the companies participating in the SCORE Brazil Pilot Project. This practice consists of gathering workers together before their shift for quick discussions and important notices.

The results were significant: in addition to improving internal organization, companies created a welcoming environment to actively listen to their employees. This approach not only raised the self-confidence of employees, but also strengthened the unity within the enterprise. All workers started to have a deeper understanding of the production process, which enabled them to better assign their roles at each stage.

Kabriolli was one of the participating textile industries that implemented the 10-minute meetings in most of its sectors. Prior to participating in the SCORE Brazil Pilot Project, communication within the company was restricted to its management. Now, these daily meetings are a moment of feedback for workers, ensuring that everyone is well-informed about the production goals to be achieved.

One leader shared that seamstresses have shown great engagement in these meetings and that they feel excited when goals are achieved. According to the report, *"the [implementation of the] meeting was very positive, I thought it was very important, because today, when I arrive to organize everything, they [the workers] already know what will happen, everything they will do on the day (...) and they supervise each other"*.

The Kabriolli seamstresses wait for the beginning of the meeting not only to understand what needs to be done that day, but also to give their opinions on the garment sewing process: *"they have these 10 minutes not only to listen, but to talk (...) it's a very nice exchange of ideas"*.

Vane Will, one of the sewing subcontractor companies, also implemented the daily meetings, promoting an atmosphere of communication and collaboration between the sewing team.

10-minute meetings

In our survey, **66.6% of respondents** considered that management's daily communication with employees improved after the company's participation in the SCORE Brazil pilot project.



IMAGES: Improvements proposed by workers on the Vane Will production line

Expanding Efficiency through Employee Participation

Good Practice: Active listening to workers

Investigated Enterprises: Maktub and Pafersil

Results: Improvement of lighting and more efficient reorganization of workstations at Maktub; improvement of the “suggestion box” at Pafersil.

Lessons Learned: The participation of workers revealed valuable information to improve workspaces and production processes in companies, promoting a more inclusive and participatory organizational culture.

The practice of active listening with workers is one of the great potentialities of the SCORE methodology, recognizing that those directly involved in production have valuable insights on how to improve workspaces.

At Maktub, a sewing workshop that employs 129 people, workers suggested the expansion of lighting in work areas and the reorganization of workstations. Extra lamps were installed above the countertops, providing better visibility to the seamstresses, while the reorganization of the stations made the production process of the entire company more logical and efficient. A manager emphasized the importance of the participation of workers from different hierarchical levels in the project, highlighting the creation of an engaged team after training in the SCORE Brazil Pilot Project.

Efficiency

In our survey, 76% of respondents considered that the organization of cells and workflow improved after the company participated in the SCORE Brazil pilot project.

71.7% considered that workers have more active voice.

Pafersil, a sewing company with 69 employees, had already implemented a “suggestion box” as part of meeting the ABVTEX checklist for its supplier certification program. However, suggestions were often communicated informally to managers, and the proper use of the suggestion box was not well understood by either the managers or the employees. Through the SCORE Brazil Pilot Project, the company’s leaders gained a clearer understanding of the suggestion box’s purpose and felt motivated to enhance it, fostering more effective and transparent communication within the organization.

These initiatives not only improved internal processes, but also strengthened the sense of belonging and engagement of employees, creating a more collaborative and more productive work environment. The appreciation of the employees’ contribution resulted in a more inclusive and participatory organizational culture in the companies that received the SCORE training, in which everyone feels they are part of the continuous improvement process.



IMAGE:
Improvement of
lighting proposed
by workers on
the Maktub
production line



CASE 04

Improving Pricing Instruments and Pre-Production Samples in the Apparel Industry

Good Practice: Improving Pricing Instruments and Pre-Project Samples

Investigated Enterprises: Vane Will and Maktub

Results: Improvement in pricing and resource management at Vane Will; improvement of the timing technique at Maktub.

Lessons Learned: Personalized consultancies with SENAI teams were crucial in strengthening the capacities of sewing companies, resulting in more efficient management of resources and greater competitiveness in the market.

The clothing manufacturing industry is characterized by a large disparity in capacities between the apparel industries (which the SCORE Brazil Pilot Project called “anchor” companies) and the outsourced sewing workshops to perform specific stages of production. These companies often face technical difficulties in pricing their services, as they do not always have the timing and pre-production sampling processes properly established.

One of the essential goals of the SCORE Brazil Pilot Project was to address these differences and strengthen the capacities of sewing workshops. To achieve this goal, we relied on the crucial support of SENAI’s consultants, whose experience in the Brazilian textile

and apparel industry was crucial to the success of the pilot project. The visits and guidance of the consultants were based on providing the workshops with effective tools and strategies to deal with the challenges of pricing pre-production samples.

At Vane Will, a subcontractor with 48 employees, SENAI's consultants provided valuable support in implementing pricing strategies and calculating productivity. Their guidance helped the company improve its internal processes, ensuring more accurate pricing and more efficient resource management. One of the company's leaders expressed the desire to have brought more workers to the SCORE training, recognizing the importance of further disseminating the knowledge acquired among the entire team.

Likewise, at Maktub, another sewing workshop, the time calculation of garment production was significantly improved with the help of SENAI. This improvement allowed the company to have a more accurate analysis of the time required to complete each step of the production process, resulting in a more efficient allocation of resources and a significant reduction in operation costs.

These interventions not only improved the efficiency of the workshops but also strengthened their ability to compete in the market, ensuring greater punctuality in their deliveries and more accurate costs.

Processes

After their participation in the SCORE Brazil Pilot Project, sewing subcontractor workshops registered an **average increase of 15% in productivity and a decrease of 12% in product rework rate**, according to data collected.

IMAGE: Maktub Improvement Team



Improving Transparency and Integration with Productivity Panels

Best Practice: Implementation of productivity panels

Investigated Enterprises: Pafersil and T. Christina

Results: More accurate evaluation of performance at Pafersil; strengthening communication and motivation between workers at T. Christina.

Lessons Learned: The installation of productivity panels promoted greater transparency and integration, allowing workers to follow production goals and actively participate in decision-making processes.

The installation of productivity panels in the workspaces, one of the recommendations of the SCORE methodology, proved to be a highly advantageous initiative for the companies participating in the Brazilian pilot project.

These panels play a crucial role in enabling employees to visually and instantly track company productivity goals as well as production progress. In addition, they promote greater integration and participation of employees in decision-making processes, decentralizing the responsibilities of managers.

Both textile industries and sewing subcontractor workshops have enjoyed the benefits provided by the implementation of these panels. Despite initial resistance from some leaders, they soon recognized the added value to the transparency and

internal communication provided by the panels. Currently, many of these once hesitant leaders are actively involved in expanding these capabilities to other areas of the business.

It is important to emphasize that the monitoring of productivity goals and production progress must be carried out collectively, by cell, unit or team. Although individual performance is monitored for internal evaluation purposes, it is essential that it is not publicly disclosed, avoiding unnecessary constraints and pressures on workers, promoting a more collaborative and healthy work environment.

At Pafersil, a sewing workshop, the installation of a panel at the company's center provided detailed information on the efficiency of each work cell, allowing a more accurate evaluation of the performance of each sector. Meanwhile, at T. Christina, a large apparel industry with an extensive staff, the implementation of electronic panels with visual and didactic presentations, in strategic locations of the factory, was already a reality. With SCORE, the initiative was expanded, contemplating a strategic area to increase the reach of data, achieving more communication between two departments.

Processes

In our survey, **73.8% of respondents** considered that the definition of production goals improved after the company's participation in the SCORE Brazil pilot project.



IMAGES: Pafersil's productivity panel.

Improving the Communication Channels in the Companies

Good Practice: Improvement in internal communication of companies

Investigated Enterprise: T. Christina

Results: Improvement in internal communication, demonstrated by the undertaking of autonomous initiatives to share experiences from SCORE and by the expansion of the internal communication board of companies.

Lessons Learned: The implementation of the practical tools and instruments provided by SCORE resulted not only in facilitating the dissemination of relevant information, but also in promoting a sense of unity among the members of the “improvement team”, reinforcing the importance of transparency and collaboration in the workplace.

The broad objectives of Module II of the SCORE Brazil Pilot Project were to ensure respect for labor and contractual standards, in addition to promoting diversity among employees and participating companies. This initiative aimed to prevent the perpetuation of prejudices and social stereotypes in the workplace, with a strong emphasis on improving internal communication within companies.

After receiving the detailed training of Module II and implementing the improvements suggested by the SCORE methodology, all companies involved in the Brazilian pilot project, both the manufacturing industries and the sewing subcontractor workshops, recognized a substantial improvement in their internal communication. According to these enterprises, SCORE provided

practical tools and instruments that proved crucial to overcome these challenges, which will facilitate the approach of future problems in a more fluid and more open way within the company when they emerge.

At Confecções T. Christina, a clothing industry with 285 employees, Module II training was especially effective. So much so that, after its conclusion, the management organized a comprehensive meeting to share the experiences of the “improvement team” with all workers. At this meeting, which was not foreseen in the schedule of the SCORE Brazil Pilot Project, not only the practical aspects of the new forms of communication that would be adopted were discussed, but also the importance of a culture of transparency and collaboration.

In addition, as a direct result of the SCORE training, T. Christina’s internal communication team was expanded to include more detailed information about the company’s operational procedures and objectives. These initiatives not only facilitated the dissemination of relevant information, but also promoted a sense of unity among the company’s members, reinforcing the idea that everyone contributes to their success.

Communications

In our survey, **64% of respondents** considered that the relationship between workers themselves became more harmonious after the company’s participation in the SCORE Brazil pilot project.

In addition, **69.5%** said that the bulletin boards of their respective companies have disclosed more relevant topics.



IMAGE: T. Christina communication board.

Strengthening Organizational Culture

Good Practice: Strengthening organizational culture

Investigated enterprises: T. Christina, Vane Will, Kabriolli

Results: Incorporation of DE&I concepts in the company culture, improvement in internal communication and creation of structures to deal with harassment and discrimination.

Lessons Learned: The inclusion of a section on Diversity, Equity and Inclusion (DE&I) in Module II of the SCORE Brazil Pilot Project promoted significant changes in the participating companies, reinforcing the commitment to building more inclusive and respectful work environments.

In the specific context of the application of the SCORE Brazil Pilot Project, in response to a request from the ILO's Brazilian office, SCORE Module II incorporated a specific section on Diversity, Equity and Inclusion (DE&I) to the international material. This addition aimed to make the participating companies aware of the different forms of inequality and prejudice, going beyond legal regulations to create more inclusive and respectful workspaces.

After participating in Module II of the SCORE Brazil pilot project, companies of different sizes such as Confecções T. Christina (which employs approximately 285 people) and Vane Will (which employs approximately 68 people) experienced significant changes. T. Christina reported greater leadership engagement with the company's culture, as with the SCORE they reinforced and validated important tools and concepts

related to their values charter, strengthening the identity of the apparel industry and promoting greater integration and cohesion among team members. And both companies officially learned the topics of Diversity, Equity & Inclusion for the first time.

Kabriolli implemented a commission to combat internal harassment, providing employees with a structure to report incidents of harassment and discrimination. This measure not only promoted a culture of trust, but also led to the redesign of the company's social responsibility platform. According to one of its leaders, after these improvements, *"if employees suffer any kind of harassment, any discrimination, they know who to look for and know that they can trust those people (...), we did not use to take this precaution, there was no such harassment committee. And there was a lot of doubt about what harassment was, what prejudice was. That was pretty clear."*

These examples highlight the positive impact of the SCORE Project on the organizational culture of the participating companies, demonstrating the commitment to building more inclusive and respectful work environments.

Organizational Culture

In our survey, **74.2% of respondents** considered that the company is more engaged in combating and preventing cases of harassment and prejudice after the company's participation in the SCORE Brazil pilot project.



IMAGE: Notice about Kabriolli's harassment commission









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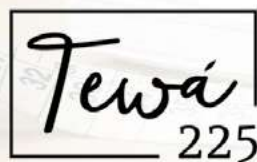




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