



International
Labour
Organization



روابطة
RAWABET



► **Egypt Youth Employment Project
Jobs and Private Sector Development
in Rural Egypt (EYE RAWABET)**

EYE Rawabet Intervention results in the White goods
(Home Appliances) sector: SCORE Program Results 2022



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► **Acronyms**

5S	Five-step methodology for creating a more organized and productive workspace: Sort, Straighten, Shine, Standardize, and Sustain
BDS	Business Development Services
EEC	Engineering Export Council
EII	Enterprise Improvement Ideas
EIP	Enterprise Improvement Plan
ESS	Enterprises Suggestions Scheme
FIT	Factory Improvement Toolset
EIT	Enterprise Improvement Team
EYE	Egypt Youth Employment
ILO	International Labour Organization
IMC	Industrial Modernization Center
IYB	Improve Your Business Program
MSA	Market System Analysis
OSH	Occupational Safety and Health
PPE	Personal Protective Equipment
RMA	Rapid Market Assessment
RMG	Ready Made Garments
SCORE	Sustaining Competitive and Responsible Enterprises
SMEs	Small and Medium Enterprises
SOPs	Standard Operating Procedures



► Foreword

“Egypt Youth Employment (EYE RAWABET): Jobs and Private Sector Development in Rural Egypt” project aims to promote decent private-sector employment in Egypt through increased opportunities for employment within large enterprises and within Micro, small and medium-sized enterprises (MSMEs) along value chains of highest employability and growth potentials. It was implemented in cooperation with the Ministry of International Cooperation and funded by the Government of Norway during the period from 2017-2023.

The project developed a series of studies and technical meetings with the relevant stakeholders, during which three value chains with the potential to promote more and better decent jobs for youth in rural areas were identified, ready-made garments, furniture, and white goods and small appliances sector. The “white goods” sector emerged as a more plausible choice to pursue taking into consideration Egypt’s economic situation during the period of 2020-2021, according to the “Market System Analysis” previously conducted by the project.

A core component of the project involves the selection of value chains with high employability and growth potential. Within the selected value chains, the project identifies decent work deficits and responded to them. One of the project’s interventions was the provision of relevant technical support and necessary access to business management services to develop the capacities of micro, small and medium enterprises, with an aim to boost their competitiveness and growth potentials and subsequently improve their ability to generate decent work opportunities.

One of the constraints identified for the white goods sector is the very low productivity of their companies and businesses. As a result, the project decided to implement the International Labour Organization (ILO) Score Programme that combines in-class training (for workers and managers) with on-site enterprise consulting. SCORE aims to help enterprises to adopt practices that promote decent working conditions, strengthen productivity while providing them with a framework for responsible business practices, through developing workplace cooperation between management and labour on issues such as: Quality; Productivity and Cleaner Production; Human Resource Management; Occupational Health and Safety. During 2022, SCORE Programme targeted 15 suppliers of two lead firms in the White Goods industry in industrial areas.

The report, at hand, summarizes the results of the ILO Score Programme and its role in promoting productivity, and working conditions among Egyptian enterprises in the “White Goods” sector (Home appliances) in 15 supply factories of two important large companies. This effort has been the result of the commitment of the lead firms recommended by the Egyptian Engineering export council (EEC), and the dedication of the improvement teams in the 15 factories who worked under the guidance of the SCORE trainers during the on-site visits. I wish that this report will serve as an inspiring document that can guide future interventions and companies to strengthen productivity while promoting a healthy, respectful, and decent working environment in their factories.

Eric Oechslin

Director

ILO Cairo Country Office for Egypt & Eritrea

ILO Decent Work Team for North Africa



▶ **International Labour Organization (ILO)**

The International Labour Organization is a United Nations agency whose mandate is to advance social and economic justice by setting international labour standards. Founded in October 1919 under the League of Nations, it is the first and oldest specialised agency of the UN that was founded on the conviction that universal and lasting peace can be established only if it is based on social justice. The ILO brings together governments, employers, and workers from its 187 member states in a human-centred approach to the future of work based on decent employment creation, rights at work, social protection, and social dialogue. The ILO's tripartite membership drafts, adopts and monitors the implementation of international labour standards on key world of work issues – ILO Conventions and Recommendations. The ILO undertakes research and data collection across the range of world of work topics. It publishes flagship reports and a wide range of publications and working papers. Its globally renowned set of statistical databases are maintained and updated with nationally sourced labour market data. The ILO manages a wide range of development cooperation projects in all regions of the world. Realized in partnership with donor countries and organizations, these projects aim to create the conditions for delivery of the ILO decent work agenda. The ILO has its headquarters in Geneva, Switzerland, and field offices in more than 40 countries. The International Labour Conference meets once a year to discuss pressing world of work issues, adopt new international labour standards and approve the ILO's work plan and budget. The Governing Body, the Organization's executive council, meets three times a year in Geneva.



► **Egypt Youth Employment:
Jobs and Private Sector Development in Rural Egypt Project (EYE RAWABET)**

The International Labour Organization (ILO)'s project "Egypt Youth Employment (EYE): Jobs and Private Sector Development in Rural Egypt (EYE RAWABET)" is a 5-year Norway funded project running from 2017 to March 2023 and implemented in partnership with the Egyptian Ministry of International Cooperation, with the aim to promote decent jobs through the development of private sector serving rural areas.

During the period of 2020-2021, following COVID-19, building on technical consultation meetings with the project stakeholders and development partners, three manufacturing sectors were prioritized for support for their potential of growth, to serve rural communities and have a relatively clear supply chain to develop: Furniture, Ready Made Garments (RMG), and White Goods (Home Appliances).


To verify and confirm the eligibility and relevance of the sub-sector to the project's scope, time frame, and design, the project ran a sector selection exercise. The white goods sector has emerged as a more plausible choice to pursue, taking into consideration Egypt's economic situation during the period of 2020-2021. Hence, a rapid market (RMA) assessment was conducted, and the white goods sub-sector underwent several quantitative and qualitative assessments, generally and in comparison, with other identified sub-sectors, and it became more evident that the white goods sub-sector maintains features that are compatible with the project's objective and results framework.

As the white goods sector engages a wide range of small to medium capacity suppliers, thus allowing the project to make significant contributions for improving workers' working conditions, increasing workers loyalty, decreasing turnover, supporting the companies to expand and recruit new workers in the rural areas, a market system analysis (MSA) study then followed with a more in-depth outlook to the white goods (Home Appliances) sub-sector, with further elaboration on the key market actors, the potentials for growth and job creation, the main challenges, and the impending opportunities.

The MSA study highlighted the regulatory environment, quality problems, delivery / lead time, financing working capital, and the absence of skilled labour willing to join the labour market, and the underdeveloped business development Services (BDS) as the main challenges of the sector.

Based on the MSA findings and the technical consultations with national stakeholders, EYE RAWABET project designed the interventions with an integrated approach to raise the efficiency of small and medium-sized enterprises feeding the lead firms through stimulating their productivity and improving their competitiveness, thus enhancing their growth opportunities which in turn increase the provision of decent job opportunities through the following approaches:

- (1) Support SMEs business performance; using ILO's training tools that support the needed results:
 - a. IYB: Improve Your Business Program (IYB) is a management training programme addressing local small and medium entrepreneurs in developing countries that is supported by a set of six manuals (marketing, costing, buying and stock control, record keeping, planning for your business, and people and productivity).

- 
- b. ILO programme Sustaining Competitive and Responsible Enterprises (SCORE) to improve the productivity and competitiveness of Small and Medium sized Enterprises through developing workplace cooperation between management and labour on issues such as: Quality; Productivity and Cleaner Production; Human Resource Management; Occupational Health and Safety.
 - c. Technical Trainings for R&D departments: After consultations with the industrial modernization centre (IMC), as one of the national partners, and based on their recommendation, EYE RAWABET project supported the delivery of technical training service for the research and development departments for SMEs feeding “FRESH” to unify the Autodesk software used for industrial designs to better serve the lead firm.
- (2) Addressing the absence of skilled labour through the Training for Employment Programme: which is a job placement scheme that aims to allow job seekers in rural areas an access decent work opportunity by providing them with necessary training to help them acquire required skills (soft skills) to assume relevant jobs in line with the specifications of employers in selected sectors.

As rural development better be led by one of the private sector’s lead firms, the project consulted the national stake holders, such as the Industrial Modernization Center (IMC) and the Engineering Export Council (EEC), on how to approach the lead firms where EEC coordinated a series of meetings with identified lead firms operating in the white goods sector. In this regard, the Project engaged two lead firms “FRESH”; as one of the promising national companies, and “Electrolux”; as one of the multinational companies operating in Egypt. These interventions were implemented with 10 feeding factories to Fresh, and with 5 feeding factories to Electrolux in Sharkia and Qalioubia Governorates. SCORE results were remarkable and are displayed in details in the next section.

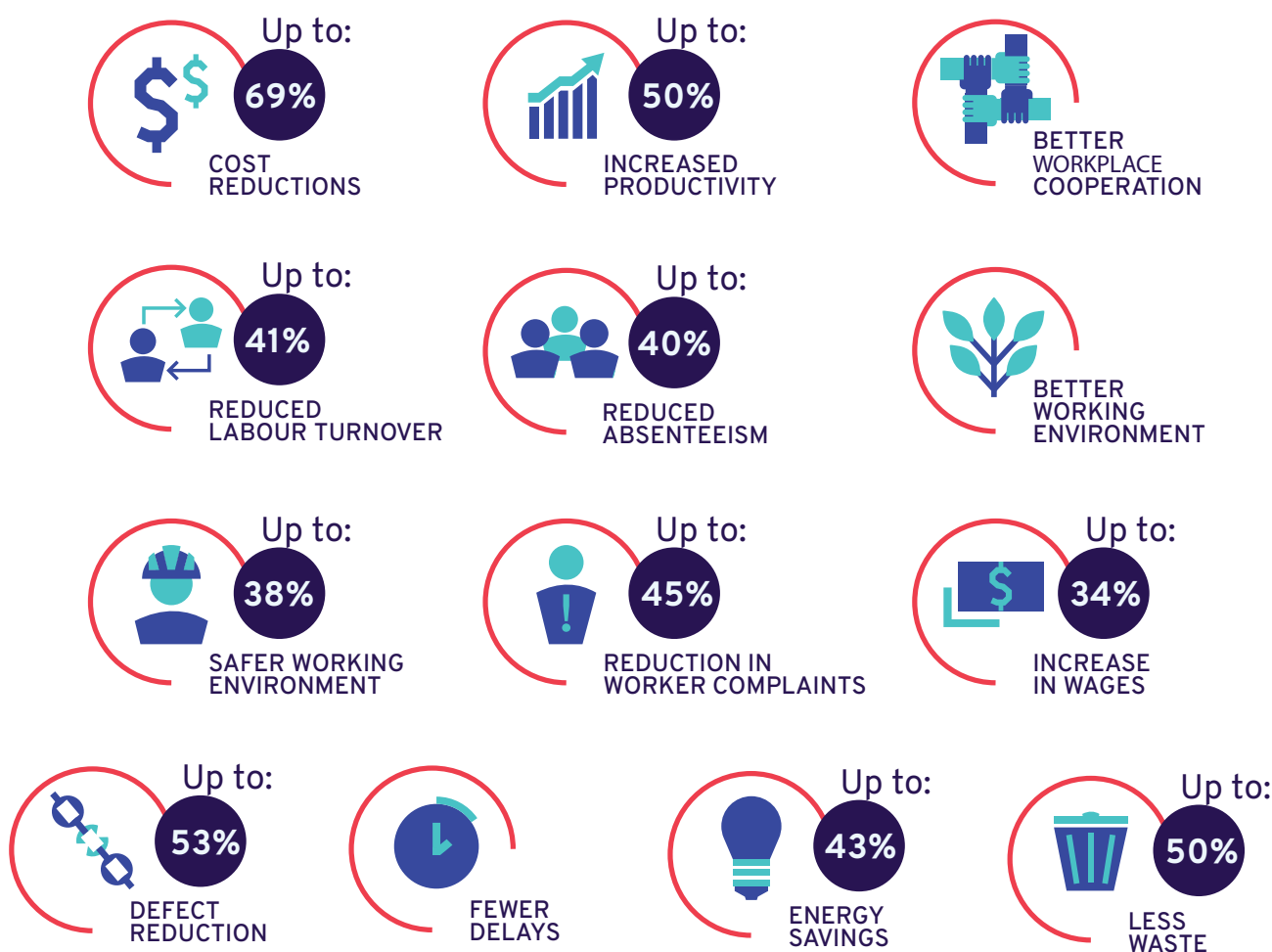
► SCORE Training Results Globally

Sustaining Competitive and Responsible Enterprises (SCORE) is an ILO global programme that improves productivity and working conditions in small and medium enterprises (SMEs). The key intervention of the global programme is support for the implementation of SCORE Training, which combines practical classroom training with in-factory consulting. SCORE Training demonstrates best international practices in the manufacturing and service sectors and helps SMEs to participate in global supply chains.

SCORE Training focuses on developing cooperative working relations resulting in shared benefits. The five main SCORE Training modules cover Workplace Cooperation, Quality Management, Clean Production, Human Resource Management, and Occupational Safety and Health. Each module includes a two-day classroom training for managers and workers, followed by on-site consultations with industry experts that help to put the training into action in the workplace.

The ILO is assisting government agencies, training providers, industry associations and trade unions in emerging economies in Africa, Asia and Latin America to offer SCORE Training to enterprises. There is also a focus on developing innovative partnerships between the ILO, multinationals, lead buyers and brand consortiums, to encourage the integration of SCORE Training in supplier development strategies.

SCORE Programme is managed by a global team based in ILO Country Offices and Headquarters, supported by the Governments of Switzerland and Norway.

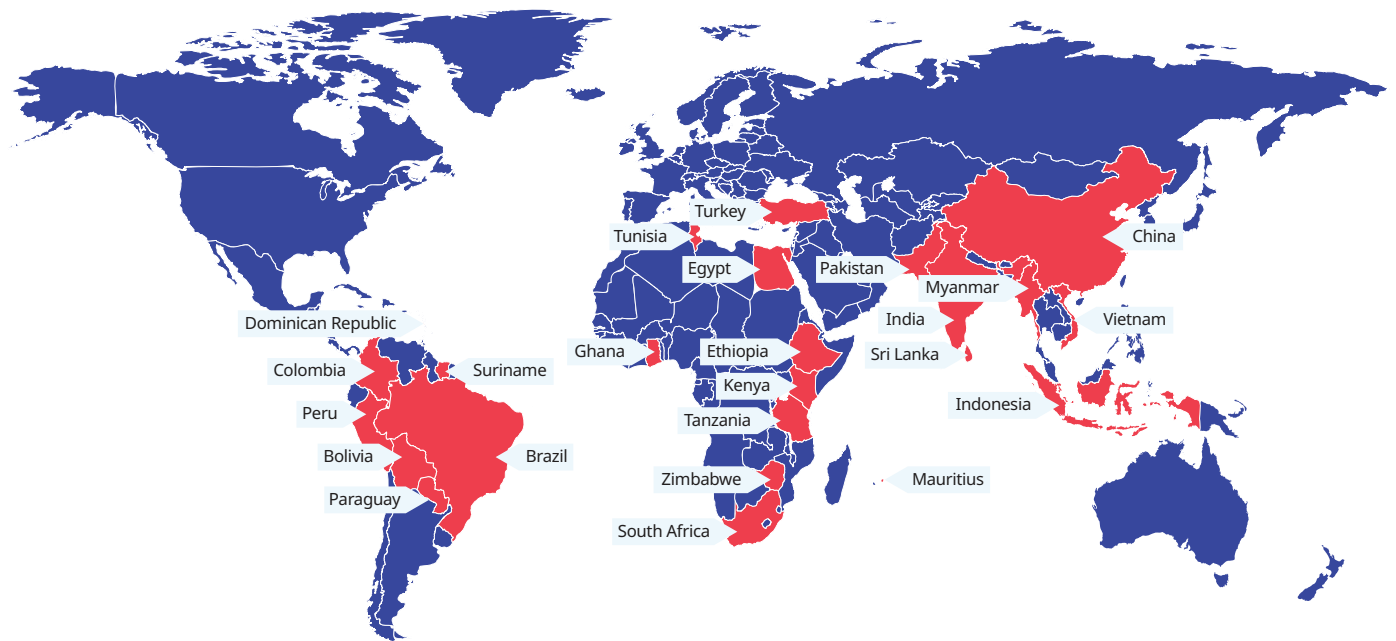


* Global results to March 2023.

► SCORE Countries and Sectors Globally

The SCORE programme is funded by the Swiss State Secretariat for Economic Affairs and the Norwegian Agency for Development Cooperation. Since 2010, over **5,000 enterprises** and over **870,000 staff** were trained in programme countries.

The programme has been implemented in over 30 countries. In Phase IV, the programme is active in four countries, namely Bolivia, Ethiopia, Myanmar, and Tunisia, and it will continue its work to ensure that national partners are ready to independently promote and deliver SCORE Training over the longer term.



► SCORE Programme In Egypt

The SCORE Programme in Egypt is implemented within the framework of Egypt Youth Employment Project: Jobs and Private Sector Development in Rural Egypt (EYE RAWABET), targeting 15-20 SMEs in the White Goods (Home Appliances) sector. The ILO EYE RAWABET project is implemented in cooperation with the Egyptian Ministry of International Cooperation and funded by the Norwegian Government.

The SCORE Programme targets companies where:

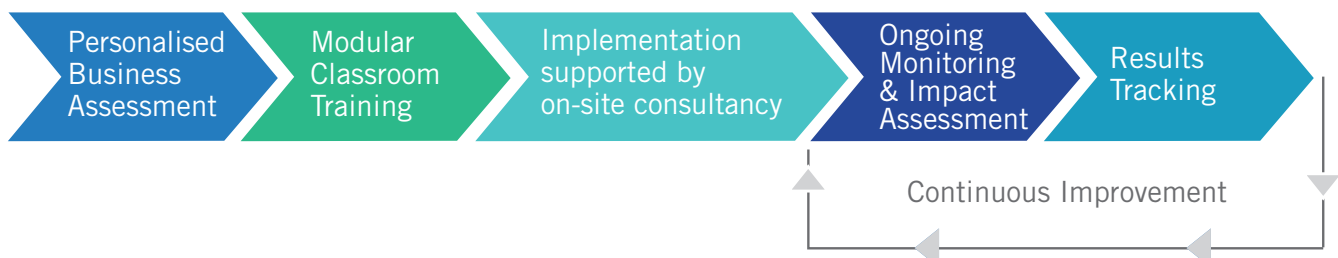
- ↳ The number of employees is not less than 30 and not more than 300.
- ↳ White Goods (Home Appliances) sector.

► SCORE Training Egypt Quantitative KPI Improvements Results

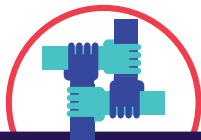


► SCORE Training Process

Training for each Module begins with a two-day workshop facilitated by an expert. Four to five enterprises are trained together and each enterprise is represented by four participants: two managers and two workers. After the workshop, experts visit the enterprises to offer advice and support as the training is put into practice.



► SCORE Training Modules



Workplace Cooperation

Workplace Cooperation - A foundation for business success

In today's fast changing world people are at the heart of competitiveness. To gear the enterprise towards a continuous cycle of improvement, everybody in the enterprise has to play an active role. By the end of this module, enterprise managers and workers will have set the strategic direction of the enterprise, identified a number of practical workplace cooperation projects and put in place systems to measure improvements.



Quality Improvement

Quality Improvement - Managing continuous improvement

The main reason to improve quality is to ensure that customers are satisfied and will continue to buy from the company. To stay ahead of the competition through better overall quality performance, this module provides tools that help managers and workers identify customer needs and improve product and service quality through the creation of a quality assurance culture and procedures to deal with quality problems as a team.



Resource Efficiency

Resource Efficiency - Cutting waste to improve productivity

Productivity is the efficient and effective use of resources such as labour, machines, energy, materials, etc. in the production and distribution of goods and services that meet customers' needs and requirements. This module provides tools for workers and managers to measure and improve productivity with a particular focus on strategies to improve energy and material productivity, leading to more environmental sustainability.



Safety & Health at Work

Safety & Health at Work - Improving safety and health in the workplace

Injuries occur due to insufficient health and safety standards and procedures in the workplace. This module is designed to help workers and managers identify the various types of health and safety risks that exist in the workplace and help enterprises to eliminate, isolate or minimize the risks, protecting workers from harmful situations and the enterprise from damage.



Workforce Management

Workforce Management - Driving performance through workforce solutions

Fundamental to the effectiveness of the enterprise are its human assets. Good HR management systems are built upon many of the basic principles enshrined in International Labour Standards. This module will show, through concrete guidelines and examples, how the enterprise can develop suitable HR strategies and systems to recruit, motivate and develop the right people for the right job.



Hospitality Coaching

Hospitality Coaching - Raising quality and standards in local tourism

HoCo is a unique hospitality coaching program for small hotels, guest houses, and restaurants. Graduating enterprises learn how to become more competitive & efficient, and better at increasing guest satisfaction and understanding customer needs to improve service quality. The course teaches environmentally sustainable hotel management practices, improved hygiene, better occupational safety & health.



Gender Equality

Gender Equality - Boosting enterprise performance by advancing equal opportunities

Recent research has demonstrated that diversity and inclusiveness improve business performance. The Gender Equality Module focuses on five key issues: voice equality, inclusive hiring, and equal pay for work of equal value, workplace environment, and work-life harmony.



Lean Manufacturing - Maximising production efficiency through Lean Kaizen

This training covers content from Workplace Cooperation, Quality Improvement and Resource Efficiency modules with additional concepts of Industrial Engineering techniques to productivity improvement. The main objective of the training is help enterprises improve workplace cooperation by setting up mechanisms related to employee suggestion schemes and daily meetings, implement 5S, improve product/service quality, employ lean production techniques and improve flow efficiency through a better understanding of industrial engineering techniques.



SCORE Basics - Facilitating change that drives productivity and worker engagement

The SCORE Short Course is designed to provide a condensed and integrated training package on workplace cooperation, joint problem-solving, quality management, HR and OSH into a 3 day workshop followed by several in-enterprise sessions where trainers coach enterprise management and workers to implement the ideas presented in the classroom. This training introduces SCORE in a shorter time to a targeted industry or cluster, and can be used as a standalone module or a “taster” module to promote awareness of the key SCORE Training themes.



Responsible Business - Meeting labour standards in global supply chains

This course helps SMEs to explore the content of international labour standards and codes of conduct for suppliers, discover ways to improve their adherence to international principles and compliance with national legislation and corporate codes, and understand that respecting workers' rights and improving working conditions can be part of a competitive business strategy.



Working Time - Enhancing health, safety and productivity through working time schedules

Violations of overtime laws have been identified as a major issue in many factories that participate in global supply chains. Excessive working time, is also associated with increased injuries, stress and fatigue that leads to errors in work and lower productivity. The ILO has developed an on-line training module that explains the issues and offers practical solutions to addressing excessive working time in the workplace. This is a self-paced, online training.



COVID-19 Safety & Health at Work – Adopting new safety & sanitation protocols

This module helps factories to reopen and stay open safely following pandemic related lockdowns. Developed with experts from the International Labour Organization Occupational Safety and Health Unit, the workshop presents best practices and current approaches to contain the spread of the COVID-19 virus and ensure a safe and healthy work environment.



COVID-19 Business Continuity Planning – Adjusting business processes for recovery

The COVID-19 Pandemic caused the worst economic disruption to small and medium enterprises in recent memory. This module helps business to recover from the disruptions caused by the pandemic by focusing on rebuilding customer bases and supply chains, conserving cash flows and managing the workforce to improve accelerate business recovery.



Factory Improvement Toolset (FIT) - A sustainable, scalable approach to factory upgrading

An innovative, self-facilitated, activity-based programme designed to create more decent and sustainable employment. FIT supports manufacturers in global supply chains to improve productivity, competitiveness and working conditions by upgrading production systems and factory practices.



Enterprises Results

ILO's SCORE program was implemented in 15 SMEs feeding lead firms as follows:

- 1. Electrolux - Multinational Company (EL-Hamd plast, Plast mac, El-Salam Plast, Rajamac 1, Rajamac 2).
- 2. Fresh National Company: (Air conditioner, Dish washer, Home appliance, Le grand, Refrigerator metals, Fans grills, Sofi pack 1(Foam), Sofi pack 2, TM for Electrical wires, Trecast (Aluminum)).



COMPANY PROFILE



ELECTROLUX SHARE



ELECTROLUX GROUP SUMMARY

“

Electrolux Group is a leading global appliance company that has shaped living for the better for more than 100 years. Electrolux Group reinvent lifetime taste, care and wellbeing experiences for millions of people, always striving to be at the forefront of sustainability in society through our solutions and operations. The Group's products include refrigerators, freezers, ovens, cookers, hobs, hoods, microwave ovens, dishwashers, washing machines, tumble dryers, vacuum cleaners, air conditioners, air purifiers and small domestic appliances.

”

El-Hamd plast

“ Al-hamd plast company for feeding industries was established on January 2014 in the 10th of Ramadan city as an extension of Tholathia Plastic Injection Company located in Cairo since 2003. Al-hamd plast is considered as a main manufacturer of home appliances' parts in OEM. We take responsibility for plastic injection molding according to customer requirements and manufacturing plastic molds with over 20 years experience. ”

PROGRESS AGAINST MODULES CONTENT

The company has completed



Staff Structure



Improvement Teams



Workplace Cooperation



- Existence of daily w-m meetings ✓
- Use of notice boards ✓
- Existence of ESS ✓
- Upgrade of worker facilities ✓

Human Resources



- Rewards for good performance ✓
- At least minimum wage is paid
- Overtime is paid correctly
- Working hours are within legal limits ✓
- Workers are trained regularly ✓
- Existence of complaint procedure ✓

Occupational Safety and Health



- Existence of w-m OSH Committee ✓
- Existence of OSH Policy ✓
- Use of risk assessments ✓
- Emergency exit routes ✓
- Use of PPE ✓
- Accidents and near misses are tracked ✓
- Root cause analysis of accidents ✓

✓ = Performance Change

IMPACT



Zone 2, 10th of Ramadan, Egypt

ashraf@alhamdplast.com

Plastic components for Home appliance assembly lines

Home Appliance/Feeding



2015



Ahmed Mohd Soliman Hamed



Pro home white point eletroloux
Washing
Heater
Cookers
Refrigerator



ISO 9001-45001 On progress

Plast mac

10th of Ramadan, Sharkeya, Egypt

nermeen@plastmac.net

Feeding industries

Home Appliance/Feeding

COMPANY PROFILE

“ PLAST MAC is one of the leading companies in the field of injection and extrusion of plastic products and in the design, manufacture and maintenance molds in Egypt. ”

PROGRESS AGAINST MODULES CONTENT

The company has completed



Staff Structure



341 **336**
Total workforce (Permanent employees) **5**

Improvement Teams



6 **8**
No. of EIT meetings per module No. of improvement projects per module

Workplace Cooperation



Existence of daily w-m meetings
Use of notice boards
Existence of ESS
Application of 5s ✓
Upgrade of worker facilities

Quality Management



Collect customer feedback
Existence of Quality Policy
Systematic analysis of defect causes
Quality info shared with employees ✓
Use of SOPs

Clean Production



Monitoring of resource use
Process to reduce materials usage
Existence of machine maintenance
Productivity is measured
Process followed to improve flow ✓

Human Resources



Rewards for good performance
At least minimum wage is paid
Overtime is paid correctly
Working hours are within legal limits
Workers are trained regularly
Existence of complaint procedure

Occupational Safety and Health



Existence of w-m OSH Committee
Existence of OSH Policy
Use of risk assessments
Emergency exit routes
Use of PPE
Accidents and near misses are tracked
Root cause analysis of accidents

✓=Performance Change

IMPACT

Increase in cost savings



Increase in productivity



12500
17500 **40%**
Performance Change

Reduction in in-line defects



247
27 **89.07%**
Performance Change

Reduction in end-line defects



Reduction in waste produced



El-Salam plast

10th of Ramadan, Sharkeya, Egypt

tayseeratia@yahoo.com

Feeding industries

Home Appliance/Feeding

Tayseer Attia

Electrolux

COMPANY PROFILE

“

Elsalam Plast is one of the leading company for Plastic manufacturing started in 1960, fulfilling the retail market needs since then, as well as home appliances. For the last 25 years we have been concentrating on the home appliances field.

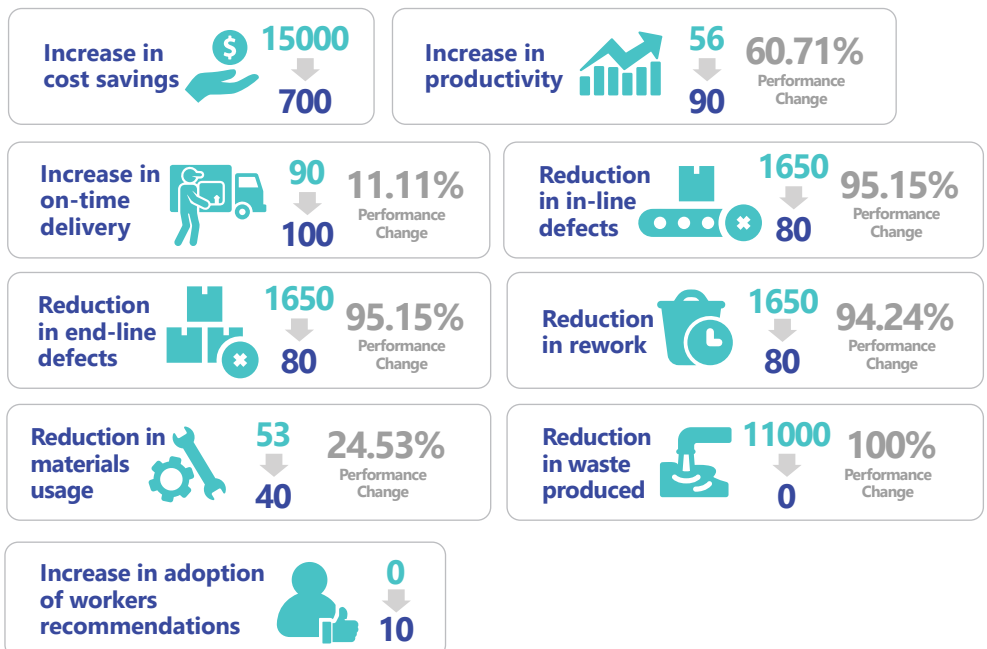
”

PROGRESS AGAINST MODULES CONTENT

The company has completed



IMPACT



Rajamec 1

Rajamec Egypt

Meetnama, Qalyoubia, Egypt

yasmine.hassan@rajamec.com

Feeding industries for:
Electrical appliances oven gasket,
Refrigerators gasket, Spark plug,
Catenary, Oven lamp,
Switch jesterrefrigerator

Home Appliance/Feeding

Mohd Ragaai Tamer Fahmy

kiriazi, Union air , Fresh,
White point, Bosh,
Electrolux, Cookers,
Refrigerators, Heaters

ISO 9001-45001 On progress

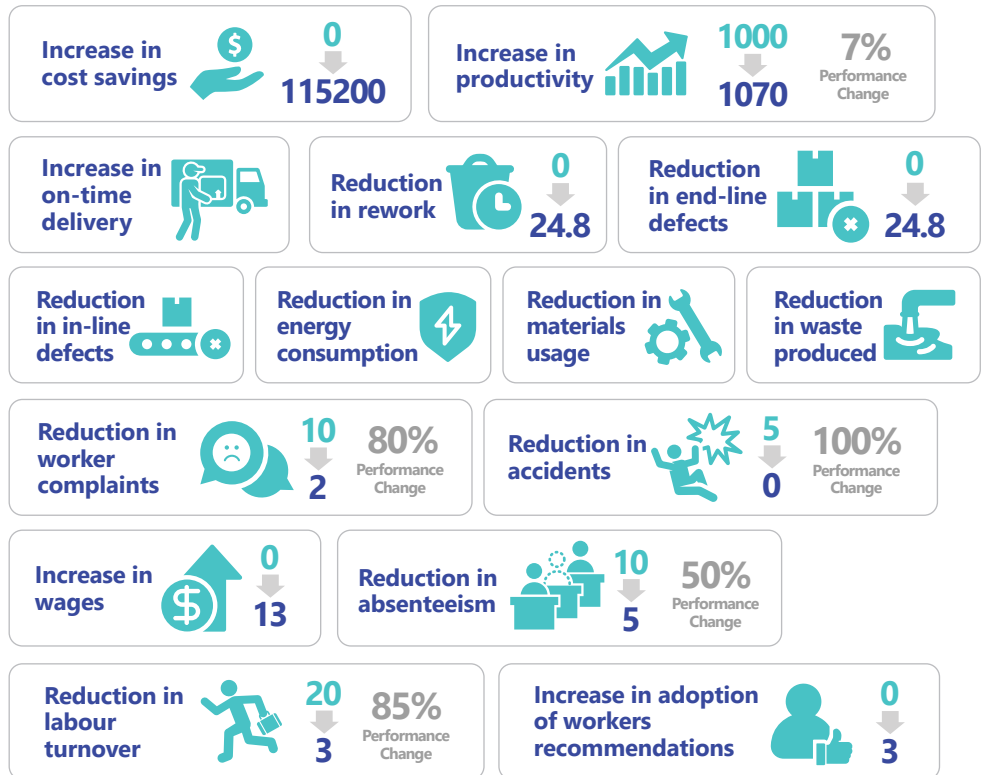
PROGRESS AGAINST MODULES CONTENT

The company has completed



✓ = Performance Change

IMPACT



Rajamec 2

Rajamec Egypt



6th of october, Giza, Egypt



wael@rajamec.com



Feeding industries for electrical appliances



Home Appliance/Feeding



2012



Mohd Ragaai Tamer Fahmy



kiriazi, Union air, Fresh, White point, Bosh, Electrolux, Cookers, Refrigerators, Heaters



ISO 9001-45001 On progress

PROGRESS AGAINST MODULES CONTENT

The company has completed



Staff Structure



94
Total workforce
(Permanent employees)

92 **2**

Improvement Teams



18
No. of EIT meetings
per module

7
No. of improvement
projects per module

Workplace Cooperation



- Existence of daily w-m meetings
- Use of notice boards
- Existence of ESS
- Application of 5s

Quality Management



- Collect customer feedback
- Existence of Quality Policy
- Systematic analysis of defect causes
- Quality info shared with employees
- Use of SOPs

Clean Production



- Process to reduce materials usage
- Existence of machine maintenance
- Productivity is measured
- Target established after measuring cycle time
- Process followed to improve flow

Human Resources



- Rewards for good performance
- At least minimum wage is paid
- Overtime is paid correctly
- Working hours are within legal limits
- Workers are trained regularly
- Existence of complaint procedure

Occupational Safety and Health



- Existence of w-m OSH Committee
- Existence of OSH Policy
- Use of risk assessments
- Emergency exit routes
- Use of PPE
- Accidents and near misses are tracked
- Root cause analysis of accidents

= Performance Change

IMPACT

Increase in cost savings **0** **2200**

Increase in productivity **1420798** **1926691** **35.61%** Performance Change

Reduction in in-line defects **11471** **1588** **86.16%** Performance Change

Reduction in end-line defects **15000** **0** **100%** Performance Change

Reduction in waste produced **20** **5** **75%** Performance Change

Reduction in worker complaints **20** **5** **75%** Performance Change

Reduction in accidents **5** **0** **100%** Performance Change

Increase in wages **0** **13**

Reduction in absenteeism **15** **4** **73.33%** Performance Change

Reduction in labour turnover **12** **6** **50%** Performance Change

Increase in adoption of workers recommendations **0** **3**



35 Years of Experience & Success
Home Appliances

COMPANY PROFILE

17
Factories  In Home Appliances
& TV Field

 Fresh Factories established at land space **500,000**
Square Meters
In 10th of Ramadan city & Badr city beside our Manufacturing Hub in Ethiopia

 More than **12,000**
White & Blue collars labor force

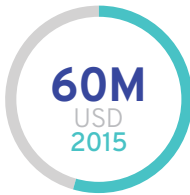
34
Years  in Home Appliances Business

Export to more than **60**
Countries 

Serving more than **250**
Million Customer
in different continents 

 Fresh Ranking **Number One** in Export of Home Appliances in **Egypt** since 2017 for **4** consecutive years

EXPORT SALES



FRESH STRATEGY

“ Fresh aims to become the market leader in the Gas cooker, washing machine, and cooling products. In accordance to this, Fresh cares to meet both the customer and market needs. Fresh aims to provide customers through innovative, affordable, and environment friendly products. Fresh also focuses on the service marketing, invests in customer care, and provides premium customer service. Fresh likewise invests in talents, uses the technology when necessary, and focus on design. Fresh is ambitious to export to over 100 countries, directed to become a multinational company with regional operations. ”

Air conditioner

10th of Ramadan, Sharkeya, Egypt

01229666468

john.gamal@fresh.com.eg

Air Conditioning Units

Home Appliance

khalil Ibrahim

FRESH
LG
TOSHIBA
SEP GROUP

ISO 9001-2015

PROGRESS AGAINST MODULES CONTENT

The company has completed



Staff Structure



300 Total workforce (Permanent employees)
280
20

Improvement Teams



6 No. of EIT meetings per module
8 No. of improvement projects per module

Workplace Cooperation



Existence of daily w-m meetings
Use of notice boards ✓
Existence of ESS ✓
Application of 5s ✓

Quality Management



Collect customer feedback
Existence of Quality Policy ✓
Systematic analysis of defect causes
Quality info shared with employees ✓
Use of SOPs

Clean Production



Monitoring of resource use
Process to reduce materials usage
Existence of machine maintenance
Productivity is measured
Process followed to improve flow ✓
Line balancing is performed to even workload ✓

Human Resources



Rewards for good performance ✓
At least minimum wage is paid
Overtime is paid correctly
Working hours are within legal limits
Workers are trained regularly ✓
Existence of complaint procedure ✓

Occupational Safety and Health



Existence of w-m OSH Committee
Existence of OSH Policy
Use of risk assessments
Emergency exit routes ✓
Use of PPE ✓
Accidents and near misses are tracked
Root cause analysis of accidents

✓=Performance Change

IMPACT

Increase in cost savings 5000

Increase in productivity

Reduction in in-line defects

Reduction in end-line defects 2 to 4 80% Performance Change

Reduction in rework

Reduction in materials usage

Reduction in waste produced

Reduction in worker complaints

Reduction in accidents

Increase in wages

Reduction in absenteeism

Reduction in labour turnover

Increase in adoption of workers recommendations

Dish washer

10th of Ramadan, Sharkeya, Egypt

khaled.ragab@fresh.com.eg

Water heater, Dish washer

Home Appliance

khalil Ibrahim

ISO 9001-2015

PROGRESS AGAINST MODULES CONTENT

The company has completed



Staff Structure



490 **465**
Total workforce (Permanent employees) **25**

Improvement Teams



7 **6**
No. of EIT meetings per module | No. of improvement projects per module

Workplace Cooperation



- Existence of daily w-m meetings ✓
- Use of notice boards ✓
- Existence of ESS ✓
- Application of 5s ✓
- Upgrade of worker facilities ✓

Quality Management



- Collect customer feedback ✓
- Existence of Quality Policy ✓
- Systematic analysis of defect causes ✓
- Quality info shared with employees ✓
- Use of SOPs ✓

Clean Production



- Monitoring of resource use ✓
- Process to reduce materials usage ✓
- Process to reduce energy consumption ✓
- Existence of machine maintenance ✓
- Productivity is measured ✓
- Target established after measuring cycle time ✓
- Line balancing is performed to even workload ✓

Human Resources



- Rewards for good performance ✓
- At least minimum wage is paid ✓
- Overtime is paid correctly ✓
- Working hours are within legal limits ✓
- Workers are trained regularly ✓
- Existence of complaint procedure ✓

Occupational Safety and Health



- Existence of w-m OSH Committee ✓
- Existence of OSH Policy ✓
- Use of risk assessments ✓
- Emergency exit routes ✓
- Use of PPE ✓
- Accidents and near misses are tracked ✓
- Root cause analysis of accidents ✓

✓ = Performance Change

IMPACT

Increase in cost savings **25000**

Increase in productivity **92** **4.35%**
Performance Change

Reduction in in-line defects

Reduction in end-line defects **33** **48.48%**
Performance Change

Reduction in worker complaints

Reduction in accidents

Increase in wages

Reduction in absenteeism

Reduction in labour turnover

Increase in adoption of workers recommendations

Home appliance

10th of Ramadan, Sharkeya, Egypt

fahmy.saad@fresh.com.eg

Home appliances
(Finished products)

Home Appliance

2020

khalil Ibrahim

Authorized agents
Fresh company

PROGRESS AGAINST MODULES CONTENT

The company has completed



Staff Structure



167 **144**
Total workforce (Permanent employees) **23**

Improvement Teams



4 **10**
No. of EIT meetings per module No. of improvement projects per module

Workplace Cooperation



Existence of daily w-m meetings
Use of notice boards
Application of 5s ✓
Upgrade of worker facilities ✓

Quality Management



Existence of Quality Policy
Systematic analysis of defect causes
Quality info shared with employees
Use of SOPs

Clean Production



Monitoring of resource use
Process to reduce materials usage
Process to reduce energy consumption
Existence of machine maintenance

Human Resources



Rewards for good performance ✓
At least minimum wage is paid ✓
Overtime is paid correctly ✓
Working hours are within legal limits ✓
Workers are trained regularly ✓
Existence of complaint procedure ✓

Occupational Safety and Health



Existence of w-m OSH Committee ✓
Existence of OSH Policy ✓
Use of risk assessments ✓
Emergency exit routes ✓
Use of PPE ✓
Accidents and near misses are tracked ✓
Root cause analysis of accidents ✓

✓ = Performance Change

IMPACT

Reduction in worker complaints



Reduction in accidents



Increase in wages



Reduction in absenteeism



Reduction in labour turnover



Increase in adoption of workers recommendations



Le grand

10th of Ramadan, Sharkeya, Egypt

samir.melad@legrand.com.eg

Carton Manufacturing

Home Appliance

2015

khalil Ibrahim

FRESH
LG
TOSHIBA

PROGRESS AGAINST MODULES CONTENT

The company has completed



Staff Structure



218 **205**
Total workforce (Permanent employees) **13**

Improvement Teams



7 **8**
No. of EIT meetings per module No. of improvement projects per module

Workplace Cooperation



Existence of daily w-m meetings
Use of notice boards
Existence of ESS
Application of 5s
Upgrade of worker facilities

Quality Management



Existence of Quality Policy
Systematic analysis of defect causes
Quality info shared with employees
Use of SOPs

Clean Production



Monitoring of resource use
Process to reduce materials usage
Productivity is measured
Process followed to improve flow
Line balancing is performed to even workload

Human Resources



Rewards for good performance
At least minimum wage is paid
Overtime is paid correctly
Working hours are within legal limits
Workers are trained regularly
Existence of complaint procedure

Occupational Safety and Health



Existence of w-m OSH Committee
Existence of OSH Policy
Use of risk assessments
Emergency exit routes
Use of PPE
Accidents and near misses are tracked
Root cause analysis of accidents

✓=Performance Change

IMPACT

Increase in cost savings



Increase in productivity **136** **14.71%**
156 Performance Change

Reduction in in-line defects **30** **80%**
6 Performance Change



Reduction in end-line defects **13** **100%**
0 Performance Change



Reduction in rework



Reduction in materials usage



Reduction in worker complaints



Reduction in waste produced **6.8** **75%**
1.7 Performance Change



Reduction in accidents



Increase in wages



Reduction in absenteeism



Reduction in labour turnover



Increase in adoption of workers recommendations



Refrigerator metals

10th of Ramadan, Sharkeya, Egypt

01289749487

mohamed.samy@fresh.com.eg

Fabricated metals for refrigerator

Home Appliance

khalil Ibrahim

FRESH

ISO 9001-2015

PROGRESS AGAINST MODULES CONTENT

The company has completed



Staff Structure



1300 **1210**
Total workforce (Permanent employees) **90**

Improvement Teams



10 **7**
No. of EIT meetings per module | No. of improvement projects per module

Workplace Cooperation



- Existence of daily w-m meetings ✓
- Use of notice boards ✓
- Existence of ESS ✓
- Upgrade of worker facilities ✓

Quality Management



- Collect customer feedback ✓
- Existence of Quality Policy ✓
- Systematic analysis of defect causes ✓
- Quality info shared with employees ✓
- Use of SOPs ✓

Clean Production



- Monitoring of resource use ✓
- Process to reduce materials usage ✓
- Existence of machine maintenance ✓
- Productivity is measured ✓
- Process followed to improve flow ✓
- Line balancing is performed to even workload ✓

Human Resources



- At least minimum wage is paid ✓
- Overtime is paid correctly ✓
- Workers are trained regularly ✓
- Existence of complaint procedure ✓

Occupational Safety and Health



- Existence of w-m OSH Committee ✓
- Existence of OSH Policy ✓
- Use of risk assessments ✓
- Use of PPE ✓
- Root cause analysis of accidents ✓

✓=Performance Change

IMPACT

Increase in cost savings



Increase in productivity



1350 **11.11%**
↓
1500 Performance Change

Increase in on-time delivery



Reduction in in-line defects



Reduction in end-line defects



Reduction in rework



Reduction in waste produced



Fans grills

10th of Ramadan, Sharkeya, Egypt

01223960152

magdy.naguib@fresh.com.eg

Home Appliance Manufacturing

Home Appliance

2012

khalil Ibrahim

FRESH
LG
TOSHIBA
SEP GROUP

ISO 9001

PROGRESS AGAINST MODULES CONTENT

The company has completed



Staff Structure



83
Total workforce
(Permanent employees)

83
0

Improvement Teams



No. of EIT meetings
per module

12
No. of improvement
projects per module

Workplace Cooperation



- Existence of daily w-m meetings
- Use of notice boards
- Existence of ESS
- Application of 5s
- Upgrade of worker facilities

Quality Management



- Collect customer feedback
- Existence of Quality Policy
- Systematic analysis of defect causes
- Quality info shared with employees
- Use of SOPs

Clean Production



- Monitoring of resource use
- Process to reduce materials usage
- Process to reduce energy consumption
- Existence of machine maintenance
- Productivity is measured

Human Resources



- Rewards for good performance
- At least minimum wage is paid
- Overtime is paid correctly
- Working hours are within legal limits
- Workers are trained regularly
- Existence of complaint procedure

Occupational Safety and Health



- Existence of w-m OSH Committee
- Existence of OSH Policy
- Use of risk assessments
- Emergency exit routes
- Use of PPE
- Accidents and near misses are tracked
- Root cause analysis of accidents

☑=Performance Change

IMPACT

Increase in cost savings 800

Increase in productivity 1000

Reduction in worker complaints

Reduction in accidents

Increase in wages

Reduction in absenteeism

Reduction in labour turnover

Increase in adoption of workers recommendations

Sofi pack 1(Foam)

10th of Ramadan, Sharkeya, Egypt

sherif.nabil@fresh.com.eg

Foam packing

Home Appliance

1990

Khalil Ibrahim

FRESH
LG
TOSHIBA
SEP GROUP

PROGRESS AGAINST MODULES CONTENT

The company has completed



Staff Structure



92 Total workforce (Permanent employees)

92 0

Improvement Teams



4 No. of EIT meetings per module

7 No. of improvement projects per module

Workplace Cooperation



Application of 5s ✓

Quality Management



Existence of Quality Policy
Systematic analysis of defect causes ✓
Quality info shared with employees ✓
Use of SOPs ✓

Clean Production



Monitoring of resource use
Process to reduce materials usage
Process to reduce energy consumption
Existence of machine maintenance

Human Resources



Rewards for good performance ✓
At least minimum wage is paid
Overtime is paid correctly
Working hours are within legal limits
Workers are trained regularly
Existence of complaint procedure

Occupational Safety and Health



Existence of w-m OSH Committee
Existence of OSH Policy
Use of risk assessments
Emergency exit routes
Use of PPE
Accidents and near misses are tracked
Root cause analysis of accidents

✓=Performance Change

IMPACT

Increase in cost savings



Reduction in end-line defects



Reduction in worker complaints



Reduction in accidents



Increase in wages



Reduction in absenteeism



Reduction in labour turnover



Increase in adoption of workers recommendations



Sofi pack 2

10th of Ramadan, Sharkeya, Egypt

sherif.nabil@fresh.com.eg

Foam Manufacturing

Home Appliance

1990

Khalil Ibrahim

FRESH
LG
TOSHIBA

PROGRESS AGAINST MODULES CONTENT

The company has completed



Staff Structure



62
Total workforce
(Permanent employees)

62
0

Improvement Teams



5
No. of EIT meetings
per module

7
No. of improvement
projects per module

Workplace Cooperation



- Existence of daily w-m meetings ✓
- Use of notice boards ✓
- Existence of ESS ✓
- Application of 5s ✓
- Upgrade of worker facilities ✓

Quality Management



- Existence of Quality Policy ✓
- Systematic analysis of defect causes ✓
- Quality info shared with employees ✓
- Use of SOPs ✓

Clean Production



- Monitoring of resource use ✓
- Process to reduce energy consumption ✓
- Existence of machine maintenance ✓
- Productivity is measured ✓
- Process followed to improve flow ✓
- Line balancing is performed to even workload ✓

Human Resources



- Rewards for good performance ✓
- At least minimum wage is paid ✓
- Overtime is paid correctly ✓
- Working hours are within legal limits ✓
- Workers are trained regularly ✓
- Existence of complaint procedure ✓

Occupational Safety and Health



- Existence of w-m OSH Committee ✓
- Existence of OSH Policy ✓
- Use of risk assessments ✓
- Emergency exit routes ✓
- Use of PPE ✓
- Accidents and near misses are tracked ✓
- Root cause analysis of accidents ✓

✓=Performance Change

IMPACT

Increase in cost savings
16000

Increase in productivity
84.5 **10.65%**
93.5 Performance Change

Reduction in in-line defects

Reduction in rework

Reduction in materials usage

Reduction in worker complaints

Reduction in accidents

Increase in wages

Reduction in absenteeism

Reduction in labour turnover

Increase in adoption of workers recommendations

TM for Electrical wires

10th of Ramadan, Sharkeya, Egypt

shady.wageh@fresh.com.eg

Wires
Plug
Electrical Braids

Home Appliance

2017

khalil Ibrahim

FRESH
The Egyptian French Company

PROGRESS AGAINST MODULES CONTENT

The company has completed



Staff Structure



108
Total workforce
(Permanent employees)

92
16

Improvement Teams



4
No. of EIT meetings
per module

No. of improvement
projects per module

Workplace Cooperation



Existence of daily w-m meetings
Use of notice boards
Application of 5s

Quality Management



Existence of Quality Policy
Use of SOPs

Clean Production



Process to reduce materials usage
Process to reduce energy consumption
Existence of machine maintenance
Target established after measuring cycle time

= Performance Change

IMPACT

Increase in
cost savings



Trecast (Aluminum)

10th of Ramadan, Sharkeya, Egypt

01011035634

misheal.morris@outlook.com

Aluminum metal pieces for:
Washing Machines
Fridges
Cookers
Heaters

Home Appliance

2007

PROGRESS AGAINST MODULES CONTENT

The company has completed



Staff Structure



92 Total workforce (Permanent employees)
92 Male
0 Female

Improvement Teams



1 No. of EIT meetings per module
7 No. of improvement projects per module

Workplace Cooperation



- Existence of daily w-m meetings ✓
- Use of notice boards ✓
- Existence of ESS ✓
- Application of 5s ✓
- Upgrade of worker facilities ✓

Quality Management



- Existence of Quality Policy ✓
- Systematic analysis of defect causes ✓
- Quality info shared with employees ✓
- Use of SOPs ✓

Clean Production



- Monitoring of resource use
- Process to reduce materials usage
- Process to reduce energy consumption
- Existence of machine maintenance

Human Resources



- Rewards for good performance ✓
- At least minimum wage is paid
- Overtime is paid correctly
- Working hours are within legal limits
- Workers are trained regularly ✓
- Existence of complaint procedure ✓

Occupational Safety and Health



- Existence of w-m OSH Committee
- Existence of OSH Policy
- Use of risk assessments
- Emergency exit routes
- Use of PPE
- Accidents and near misses are tracked
- Root cause analysis of accidents

✓=Performance Change

IMPACT

Increase in cost savings



Reduction in end-line defects



Reduction in worker complaints



Reduction in accidents



Increase in wages



Reduction in absenteeism



Reduction in labour turnover



Increase in adoption of workers recommendations

