The ILO Sustainable and Responsible Enterprises

The ILO Sustainable Enterprise Programme helps create more and better jobs through enterprise development. It supports business growth and competitiveness with the goal of making societies’ economies more sustainable. Read about these programmes at enterprises of different sizes in different countries. The ILO approach to responsible workplace practices

Overview of ILO technical assistance programmes to promote responsible workplace practices

Programme

Target enterprises

Services

Benefits

Country

Cost-based approach in global apparel supply chains

Productivity and social performance improvements

Cardinal Says

Indonesia

Modular in large-scale operations

Management systems and reporting

Levi Strauss

Viet Nam

Modular in small-scale operations

Networking for business and outcomes

HRD

Jordan

Modular in medium-scale operations

Networking, training and building capacity

Van Heusen

Lesotho

Alignment with national priorities

Networking, global standards and local innovation

Bauhaus

Peru

LEDs and other energy efficient technologies

Networking, training and building capacity

AND

Cuba

Waste and water management

Networking, training and building capacity

Danier

Bangladesh

Cost-based approach

Networking, training and building capacity

Stone Mountain

Colombia

Consultancy (on-site or virtual)

Networking, training and building capacity

Tres Anclas

Lesotho

Capacity building

Networking, training and building capacity

Roberto per Arturo

Peru

Cost-based approach

Networking, training and building capacity

New Balance

Cuba

Further reading

For more information on Better Work, visit www.betterwork.org
For more information on SCORE - www.ilo.org/sme
For more information on SIMAPRO in Latin America - www.oitcinterfor.org

For more information on SIMAPRO in Latin America -

The ILO provides technical assistance to organizations in member states through three main programmes, Better Work, SCORE and SIMAPRO, which are aimed at different phases of the value chain. In many global supply chains based around low-cost labour, working conditions are a concern. The role of governments in defining, communicating, and enforcing labour standards, and the scoring practice of multinational enterprises are important factors. One way to address poor working conditions is through monitoring and enforcing regulations. But this is also a business case for improving working conditions.

The ILO Sustainable Enterprise Programme helps create more and better jobs through enterprise development. It supports business growth and competitiveness with the goal of making societies’ economies more sustainable. Read about these programmes at enterprises of different sizes in different countries.

The ILO ILO - System of Integrated Measurement and Advance in Productivity

SIMAPRO is a management tool that promotes a step-up workplace dialogue and co-creation approach to improve social dialogue and business operations. It offers a unique approach to the measurement of productivity and social performance. Participation by management and workforce, on graphic performance, complementarity of inputs to brand building, forms the heart of the system. Together, these create a robust workplace learning environment that drives a spectrum of continuous improvement research points.

The design of SIMAPRO makes it easy to adapt to different sectors and types of enterprise. Phase 1 of SIMAPRO focused initially on the sugar industry in Mexico, Cuba and El Salvador, having a significant reduction in workplace accidents and鳟鱼运动 pattern of social conflicts. SIMAPRO has subsequently expanded into other countries and sectors, including the Chinese textile sector and the mining sector, achieving impressive results, a few of which are described below. Overall, these improvements have provided a return on investment on training and the promotion of management improvement programmes.

High-level results from the sugar sector:

- A 40% reduction in accident rates in mills
- 30% improvement in productivity and competitiveness
- 67% reduction in complaints

- 90% of internal SMEs worked in this environment of high safety and productivity
- 30% improvement in mills

- 30% engagement rate of at least 5% of all employees involved

- 5% improvement registered in national level, 2012-13

- Reduction in accidents

- 10% improvement in productivity

- 50% reduction in food waste

- 30% reduction in employee turnover

- 30% increase in profits

- 30% increase in morale

- 90% of internal SMEs worked in this environment of high safety and productivity

Academic research and practical experience from ILO projects have established that the relationship between good workplace practices and various types of positive enterprise-outcomes has been shown to be significant. The ILO ILO - System of Integrated Measurement and Advance in Productivity

SIMAPRO makes it easy to adapt to different sectors and sizes of enterprise. Phase 1 of SIMAPRO focused initially on the sugar industry in Mexico, Cuba and El Salvador, having a significant reduction in workplace accidents and鳟鱼运动 pattern of social conflicts. SIMAPRO has subsequently expanded into other countries and sectors, including the Chinese textile sector and the mining sector, achieving impressive results, a few of which are described below. Overall, these improvements have provided a return on investment on training and the promotion of management improvement programmes.

High-level results from the sugar sector:

- A 40% reduction in accident rates in mills
- 30% improvement in productivity and competitiveness
- 67% reduction in complaints

- 90% of internal SMEs worked in this environment of high safety and productivity
- 30% improvement in mills

- 30% engagement rate of at least 5% of all employees involved

- 5% improvement registered in national level, 2012-13

- Reduction in accidents

- 10% improvement in productivity

- 50% reduction in food waste

- 30% reduction in employee turnover

- 30% increase in profits

- 30% increase in morale

- 90% of internal SMEs worked in this environment of high safety and productivity

Academic research and practical experience from ILO projects have established that the relationship between good workplace practices and various types of positive enterprise-outs...
SCORE – Improving working conditions and productivity in SMEs

Sustaining Competitive and Responsible Enterprises (SCORE) is a practical training and technical assistance programme that improves productivity and working conditions in small and medium enterprises (SMEs). The SCORE Training programme demonstrates best international practice in the manufacturing and service sectors and allows SMEs to participate in global supply chains.

SCORE Training is a modular programme that focuses on developing cooperative working relations resulting in shared benefits. The five SCORE Training modules cover 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 ensure the training is put into action in the workplace.

Through the SCORE programme, ILO assists government agencies, training providers, industry associations and trade unions in emerging economies in Africa, Asia and Latin America to offer SCORE Training to enterprises. The project has a presence in 8 countries and in over 900 factories employing more than 3,200,000 workers.

In Phase I of SCORE, 2,719 managers and workers from 348 SMEs joined SCORE Training, introducing improvements that impacted on 4,619 workers from these enterprises. Phase II has seen SCORE extend its reach to nine countries so that many more SMEs can become more competitive and more sustainable and provide more jobs.

The SCORE project is managed by a global team, based in ILO Country Offices and Heads of Desks in Geneva. SCORE is supported by the Governments of Switzerland, Norway and the IRL.

SCORE helps PT Laksana, an automotive parts manufacturer in Indonesia, towards a more sustainable growth

PT Laksana Teknik Makmur manufactures auto parts in Cikarang, Indonesia. The enterprise has grown from being the second-largest employer of the Indonesian industry, producing over 400 different automotive accessories.

Growing from success brought a number of challenges for the company. For example, outdated working organization limited efficient flow and led to increased defect rates. Also, the factory is so large that it takes one worker a full day to walk up and down the aisles, which is a big time-wasting activity.

The changes implemented at PT Laksana as a result of SCORE Training led to concrete, significant benefits for the company and its employees, in particular:

• Defect rates decreased from 5% to 2% within three months.
• Health and safety have become the top priority at the company.
• OSH signs were installed across the working area.
• Special cabinets have been built for stamping areas.
• Personal protective equipment is clean, clean, and used properly.

The company has now extended health benefits to workers’ families, and a 3% increase in compliance leads to a 30% increase in compliance in enterprises. A 5% increase in compliance in factories, on average, leads to an 8% increase in remittances from workers to their families, and a 5% increase in worker productivity.

All of these results have led to the company’s main buyer upgrading the supplier ranking of PT Laksana to “A Rank,” confirming the potential for PT Laksana to build on its success into the future.

In Phase I, 2,719 managers and workers from 348 SMEs joined SCORE Training, introducing improvements that impacted on 4,619 workers from these enterprises. Phase II has seen SCORE extend its reach to nine countries so that many more SMEs can become more competitive and more sustainable and provide more jobs.

The SCORE project is managed by a global team, based in ILO Country Offices and Heads of Desks in Geneva. SCORE is supported by the Governments of Switzerland, Norway and the IRL.

SCORE helps PT Laksana, an automotive parts manufacturer in Indonesia, towards a more sustainable growth

PT Laksana Teknik Makmur manufactures auto parts in Cikarang, Indonesia. The enterprise has grown from being the second-largest employer of the Indonesian industry, producing over 400 different automotive accessories.

Growing from success brought a number of challenges for the company. For example, outdated working organization limited efficient flow and led to increased defect rates. Also, the factory is so large that it takes one worker a full day to walk up and down the aisles, which is a big time-wasting activity.

The changes implemented at PT Laksana as a result of SCORE Training led to concrete, significant benefits for the company and its employees, in particular:

• Defect rates decreased from 5% to 2% within three months.
• Health and safety have become the top priority at the company.
• OSH signs were installed across the working area.
• Special cabinets have been built for stamping areas.
• Personal protective equipment is clean, clean, and used properly.

The company has now extended health benefits to workers’ families, and a 3% increase in compliance leads to a 30% increase in compliance in enterprises. A 5% increase in compliance in factories, on average, leads to an 8% increase in remittances from workers to their families, and a 5% increase in worker productivity.

All of these results have led to the company’s main buyer upgrading the supplier ranking of PT Laksana to “A Rank,” confirming the potential for PT Laksana to build on its success into the future.

Excellent Working Environment

In Phase I, 2,719 managers and workers from 348 SMEs joined SCORE Training, introducing improvements that impacted on 4,619 workers from these enterprises. Phase II has seen SCORE extend its reach to nine countries so that many more SMEs can become more competitive and more sustainable and provide more jobs.

The SCORE project is managed by a global team, based in ILO Country Offices and Heads of Desks in Geneva. SCORE is supported by the Governments of Switzerland, Norway and the IRL.

SCORE helps PT Laksana, an automotive parts manufacturer in Indonesia, towards a more sustainable growth

PT Laksana Teknik Makmur manufactures auto parts in Cikarang, Indonesia. The enterprise has grown from being the second-largest employer of the Indonesian industry, producing over 400 different automotive accessories.

Growing from success brought a number of challenges for the company. For example, outdated working organization limited efficient flow and led to increased defect rates. Also, the factory is so large that it takes one worker a full day to walk up and down the aisles, which is a big time-wasting activity.

The changes implemented at PT Laksana as a result of SCORE Training led to concrete, significant benefits for the company and its employees, in particular:

• Defect rates decreased from 5% to 2% within three months.
• Health and safety have become the top priority at the company.
• OSH signs were installed across the working area.
• Special cabinets have been built for stamping areas.
• Personal protective equipment is clean, clean, and used properly.

The company has now extended health benefits to workers’ families, and a 3% increase in compliance leads to a 30% increase in compliance in enterprises. A 5% increase in compliance in factories, on average, leads to an 8% increase in remittances from workers to their families, and a 5% increase in worker productivity.

All of these results have led to the company’s main buyer upgrading the supplier ranking of PT Laksana to “A Rank,” confirming the potential for PT Laksana to build on its success into the future.

Excellent Working Environment
The ILO in action: Promoting responsible workplace practices

The ILO’s advisory policies, labour administration, business associations and trade unions are all key to help enterprises succeed in global supply chains while protecting workers’ rights and benefits. The ILO offers:

- Capacity building for national institutions to support enterprise productivity and responsible workplace practices.
- Practical training and advisory packages for enterprises.
- Research on effective policy, case studies and model workplaces that demonstrate the positive relationship between fair and enterprising productivity.
- The ILO further offers a variety of training programmes to help improve productivity and job quality through responsible workplace practices, including the ILO International Training Centre’s courses on Sustainable enterprise programmes through good workplace practices and human resource management. The ILO provides technical assistance to organisations to monitor their own training programmes, Better Work, SCORE and SMARtW, which are aimed at enterprises of different sizes in different sectors.

SCORE – Improving working conditions and productivity in SMEs

Sustainable Competitiveness and Resilient Enterprises (SCORE) is a practical training and advisory consulting programme that improves productivity and working conditions in small and medium enterprises (SMEs). The SCORE Training produces business improvements, best international practice in the manufacturing and service industry and assistance to SMEs to improve employment practices.

SCORE Training is a modular programme that focuses on developing corporate working relations and helping enterprises to share the benefits. The five SCORE Training modules cover: 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 ensure the training gets put into action in the workplace.

Through the SCORE programme, ILO creates government agencies, training providers, industry associations and labour unions in emerging economies in Africa, Asia and Latin America to offer SCORE Training to enterprises. However, SCORE Training also benefits the multitude of public-private cooperation. Several Case Studies feature leading companies to illustrate the SCORE Training to their success in China, Vietnam, Indonesia and others and then followed their lead.

SCORE impacts monitoring database records the detailed enterprise-level impacts achieved through SCORE Training. A small sample of this from Indonesia is shown in the following graph.

Better Work Project Impact Data Evidence that shows companies that become compliant automatically achieve business benefits as well as improving job quality for workers. Some examination from the Better Work impact programme shows that:

- In Phase I of SCORE, 2,700 managers from 384 SMEs joined SCORE Training, introducing improvement that impacted on 65,000 workers from these enterprises. Phase II has seen SCORE extend to reach more countries so that many SMEs can become more competitive and more sustainable and provide more and better jobs.
- The SCORE project is managed by a global network based in ILO Country Offices and Headquarter in Geneva, SCORE is supported by the Governments of Switzerland, Canada and the ILO.

SCORE helps PT Laksana, an automotive part manufacturer in Indonesia, towards a more sustainable growth

PT Laksana’s Teknik Marina manufactures auto parts in Gresik, Indonesia. The enterprise has grown from the two hundred employees (1986) and nine producers over 300 different automobile accessories. Growing in capacity presents a number of challenges for the company. For example, outdated work organisation led to inefficient work flow and led to increased defect rates. Also, while the enterprise has a good relationship with its workers, it failed to appreciate communication systems in place. The lack of labor management dialogue contributed to the challenge and other supply chain problem high rates of absenteeism.

The changes implemented at PT Laksana is a small of SCORE training to concrete, significant benefit for the company and its employees, in particular:

- Defect rates decreased from 5% to 2% within three months.
- Health and safety became the high priority at the company.
- OSH signs are now posted around the working area.
- Specific cubicles have been built as an ergonomic feature.
- Personal protective equipment is now available to employees.
- The company has now extended health benefits to workers’ families.

All of these results have led to the company’s main buyer upgrading the supplier ranking of PT Laksana to A “A” rate, confirming the potential for PT Laksana to build on its success in the future.

SCORE impacts

% of trained enterprises in 4 SCORE countries reporting cost savings, reduction in labour turnover and reductions in defects.

Score improvements

- Cost savings
- Reduction in labour turnover
- Reduction in defects

In Phase I of SCORE, 2,700 managers and workers from 384 SMEs joined SCORE Training, introducing improvements that impacted on 65,000 workers from these enterprises. Phase II has seen SCORE extend to reach more countries so that many SMEs can become more competitive and more sustainable and provide more and better jobs.

The SCORE project is managed by a global network based in ILO Country Offices and Headquarters in Geneva, SCORE is supported by the Governments of Switzerland, Canada and the ILO.

SCORE impacts

% of trained enterprises in 4 SCORE countries reporting cost savings, reduction in labour turnover and reductions in defects.

Score improvements

- Cost savings
- Reduction in labour turnover
- Reduction in defects

In Phase I of SCORE, 2,700 managers and workers from 384 SMEs joined SCORE Training, introducing improvements that impacted on 65,000 workers from these enterprises. Phase II has seen SCORE extend to reach more countries so that many SMEs can become more competitive and more sustainable and provide more and better jobs.

The SCORE project is managed by a global network based in ILO Country Offices and Headquarters in Geneva, SCORE is supported by the Governments of Switzerland, Canada and the ILO.

SCORE impacts

% of trained enterprises in 4 SCORE countries reporting cost savings, reduction in labour turnover and reductions in defects.

Score improvements

- Cost savings
- Reduction in labour turnover
- Reduction in defects

In Phase I of SCORE, 2,700 managers and workers from 384 SMEs joined SCORE Training, introducing improvements that impacted on 65,000 workers from these enterprises. Phase II has seen SCORE extend to reach more countries so that many SMEs can become more competitive and more sustainable and provide more and better jobs.

The SCORE project is managed by a global network based in ILO Country Offices and Headquarters in Geneva, SCORE is supported by the Governments of Switzerland, Canada and the ILO.

SCORE impacts

% of trained enterprises in 4 SCORE countries reporting cost savings, reduction in labour turnover and reductions in defects.

Score improvements

- Cost savings
- Reduction in labour turnover
- Reduction in defects

In Phase I of SCORE, 2,700 managers and workers from 384 SMEs joined SCORE Training, introducing improvements that impacted on 65,000 workers from these enterprises. Phase II has seen SCORE extend to reach more countries so that many SMEs can become more competitive and more sustainable and provide more and better jobs.

The SCORE project is managed by a global network based in ILO Country Offices and Headquarters in Geneva, SCORE is supported by the Governments of Switzerland, Canada and the ILO.

SCORE impacts

% of trained enterprises in 4 SCORE countries reporting cost savings, reduction in labour turnover and reductions in defects.

Score improvements

- Cost savings
- Reduction in labour turnover
- Reduction in defects

In Phase I of SCORE, 2,700 managers and workers from 384 SMEs joined SCORE Training, introducing improvements that impacted on 65,000 workers from these enterprises. Phase II has seen SCORE extend to reach more countries so that many SMEs can become more competitive and more sustainable and provide more and better jobs.

The SCORE project is managed by a global network based in ILO Country Offices and Headquarters in Geneva, SCORE is supported by the Governments of Switzerland, Canada and the ILO.

SCORE impacts

% of trained enterprises in 4 SCORE countries reporting cost savings, reduction in labour turnover and reductions in defects.

Score improvements

- Cost savings
- Reduction in labour turnover
- Reduction in defects

In Phase I of SCORE, 2,700 managers and workers from 384 SMEs joined SCORE Training, introducing improvements that impacted on 65,000 workers from these enterprises. Phase II has seen SCORE extend to reach more countries so that many SMEs can become more competitive and more sustainable and provide more and better jobs.

The SCORE project is managed by a global network based in ILO Country Offices and Headquarters in Geneva, SCORE is supported by the Governments of Switzerland, Canada and the ILO.

SCORE impacts

% of trained enterprises in 4 SCORE countries reporting cost savings, reduction in labour turnover and reductions in defects.

Score improvements

- Cost savings
- Reduction in labour turnover
- Reduction in defects

In Phase I of SCORE, 2,700 managers and workers from 384 SMEs joined SCORE Training, introducing improvements that impacted on 65,000 workers from these enterprises. Phase II has seen SCORE extend to reach more countries so that many SMEs can become more competitive and more sustainable and provide more and better jobs.

The SCORE project is managed by a global network based in ILO Country Offices and Headquarters in Geneva, SCORE is supported by the Governments of Switzerland, Canada and the ILO.

SCORE impacts

% of trained enterprises in 4 SCORE countries reporting cost savings, reduction in labour turnover and reductions in defects.

Score improvements

- Cost savings
- Reduction in labour turnover
- Reduction in defects

In Phase I of SCORE, 2,700 managers and workers from 384 SMEs joined SCORE Training, introducing improvements that impacted on 65,000 workers from these enterprises. Phase II has seen SCORE extend to reach more countries so that many SMEs can become more competitive and more sustainable and provide more and better jobs.

The SCORE project is managed by a global network based in ILO Country Offices and Headquarters in Geneva, SCORE is supported by the Governments of Switzerland, Canada and the ILO.

SCORE impacts

% of trained enterprises in 4 SCORE countries reporting cost savings, reduction in labour turnover and reductions in defects.

Score improvements

- Cost savings
- Reduction in labour turnover
- Reduction in defects

In Phase I of SCORE, 2,700 managers and workers from 384 SMEs joined SCORE Training, introducing improvements that impacted on 65,000 workers from these enterprises. Phase II has seen SCORE extend to reach more countries so that many SMEs can become more competitive and more sustainable and provide more and better jobs.

The SCORE project is managed by a global network based in ILO Country Offices and Headquarters in Geneva, SCORE is supported by the Governments of Switzerland, Canada and the ILO.

SCORE impacts

% of trained enterprises in 4 SCORE countries reporting cost savings, reduction in labour turnover and reductions in defects.

Score improvements

- Cost savings
- Reduction in labour turnover
- Reduction in defects

In Phase I of SCORE, 2,700 managers and workers from 384 SMEs joined SCORE Training, introducing improvements that impacted on 65,000 workers from these enterprises. Phase II has seen SCORE extend to reach more countries so that many SMEs can become more competitive and more sustainable and provide more and better jobs.

The SCORE project is managed by a global network based in ILO Country Offices and Headquarters in Geneva, SCORE is supported by the Governments of Switzerland, Canada and the ILO.
The ILO in action: Promoting responsible workplace practices

The ILO advises policymakers, labor administrations, business associations, and trade unions on how they can help enterprises achieve economic goals while promoting workers’ rights and benefits. The ILO offers:

- Capacity building for national institutions to support enterprise productivity and responsible workplace practices.
- Practical training and advisory packages for enterprises.
- Research on effective policies, case studies, and model workplaces that demonstrate the positive relationship between labor and enterprise productivity.

The ILO further offers a variety of training programmes in how to improve productivity and job quality through responsible workplace practices, including the ILO International Training Centre’s course on Sustainable enterprise promotion through good workplace practices and human resource management. The ILO provides technical assistance to organizations to monitor their progress through its main programme, Better Work, SCORE, and SMIARK, which are aimed at assisting different users in different sectors.

SCORE – Improving working conditions and productivity in SMEs

Sustainable Competiveness and Responsible Enterprise (SCORE) is a practical training and advisory consulting project that improves productivity and working conditions in small and medium enterprises (SMEs). The SCORE Training programme demonstrates best international practice in the manufacturing and service sectors and enables SMEs to participate in global supply chains.

SCORE Training is a modular programme that focuses on developing corporate workplace relations through shared benefits. The five-level SCORE Training involves Workplace Competence, Quality Management, Health Promotion, Human Resource Management, and Occupational Safety and Health. Each module includes a one-day classroom training for managers and workers, followed by on-site consultations with industry experts that ensure the training gets put into action in the workplace.

Through the SCORE programme, ILO assists government agencies, training providers, industry associations, and multi-stakeholders in emerging economies in Asia, Africa, and Latin America to offer SCORE Training programmes. However, SCORE Training has also been the subject of public-private cooperation. Some Cooperatives lead consulting to SCORE Training suppliers in China in 2013, and others followed their lead.

SCORE impacts monitoring database records the desired enterprise-level impacts achieved through SCORE Training. A small sample of this from Indonesia shows in the following graph.

In Phase I of SCORE, 2,740 managers and workers from 348 SMEs joined SCORE Training, introducing improvements that impacted on 65,000 workers from these enterprises. Phase II sees SCORE extending its reach to countries in which many SMEs can become more competitive and more sustainable and provide more and better jobs.

The SCORE project is managed by a global team based in ILO Country Offices and Headquarters in Geneva, SCORE is supported by the Governments of Norway, Zimbabwe, and the ILO.

Better Work – Enhancing compliance with labour standards in global supply chains

Better Work is a joint project between the ILO and the International Finance Corporation (IFC) that focuses on driving positive changes for workers in the garment and footwear industries, by helping large companies to comply with over 35 international labor standards and national labor laws. Country programmes combine independent enterprise assessments with advisory and training services to remedy non-compliance. These programmes provide a fusion of expertise on labour conditions and enterprise assessments with advisory and training services to remedy areas of non-compliance.

The project has a presence in 42 countries and in over 1,000 factories exploring more than 1,500 factories, improving compliance in paying correct minimum wages, paid leave, and social security benefits.

SCORE helps PT Laksana, an automotive parts manufacturer in Indonesia, towards a more sustainable growth

PT Laksana Lembang Motor produces decorative auto parts in Garut, Indonesia. The enterprise had grown from a local enterprise (PT LMK) and now produces over 300 different decorative components.

Growing to capacity meant a number of challenges for the company. For example, outdated work organization limited efficient work flow and led to increased defect rates. Also, the company employed many new workers, a factor that affected performance communication systems in place. The lack of labor management functioned as a bottleneck and other problems included high rates of absenteeism.

Changes implemented at PT Laksana as a result of SCORE Training were significant for the company and its employees, in particular:

- Defect rates decreased from 5% to 2% within three months.

- Health and safety hazards became the high priority at the workplace.

- ISO signs are now posted around the working area.

- Social malfunctions have been eliminated, and employees have shown increased commitment to workplace goals.

- Personal protective equipment is now fully accessible for employees.

- The company took on new social benefits to support workers: leisure.

All of these results have led to the company’s main buyer upgrading the supplier ranking of PT Laksana Lembang Motor, “A” face, confirming the potential for PT Laksana to build on its success in the future.
A 50%+ reduction in workplace accidents and improved productivity. Participation mapping and feedback on group performance, complemented with on-the-job training, forms the heart of the programme. Together, these create a robust workplace learning environment that drives a spew of continuous improvement. Research shows that this leads to: increased occupational safety and health and other workplace and environmental conditions.

SIMAPRO provides the necessary tools for quantitative and qualitative assessments and for sharing the benefits achieved through cooperative efforts. Networking among enterprises is also encouraged, enabling service providers and social actors to share and extend best practices.

The design of SIMAPRO makes it easy to adapt to different sectors and sizes of enterprise. Phase I of SIMAPRO focused initially on the sugar industries of Mexico, Cuba and El Salvador, leading to a significant reduction in workplace accidents and fatalities in sugar industry operations. SIMAPRO’s influence expanded into other economic sectors and countries, including the Chilean fruit sector and the tourism sector, achieving impressive results, a few of which are detailed below. Overall, these improvements have provided a return on investment of 200%.

Highlights from the sugar sector:
- A 50%+ reduction in the rate of accidents in mills.
- On average, each enterprise implemented 40 improvements; 60% addressing social issues and 40% concerning environmental issues.
- A few results from the rice sector:
  - 90% of formal SMEs involved in rice production.
  - On average, each enterprise implemented 40 improvements; 60% addressing social issues and 40% concerning environmental issues.
- A few results from the tourism sector:
  - 90% of informal SMEs worked in tourism; 60% of these enterprises.
  - On average, each enterprise implemented 40 improvements; 60% addressing social issues and 40% concerning environmental issues.

Development of responsible workplace practices for better jobs and business

The ILO Sustainable Enterprise Programme helps create more and better jobs through enterprise development in Latin America. It works with business owners and workers, supporting them to improve the social and environmental impact of their business. Participating enterprises can improve their social and environmental performance, increase productivity, and improve working conditions. The programme covers a broad range of sectors, from micro-enterprises to large companies, and focuses on enterprises that are involved in the global supply chain.

The ILO Sustainable Enterprise Programme helps create more and better jobs through enterprise development in Latin America. It works with business owners and workers, supporting them to improve the social and environmental impact of their business. Participating enterprises can improve their social and environmental performance, increase productivity, and improve working conditions. The programme covers a broad range of sectors, from micro-enterprises to large companies, and focuses on enterprises that are involved in the global supply chain.

Overview of ILO technical assistance programmes to promote responsible workplace practices

Programme | Target enterprise | Services | Countries |
--- | --- | --- | --- |
SIMAPRO | Micro and small enterprises in global supply chains | Network building for enterprises | Chile, Bolivia, Mexico, El Salvador, Cuba, Haiti, Dominican Republic, and taxis in Mexico City |
SCORE | Micro and small enterprises | Network building for enterprises, technical assistance and capacity building | Chile, Bolivia, Mexico, El Salvador, and taxis in Mexico City |
Better Work | Micro and small enterprises | Network building for enterprises, technical assistance and capacity building | Chile, Bolivia, Mexico, El Salvador, and taxis in Mexico City |

Further reading

For more information on Better Work, visit: www.betterwork.org
For more information on SCORE, visit: www.ilo.org/score
For more information on SIMAPRO in Latin America – Mexico, visit: www.ilo.org/sme

Contact details

Small and Medium Enterprises Unit (SMEU) | Tel: +41 22 799 6862 | www.ilo.org/sme
Entrepreneur Development | Fax: +41 22 799 7578
International Labour Organization | www.score.org
4 Casals de Molls | Contact: Michael Elkin, Chief Technical Advisor, SCORE
B-08007 Barcelona | Tel: +34 93 275 02 22
www.ilo.org/score
18332 Gracia 22 | E-mail: sme@ilo.org
Switzerland | Phone: +41 22 799 6862
www.ilo.org/sme
| Fax: +41 22 799 7578

www.ilo.org/sme

The ILO approach to responsible workplace practices

The ILO approach to responsible workplace practices is built on the principles of sustainable development, human rights, and international labour standards. It is based on the belief that decent work is a fundamental human right and that respect for these rights is important for creating productive and healthy workplaces. The ILO promotes responsible workplace practices that contribute to improved social and environmental outcomes, while ensuring that workers have a voice in the workplace. This approach is grounded in the ILO’s core values, which include respect for human rights, freedom of association, and the right to collective bargaining.
Globalization today means that industrial supply chains are stretching to all corners of the world. In developing and emerging economies, global supply chains offer unprecedented opportunities for enterprises to grow and create jobs. However, they also present tough challenges. International quality standards require suppliers to invest in technology, management practices and develop workforce skills. Global competition and this demand ensures continual upgrades in productivity. Many multinational companies also insist that suppliers comply with codes of conduct to safeguard international labor and environmental standards. While growing, existing quality standards and productivity standards are increasingly challenging. In many global supply chains based on low-cost labor, working conditions are a concern. The role of governments in defining, communicating, and enforcing labor standards and the sound practice of multinational enterprises is important. One way to address poor working conditions is through monitoring and enforcing regulations. But, there is also a business case for improving working conditions.

**The ILO approach to responsible workplace practices**

The ILO’s approach to improving working conditions is twofold. First, the ILO provides technical assistance to enterprises in improving their workplace practices. Second, the ILO helps enterprises to develop their own capacity to promote responsible workplace practices. The SCORE programme is a key example of the ILO’s approach. The ILO works to establish a dialogue between the management and workers’ representatives. This dialogue is facilitated by a series of workshops and training sessions. The goal is to improve the working conditions and productivity of the enterprise.

**The ILO Sustainable Enterprises Programme**

The ILO Sustainable Enterprises Programme helps create more and better jobs through enterprise development for business growth and competitiveness with the help of responsible workplace practices. The programme targets both large-scale enterprises and SMEs. The programme helps enterprises to improve their working conditions and productivity. It also helps enterprises to become more competitive and grow.

**Further reading**

For more information on Better Work, visit [www.betterwork.org](http://www.betterwork.org)

For more information on SCORE, visit [www.ilo.org/score](http://www.ilo.org/score)

For more information on SIMAPRO in Latin America, visit [www.ilo.org/sme](http://www.ilo.org/sme)

**SIMAPRO**

SIMAPRO is a management tool that promotes a bottom-up workplace dialogue and communication approaches to improve social dialogue, working conditions, productivity and competitiveness. It helps enterprises to identify problems and develop strategies for improving working conditions and productivity. SIMAPRO is used by enterprises of different sizes in different sectors. SIMAPRO is a simple and user-friendly tool that helps enterprises to identify problems and develop strategies for improving working conditions and productivity.

**Further reading**

For more information on Better Work, visit [www.betterwork.org](http://www.betterwork.org)

For more information on SCORE, visit [www.ilo.org/score](http://www.ilo.org/score)

For more information on SIMAPRO in Latin America, visit [www.ilo.org/sme](http://www.ilo.org/sme)

**The ILO and the Sustainable Enterprises Programme**

The ILO Sustainable Enterprise Programme helps create more and better jobs through enterprise development for business growth and competitiveness. It helps enterprises to become more competitive and grow.

**Further reading**

For more information on Better Work, visit [www.betterwork.org](http://www.betterwork.org)

For more information on SCORE, visit [www.ilo.org/score](http://www.ilo.org/score)

For more information on SIMAPRO in Latin America, visit [www.ilo.org/sme](http://www.ilo.org/sme)

**Overview of ILO technical assistance programmes to promote responsible workplace practices**

<table>
<thead>
<tr>
<th>Programme</th>
<th>Target enterprises</th>
<th>Services</th>
</tr>
</thead>
<tbody>
<tr>
<td>SCORE</td>
<td>SMEs</td>
<td>Core labour standards and workplace practices,</td>
</tr>
<tr>
<td>SIMAPRO</td>
<td>Enterprises of all sizes in Chilean fruit sector and tourism sector, achieving impressive results, a few of which are detailed below. Overall, these improvements have provided a return on investment in training to participating enterprises of 294%</td>
<td>Full-time employment &amp; wages, the Climate Index increased significantly. The savings and increased investor return possible by the improvements provided the business with the financial space to lead.</td>
</tr>
<tr>
<td>SCORE</td>
<td>SMEs</td>
<td>Commitment to improve working conditions, productivity and environmental conditions.</td>
</tr>
<tr>
<td>SIMAPRO</td>
<td>SMEs</td>
<td>Capacity building of national organizations to provide training and advisory services.</td>
</tr>
<tr>
<td>SCORE</td>
<td>SMEs</td>
<td>Capacity building of national organizations to provide training and advisory services.</td>
</tr>
<tr>
<td>SIMAPRO</td>
<td>SMEs</td>
<td>Capacity building of national organizations to provide training and advisory services.</td>
</tr>
<tr>
<td>SCORE</td>
<td>SMEs</td>
<td>Capacity building of national organizations to provide training and advisory services.</td>
</tr>
<tr>
<td>SIMAPRO</td>
<td>SMEs</td>
<td>Capacity building of national organizations to provide training and advisory services.</td>
</tr>
<tr>
<td>SCORE</td>
<td>SMEs</td>
<td>Capacity building of national organizations to provide training and advisory services.</td>
</tr>
<tr>
<td>SIMAPRO</td>
<td>SMEs</td>
<td>Capacity building of national organizations to provide training and advisory services.</td>
</tr>
<tr>
<td>SCORE</td>
<td>SMEs</td>
<td>Capacity building of national organizations to provide training and advisory services.</td>
</tr>
<tr>
<td>SIMAPRO</td>
<td>SMEs</td>
<td>Capacity building of national organizations to provide training and advisory services.</td>
</tr>
<tr>
<td>SCORE</td>
<td>SMEs</td>
<td>Capacity building of national organizations to provide training and advisory services.</td>
</tr>
<tr>
<td>SIMAPRO</td>
<td>SMEs</td>
<td>Capacity building of national organizations to provide training and advisory services.</td>
</tr>
<tr>
<td>SCORE</td>
<td>SMEs</td>
<td>Capacity building of national organizations to provide training and advisory services.</td>
</tr>
<tr>
<td>SIMAPRO</td>
<td>SMEs</td>
<td>Capacity building of national organizations to provide training and advisory services.</td>
</tr>
<tr>
<td>SCORE</td>
<td>SMEs</td>
<td>Capacity building of national organizations to provide training and advisory services.</td>
</tr>
<tr>
<td>SIMAPRO</td>
<td>SMEs</td>
<td>Capacity building of national organizations to provide training and advisory services.</td>
</tr>
<tr>
<td>SCORE</td>
<td>SMEs</td>
<td>Capacity building of national organizations to provide training and advisory services.</td>
</tr>
<tr>
<td>SIMAPRO</td>
<td>SMEs</td>
<td>Capacity building of national organizations to provide training and advisory services.</td>
</tr>
<tr>
<td>SCORE</td>
<td>SMEs</td>
<td>Capacity building of national organizations to provide training and advisory services.</td>
</tr>
<tr>
<td>SIMAPRO</td>
<td>SMEs</td>
<td>Capacity building of national organizations to provide training and advisory services.</td>
</tr>
<tr>
<td>SCORE</td>
<td>SMEs</td>
<td>Capacity building of national organizations to provide training and advisory services.</td>
</tr>
<tr>
<td>SIMAPRO</td>
<td>SMEs</td>
<td>Capacity building of national organizations to provide training and advisory services.</td>
</tr>
<tr>
<td>SCORE</td>
<td>SMEs</td>
<td>Capacity building of national organizations to provide training and advisory services.</td>
</tr>
<tr>
<td>SIMAPRO</td>
<td>SMEs</td>
<td>Capacity building of national organizations to provide training and advisory services.</td>
</tr>
<tr>
<td>SCORE</td>
<td>SMEs</td>
<td>Capacity building of national organizations to provide training and advisory services.</td>
</tr>
<tr>
<td>SIMAPRO</td>
<td>SMEs</td>
<td>Capacity building of national organizations to provide training and advisory services.</td>
</tr>
<tr>
<td>SCORE</td>
<td>SMEs</td>
<td>Capacity building of national organizations to provide training and advisory services.</td>
</tr>
<tr>
<td>SIMAPRO</td>
<td>SMEs</td>
<td>Capacity building of national organizations to provide training and advisory services.</td>
</tr>
<tr>
<td>SCORE</td>
<td>SMEs</td>
<td>Capacity building of national organizations to provide training and advisory services.</td>
</tr>
<tr>
<td>SIMAPRO</td>
<td>SMEs</td>
<td>Capacity building of national organizations to provide training and advisory services.</td>
</tr>
<tr>
<td>SCORE</td>
<td>SMEs</td>
<td>Capacity building of national organizations to provide training and advisory services.</td>
</tr>
<tr>
<td>SIMAPRO</td>
<td>SMEs</td>
<td>Capacity building of national organizations to provide training and advisory services.</td>
</tr>
<tr>
<td>SCORE</td>
<td>SMEs</td>
<td>Capacity building of national organizations to provide training and advisory services.</td>
</tr>
<tr>
<td>SIMAPRO</td>
<td>SMEs</td>
<td>Capacity building of national organizations to provide training and advisory services.</td>
</tr>
<tr>
<td>SCORE</td>
<td>SMEs</td>
<td>Capacity building of national organizations to provide training and advisory services.</td>
</tr>
<tr>
<td>SIMAPRO</td>
<td>SMEs</td>
<td>Capacity building of national organizations to provide training and advisory services.</td>
</tr>
<tr>
<td>SCORE</td>
<td>SMEs</td>
<td>Capacity building of national organizations to provide training and advisory services.</td>
</tr>
<tr>
<td>SIMAPRO</td>
<td>SMEs</td>
<td>Capacity building of national organizations to provide training and advisory services.</td>
</tr>
</tbody>
</table>