

Labour Tools Used by RSPO Members



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Introduction and Objectives

The Roundtable on Sustainable Palm Oil (RSPO)'s Labour Subgroup (under the purview of the Human Rights Working Group) oversees the development of guidance, materials, toolkits and modules to guide members in implementing labour-related criteria and indicators within the RSPO Principles and Criteria (P&C) and to address human rights considerations related to labour rights and working conditions.

To this end, the Labour Subgroup spearheaded the compilation of labour-related tools (including those developed by members themselves) that have been used by RSPO members in their operations and supply chains. While this list is not exhaustive, it provides an overview of the tools, details of the functionality and type of tools and RSPO members' experience of using the tools within their operations and supply chain.

The objectives of sharing this compilation are:

- 1 To share labour-related tools to be used as a reference for companies
- 2 For cross-learning on experience piloting and implementing labour-related tools in operations (key outcomes).
- 3 To provide ideas for companies if they wish to develop their own customised labour-related tools.



Interested in sharing your experience implementing a labour-related tool that is not within this list?
Please email the Human Rights and Social Standards (HRSS) Unit at hrss@rspo.org.

Ulula

Functionality:

- Grievance mechanism
- Worker helpline

Type of tool:

- Mobile platform
- Web-based platform

Sector piloted:

Palm oil

Workers and communities on the ground are well-positioned to identify budding social, environmental, and labour risks as they arise. Ulula equips key stakeholders with anonymous two-way feedback channels to raise concerns safely and securely as well as inform on latent risks to prevent issues from escalating and causing human, financial and reputational damages.

In the labour context: a simplified and inclusive mechanism to report potential worker incidents and abuses, and to monitor employee satisfaction and social investments in oil palm plantations. The tool creates a platform capable of reaching the most rural and vulnerable populations and can be configured on almost any communication channel in any language.

It can also be utilised by communities to report grievances related to impacts of company operations.

Growers' experience

Key Outcomes and Learning

- Workers are able to share their grievance in their native languages.
- Workers can opt for identity protection.
- System support in Canada. Time difference to fix errors.
- Operators based worldwide affect the time required in case management.

RSPO's experience

Key Outcomes and Learning

- Workers expressed more confidence in Ulula's grievance line as it was managed by a third party, and not their company.
- Collecting and updating workers' phone numbers was a challenge, making monitoring and follow-up actions difficult.
- The broadcasting feature was helpful for communication with workers, especially during the pandemic.
- Survey line was highlighted as a positive feature by the company for identifying labour issues, however some workers noted that the survey was too lengthy and can be a challenge when mobile signal is weak.
- Workers prefer traditional methods of communication that allow face-to-face interactions with familiar individuals, i.e., their supervisor/manager, as there is a lack of human interaction with an automated system.
- Challenging to use for workers who are less digitally savvy.

Suara Kami Helpline (ELEVATE)

Functionality:

- Grievance mechanism
- Worker helpline

Type of tool:

- Mobile platform
- Web-based platform

Sector piloted:

Palm oil

Suara Kami Helpline is an alternative independent third party worker grievance channel with multiple languages and multi-interfaces (toll-free number, SMS and facebook). It allows workers to anonymously raise concerns safely and securely at any time via these channels in their native languages.

Workers' surveys can also be conducted. If workers' personal details are required, consent will be sought by the system receiver.

The Suara Kami Helpline has also been piloted in the electronics and glove industry.

Growers' experience

Key Outcomes and Learning

- Workers are able to share their grievances in their native languages.
- Workers can opt for identity protection.
- Efficient system support as there is no time difference (Operator based in Malaysia, system support in Hong Kong).
- Familiar with local and palm oil context.

Social Dialogue Online Tracker

Functionality:

- Grievance mechanism
- Monitoring system

Type of tool:

Internal process application

Sector piloted:

Palm oil

Social Dialogue Online Tracker is an internally developed digital tracking system for all social dialogues conducted across the company. It captures the discussion points, timelines agreed and status of actions. Its key feature is to enable users from the regional office and headquarters to view data for all units of certifications. It also allows for overall monitoring of closure of issues, without the hassle of emailing and tracking the latest version of Excel files.

Growers' experience

Key Outcomes and Learning

- Online tracking of issues raised and resolutions timeline can be easily accessed.
- Central monitoring of discussions at the unit of certification.

Oil Palm Pal Housing Complaint

Functionality:

Grievance mechanism – for housing repairs and maintenance

Type of tool:

Online platform

Sector piloted:

Palm oil

Oil Palm Pal is a digital housing complaints system where workers scan a QR code provided at the back of the door of their houses and lodge their complaints. Workers then key in their names, house number and type of repair required, for follow up actions to be taken.

Growers' experience

Key Outcomes and Learning

- Quick and easy to log complaints.
- Complaints received immediately and resolved timely.
- Complaints are documented and resolutions are monitored.

Upstream Automation

Functionality:

Data entry – Attendance, work record and wages

Type of tool:

Internal process application

Sector piloted:

Palm oil

An internally developed data entry application to replace manual data captures such as punch cards and job log sheets. Supervisors are provided with handheld devices to input worker attendance and work completed onsite. At musters, the supervisors will scan each worker's attendance (a unique QR code given to each worker) and at the end of the day, supervisors will input work completed by each worker.

Growers' experience

Key Outcomes and Learning

- Total removal of paper data entry records.
- Improve accuracy on data capturing for attendance and work completed.
- Direct sync to the checkroll system for wage calculation and payment.
- Workers are aware of their attendance and work being recorded.

Self-Assessment Tool (SAT) for Suppliers

Functionality:

Series of questions on Human Rights Due Diligence

Type of tool:

Internal process application

Sector piloted:

Palm oil

A self-administered questionnaire developed internally in line with the company's sustainability commitments. Suppliers' responses help the company to identify potential areas of improvement against policy commitments and develop tailored roadmaps with time-bound plans specific to each supplier. This is part of the company's overall third-party supplier engagement strategy.

Although the engagement plan for each supplier varies, the key steps and processes are:

- Development of supplier profile.
- Supplier participates in the Self-Assessment Tool (SAT).
- Gap analysis: Evaluate compliance of the supplier profile and SAT results against Sustainability Policy.
- Tailored roadmap/action plan to address gaps identified (for suppliers with no grievance).
- Controlled purchase protocol put in place for suppliers with grievances.
- Socialise roadmap with supplier.
- Ongoing (remote) monitoring, and site verifications (if necessary) and evaluation.
- Evaluation to determine if trading relationships could be resumed (for suspended suppliers).

Processors and Traders' experience

Key Outcomes and Learning

- Categorisation of suppliers assists to sieve out high-risk suppliers, and tailor action plans accordingly.
- Regular review required to draw out the type of responses needed from suppliers.
- Engage consultants to assess how questionnaire forms part of the overall process for labour due diligence for suppliers

Management System Roadmap Tool

Functionality:

Management System Roadmap Tool

Type of tool:

Human Rights Due Diligence (HRDD) System Assessment

Sector piloted:

Palm oil

A member company partnered with Verité to advise and support them in their work across their own operations with first-tier suppliers and in the company's extended supply chain. The Management System Roadmap was co-created to help suppliers understand and improve systems to monitor, address and prevent human rights risks in the extended supply chain.

Consumer Goods Manufacturers' experience

Key Outcomes and Learning

- Provides a clear indication of the level of maturity in the HRDD system.
- Might not be scalable quickly and widely as requires in-depth assessment including document review and management interview to determine the maturity level.
- Identification of progress made over time as maturity level improves.

DiginexLumen

Functionality:

Self Assessment Questionnaire (SAQ)

Type of tool:

Online Platform

Sector piloted:

- Agriculture
- Manufacturing

DiginexLUMEN helps collect standardised and comparable information about working conditions in complex supply chains. It is an SAQ that is to be completed by management, workers and third parties e.g., recruitment agencies. It helps validate information on suppliers and automate risk calculation, for companies to better focus auditing and improvement efforts.

Consumer Goods Manufacturers' experience

Key Outcome and Learning

- Allows for monitoring beyond first-tier supplier as it can be shared with agencies (eg. recruitment agencies)
- Allows buyers to reach out to workers and identify discrepancies between management and workers' SAQs
- Only based on self-assessment, hence it is based on trust and willingness of supplier to disclose

Quizrr

Functionality:

Management and workers capacity building

Type of tool:

Behavioural change tool

Sector piloted:

Manufacturing

Quizrr's digital training platform enables de-risking in global supply chains by educating workers from the bottom up on business critical topics to drive behavioural change. The platform enables users to track progress, get actionable insights, and address pain points proactively with business partners.

Consumer Goods Manufacturers' experience

Key Outcome and Learning

- Allows buyers to reach out to right holders in supply chains.
- Ease of monitoring through the dashboard feature.
- May be a challenge to get suppliers on board.

Find out more at rspo.org