

Case study - 1 : Institutional level

Factory's effort in enhancing production efficiency getting shape with ETI's support

This case study is developed based on one factory's success as part of ETI's Social Dialogue (SD) journey. This factory is a part of (business unit) a renowned group of companies. This group of companies started its journey as a house of Readymade Garments (RMG) engaged in manufacturing and exporting Knit Apparels from 1994 and has been considered one of the biggest conglomerates with the substantial establishment of its backward linkage of all kinds of knit garments, textile, wet processing, and garments accessories. It has state of the art horizontally integrated garments manufacturing facility, which ensures one-stop service to the buyers.

This factory is a hundred percent export-oriented garment factory and joined ETI's Social Dialogue (SD) Programme in 2019. Being a progressive factory, this was already in the journey of improving its production efficiency further but realized that it needed to partner with someone who could support its journey in achieving the goal. The sourcing brand brought ETI to their doorstep. A new journey began and together they paved the way to success.

ETI established the fact that a sustained decent working environment where an effective dialogue system in place can only pave the way to increase production efficiency. ETI facilitated that journey by providing relevant and required knowledge, awareness and skills of key internal stakeholders including workers and management representatives of Participation Committee (PC), PC women representative, supervisors along with other workers. ETI's philosophy is that workers and management behave positively once they know about their respective workplace rights and responsibilities (R & R).



ETI does not provide any technical skills to increase worker's productivity but it's training and other efforts helped shaping up workers and management attitude toward lower Defect per Hundred Unit (DHU), rework, unauthorized absenteeism etc. which has an indirect impact on efficiency. The factory management deemed ETI's training on workers' R & R has proven to be the best element in making this happen. Factory management also believes that this changed behavior

"Happy to share that we maintained a sustained production efficiency level of 80% at this factory over the last 12 months whereas other group factories have 70-75% on average. Key credit goes to my workers, mechanics and management who have been behind this for a long time. But it would be injustice if we do not acknowledge ETI's contribution in this journey"

- Manager & Sr. Executive of HR

¹ <https://www.epylliongroup.com/main/pages/about-epyllion.php>

strengthened the working relationships between workers and management through an improved dialogue mechanism.

To ensure a high knowledge retention rate of the beneficiaries, strengthen the mutual trust and respect between management and workers, ETI deployed various approaches and tools including posters, motivational songs, leaflets etc. on Social Dialogue benefits, gender issues, sexual harassment prevention, Covid health measures etc. Simultaneously, the trained PC members and supervisors also took proactive steps to keep a cordial and continuous communication to address any floor issue at the quickest possible time. Every piece of the activities mentioned above created an atmosphere in the factory that worked as a positive catalyst in changing the overall behavior of workers, supervisors and managers. "This is certainly one of the pillars of our success in achieving that efficiency" - reported by the Production Manager.

Factory PC's term expired in June 2020, in the midst of the pandemic. The management knew that it is mandatory to form a new PC through an election within three months of the expiry of the previous PC. During the pandemic situation, they had no clue how to do it. "ETI was instrumental in that situation" - said by the same official. ETI's support and guidance during that difficult phase made it possible for this factory to conduct the first-ever PC election in the industry during the pandemic by complying with all health measures and safety.



COVID time PC election by complying the health issue

One of the factory Sr. Executive of HR cited that "the factory management was keen to ensure a seamless transition of democratic practices in the factory premises. Thanks to ETI for their timely support." Organized and well-coordinated ETI activities at the factory impressed the factory management. The top management of the company is aware of ETI's activities and their role through numerous formal and informal discussions with factory management and they appreciate it. Factory is planning to continue and strengthen the ongoing collaboration with ETI in the coming years.