A woman with dark hair tied back, wearing a white cardigan over a colorful patterned top and a green lanyard, is focused on operating a sewing machine in a factory. The machine has a spool of blue thread and a green bottle of cleaning solution nearby. The background shows a large industrial space with a wooden ceiling and overhead lights.

Worker Well-being Guidebook

LEVI STRAUSS & CO.

Building the future

The Levi Strauss & Co. [Worker Well-being \(WWB\) initiative](#), launched in 2011, aims to improve the health and well-being of the women and men who make our products. The initiative operates on the premise that if workers experience high levels of well-being at work – if they are healthy, satisfied, and engaged – then business performance will also improve. Our suppliers believed in this premise and over the past decade we've launched well-being programs across our global supply chain.

In 2016, Levi Strauss & Co. (LS&Co.) set a new bar by making the WWB guidelines and tools publicly available to the apparel industry. The combined efforts of our suppliers, supply chain workers, community of global NGO partners, Foundation, and Company team members helped LS&Co. secure a place on Fortune magazine's "Change the World" list—a recognition of our collective work and impact.

To deepen WWB's impact, in 2017, we set up a multi-year partnership with the Sustainability and Health Initiative for NetPositive Enterprise (SHINE) at Harvard's T.H. Chan School of Public Health. [Harvard's research](#) has proved that what is good for workers is good for businesses. The evidence coming from Harvard, together with a decade of implementation experience, also highlights that high levels of well-being at work require workplace environments that cultivate trust, respect, and fairness. To build these workplaces, LS&Co. is

committed to working with leaders who support learning, transparent communications, and social dialogue. We are also committed to reassessing our own practices to enable this change.

Worker Well-being puts people first; it is an extension of LS&Co.'s values and commitment to community, a key pillar of our sustainability approach. This commitment means going beyond compliance and recognizing that to have meaningful impact, and to truly improve the lives and well-being of workers, we have to set higher standards for ourselves, our suppliers, and our industry. When we elevate trust, respect, and fairness in partnership with our supply chain, we are all more innovative, agile, and resilient. LS&Co. has many accomplishments to celebrate with our WWB community and we remain committed to the progress of the initiative so we can, together, deepen our impact.

Through this Guidebook, we are proud to share our refreshed WWB strategy and our vision for 2025 and 2030.

Sincerely,



Liz O'Neill
Executive Vice President &
Chief Operations Officer at Levi Strauss & Co.

Setting long-term goals

Improving the work experiences and lives of the women and men who make our products is a continuous process and an important, long-term goal for LS&Co. Below are the milestones we will strive to achieve by 2025 and 2030. In the spirit of industry collaboration, we will continue to share WWB impacts, insights, and challenges so others can learn from our experiences.

By 2025



LS&Co. will complete a comprehensive review of, and make improvements to, our purchasing practices, because we know that these changes can impact worker health and well-being outcomes



Our suppliers will improve communication and cooperation between workers and managers by enabling the creation of collaborative teams that identify needs and develop solutions for well-being at work



Our suppliers will make investments in the areas proven to impact well-being at work, including gender equity, the workplace environment, and factory policies and systems, and will monitor and measure progress

By 2030



By 2030, more than 80 percent of LS&Co.'s product volume will be made in factories that demonstrate continuous improvements to worker health, satisfaction and engagement scores.

Celebrating a decade of impact

As of 2020, LS&Co. is proud to report that:



Cumulatively, **more than 219,000 apparel workers** – working in **113 supplier factories** – have been reached through WWB programs, benefiting from investments in their health, financial literacy, or gender equity



More than **65 percent** of LS&Co.'s product volume is made in factories that have WWB initiatives



75 percent of factories with WWB programs report improved worker engagement, and **over 50 percent** report improved satisfaction and lower absenteeism



More than **90 percent** of WWB sites offer health interventions and approximately **50 percent** provide financial literacy workshops



In **17 countries** around the world, LS&Co.'s Sourcing, Sustainability, and Foundation partners work to support suppliers with planning and implementation



60 percent of LS&Co. suppliers self-fund their own WWB initiative

Thank you.



Levi Strauss & Co. and Levi Strauss Foundation are enormously proud of the accomplishments of the Worker Well-being initiative and the community that has grown with it.

We have been fortunate to learn and grow with a network of partners – including researchers, practitioners, workers, and suppliers – around the globe. This includes non-profits and NGOs that partner with the Foundation and industry suppliers to implement

programs to meet the needs of workers. This community of leaders – often referred to as the Well-being Champions – meets regularly to continually improve strategies and strengthen the Worker Well-being initiative.

This Guidebook reflects the legacy and ongoing life work of individuals and organizations too numerous to count. We are deeply grateful to all our partners in this journey.

Creating a virtuous cycle

Enhancing worker well-being is not only the right thing to do, it makes business sense. Researchers from the SHINE team at the Harvard T.H. Chan School of Public Health collected three years' worth of well-being and business data from over 13,300 workers across the LS&Co. supply chain. Their results show that well-being in the workplace creates a virtuous cycle.

How do workers benefit?

Workers in caring work environments – where they trust management and feel treated fairly and with respect – report higher levels of health, less disability days, and lower intentions to quit their jobs. Employees who feel their workplace is caring also report higher job satisfaction, work engagement, and self-reported productivity. How work is organized in factory floors, including line configurations, production quotas, and pay incentives, and what resources are available to workers (e.g. cross-training and supervisor support) have a profound effect in the lives of employees, in and out of the factory.

How do suppliers benefit?

Higher well-being at work improves overall business performance. Workers are most productive when they are healthy, satisfied, and engaged at work. Workers who feel they are treated with respect and fairness also produce higher quality products. In contrast, workers who



experience harassment or poor working conditions are more likely to say they plan to quit the factory and to report lower work engagement and more work injuries. High levels of well-being are also associated with reduction in costs related to turnover, absenteeism, and “presentism” – when employees show up to work even when feeling unwell, reducing their attention and productivity.

Harvard's data also shows that suppliers can unlock greater business results by leveling the playing field for women, who often are employed in work areas with lower wages and greater month-to-month changes in salaries. Uplifting their well-being can boost business performance.

How does LS&Co. benefit?

Healthier workers and thriving factories result in an improved business environment for LS&Co. Benefits include a more responsible, innovative, and agile supply chain, with stronger ties to our suppliers and their workers, and higher quality products for our consumers.

Deepening our impact

With over a decade of implementation experience and learnings from our partnership with Harvard SHINE, we have identified opportunities to deepen the impact of the WWB initiative. Our collective lessons learned guide our refreshed strategy and are summarized by the principles below:



Focus on worker well-being in the workplace. A worker's well-being in life is heavily dependent on their experiences in the workplace. While access to financial literacy programs and health services can increase workers general well-being, the daily work culture can quickly overturn these gains. The way work is planned and distributed in factories and how employees feel in the production floor importantly affects well-being and can have ripple effects in households and communities. Suppliers are also more directly in control of workplace cultures, providing a direct pathway to impact. [Data from Harvard](#) shows we have a long way to go to build caring workplaces where workers and managers have a sense of trust, respect, and fairness.

What is well-being at work?

Well-being at work is a positive state of being where an individual can function at or near their optimal level physically, mentally, emotionally, and socially.

Well-being at work is characterized by workers and managers who are healthy, satisfied, and engaged.



Improve worker-manager cooperation and communication. Understanding and elevating worker well-being requires collecting workers' perceptions. Many business practices, performance measures, and drivers of well-being are invisible without collecting worker experience and drawing associations between them. This data goes deeper than compliance audits and highlights opportunity over risk. Our industry will continue to demand agility and innovation, and workplaces that promote smooth and open worker-management communication will ensure that the workplace itself is able to deliver.



Prioritize programs and investments within the focus areas of gender equity, workplace environment, and policies and systems. Because evidence and experience have shown that these three areas contribute most directly to the well-being of workers and management at work.



Reassess LS&Co.'s partnership with factories and improve purchasing practices, which are shown to have a direct impact on the well-being of workers. Harvard's data and insights have made clear that the order placement process, trust and fairness in our relationships with suppliers, and reliance on long-term partnerships all enhance or, when they are lacking, constrain factories' ability to manage their businesses and work environment.



Support suppliers in improving worker wages. Evidence has shown that there is a relationship between wages and well-being at work. While laws that determine wages vary country by country, ensuring that workers achieve financial security is critical towards improving worker well-being and has a direct impact on the business bottom-line.



What industry and purchasing practices impact worker well-being in factories?

Evidence has shown that various industry and brand behaviors impact well-being at work. Harvard's research spotlighted three practices that impact workers' experiences in our supply chain:

Fluctuating order volumes create work hours and wage volatility for workers. This contributes to job and financial insecurity. It also presses workers to accept excessive overtime when orders are available to earn more and make ends meet.

Uncertainty into future orders creates an unpredictable environment between buyers and suppliers, also undermining trust, which trickles down to workers. Factories often offset some of this unpredictability via piece rate compensation to workers, which pays less or more depending on the number of pieces produced. This means when business is down, workers cannot produce enough pieces to earn a living.

Industry constraints – including brand competition, product pricing variations, and cost-reductions to meet customer demands – impact worker's financial security and well-being, in addition to their ability to cope with unexpected events.

Going beyond compliance

LS&Co. has long held the belief that our success as a company is directly tied to innovation and setting higher standards for ourselves and our business partners. The WWB initiative is yet another step forward and expands our efforts to achieve our objectives.

We celebrate each supplier who participates in WWB because of their noteworthy commitment to go beyond compliance. This Guidebook offers strategies and tactics to do so, while remaining aligned with our Terms of Engagement (TOE)¹. LS&Co.'s refreshed WWB strategy offers suppliers a self-directed, collaborative approach that goes beyond ongoing monitoring efforts. While TOE sets forth the standards that must be in place across factories that do business with LS&Co., WWB invites suppliers to collaborate with LS&Co. and workers to identify locally relevant ways to improve well-being and business performance.

Harvard SHINE and our implementation experience have made clear that providing workers with access to information, resources, support, and the opportunity to learn and develop – through worker-management teams and other collaborative workspaces – is the most impactful way of going beyond compliance together.



A focus on well-being allows the apparel industry to seek beyond current efforts to impact workers' lives – including legal and code of conduct compliance and stand-alone social programs. While these interventions have improved physical conditions in factories and enhanced aspects of workers' lives, they are limited in their impact on well-being more broadly. Conflicting forces at work, like production schedules and worker-manager relations, undermine these efforts. The consideration of the whole system of work is fundamental to sustainable change and impact. With much of our lives spent at work, the workplace can be a powerful platform to enhance human well-being.

Dr. Eileen McNeely,
Founder and Executive Director of SHINE at the Harvard T.H. Chan School of Public Health

¹ In 1991, Levi Strauss & Co. launched its Terms of Engagement, which establishes social and environmental standards for its suppliers.

Refreshing the strategy

As part of LS&Co.'s goal to deepen the impact of the WWB initiative, we will pivot to focus on worker experiences at work, emphasize the importance of worker-management collaboration, and encourage action in the three focus areas that contribute most directly to the well-being of workers.

The refreshed WWB strategy asks suppliers to reassess and prioritize how they make decisions about work and what they act on to elevate well-being.

How?

Implement the WWB Operational Framework: Strengthen Worker-Management Communication and Collaboration

Suppliers create and strengthen formal and informal opportunities around cooperation and communication between workers and management. Suppliers leverage worker-management teams to identify needs, harmonize priorities, and develop solutions for both company competitiveness and well-being at work. Unions, if present, should be included in a tripartite format.

Through 2025, LS&Co. asks suppliers to continually strengthen opportunities for worker-management collaboration and communication to build workplace systems based on principles of trust, respect, and fairness. **We call this way of working the WWB Operational Framework.**

What?

Invest in Evidence-based Areas that Impact Well-being at Work: Gender Equity, Workplace Environment, and Policies and Systems

Strong worker-management teams act effectively to address the focus areas proven to maximize well-being at work and business performance: Gender Equity, Workplace Environment, and Policies and Systems.

By 2025, LS&Co. expects suppliers to engage strong and inclusive worker-management teams to select and implement solutions within these priority focus areas. The *What to Act on* section of the Guidebook provides guidance on specific actions that suppliers can take.

How to act:

Implementing the WWB Operational Framework

The successful implementation of any strategy requires an organization to effectively adapt over time and commit to continuous improvement. Organizational flexibility helps build resilient supply chains and leads to business success. The WWB operational framework guides suppliers through this process.

The WWB Operational Framework is a process of communication and collaboration where team members come together to diagnose challenges, design and implement solutions, and drive continuous improvement in the workplace.

The goal of the operational framework is to enable a cooperative workplace that includes the voices of all stakeholders within a factory, where necessary information flows transparently to all. When all stakeholders have access to the information they need, they can more effectively prioritize problems, identify their root causes, and find effective solutions.

Time and training for both worker and management representatives is essential. It is a pre-condition for the collaboration that is at the heart of the WWB Operational Framework. Skills development will contribute to success and help both the organization and team members to adapt to what may be new ways of organizing people and work.



From our work on Industrial Relations across the apparel industry, we observe that if worker representatives are controlled by management or otherwise unable to carry out their function, they will not effectively resolve workplace issues and even more problems can arise.

Minna Maaskola-Desperz,
Senior Technical Specialist for Training and Capacity
Building, Better Work

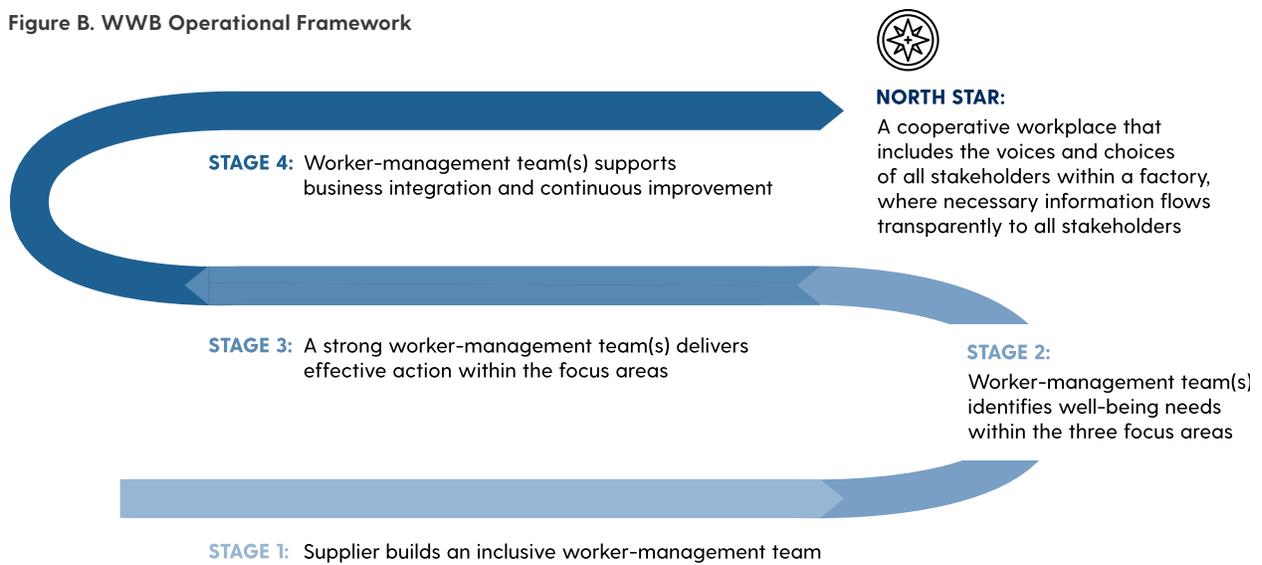


We've witnessed positive changes in the lives of workers as an outcome of effective capacity building and professional development programs. We believe that it is imperative to build and strengthen capacities of decision makers who influence behaviors for workforce well-being. Factories should be continuously building capacity across the workforce to create a safe and supportive environment, build peer learning, foster empathetic leadership, and create a caring culture.

Shaonli Chakraborty,
Director, Swasti Health Catalyst

The figure below illustrates how suppliers can adopt the WWB Operational Framework over time.

Figure B. WWB Operational Framework



For the framework to yield results, organizations must create spaces where a diverse and representative group of individuals can have open exchanges of opinions and concerns, prioritize areas for action, and work together to implement changes in factories. The WWB Operational Framework is a “how to” roadmap to get there and worker-management teams are a key driving force towards achieving impact. LS&Co. understands suppliers will embark on their own journeys to reach this north star of a cooperative workplace that includes the voices of factory stakeholders, and we ask that they make continuous progress to get there.

Below is a five-stage process that outlines critical steps for suppliers to implement the WWB Operational Framework:

Stage 1:

Supplier builds an inclusive worker-management team.

- Supplier leadership publicly commits to building a worker-management team and transparently communicates all plans to the workforce.
- Leaders ensure the team includes diverse workforce representation, especially gender.
- Supplier leadership values, collects, and accounts for worker feedback in decision-making.
- Committee members and factory leadership devote time to the WWB Operational Framework introductory course. Supplier provides further skills development to establish a worker-management team with clear roles and responsibilities that meets frequently and ensures workers will not face reprisal for carrying out those roles and responsibilities.
- Supplier encourages and empowers workers to be engaged in the worker-management teams by ensuring workers have the space to participate with full approval.

Stage 2:

The worker-management team(s) identifies well-being needs within the focus areas.

- Leaders support team(s) to meet regularly, remove barriers to participation, and provide resources for effective action.
- Supplier prioritizes the collection of input on needs from the broader workforce across one or more focus areas.
- Supplier ensures diverse workforce representation in the team(s), including at least 50%-50% gender representation.
- Worker-management team(s) includes managers with decision power in one or more focus areas and prioritizes discussions on challenges and solutions in those areas.

Stage 3:

A strong worker-management team(s) delivers effective action within one or more focus areas.

- Worker-management team(s) has fully balanced workforce representation across work areas and at least 50%-50% gender representation.
- Solutions adopted by the team(s) are implemented.
- Communication among team members is collaborative, supportive, and respectful.
- Supplier provides team members with training relevant to taking effective action across one or more focus areas.

Stage 4:

The worker-management team(s) supports business integration and continuous improvement.

- Team members, top leaders, and middle managers regularly gather input on needs, priorities, solutions, and progress from the broad workforce as part of daily operations.
- Suppliers provide skills development training for team members to have a good understanding of relevant production, business, and financial issues of the factory.
- Team(s) and leaders report on progress regularly and broadly, reaching all workforce members and stakeholders.



Stage 5:

Supplier makes ongoing investments to maintain a cooperative workplace that includes the voices of all stakeholders within a factory, information flows transparently to all.

- Supplier ensures a culture of collaboration, innovation, and learning and improvement across the company.
- Team(s) prioritizes inputs on needs, challenges, and solutions across all three focus areas.
- Team(s) has fully balanced workforce representation, both across work areas and gender distribution.
- Managers with decision power in all three focus areas are permanent members of the team(s).
- Leaders continuously assess team composition to ensure teams are empowered to respond to current or upcoming well-being challenges and opportunities.

What to act on:

Investing in areas that impact well-being

An integral part of the WWB Operational Framework is action on the areas proven to be the most important to enhance employee well-being and supplier business performance. The areas are:

- **Gender Equity:** Women are the driving force in the LS&Co. supply chain and, without conscious effort, workplaces can amplify the social inequalities they experience outside of work.
- **Workplace Environment:** Physical working conditions and how people are treated at work significantly affect their health, well-being, and performance (at work and in life).
- **Policies and Systems:** How production is planned and implemented has an outsized impact on workers and business performance. Schedules, production quotas, incentives and pay systems, and other policies that underpin how work gets done should elevate trust, fairness, and respect.

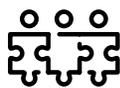
Working through strong worker-management teams, **LS&Co. asks that vendors make investments across a menu of well-being interventions**, as listed below. Giving workers and managers the time and space to openly communicate or make determinations on the three focus areas highlighted below will ensure that the most critical needs are being met. While suppliers can start building their operational framework by focusing on interventions in one focus area at a time, LS&Co. expects suppliers to eventually make investments across all three focus areas.

Figure C. Menu of Well-being Investments Across Focus Areas



Gender Equity

- Build trust through gender sensitivity and supervisor skills training
- Set promotion targets and hiring ratios that elevate women into functional roles
- Encourage and provide reproductive health information and access



Workplace Environment

- Uphold and improve the physical conditions that protect and advance worker health
- Ensure workers have sufficient rest, time, and autonomy
- Establish anti-harassment policies and reporting mechanisms aligned with best practices



Policies and Systems

- Ground workplace policies in principles of trust, fairness, and respect
- Establish transparent and explicit pay systems that support economic empowerment
- Evaluate operating systems with the goal to prioritize job security

The following sections include details on each of the actions included in the investment menu. Together, they illustrate how the focus areas reinforce each other to uplift the well-being of workers.



Gender Equity

Gender equity is a cross-cutting focus area, which contains strategies that can be mainstreamed and acted upon as part of Workplace Environment and Policies and Systems. Some of the most impactful gender equity investments for well-being at work are spotlighted in this dedicated section too.

Build trust through gender sensitivity training

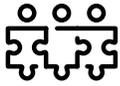
- Discuss gender and power imbalances, their pitfalls, and ways to achieve gender balance with supervisors.
- Strengthen key stakeholder awareness of gender equity and expectations on how work is completed.
- Provide unconscious bias training to all employees, including workers, supervisors, and top, middle and factory-level management.

Set promotion targets and hiring ratios

- Formalize the pathways to promotion and ensure supervisors actively pursue proportionally representative worker advancement.
- Provide equitable professional development opportunities for workers.
- Ensure that hires reflect active functional roles for women and go beyond compliance.
- Tailor gender promotion targets and hiring ratios with workplace-specific data and in consideration of the broader community or national context.
- Prioritize cross-training to reduce gender segregation across job roles and work areas.

Establish reproductive health policies and enhance access to services

- Subsidize the cost of safe, reliable birth control for workers at the factory clinic.
- Develop and implement workplace health and peer education and support programs.
- Provide in-factory preventative care, affordable menstrual supplies, and pain medication (as legally allowed), and where country laws require a doctor's visit, support workers in their efforts to obtain such services.



Workplace environment

Uphold and improve the physical conditions that protect and advance worker health

- Increase worker satisfaction and productivity by regularly consulting workers' opinions on workplace temperature, ventilation, noise, and task postures.
- Provide access to healthy food, drinking water, and medical care at work.

Ensure workers have sufficient rest, time, and autonomy

- Plan production schedules, when feasible, that can limit work hour volatility and overtime to decrease stress and improve physical and mental well-being.
- Consult workers around best ways to organize production so that work schedules are more predictable and provide sufficient rest time.
- Organize production lines in a way that allows workers to develop new skills and have more autonomy over their decisions.

Establish anti-harassment policies and reporting mechanisms aligned with best practices and provide skills training

- Improve and mandate sexual harassment training and policies for all workers, especially supervisors and managers.
- Outline explicit procedures that protect those who report sexual harassment or abuse from retaliation and further harm, such as options for anonymous reporting.
- Provide managers and supervisors with skills training on team communication, conflict resolution, and stress management – including make sure supervisors understand that receiving sexual favors is not part of their compensation and will result in immediate termination.



Policies & Systems

Ground workplace policies in principles of trust, fairness, and respect

Establish effective grievance channels and two-way communication channels between management and workers that demonstrate workers' voices are valued.

Establish transparent and explicit pay systems that support economic empowerment

- Review and simplify existing compensation policies and wage systems to ensure they are clear to all workers.
- Regularly review wages to ensure workers can provide for themselves and their family.
- Communicate clear contract terms and benefits upon hiring, including probation period, as well as pay structures, leave, and other benefits to worker financial stability.
- Digitalize clock-in/clock-out and payment systems to increase transparency and sense of fairness around compensation for actual time worked and pieces produced.
- Increase worker financial literacy on how to calculate wages and read pay slips through worker trainings and information sharing
- Experiment with alternatives to piece rate incentives-based pay systems.

Evaluate operating systems with the goal to prioritize job security

- To increase visibility into business cycles, communicate about trends in workload variation (e.g. high and low production seasons) to reduce perceived job insecurity.
- Organize production systems to reduce production and wage volatility.
- Understand reasons for voluntary turnover and invest in changes to reduce it.

Tracking our journey

Through 2025, LS&Co. asks suppliers to measure progress on the WWB Operational Framework and monitor activities in the focus areas to build the requisite foundation for well-being at work impact.

Measure Progress on the WWB Operational Framework

Driving continuous improvement enables a resilient supply chain. But it can be challenging to “zoom out” and understand where your organization is in its journey, how can you advance, and where you can improve.

To help suppliers answer these questions and adopt the WWB Operating Framework, Levi Strauss & Co. and Levi Strauss Foundation have created a **WWB Operational Framework Toolkit**.

The toolkit was designed to help suppliers identify areas that can be strengthened to increase engagement with factory stakeholders – top management, middle management, supervisors, and workers – and enable shared problem-solving and decision-making. Through a series of questions, it maps suppliers along the five stages of implementation of the WWB Operational Framework so they know what needs attention next.

- **Building Teams** focuses on worker-management team membership, and whether membership is adequate to solve challenges across the focus areas.
- **Responsive Communication** assesses how teams seek input from the broader workforce and incorporate it into decision-making.
- **Skills Development** gauges how collaborative the teams are and what skillsets may be needed to facilitate the work of the worker-management team(s).

Who should use it? Suppliers can use the toolkit as a self-assessment or may choose to engage a Levi Strauss Foundation grantee, non-profit or NGO partner, to facilitate conversations on how to make their operations more inclusive. Suppliers that decide to implement the tool themselves may decide who should lead and facilitate the interviews.

How often? To enable LS&Co. to continue to partner with suppliers toward our shared well-being goals, we ask suppliers to identify areas for improvement by using the toolkit at least once a year. This “pulse check” can help suppliers strengthen their Operational Framework and engage LS&Co. Sustainability and Sourcing teams when needed.

What about other tools? Suppliers who currently participate in Better Work and other social dialogue initiatives are encouraged to use these tools to monitor progress and identify additional opportunities for improvement that can be supported by Better Work or other partner organizations. Additionally, the Levi Strauss Foundation has partners across regions that are well-suited and capable of supporting supplier led efforts to improve worker well-being.

Monitor Activities in the Focus Areas

Worker-management teams and suppliers can also benefit from monitoring investments made in the focus areas to effectively communicate progress, track implementation efforts, hold their organization accountable, and identify lessons learned.

Once suppliers and worker-management teams have identified investments to improve well-being at work, we ask that they establish indicators that help track their progress. Understanding where you start—the baseline numbers—and setting targets helps assess progress and suggest adjustments that may be beneficial. Indicators should be updated regularly to facilitate timely decision-making.

To ensure everyone in the factory benefits from these investments, we recommend breaking down indicators by key demographic and work-related characteristics, such as gender and work area. For example, suppliers investing in employee trainings to improve communication and respect in the workplace can track the number of training hours delivered per month, the number of workers trained, the number of supervisors trained, the number of female workers trained, the number of female supervisors trained, among other indicators that help describe the progress of the initiative.

Beyond data and indicators, it is helpful to document, at least twice per year, how teams and workers perceive progress and the effect of investments. These opinions bring rich learnings that can be



shared with those in charge of implementation and serve as inputs for future efforts.

Monitoring progress and documenting it through indicators and a more open-ended process can help suppliers communicate their efforts to LS&Co., stakeholders, and workers.

Build the Foundation for Well-being at Work Impact

Suppliers who have advanced to a strong and effective WWB Operational Framework, who are implementing and monitoring activities across the focus areas, may benefit from assessing the impact of their efforts on worker well-being. In partnership with the Harvard T.H. Chan School of Public Health, LS&Co. and Levi Strauss Foundation developed the [Well-being at Work impact survey](#).

This survey encompasses core indicators that assess well-being in the workplace. It collects information on workers' physical, mental, emotional, and social well-being, as well as their sense of job and financial security. It also gathers information on the focus areas known to improve well-being, such as the workplace environment, gender equity, policies and systems, among others. To build worker participation in enhancing well-being at work and ensure all opinions are heard, we suggest that suppliers invite the entire workforce to

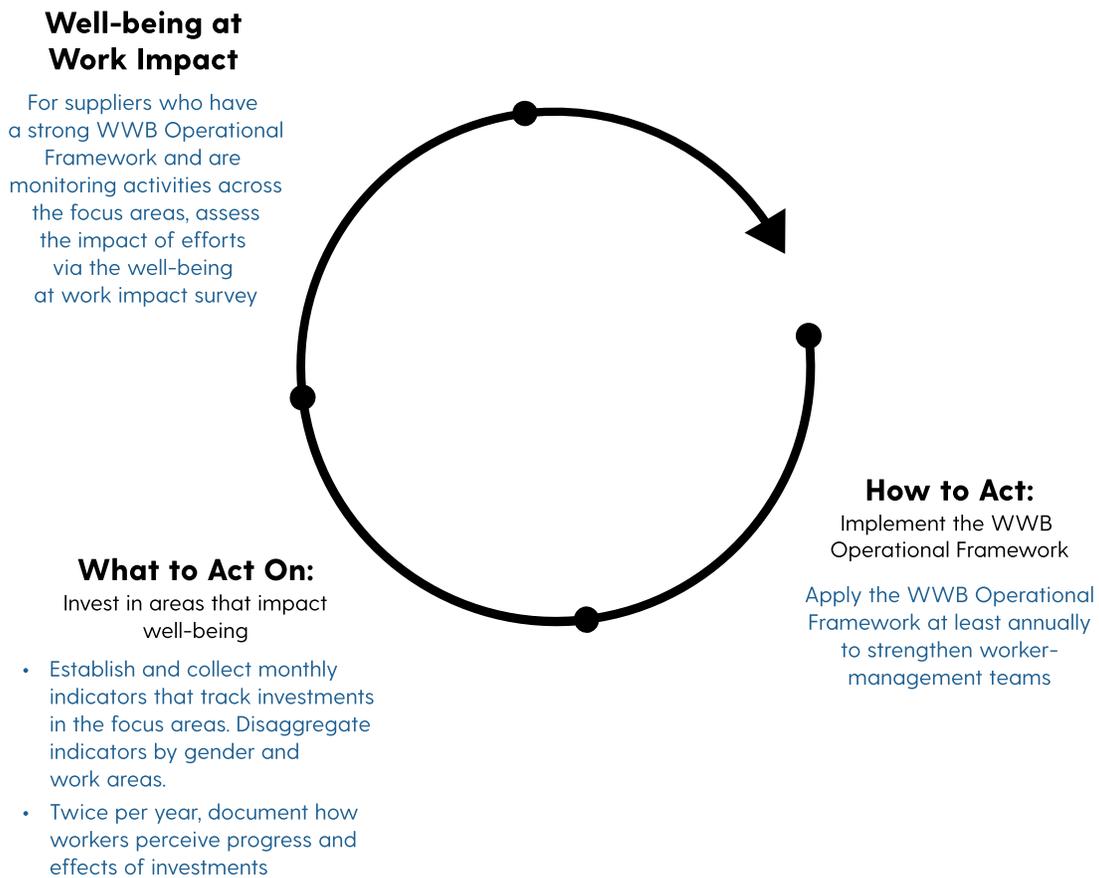
participate in the survey. Beyond assessing impact, the implementation of the survey is an opportunity for suppliers to demonstrate that workers' voices help guide company decisions—as called for under the Operational Framework. Where it is not possible to hear from all, a representative sample of workers should be invited to respond to the survey. To have a reliable status check of well-being at work, suppliers should engage at least 30% of the workforce and mirror the distribution of workers across demographic and work-related characteristics, such as gender and work area. Suppliers can decide whether they would like

to engage an external party (e.g. Levi Strauss Foundation grantees or consulting partners) to implement the survey. In many instances, hiring a third party can help ensure that workers openly share their opinions and perceptions of the workplace environment.



Suppliers interested in measuring well-being and accessing the survey can contact Kimberly Almeida, Director of Worker Well-being, by clicking [here](#)

Figure D. Summary of how suppliers can track their WWB progress



Working together

Our future success requires continued investment in initiatives that build trust and foster innovation. LS&Co. is fully committed to the WWB initiative and we know each of our stakeholders have a critical role to play.

Levi Strauss & Co. has a role to work together with suppliers to support them in their journey to adopt the WWB Operational Framework and act on the focus areas through worker-management team(s). We will examine purchasing practices and test specific changes that improve well-being outcomes.

Levi Strauss Foundation has a role to introduce our network of credible partners, non-government organizations, and other institutions to suppliers seeking program implementation assistance or to leverage partnerships for impact. The Foundation has created a fund specially designed to support WWB programs by matching supplier investments in worker well-being and funding organizations working alongside factories in the implementation of these projects.

Suppliers and Supply Chain Workers have a role to work together to proactively adopt the WWB Operational Framework and act on the focus areas, through worker-management team(s). By investing in the well-being of workers, overall workplace efficiency, reliability, and satisfaction will improve, leading to better business outcomes and worker-management trust.



Levi Strauss Foundation Partners, non-profits and NGOs who partner with the Foundation and industry suppliers to implement programs that meet the needs of workers, have a role to provide advisory and support to brands, suppliers, workers, and industry partners to elevate best practices and real-time guidance on both “how to act” and “what to act on.” The Levi Strauss Foundation regularly convenes a community of leaders who meet regularly to continually improve strategies and strengthen the WWB initiative.

This Guidebook is a call to build on our success and learning – to position ourselves for the future – so that together we may leave a positive legacy of innovation that includes all people and places workers at the center, including the mostly women, who make our products.