TOWARDS SUSTAINABLE SUPPLY CHAINS
Sustainability Agents SUSA GmbH focuses on improving social, environmental and economic performance in the global supply chain. Our inclusive and innovative approach helps to create better working conditions, increase productivity and reduce environmental impact.

We have worked with some of Europe’s largest retailers as well as development organisations such as ALDI SOUTH Group, Hennes & Mauritz AB (H&M), Tchibo GmbH, DAI Europe, Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH, and the United States Agency for International Development (USAID).

WORKING WITH SUSA

SUSA provides innovative and results-oriented solutions to our clients’ challenges

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The journey from a radical idea to worldwide impact

The Beginnings

Sebastian Siegele had been working in the field of social sustainability for over a decade when he decided that a new approach was needed. His strong belief in the power of dialogue and participation to generate positive change resulted in the creation of SUSA in 2005.

SUSA pioneered the use of worker-manager dialogue in global supply chains as a way to improve the social, environmental and business performance of factories. The idea was radical: rather than external auditors using checklists to identify non-compliance in a factory, workers and managers together were identifying problems, prioritising these and finding joint solutions.

“You have to understand a business as a social connection, and work with all parties to shape the economic and social relations. You can’t solve problems for others, just as others can’t solve yours. Instead, it’s about collaboration, participation and continuous improvement towards a better world.”

Sebastian Siegele, Managing Director of SUSA

Successes

The results of SUSA’s signature dialogue trainings were remarkable. In some cases, managers and workers spoke to each other for the first time, and were surprised to find that they shared common ground and goals on many issues. A wide range of problems were addressed jointly – from cleaner toilets, to fewer unexcused absences, to higher productivity, to more transparent wage calculation – and dialogue platforms were established to continuously and sustainably apply SUSA’s signature problem-solving methodology.

Broadening Horizons

SUSA’s strength and success lies in its constant innovation. We have broadened our scope: in addition to worker-manager dialogue trainings, we deliver targeted capacity-building of change-drivers in the factory, and provide consultation and coaching to organisations for sustainable change. Through our evolution we have stayed true to our belief that one-size-fits-all solutions do not work; instead, programmes must be tailored to address clients’ unique needs with the ultimate goal of sustainable improvement in social, environmental and business performance.
Leveraging our individual strengths, we pull from a variety of approaches to design customised services to our clients.

SUSA delivers innovative and results-oriented solutions to our clients’ challenges. We customise packages by pulling from our team’s expertise in consulting, training and coaching. Our projects are defined by the interaction of these three services:

- **TRAINING**
  - Hazard identification training with workforce and managers.

- **COACHING**
  - Establish an OHS Committee, composed of workers and managers, that addresses OHS issues on an ongoing basis.

- **CONSULTING**
  - Develop cleaning procedures and processes in cutting department to reduce dust.

For example, a project to improve Occupational Health and Safety (OHS) in a factory may include:

One of the methods that underlies our consulting, coaching and training services is PROSPERe2e®, developed by SUSA. This solution-finding methodology can help to identify a particular workplace problem, examine it critically, create a joint vision for the future, and address the problem in a structured way.

The PROSPERe2e® handbook serves as the basis for our dialogue trainings and business coaching. The handbook is a living document, improved continuously, based on best practices and our experiences in factories.
SUSA SERVICES

We seek to improve workplaces and working lives, and we offer numerous services to achieve this complex goal.

- **DIALOGUE FACILITATION**
  We facilitate dialogue between stakeholders to help them identify problems and solutions related to productivity, workplace safety, worker satisfaction, etc.

- **CRISIS INTERVENTION**
  We help our clients to effectively respond to crisis situations by providing them with analysis and strategic advice, and by implementing interventions on-site.

- **HUMAN RESOURCES CONSULTING**
  We support the development and implementation of HR structures, processes and policies, towards factories' improved social performance.

- **PRIVATE SECTOR DEVELOPMENT**
  We provide advisory and consultancy services to the public and private sector regarding industry development, trade promotion and implementation of international social standards.

- **CORPORATE SOCIAL RESPONSIBILITY**
  We help brands to develop, implement and monitor holistic CSR programmes that generate real and sustainable impact.

- **RESEARCH & ASSESSMENTS**
  We provide research and assessment services with a dynamic, hands-on approach (e.g. worker surveys), to help clients make informed decisions.

- **TRAINING & CAPACITY BUILDING**
  We deliver tailor-made technical and soft skills trainings to build local capacity.
Our projects are as diverse in their design as in their location, generating change around the world.
FIELDS OF EXPERTISE

Only a multi-faceted approach can succeed in the complexity of global supply chains

“...we have so many trainings on how to find solutions but with SUSA’s training I learned that things can only be fixed if we tackle the root causes.”

Supervisor, garment factory in Cambodia

Help companies to reduce their supply chain risk by staying at the cutting-edge of CSR practices.

- Transparency
- Closed Loops
- Cross Value Chain Collaboration
- Productivity and Quality
- Buying Practices

Improve social and environmental compliance, in order to improve the lives of workers, their families and their communities.

- Community Engagement
- Female Empowerment
- Worker Participation
- Human Rights
- Fair Wage
- Environmental Footprint

Build capacity in the supply chain to make change sustainable.

- Capacity Building
- Management Skills
- Problem-Solving Skills
- Intercultural Communication
- Leadership Skills
SUCCESS STORIES

We have impacted entire industries and upgraded many factories; but, most importantly, we have changed the lives of thousands of people.

“I see positive developments in the relationship of managers and workers at our suppliers who participated in the (OHS) project. During the course of the project no strikes occurred at our suppliers but instead regular meetings were held between factory management, OHS committee, worker representatives and union leaders. Also, I noticed that workers who participated in the training are voicing their concerns to management more openly.”

Representative of brand participating in SUSA project

“Follow intensive consulting and coaching on OHS, fire safety, freedom of association, and managerial processes over several months, a Georgian garment factory improved their BSCI grade from D to A.”

Following intensive consulting and coaching on OHS, fire safety, freedom of association, and managerial processes over several months, a Georgian garment factory improved their BSCI grade from D to A.

“I am so happy to see so many achievements that were only possible because of the teamwork between workers and managers. I don’t think of myself as the only owner of this factory, rather we all own it together. Though we have lots of achievements now, for example a functional childcare centre and improved medical facilities, I hope we can continue this project with the same success and the same spirit in the future!”

Owner of factory, Bangladesh

“Through the trainings, I was able to share ideas and problems directly with the management. We have advanced our factory in many different areas – we have reduced discrimination and I was promoted from sewing operator to supervisor as one of the first females in my factory. In the future I want to become a line chief.”

Sewing operator promoted to supervisor, factory in Bangladesh

“‘Our factory is cleaner than in the past because we learned how to manage waste, how to handle the pollution and what to do for energy efficiency in factory.”

Sewing operator, factory in Myanmar

“To tackle the problem of food poisoning among workers, a factory moved the canteen to a cleaner area, purchased additional chairs and tables to discourage workers from sitting on the floor to eat, established a cleaning schedule for the canteen area and raised workers’ awareness of hygienic food preparation.”

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We look forward to working with you!

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