

# DINDIGUL AGREEMENT

Oversight Committee

## Dindigul Agreement Agreed upon KPIs developed by the Oversight Committee March 2024

The proposed Key Performance Indicators (KPIs) for the Dindigul Agreement (DA) Year 2 report are grouped by type: Process Indicators to reflect the implementation of the Dindigul Agreement, and Outcome Indicators to reflect key outcomes that the Oversight Committee has identified as important to the Agreement's goals of preventing, remediating, and eliminating gender-based violence and harassment (GBVH).

The KPIs below are therefore organized as follows:

- Part I: Process Indicators
- Part II: Outcome Indicators

### Part I: Process Indicators

*Process indicators reflect the implementation of the Dindigul Agreement.*

ISSUE	KPIs	DESCRIPTION
1. Implementation Committee established	Y/N whether IC established Number of IC meetings	The Implementation Committee is the designated body composed of representatives of labor stakeholders and Eastman that implements the agreement.
2. Points of Contact	Y/N whether Points of Contact established	
3. Universal Training	Number of workers, supervisors, managers, and other staff trained in 2023	The DA requires yearly training for all workers, supervisors, and managers. Training covers the DA including definition of GBVH, Freedom of Association, Prohibited Practices, Available Remedies, and how to report and remediate Agreement violations including GBVH. A description of the training provided can be given along with the numbers in this section.
4. Shop Floor Monitor	# of workers undergoing SFM training in	DA provides for "peer educator"

Training	2023. % trained workers appointed as SFMs in 2023. # of Shop Floor Monitors in 2023 per 25 workers.	training that is prerequisite for becoming a Shop Floor Monitor. Trainings review content in the Universal Training and add content on peer education, bystander intervention, and GBVH remediation.
5. ICC Member Training	# of ICC worker members trained # of ICC management members trained	Description of training provided along with the numbers.
6. ICC Reconstitution	# Membership appointed by TTCU # Management members newly appointed % membership by gender Number of meetings held	The DA requires that the composition of ICCs be remade to include union-appointed worker members and union-approved members of management. In addition, the Agreement otherwise expects that the ICCs operate in compliance with national and state laws and regulations.
7. Grievance Mechanism	<i>Have the components of the grievance mechanism been established? In particular, in line with the UNGPs, include:</i>  y/n existence of grievance mechanism y/n prohibited practices and available remedies y/n existence of grievance mechanism policies and procedures for reporting and remediation y/n existence of multiple reporting pathways y/n communications to workers reporting prohibited practices y/n support to workers to report prohibited practices # prohibited practices reported % prohibited practices resolved y/n existence of case log y/n existence of reformed ICs # IC meetings y/n IC meeting minutes recorded y/n existence of shop floor monitors y/n existence of union-management (bipartite) remediation meetings  <b># of Bipartite Meetings</b>  y/n bipartite meeting minutes recorded	Recognizing that multiple methods for grievance reporting is a best practice for GBVH, the DA provides for multiple channels of reporting GBVH including through the ICC (DA Section 6) as well as to Shop Floor Monitors or TTCU directly for resolution either through direct management engagement or through Remediation Meetings (Section 5). This set of KPIs measures implementation of the Grievance Mechanism taken as a whole (see diagram below) as well as its alignment with the UN <i>Guiding Principles on Business and Human Rights'</i> Article 31 expectations for operational-level grievance mechanism.  We will also include a step-by-step process/ SOP/Flowchart for the Grievance Mechanism in the agreement in the Appendix including clear distinctions for Non-GBVH Grievances and GBVH complaints.

	<p>y/n assessors to report Eastman non-compliance with agreement to OC</p> <p>y/n OC ability to receive assessor reports and take steps that may trigger business consequences from brands</p>	
8. Eastman cooperation	<p>% compliance with agreed remediation (all)/% of CAPs actions implemented/done</p> <p>% compliance with remediation issued by ICC</p> <p>% compliance with remediation issued by assessors (if any)</p> <p>Number of reported adverse employment actions against SFMs found to be retaliatory.</p> <p>Number of total complaints re: other issues not violations of Appendix A</p> <p>% complaints resolved re: other issues not violations of Appendix A</p>	<p>Under the Dindigul Agreement, Eastman is expected to comply fully with grievance remediation, which includes accountability for and remediation of workplace issues that are not GBVH.</p>

**Part II: Outcome Indicators**

*Outcome Indicators reflect key outcomes that are part of the Dindigul Agreement goals, as identified in the text of the Agreement. The Agreement’s Statement of Principles states:*

*Parties share the goal of preventing, remediating and eliminating gender-based violence and harassment as defined in ILO Convention 190 including GBVH at the intersection of gender and/or caste or migration status, as well as freedom of association violations that contribute to GBVH in the garment industry including in Tamil Nadu, India. Parties share the belief that the Agreement "will make meaningful progress towards this goal."*

*As stated in Appendix A of the Agreement:*

*The purpose of remediation in this program is to support justice for garment workers and facilitate long-term transformation of workplace conditions to end GBVH at Eastman Exports. In particular, the purposes are:*

- *Immediately protect and assure the safety of affected workers, both survivors and their co-workers, after an allegation is made;*
- *Provide remedy that is rehabilitative, and survivor guided both in process and outcome: in process by providing survivor an opportunity to voice their preferences regarding remedy and in outcome by providing a range of options that can be combined to tailor a remediation plan that makes the*

*worker whole;*

- *Provide remedy that deters future GBVH through penalties that are significant enough to signal an end to the culture of impunity for GBVH and incentivize long-term transformation in workplace conditions to the benefit of both workers and Eastman Exports.*

INDICATOR	KPI	DESCRIPTION
Eliminating GBVH	<p>Number of total complaints per quarter re: violations of Appendix A</p> <p># complaints reported and investigated through each channel of the mechanism TTCU, SFMs, and the IC</p> <p># complaints by violation Type 1-3 in Appendix A (GBVH)</p> <p># complaints by violation Type 1-3 in Appendix A (GBVH) at the intersection of either caste or migration status</p> <p># complaints by setting (production floor, cafeteria, transportation, hostel etc.)</p> <p>Y/N whether the Grievance Mechanism under the Agreement is trusted, accessible, equitable, transparent, rights compatible, being updated in response to lessons from implementation, and based on engagement and dialogue (UNGPs Article 31)</p> <p>Summary statistic: # of complaints reported total and % resolved</p>	<p>Is there identification of GBVH in all forms and is it being reported to the grievance mechanism?</p> <p>Include an analysis/early conclusion from grievance data noting this is a relatively small amount of time and data. In year 1, we were able to see information emerge when we looked at the data, for example, an increase in GBVH grievances against one supervisor resulted in that supervisor's firing and was followed by a lull in grievances showing that the program was effectively eliminating GBVH– we should look for this kind of information behind the numbers.</p>
Remediating GBVH	<p>% of complaints resolved</p> <p>% of resolved complaints by category of complaint (Category 1-3)</p> <p>% resolved complaints involving GBVH at the intersection of caste and/or migration status</p> <p># complaints resolved by setting (production floor, cafeteria, transportation, hostel etc.)</p> <p>% complaints resolved through Remediation Meetings, IC, or direct management engagement.</p> <p>% complaints resolved within 7, 15, 30, 60</p>	<p>Is the Agreement effectively remediating GBVH?</p>

	<p>days</p> <p>% of complaints resolved by types of remedy (# actions taken and breakdown by remedy type (i.e. change to policies and procedures, compensation, recognition, apology, change to physical environment, change to job descriptions, personnel changes, etc.)</p> <p># of grievances where the remedy did something to immediately protect the worker from what had occurred</p> <p># of grievances where the remedy did something to make the worker whole from what had occurred</p> <p>#/% of remedies that included a measure to prevent the GBVH from happening again</p>	
<p>Preventing GBVH</p>	<p>Y/N goal of preventing, remediating and eliminating GBVH reflected in Eastman Policy</p> <p>% workers undergoing Universal Training (see above)</p> <p><b># Shop Floor Monitors</b></p> <p>Locations of shop floor monitors</p> <p>Number of TTCU visits to affected worksites in 2023, including hostels</p> <p># of days program staff or IC members available at the factory</p> <p>% of reports of issues that recurred from a manager/supervisor/driver/etc. after remediation was complete</p> <p>% of reports of issues that recurred from a manager/supervisor/driver/etc. after remediation was complete involving complaints of GBVH at the intersection of caste and/or migration</p> <p>% of reports of issues that recurred from a manager/supervisor/driver/etc. after remediation was complete met with escalated penalties</p>	<p>Is the Agreement effectively preventing or deterring future GBVH?</p> <p>Presence of shop floor monitors, TTCU, and program staff deters or prevents GBVH by acting as sources of accountability for would-be violators, both by monitoring for GBVH and acting as contact points for reporting GBVH.</p>

<p>Freedom of Association</p>	<p><b>% Reported Complaints (Category 4)</b></p> <p>% of resolved complaints (Category 4)</p> <p>% complaints resolved through Remediation Meetings, IC, or direct management engagement (Category 4)</p> <p>% complaints resolved within 7, 15, 30, 60 days (Category 4)</p> <p>% resolved complaints escalated within Grievance Mechanism (Category 4)</p> <p># of TTCU visits to affected worksites in 2023, including hostels</p> <p><b># of Bipartite Meetings</b></p> <p>Issues workers raised to the union resolved through union-management dialogue related to non-GBVH terms and conditions of work</p>	<p>Freedom of association creates accountability for management unchecked or subjective authority over workers to address a root cause of GBVH.<sup>1</sup></p> <p>Union access to the worksites and presence of TTCU deter or prevent GBVH by acting as a source of accountability for would-be violators, both by monitoring for GBVH and acting as contact points for reporting GBVH.</p> <p>Workers collectively bringing issues to management through their union representatives for union-management dialogue also creates accountability for unchecked or subjective management authority to address a root cause of GBVH.</p>
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<sup>1</sup> See e.g., <https://www.yalelawjournal.org/forum/reconceptualizing-sexual-harassment-again>