

# SA8000:2025

## International Standard for Decent Work

### Guide for Reviewing

## Introduction

Thank you for your interest in reviewing the revised SA8000 Standard for Decent Work. SAI is grateful for your feedback, which is vital to the success and relevance of the SA8000 Standard revision. This document clarifies the meaning of different Standard elements, the Standard's overall logic, what is expected of reviewers, a high-level comparison to the SA8000:2014 Standard, and what to focus on in your review. Use this document with the 1. *Revision Terms of Reference*, 3. *Draft Standard for Review*, and 4. *Feedback Form(s)* to guide your review.

## About the Draft Standard

### Standard Scope and Application

SA8000 is the basis for all of SAI's programs. Therefore, the principles and criteria must be relevant and applicable to implementing organizations in any context. Decisions about how the Standard will be used in various SAI programs (including the SA8000 Certification program) will be made after its publication. For example, certain criteria may not be applicable to certain programs and some programs may accept less than full realization in certain criteria (see sections on Indicators and Scoring below for more on this).

In reviewing this draft, please keep in mind that the content needs to function for a wide variety of organizations, within a variety of programs, and from both an implementer's (organization-level) and an assessor's perspective.

### Standard Structure

The draft Standard is structured with overarching principles supported by criteria, which are further supported by indicators, and then guidance (see figure 1). Only principles and criteria are available for this review. We have provided examples of indicators in the About Indicators section below to

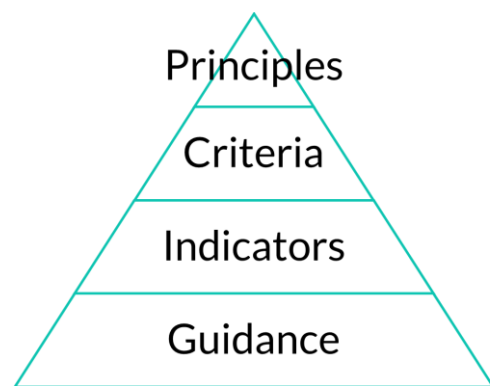


Figure 1. Standard Logic

demonstrate how these will support the final Standard and to help clarify the structure as you review.

**Table 1. Explanation of Standard Elements**

| <u>Standard Element</u> | <u>What it is</u>   | <u>What it is not</u>  | <u>What to consider in your review</u>  |
|-------------------------|---|--|---|
| Principles              | <ul style="list-style-type: none"> <li>✓ <b>Management System Principles:</b> The precepts of effective management systems for organizations to effectively fulfill their responsibility to respect human rights.</li> <li>✓ <b>Performance Principles:</b> Fundamental human rights, to be protected by government and respected by business in the context of work.</li> </ul>  | <ul style="list-style-type: none"> <li>✗ Requirements for organizations to be assessed against.</li> </ul> | <ul style="list-style-type: none"> <li>• How relevant is this right or expectation?</li> <li>• How appropriate is it to the Standard’s purpose, scope, intent, and goals? (see <i>Revision Terms of Reference</i>)</li> <li>• Do you wish to suggest edits to the wording of the principles? If so, please provide your proposed amendment(s).</li> <li>• What rights or expectations are missing that should be included?</li> </ul> |
| Criteria                | <ul style="list-style-type: none"> <li>✓ Articulate what organizations need to do to fulfill their duties and obligations related to the Standard’s principles.</li> <li>✓ <b>Management System Criteria:</b> The intended outcomes of a mature management system built to respect human rights.</li> <li>✓ <b>Performance Criteria:</b> Specific performance requirements for organizations to demonstrate respect for these rights in the context of work.</li> </ul> | <ul style="list-style-type: none"> <li>✗ A checklist of requirements.</li> </ul>                           | <ul style="list-style-type: none"> <li>• Do the criteria sufficiently cover the scope of organizational responsibility to respect the principles?</li> <li>• Is it clear what the organization’s responsibility is?</li> <li>• Do you wish to suggest edits to the wording of the criteria? If so, please provide your proposed amendment(s).</li> <li>• What criteria are missing that should be included?</li> </ul>                |

| <u>Standard Element</u>       | <u>What it is</u>  | <u>What it is not</u>   | <u>What to consider in your review</u>  |
|-------------------------------|--|---|---|
| <p>Process Indicators</p>     | <p>✓ Examples of processes, documents, policies, procedures, and metrics that may be used to assess the effectiveness of an organization’s management system processes related to a given criterion. Implementers may use these indicators to understand what good processes look like in practice.</p> <p>(See About Indicators for more information)</p> | <p>✗ A list of required documents or measurements. The relevant indicators will vary greatly according to the organization’s context.</p> | <p>SAI has not provided a complete set of indicators for review. You may review the sample indicators provided in the About Indicators section below to understand how they will be developed to support the Standard. We also welcome you to suggest indicators as you review the criteria. A full list of indicators will be provided upon publication.</p> |
| <p>Performance Indicators</p> | <p>✓ Examples of metrics and other evidence that may be used to assess the degree to which performance criteria are being satisfied in an organization. Implementers may use these indicators to understand what good performance looks like in practice.</p> <p>(See About Indicators for more information)</p>   |   |   |
| <p>Guidance</p>               | <p>✓ Advice, examples, and clarification on the intent of standard criteria and how to implement or assess them.</p>   | <p>✗ Requirements an organization must show they meet.</p>  | <p>N/A. SAI has not provided guidance for review. Guidance will be developed based on the published Standard.</p>   |

## About Indicators

Process and performance indicators are an important piece of the SA8000:2025 Standard structure. They provide practical examples to help users understand how to implement or assess against the standard’s criteria. We have provided this explanation to help you

understand at what level to review the draft criteria. There will be opportunity to propose indicators in the feedback form.

*Indicators are not requirements.* Any given indicator *may or may not* be relevant to a given organizational context or SAI program. For example, a small family farm may not need to develop a worker-manager team (sample indicator for criterion 1.1.1) if their only staff are family members. However, the existence and regular engagement of a worker-manager team would be relevant to how well a large factory incorporates worker voice into their management system.

We’ve provided some non-exhaustive examples for your reference below:

| <u>Criteria</u>  | <u>Sample Process Indicators</u>  | <u>Sample Performance Indicators</u> | <u>Program Application</u>   |
|--|---|--------------------------------------|--|
| <p><b>M4.2</b> - The organization shall periodically identify and consult with credible representatives of relevant stakeholders, including workers, to understand the needs and expectations of those they represent.</p> | <p>Records and outcomes from consultations with stakeholders.</p> <p>Identification and evaluation of local and international stakeholders, including:</p> <ul style="list-style-type: none"> <li>• Relevance to context</li> <li>• Interest in engagement and feedback</li> <li>• Expertise in issue areas</li> <li>• Existing communications detailing stakeholder expectations</li> </ul> <p>Team members involved in stakeholder engagement (cross functional team vs. one person)</p> <p>Statements from consulted stakeholders on their satisfaction with the engagement</p> <p>Gap analysis of stakeholder engagement activities (check for relevant orgs not consulted)</p> | <p>N/A</p>                           | <p>Criterion M4.2 is an expectation of all organizations participating in SAI products or programs. It demonstrates how both assessment and implementation must be considered through the lens of the organization’s context.</p> <p>Who the organization consults with, how robust those consultations are, how often those consultations occur, and other aspects of their stakeholder engagement depend on the type of organization, where they are, their risks and impacts, and other contextual factors.</p> |

| Criteria  | Sample Process Indicators   | Sample Performance Indicators  | Program Application   |
|---|---|--|---|
| <p><b>D4.4</b> - The organization shall respect the rights of personnel to reasonable hours by working toward or achieving personnel work schedules which, at minimum, limit:</p> <ul style="list-style-type: none"> <li>• Regular hours to 48 hours per week;</li> <li>• Overtime hours to 12 hours per week;</li> <li>• Overtime to non-regular scenarios.</li> </ul> | <p>Organizational policies that cover:</p> <ul style="list-style-type: none"> <li>• Overtime</li> <li>• Hours</li> <li>• Wages and Compensation</li> </ul> <p>Work schedule analysis and reporting</p> <p>Work schedule improvement planning, including:</p> <ul style="list-style-type: none"> <li>• Reviewing and adjusting staffing requirements as needed</li> <li>• Piece-rate requirements</li> <li>• Productivity planning, training, and tools</li> <li>• Production capacity calculations</li> </ul> | <p>% of personnel working under 48 hours a week</p> <p># of overtime instances</p> <p>Average hours worked</p> <p>Average overtime hours worked</p> <p># of times any personnel worked more than 12 overtime hours in a week</p> <p>Personnel statements on whether overtime is a regular occurrence</p> | <p>Criterion D4.4 is both qualitative and quantitative in nature. It gives a minimum baseline to reach toward, while recognizing that not every organization participating in every program can meet these expectations.</p> <p><i>E.g., Compliance to an SA8000 Certification program may require that there is both an hours analysis and improvement planning document and that these minimums are achieved within a given timeline.</i></p> <p><i>E.g., Application in a grant project may require that participants create a policy and set an objective to achieve these minimums, but may have no requirement that they are achieved in a specific amount of time.</i></p> |

## About Scoring

When reviewing, please keep in mind that organizations will fulfill their responsibilities to decent work in different ways based on their individual situations. Any assessment (self or third party) must consider the type of organization, industry, location, and its specific risks, opportunities, and impacts.

As such, conformity to the Standard will no longer be assessed as simply ‘yes/no’. Instead, assessors will be asked to consider the organization’s context and to score them based on how well their management system has been defined and implemented to achieve the criteria.

Where the criteria do not explicitly establish a baseline, the acceptable level of performance will vary across SAI programs.

*For example, draft criteria D4.3 states: “The organization shall respect the rights of personnel to a decent standard of living by working toward or achieving at least a*

*living wage or living income.” In this case, a program for less mature organizations may only require the organization to have measured the gap between current and living wages to be considered acceptable. Whereas a program for more mature organizations may require evidence of progressive wage improvement and achievement of living wages for most workers.*

These performance thresholds will be determined for each program (including SA8000 Certification) later in the revision process through a separate consultative process.

**For this review**, do not focus on thresholds needed for certification or participation in any other SAI programs. Instead, focus on how well the criteria capture the outcomes needed at an organization-level to fulfill the principles.

### Comparison to SA8000:2014

| Management Systems                                   |  |
|--|--|
| 2014   | 2025   |
| 9.1 Policies, Procedures and Records                 | M1: Leadership Commitment, Involvement and Integration |
|  | M5: Policy Commitment and Coherence                    |
|  | M6: Objectives, Planning and Resources                 |
| 9.2 Social Performance Team                          | M1: Leadership Commitment, Involvement and Integration |
|  | M2: Worker Involvement and Integration                 |
| 9.3 Identification and Assessment of Risks           | M4: Risks, Impacts, and Context                        |
| 9.4 Monitoring                                       | M9: Monitoring and Grievance Mechanisms                |
| 9.5 Internal Involvement and Communication           | M7: Awareness and Implementation                       |
| 9.6 Complaint Management and Resolution              | M9: Monitoring and Grievance Mechanisms                |
| 9.7 External Verification and Stakeholder Engagement | M3: Stakeholder Involvement and Integration            |
|  | M8: Communications and Transparency                    |
| 9.8 Corrective and Preventive Actions                | M10: Analysis, Review and Continual Improvement        |

| Management Systems                           |  |
|--|--|
| 2014   | 2025                                   |
|  | M7: Awareness and Implementation       |
|  | M6: Objectives, Planning and Resources |
| 9.9 Training and Capacity Building           | M7: Awareness and Implementation       |
| 9.10 Management of Suppliers and Contractors | <i>All</i>                             |

| Performance  |   |
|--|---|
| 2014   | 2025  |
| 1. Child Labour  | D1: Protection of Children and Young Workers                      |
| 2. Forced or Compulsory Labour                             | D3: Free and Fair Recruitment, Employment, and Termination        |
| 3. Health and Safety                                       | D6: Health and Safety   |
| 4. Freedom of Association & Right To Collective Bargaining | D2: Freedom of Association and the Right to Collective Bargaining |
| 5. Discrimination  | D5: Freedom from Discrimination                                   |
| 6. Disciplinary Practices                                  | D3: Free and Fair Recruitment, Employment, and Termination        |
| 7. Working Hours   | D4: Decent Wages and Hours  |
| 8. Remuneration  | D4: Decent Wages and Hours  |
|  | D7: Privacy   |

## Reviewing

### Expectations of Review

We ask that you review carefully and thoughtfully given the time you have available. If your time is limited, we encourage you to focus on the topic(s) of greatest interest to you and/or your organization.

Please use the provided *Feedback Form* (available on September 23, 2024) to submit all comments, suggestions, and concerns.