Worker voice continuum

<table>
<thead>
<tr>
<th>Worker feedback</th>
<th>Worker engagement</th>
<th>Worker participation</th>
<th>Worker representation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Suggestion boxes</td>
<td>Open talk sessions/focus groups</td>
<td>Safety committees</td>
<td>Trade unions</td>
</tr>
<tr>
<td>Worker surveys</td>
<td>Worker management meetings</td>
<td>Worker welfare committee</td>
<td>Collective bargaining agreements</td>
</tr>
<tr>
<td>Hotlines</td>
<td>360 performance reviews</td>
<td>Effective grievance mechanisms</td>
<td></td>
</tr>
</tbody>
</table>

**Key Features**
- One-way communication
- Management-focused
- Little or no feedback to workers
- Management- or worker-initiated
- Two-way communication
- Management dialogues with workers regarding suggestions or concerns and communicates results
- Participation appointed by management and workers
- Defined roles and responsibilities
- Workers elect representatives
- Management honors results of election
- Management negotiates in good faith over terms of employment

At an absolute minimum, companies should ensure an effective grievance mechanism is available for workers and impacted communities to raise concerns and provide feedback. United Nations [Guiding Principle 31](https://www.unodc.org/unodc/en/home/guiding-principles-on-business-and-human-rights.html) provides a list of the effectiveness criteria for companies to follow.

*Content originally presented to the Seafood Task Force by Doug Cahn. The Cahn Group, LLC: May 2018*