

Supplier Deployment Guide

March 2026

1. Introduction

Thank you for supporting the deployment of amfori Speak for Change at your site.

This guide explains what needs to be done before, during, and after introducing amfori Speak for Change in your work site. It is designed for everyone involved (management, supervisors, and workers) to help ensure the mechanism is implemented practically and consistently, and that users understand how to raise concerns and how the process works.

This guide is supported by the Supplier Deployment Confirmation form that you must complete after deployment.

2. Your role in deployment

As site management, you are responsible for ensuring that workers are informed about amfori Speak for Change in a clear, practical, and accessible way.

This means you are expected to:

- Complete the required amfori academy training before the announcement
- Plan and deliver the worker training
- Display posters and distribute flyers
- Explain to workers how they can raise a concern
- Explain that amfori Speak for Change is an anonymous grievance mechanism
- Commit that workers should not face retaliation for using it
- Identify a site contact for retaliation concerns
- Keep evidence of deployment
- Complete the Supplier Deployment Confirmation form after the announcement

3. Before the announcement

Complete the training

Complete the dedicated amfori Academy training module before announcing amfori Speak for Change to workers:
<https://amfori-academy.amfori.org/course/view.php?id=442>

Plan the announcement

Agree internally how the training will be organised at your site.

You may choose to organise it:

- In a whole-site meeting
- By department
- By shift
- By language group, if relevant

Choose the meeting format that will allow you to reach the highest number of workers effectively.

Prepare workers to access the channels

Ensure that workers can use mobile phones during or after training. Encourage them to save or access the contact details immediately.

If phones are not allowed during working time, make access possible during breaks or in another appropriate setting.

Prepare the materials

Print enough posters for visible areas across the site and enough flyers so that each worker can receive one.

Display posters and distribute materials in places such as:

- Break rooms
- Canteens
- Main entrances
- Bathrooms
- Other high-visibility areas, such as staircases

Poster should remain visible after the announcement and replaced/reprinted in the event of damage.

Prepare for deployment confirmation

After deployment, you will be asked to complete the **Supplier Deployment Confirmation** form. Before the announcement, make sure you are able to provide:

- Site details
- Deployment date
- Exact number of workers trained
- Languages used during the announcement
- Name and email address of the person responsible for retaliation concerns at site level
- At least one photo showing the poster displayed at the site

4. During the training

Gather as many workers as possible. If needed, organise several smaller sessions.

Keep the explanation simple and focus on the key points workers need to understand.

What you should explain to workers

When introducing amfori Speak for Change, it is important that workers and other users clearly understand the following:

What amfori Speak for Change is

amfori Speak for Change is a grievance channel that allows workers and other affected individuals to safely raise concerns related to working conditions and labour rights. It is designed to support dialogue, follow-up, and remediation where issues cannot be resolved locally.

Who receives the information

- Complaints are received by the amfori Speak for Change team
- If relevant, amfori may inform the companies that buy products from the factory so they can support follow-up and remediation
- Only the necessary information is shared, and personal details are protected

How the information is treated

- Complaints are handled privately
- People can raise concerns without giving their name
- Each case is reviewed to check for safety risks, including the risk of retaliation

Protection from retaliation

- amfori Speak for Change is designed to protect people who raise concerns
- The factory commits that workers will not be punished, treated unfairly, or face negative consequences for using amfori Speak for Change
- If risks are identified, steps such as anonymous handling or limited sharing of information may be used to keep people safe
- Retaliation is not accepted and will be addressed if identified

What to expect from the process

- Raising a concern does not automatically lead to sanctions
- The process focuses on understanding the issue and supporting practical remediation
- Complainants are kept informed about the progress of their case, where possible

What amfori Speak for Change is not

- It is not a disciplinary tool or a legal process
- It does not replace local grievance mechanisms but complements them when issues cannot be resolved at site level

5. How workers can raise a concern

Workers can raise a concern in **2 ways**.

Phone

Workers can call the number shown on the posters and flyers.

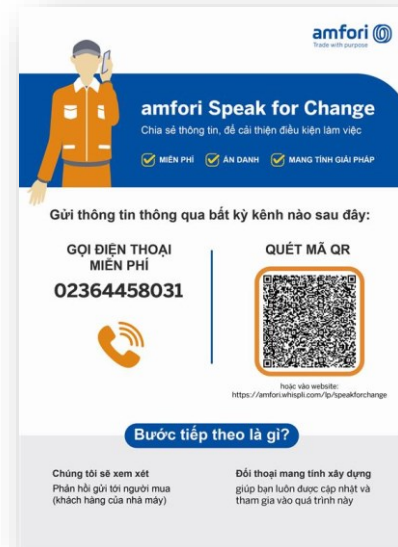
Please note:

- Some countries do not have toll-free numbers
- Where this is the case, local call costs may apply

Webform

Workers can:

- Scan the QR code on the poster or flyer, or
- Go directly to: amfori.whispli.com/lp/speakforchange



IMPORTANT: Workers should mention the official company name of their employer when submitting a concern.

6. After the worker training

After the worker training, you should:

- Hand out flyers so workers can keep the contact details
- Answer workers' questions
- Listen to feedback
- Leave any extra flyers in places where workers can easily take one later
- Make sure posters remain visible at the site

You should also keep evidence of deployment, especially:

- A photo showing the poster displayed at the site
- Any additional supporting evidence you may wish to retain, such as training attendance Records, internal communication, or photos of the worker briefing

7. After deployment

If a concern related to your site is taken forward through Speak for Change, relevant amfori member brands may follow up with the factory management.

Your cooperation is important. You may be asked to support clarification, discuss the issue, and contribute to appropriate remediation actions.

This process is intended to help identify concerns, support appropriate follow-up, and encourage practical remediation.

8. Final step: complete the Supplier Deployment Confirmation form

Once the worker training has taken place and deployment steps have been completed, you must complete the **Supplier Deployment Confirmation** form.

Complete one form per site.

The form is available at: [Supplier Deployment Confirmation Form](#)

Or through the amfori Speak for Change landing page: <https://amfori.whispli.com/lp/speakforchange> under the **Supplier Deployment Confirmation Form** button.

In the form, you will be asked to confirm, among other things:

- That the required training was completed before the announcement
- That the worker announcement took place
- That posters were displayed and flyers were distributed
- That workers were informed how to raise a concern
- That workers were informed they must not face retaliation for using Speak for Change
- Who the retaliation contact person is at site level
- And to upload supporting evidence, including a photo of the poster displayed at the site

This form is an important part of deployment monitoring and helps confirm that Speak for Change has been deployed at your site.

9. Need support?

If you have questions or need support, please contact:

speakforchange@amfori.org

amfori

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