

圆桌互动：劳工部分的能力提升

Panel Session: Enhancement of Labor Performance

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嘉宾介绍 Speaker Bio

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- 职位：资深技术经理
- 公司：TÜV Rheinland
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- 背景：

- 毕业于中山大学化学与化学工程学院
- 从事社会责任及可持续发展工作19年
- 帮助多个品牌对供应链的社会责任及可持续发展表现进行管理，包括但不限于风险评估工具的开发，审计方法论及审计工具的设计，现场审计的执行，能力建设等等
- 熟悉PSCI, SA 8000, SMETA, amfori BSCI, RBA (formerly known as EICC), WRAP, ICTI, ICS等各大主流审核标准



嘉宾介绍 Speaker Bio

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- 背景：
- 生物技术专业背景及医疗器械行业背景
- 从事社会责任及可持续发展工作15年
- 熟悉PSCI, SA 8000, SMETA, amfori BSCI, RBA (formerly known as EICC), WRAP 等各大主流审核标准
- 致力于现场审核的执行，供应商能力建设，审核方法培训，品牌审核技术支持等



嘉宾介绍 Speaker Bio

- 姓名: Murugan Subramanian
- 职位: 第三方劳工权益资深经理 Senior Manager – Third Party Labor Rights
- 公司: 诺华 (印度) Novartis, India
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- 背景:
 - 印度Pondicherry大学信息技术学士; Bharathidasan大学社会工作硕士; 印度理工大学发展学博士在读 B.Tech (Information Technology) (Pondicherry University, India); Master of Social Work (Bharathidasan University, India). Currently, pursuing PhD in Development Studies from Indian Institute of Technology, Hyderabad)
 - 16+年公司治理、政府、非政府行业经验 16+ years of experience in the Corporate, Government and Non-governmental sectors
 - 在过去13年, 专注于各个领域的供应链合规/劳工权益风险管理/ 负责任采购领域 – 包括农业、服装、珠宝、化妆品等行业。 Specialising in the field of Supply Chain Compliance/Labor Rights Risk Management/Responsible Procurement for the last 13 years across the industries – Agriculture, Apparel, Artificial Jewellery, Cosmetics, Dyeing, Engineering, Home Furnishing, IT, Leather, Pharmaceutical, Printing, Textile, Warehousing & Distribution etc.,



议程 Agenda

有效控制工作时间 To Control Working Hours Effectively

完整的带薪休假福利 To Provide A Completed Paid Leave System

女职工保护 To Protect Female Employees

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加班超时的常见原因 Common Reasons for Excessive Overtime

想一想：在贵公司有哪些常见的加班超时的原因？

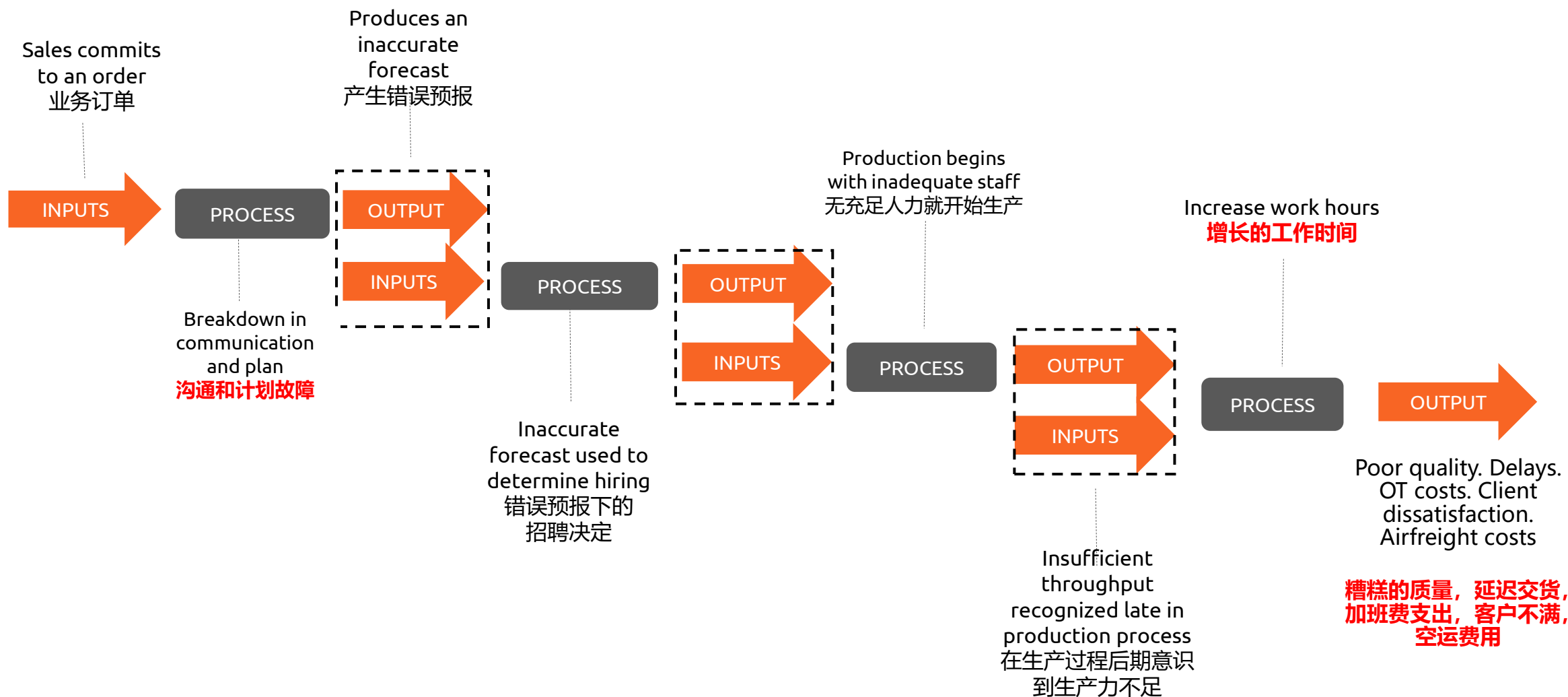
Think about: What are the common causes of overtime in your company?



加班超时的常见原因 Common Reasons for Excessive Overtime



加班超时的常见原因 Common Reasons for Excessive Overtime



有效的工时管控 Effective Control & Monitoring on Working Hours

常见的管理方式 Common management method

通知人事部，招聘更多工人。
Inform HR, recruit more workers.

这个办法不错，工人多了就不用加班了。
Good idea! No overtime needed if we have more workers.



Scenario #1
场景 #1

错误示范 1
Wrong
example 1

有效的工时管控 Effective Control & Monitoring on Working Hours

告诉各个车间主任，控制加班时间，每周二，四，六不加班。

Inform each workshop leader, control the overtime hours, there should be no overtime on every Tuesday, Thursday and Saturday.

这太容易了，我们很容易做到！

That's easy. I guess we could do that without problem.



Scenario #2
场景 #2

错误示范 2
Wrong
example 2

有效的工时管控 Effective Control & Monitoring on Working Hours

那我们还需要做些什么吗?
Then what we are we going to do?

不需要，每家公司都有淡旺季。
Nothing. Every company has peak & off-seasons.



Scenario #3
场景 #3

错误示范 3
Wrong
example 3

有效的工时管控 Effective Control & Monitoring on Working Hours

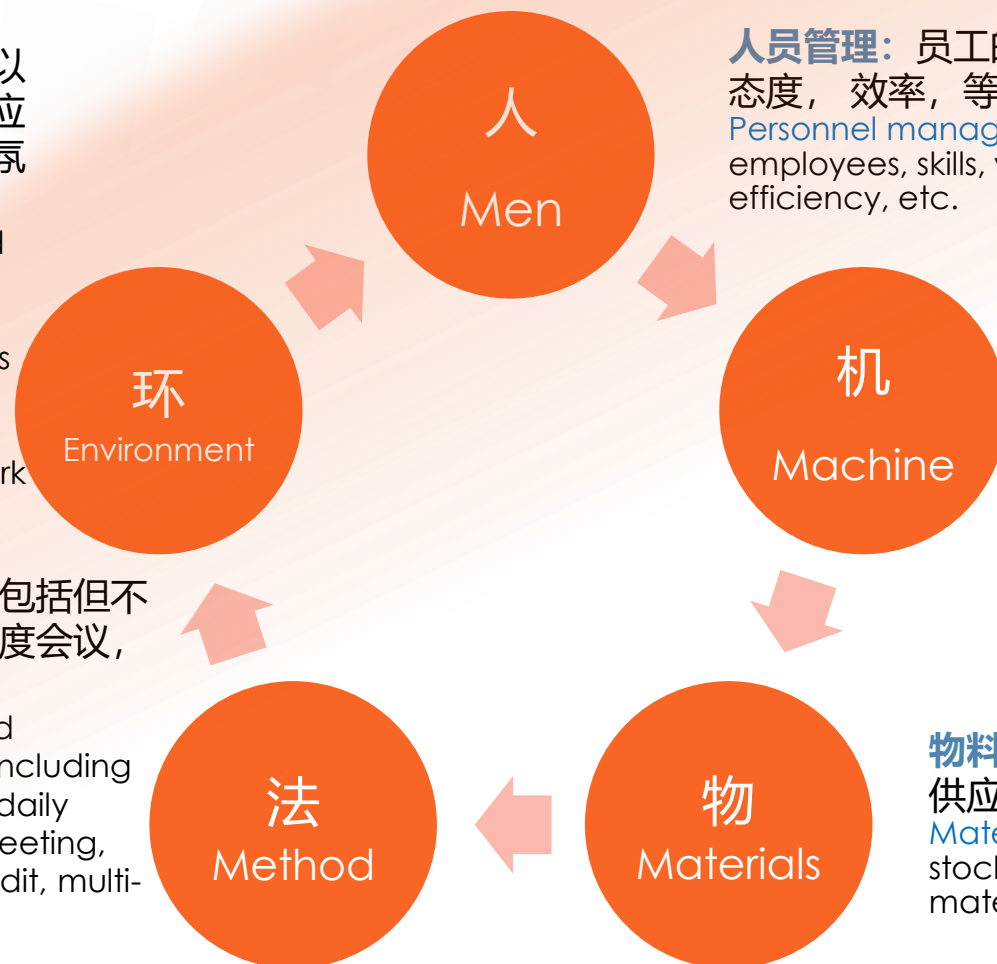
有效的管理方式 Effective management method

工作环境：保证清洁安全的工作环境，以减少工伤和意外的发生，建立自然灾害应急预案从而减少商业中断，良好的工作氛围减少员工的不满提高工作效率，等。

Working environment: ensure a clean and safe working environment to reduce the occurrence of injuries and accidents, establish natural disaster emergency plans to reduce business interruptions, and a good working atmosphere to reduce employee dissatisfaction and improve work efficiency.

监督管理：建立和实施科学的监督流程，包括但不限于：目标化管理，日常监督，月检，季度会议，年度评估，内外审，多部门协作，等。

Supervision and management: Establish and implement scientific supervision processes, including but not limited to: Targeted management, daily supervision, monthly inspection, quarterly meeting, annual evaluation, internal and external audit, multi-department collaboration, etc.



人员管理：员工的数量，技能，工作态度，效率，等。

Personnel management: number of employees, skills, work attitude, efficiency, etc.

设备管理：设备的采购，安装，调试，校准，标准化，维护保养和更新。

Equipment management: procurement, installation, testing, calibration, standardization, maintenance and updating of equipment.

物料管理：从采购到库存，确保物料合理利用；供应商的选择和监管，等。

Material management: from order placement to stock management, to ensure the rational use of materials; Selection and monitor of suppliers, etc.

从根本原因着手减少工时 Reduce Working Hours from Root Causes

- 我们希望听到这样的对话 We hope to hear the conversation like this ...

是的，有关系。工艺的变化会导致员工因为不熟悉操作而效率降低。如果我们在变更分析过程发现这个问题，就需要加强员工培训，如果培训之后工作效率仍然不如从前，就需要增加人手。 Yes, there is a relationship. Changes in the process can lead to less efficiency due to employee's unfamiliarity with it. If we find this problem during the change analysis process, we need to strengthen staff training, after the training if the work still could not as productive as before, we need to increase the number of people.

我明白了。所以，变更管理没有考虑人的因素才是**根本原因**。

I see. So, the **root cause** is that change management does not consider the human factor.

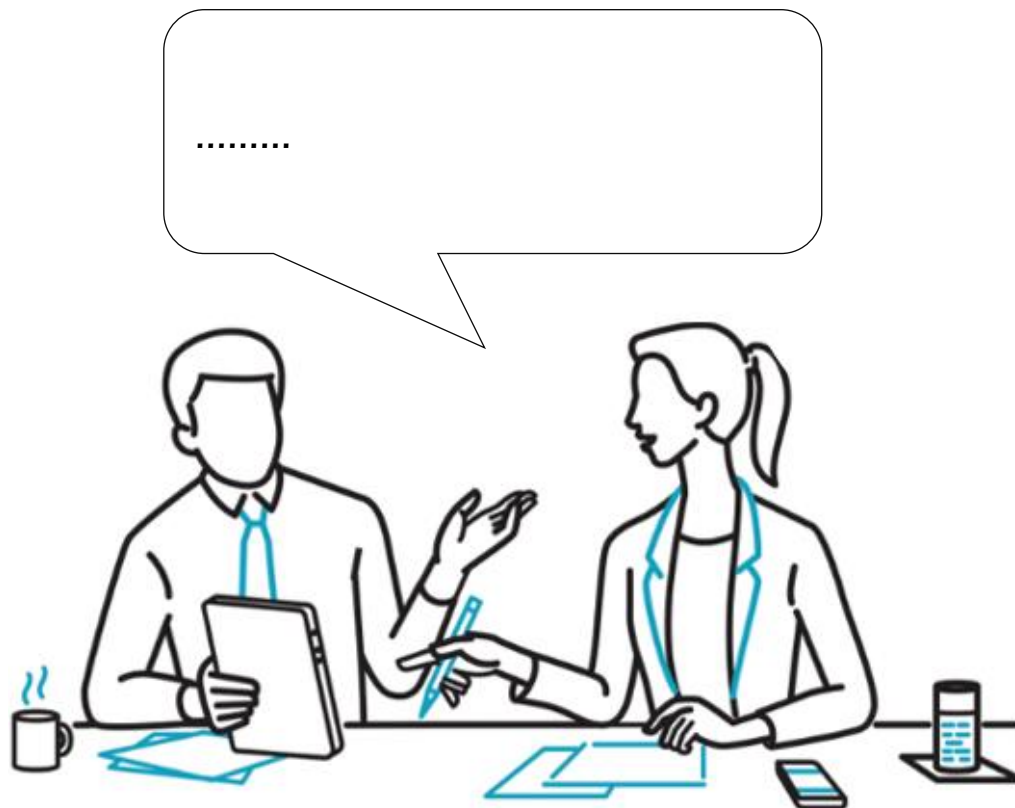


Scenario #4
场景 #4

正确示范
Good
example

分享环节 Sharing

- 好的案例分享以及面临的挑战 Please share good practices and challenges.



议程 Agenda

有效控制工作时间 To Control Working Hours Effectively

完整的带薪休假福利 To Provide A Completed Paid Leave System

女职工保护 To Protect Female Employees

带薪休假的类别 Types of Paid Leave

法定节假日 Statutory holiday

带薪年假 Paid annual leave

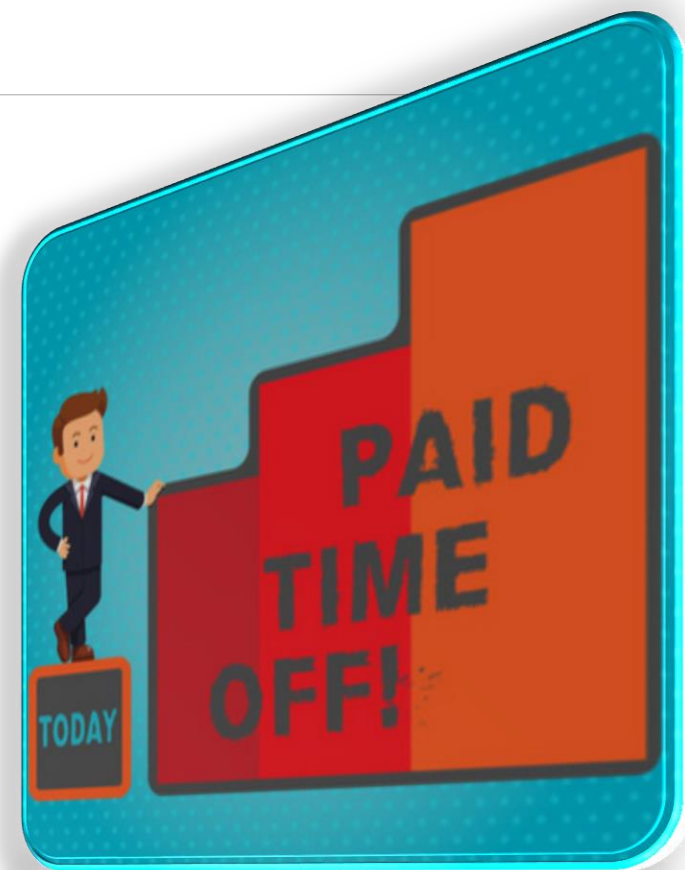
病假 Sick leave

- 病假 sick leave
- 医疗期 medical treatment period

特定情景假期 Leave in specific circumstances

- 婚假 Marriage leave
- 丧假 Funeral leave
- 探亲假 Family leave

工伤假 Working-related injury leave



带薪休假的类别 Types of Paid Leave

生育相关的假期 Childbirth-related leave

- 产检假 Prenatal checkup leave
- 产假 Maternity leave
- 哺乳假 Breastfeeding leave
- **陪产假** Paternity leave
- **育儿假** Parental leave
- 小产假 Abortion leave
- 产前假 Prenatal leave
- 父母护理假 Parents nursing leave
- 痛经假 Dysmenorrhea leave



带薪年休假的统筹安排 Smart Arrangement of Paid Annual Leave

- 设定全年休假计划 Annual leave plan
- 年休假中的“协商” “Negotiation” on annual leave between employees and employer
 - **政策要点：** 企业可与职工协商使用带薪年休假并根据工作需要予以统筹安排。
Key points of the policy: Companies can negotiate with employees to use paid annual leave and make overall arrangements according to work needs.
 - **共议单决：** 无论劳动者是否同意，企业都可以统筹安排年休假，“与职工协商”只规范决定程序，而不影响企业单方决定权。
Single-resolution by consensus: Regardless of whether the employee agrees or not, the company can make overall arrangements for annual leave, and "consultation with the employee" only standardizes the decision-making procedure, but does not affect the company's unilateral decision-making power.
- 跨年度休假安排 Annual leave cross the year
- 新员工与离职员工休假 Annual leave for new employees and employees to resign
- 未休年假补偿 compensation for not taken annual leave
- 间接员工带薪年休假，如派遣工 Annual leave for indirect employees, e.g. dispatched workers

分享环节 Sharing

- 张三在A公司工作1年后在2023年3月31日离职，在2023年4月1日入职B公司，请问B公司在2023年应当给张三提供带薪年假吗？ Tom worked for A company for 1 year and resigned on March 31, 2023, and start to work for B company since April 1, 2023. Should B company provide paid annual leave for Tom?
- 如果应该提供，需要提供几天？
If yes, how many days?



$(\text{当年度在本单位剩余日历天数} \div 365 \text{天}) \times \text{职工本人全年应当享受的年休假天数}$

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完整的带薪休假福利 To Provide A Completed Paid Leave System

女职工保护 To Protect Female Employees

女职工三期保护 Special Protection for Female Employees

■ 孕产妇生理心理变化 Physiological and Psychological Changes of Pregnant Women & Nursing Mothers

■ 孕妇生理变化 Physiological Changes of Pregnant Women



女职工三期保护 Special Protection for Female Employees

- 孕产妇生理心理变化 Physiological and Psychological Changes of Pregnant Women & Nursing Mothers
- 孕妇心理变化 Psychological Changes of Pregnant Women



女职工三期保护 Special Protection for Female Employees

- **孕产妇生理心理变化** Physiological and Psychological Changes of Pregnant Women & Nursing Mothers
- **哺乳期母亲生理及心理变化** Physiological & Psychological Changes of Nursing Mother

生理 Physiological

强烈的泄乳反射

- 可能由于母乳供应过剩
 - 刺痛
 - 泄露
 - 抽筋

涨奶

- 母乳供应过剩或不经常挤奶
 - 乳房肿胀
 - 乳房触痛
 - 低烧

乳房感染（乳腺炎）

- 由母乳积聚和阻塞引起
 - 发烧和/或类似流感的症状，如感觉疲惫或非常疼痛
 - 恶心
 - 呕吐

心理 Psychological

内分泌因素

- 临产前胎盘类固醇的释放达到最高值，产妇表现情绪愉快，而分娩后胎盘类固醇分泌突然减少，产后容易表现抑郁

产科因素

- 产时、产后的并发症、难产、滞产、使用辅助生育技术、第一产程时间长、阴道助产、手术等均会给产妇带来紧张和恐惧，导致生理和心理上的应激增强，诱发产后抑郁症

躯体疾病因素

- 尤其是感染、发热等对产后抑郁的促发有一定影响

女职工三期保护 Special Protection for Female Employees

- **孕产妇健康安全风险评估** Risk Assessment for Pregnant Women & Nursing Mothers
- **职业接触生殖危害和心理危害** Reproductive Hazards and Psychological Hazards in Occupational Exposure



女职工三期保护 Special Protection for Female Employees

■ 孕产妇健康安全风险评估 Risk Assessment for Pregnant Women & Nursing Mothers

识别危害
Identify the hazards

危害

潜在的危害，其本质会对健康、生命、财产或其它有价值的利益造成损害，即使只是理论上

可以是物质，活动，事件，或者情境

确定谁会受到伤害以及如何受到伤害
Decide **who** could be harmed and **how**

对象

- 准妈妈
- 孕妇和胎儿
- 哺乳妈妈和婴儿

适用于**所有类型**的员工（直接用工，间接用工，劳务派遣员工，未成年工，实习生，学徒.....）

评估风险，决定预防措施
Evaluate the risk and decide on **controls**

风险

在特定事件中暴露于危害的**概率**，以及可能结果的**严重性**

必须始终考虑和应用**风险控制层级理论**

记录结果，实施及告知
Record the findings, **implement** and **inform**

沟通

- 标签标识
- 作业指引
- 海报和宣传栏
- 新员工培训
- 定期培训
- 书面告知
-

检讨并在必要时进行更新
Review and **update** where required

检讨及更新

- 定期检讨
- 当物料/机器/工艺/流程发生变化时
- 法规或者标准更新时

女职工三期保护 Special Protection for Female Employees

■ 孕产妇健康安全风险评估 Risk Assessment for Pregnant Women & Nursing Mothers



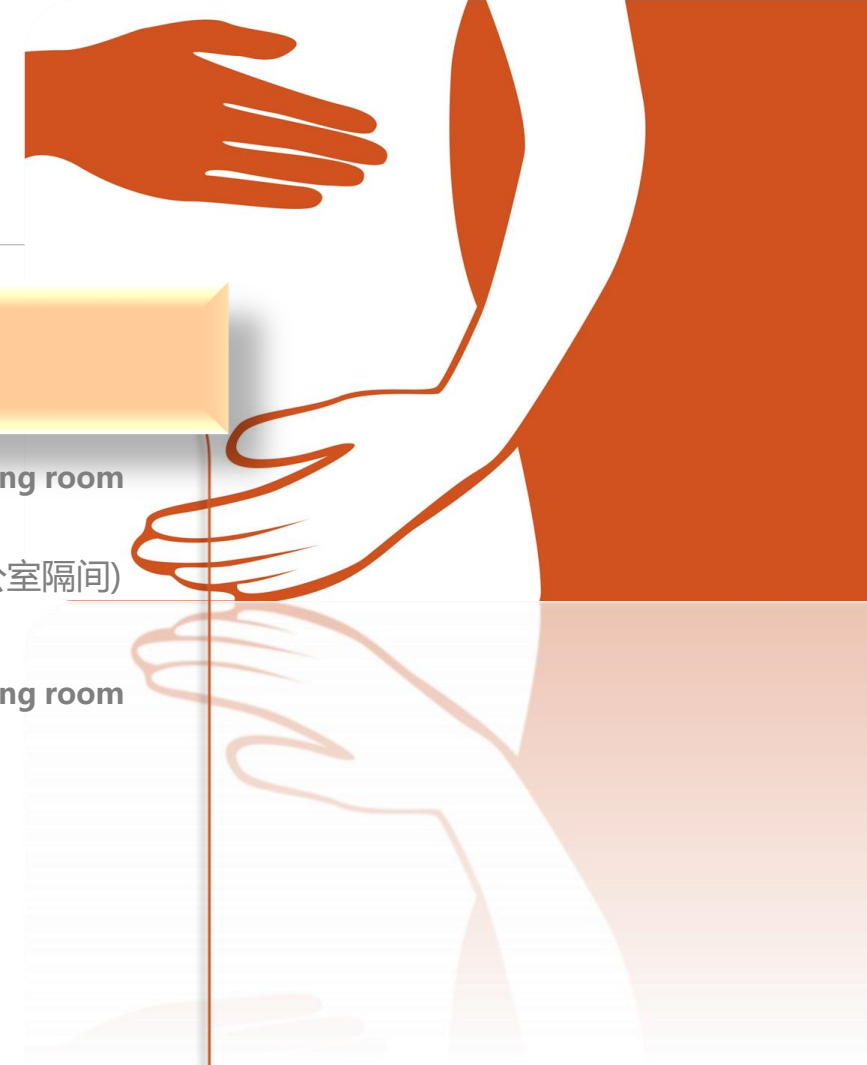
哺乳室的设置 Setup of Nursing Room

请做 DO

- **哺乳室的位置 Location of the nursing room**
 - 方便使用、空气流通、安静舒适的区域
 - 靠近工作区域
 - 4-10平米
- **哺乳室的设置 Facilities in the nursing room**
 - 恒温空调
 - 隐私防护设备
 - 防滑地面
 - 便于哺乳休息的座椅
 - 冰箱
 - 电源插座
 - 垃圾桶
 - 提供热水和洗手液的洗手台
 - 带安全扣的婴儿尿布台
 - 婴儿床

请不要做 DON' T

- **哺乳室的位置 Location of the nursing room**
 - 厕所或临近厕所
 - 远离员工工作区域 (如经理办公室隔间)
 - 面积过于狭小
- **哺乳室的设置 Location of the nursing room**
 - 设备不齐全
 - 或无任何设备
 - 无内部上锁设备



哺乳室的设置 Setup of Nursing Room



请做 DO

- **哺乳室的管理 Management of the nursing room**
 - 专人负责
 - 宣传告知所有哺乳期员工有权使用
 - 仅供哺乳期员工使用
 - 员工使用哺乳室期间视为正常工作
 - 定时清洁消毒，设备维护
 - 定期检查，纳入公司内审
 - 收集员工使用反馈意见，定期进行满意度调查
 -

请不要做 DON' T

- **哺乳室的管理 Location of the nursing room**
 - 无专人管理
 - 没有进行宣传，员工不知道有哺乳室
 - 仅允许部分员工使用(如管理层，直接员工，等)
 - 其他人员占用哺乳室
 - 使用哺乳室期间视为缺勤
 - 没有定时清洁消毒，设备维护
 - 没有定期检查
 - 未及时听取员工意见和使用反馈
 -

注意相关法规：《关于加快推进母婴设施建设的指导意见》，《女职工劳动保护特别规定》《女职工保健工作规定》及地方相关法规

分享环节 Sharing

- **最佳实践分享**

Best practice sharing

- 公司医务室配备妇科医生
- 按需延长哺乳期
-

- **其他案例讨论**

Other case discussion

