

# Report on Pilot Project for Implementation of Guidance on Freedom of Association for Employers in Mexico

This report on the Pilot Project for the Implementation of the Mexico Committee's Freedom of Association Guidance for Employers was authored by Margarita Estrada in collaboration with the staff of the Maquila Solidarity Network (MSN).<sup>1</sup> It was published by MSN for the Mexico Committee of the Americas Group. The Pilot Project (November 2024-June 2026) involved seven Mexico Committee participating brands (adidas, Carhartt, Gap, Levi's, Nike, Puma, and VF Corporation). The project was overseen by the Mexico Committee Steering Team, which included MSN.

The Americas Group has now ended its work. If you are interested in further information on this report and/or its recommendations, please contact MSN.<sup>2</sup> For further information and background on the Americas Group and the work of its Mexico and Central America committees, you can access past annual reports and publications [here](#).

## Background

For over a decade, the Mexico Committee has established and refined guidelines for supplier and wholly owned facilities regarding Freedom of Association (FOA) and Collective Bargaining rights. These guidance documents are the result of extensive discussion and collaboration among brands, trade union organizations, labor rights NGOs, and legal experts.

The Guidance has undergone multiple iterations, most recently in June 2024, to reflect the evolving legal land-scape, specifically the landmark Mexican Labor Law Reform of May 1, 2019. This ongoing work was developed to provide companies with the clear information needed to overcome institutional barriers

## Contents

### Employer Guidance Implementation Pilot

1. Evidence tool design & development process	3
2. Webinar – Evidence tool use	5
3. Technical Implementation & Compatibility	5
4. Implementation	6
5. Pilot Outcomes & Brand Insights	7
6. Data Analysis & Results	8
7. Conclusions and Strategic Recommendations	11
Appendix A – Pre-2024 Mexico Committee materials	13
Appendix B – Evidence tool: Design, logic and interface	14

<sup>1</sup> Margarita Estrada is an environmental engineer and consultant specializing in responsible supply chains and ESG risk management. She focuses on global supply chain transparency, international labor standards, and verifying workplace human rights compliance. The MSN team included Bob Jeffcott, Rodrigo Olvera Briseño, Lynda Yanz. Design: andreacarterdesign.com.

<sup>2</sup> Contact: [communications@maquilasolidarity.org](mailto:communications@maquilasolidarity.org)

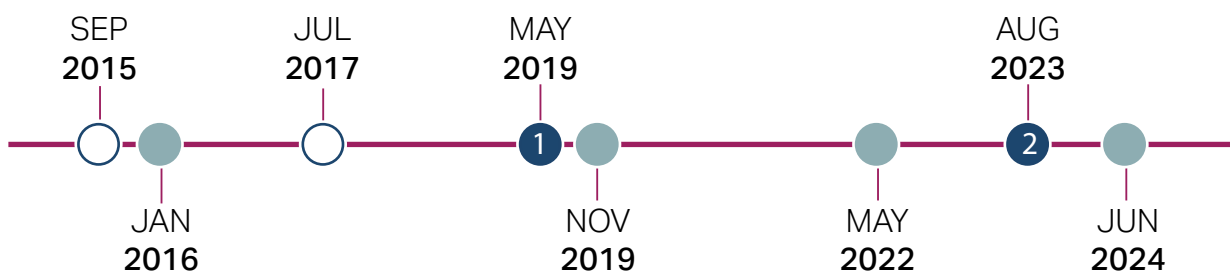
to freedom of association and to prevent or remediate non-compliance with these fundamental human rights. Beyond providing technical guidance, the Committee has historically addressed endemic issues in the apparel and footwear sectors by advocating for systemic change. This included issuing open letters to the federal government in 2015 and 2017 to support labor justice reform and the alignment of national laws with ILO Conventions 87 and 98, specifically targeting the elimination of “protection contracts” (simulated collective bargaining agreements signed between employers and unrepresentative unions).

Under the United States-Mexico-Canada Agreement (USMCA), specifically Chapter 23 and Annex 23-A, freedom of association has shifted from a social ideal to an enforceable economic pillar. The agreement mandates the elimination of so-called “employer protection contracts” in favor of independent, democratic union representation.

This international pressure, combined with the 2019 domestic reforms, requires factories to navigate a new regulatory environment. Success now depends on their ability to manage relationships with unions that have successfully legitimized their Collective Bargaining Agreements (CBAs) through the mandated free and secret ballot voting process or have received a certificate of representativeness from the Federal Center for Conciliation and Labor Registration.

### Timeline: 10 Years of Freedom of Association Advocacy and Guidance

- Letters issued by Mexico Committee companies to the Federal Government in favor of labor justice reform
- Guidance documents published by the Mexico Committee
- Labor Justice Reform (1) and end of CBA legitimation period (2)



# 2024 Employer Guidance and Implementation Pilot

The current FOA Employer Guidance was approved by the Mexico Committee at its June 2024 in-person meeting.<sup>3</sup> It is informed by a robust history of strategic publications and stakeholder feedback. The listing of brand expectations and evidence in the Guidance was the basis for the 2025 pilot and this report. (See Appendix A, p. 13, for a listing of the Mexico Committee and MSN publications that shaped the current standards in the Guidance, and which were the focus of the pilot project.)

On its 2024 year-end full committee call, the Mexico Committee agreed to implement a FOA Compliance pilot project tracking supplier factories' implementation of the 2024 Employer Guidance, as a priority work stream for 2025, and set a deadline of end January for brands to confirm their participation and names of supplier factories they would invite to participate. By end January 2025, seven brands had confirmed and provided the names of 21 supplier factories to work with through the process. Participating brands met in early February and agreed to a timeline and priorities for the pilot implementation and to constitute a working group for overseeing and monitoring the project. The Technical Team, comprised of Margarita Estrada and MSN staff, was formed in November to begin development of what became the Evidence Tool, working closely with the Mexico Committee Steering Team. Margarita was the architect of the Evidence Tool.

## 1. Evidence tool design & development process

The FOA Evidence Tool was created to operationalize the Mexico Committee's 2024 Employer Guidance. It translates high-level principles into a practical framework that factories can integrate into their existing compliance management systems. By providing a clear roadmap for documentation, the tool serves as a starting point for the identification of gaps against the legal requirements and good practice, as well for internal management, worker communications, and external stakeholders during audits or inspections.

Two critical considerations served as the drivers for developing this tool:

- **Clarifying Applicability.** Factories often incorrectly assume that if they do not have a union, Freedom of Association rights do not apply to them. The tool was designed to eliminate this ambiguity by clearly defining exactly which obligations apply to a facility's daily operations, regardless of whether they have a union and/or a Collective Bargaining Agreement (CBA).
- **Data-Driven Progress.** There was a significant interest in moving beyond qualitative advice toward measurable implementation. By enabling factories to track their progress through completion percentages, the tool functions as a project management resource. This allows both brands and facilities to monitor quantitative progress.

With these drivers in mind, the design prioritized a "minimalist" approach, providing only the essential information needed to act, while maintaining direct links back to the full Guidance for users to consult the deeper technical context.

The design and development of the tool followed four stages to ensure the final product was both technically robust and practically applicable for factory environments.

---

<sup>3</sup> [maquilasolidarity.org/en/employer-guidance-freedom-association\\_mexico](https://maquilasolidarity.org/en/employer-guidance-freedom-association_mexico).

## i. Mapping

The initial phase required a granular deconstruction of the Guidance into its smallest constituent parts. The goal was to move away from broad summaries and toward specific, actionable data points.

- Firstly, the Guidance was broken down into different applicable scenarios to ensure the tool remained relevant regardless of a factory's specific context.
- Requirements were mapped based on the "situation" of the facility (e.g., whether a union and/or collective bargaining agreement are present or not).
- Each requirement was further categorized by the specific compliance topic it addressed.

The mapping exercise allowed the designers to identify how many items were applicable to each specific "situation," providing a quantitative foundation for the tool's scope.

## ii. Evidence Identification and Description

Once the requirements were mapped, the process shifted towards defining what tangible documentation or actions could confirm compliance during daily factory operations.

- The team translated each requirement into a "suggested evidence" point. This includes records, policies, photographs, or standard operating procedures (SOPs).
- The descriptions are not intended to be a rigid, single "correct" response. Instead, they serve as a minimum benchmark or source of inspiration. Factories can develop alternative evidence that meets the same intent without following a specific naming convention.
- Each description ensures that the evidence provided, regardless of its format, contains the necessary elements to meet the expectations of the Guidance.

## iii. Design

The tool evolved through iterative versions to prioritize user experience and project management functionality. While the first version was drafted in a document format, it was later transitioned to a spreadsheet. This enabled users to filter, sort, and track progress in a more practical "project management" style. See Appendix B, p.14, to view the details in the four Spreadsheet Tabs.

## iv. Consultation

The tool underwent several rounds of review with the MSN team and the FOA Working Group that included adidas, Nike, Carhartt, GAP, Levi's, and VF Corporation, ensuring the tool meets the standards of global supply chain compliance.

## 2. Webinar – Evidence tool use

Between February and March 2025, the project transitioned from tool design to active capacity building. The primary engagement consisted of an introductory webinar on the evidence tool, held on March 18 and 20, 2025.

**Participant Overview:** The sessions were attended by 30 participants representing 20 different factories. These facilities serve as suppliers to the seven brand participants.

**Technical Focus and Objectives:** Unlike previous engagements with suppliers, the primary objective of these sessions was increased understanding of the function and objectives of the compliance tool, rather than a review of the content of the Guidance document. This strategic focus was chosen because the majority of participating brands and suppliers had already engaged in webinars between 2019 and 2024 on freedom of association and Mexican legal requirements. Given their existing familiarity with social compliance requirements and previous iterations of the Guidance, the 2025 sessions prioritized:

- Enable user familiarization. Ensuring participants understood how to navigate the spreadsheet format.
- Practical application. Getting users comfortable with filtering requirements and identifying the specific “situations” relevant to their factories.

### Webinar Content and Exercises

The sessions were structured to be interactive, moving beyond passive listening to active problem-solving. Each webinar began with a quiz designed to gauge supplier factories’ initial understanding of Mexico’s current FOA legal requirements. This exercise served to “prime” the participants, getting them to think critically about Freedom of Association, what it means to meet specific requirements, and crucially, how to properly document their daily practices.

The webinars focused on hands-on exercises, where participants engaged in live exercises to gain a clearer understanding of the internal logic of the tool. This included mapping specific facility scenarios and identifying the corresponding evidence needed to sustain compliance during an audit or technical review.

## 3. Technical Implementation & Compatibility

Following the webinars, several factories reported that the Personalized List (automated filtering) was not functioning as intended. An internal technical review identified that the tool requires Microsoft 365 or Excel 2021 (or later), or Excel for OneDrive, as it utilizes the dynamic FILTER function not available in older versions like Excel 2019 or 2016.

To resolve this issue, users were informed that the evidence tool requires Microsoft 365, Excel 2021, Excel for OneDrive or Office 2024. Users were instructed to avoid older legacy versions to ensure the automated filtering logic remains intact and functional.

## 4. Implementation

Following the initial launch and training webinars, the project entered a practical implementation phase. This period was defined by direct collaboration between the participant brands and their respective suppliers to operationalize the tool within the Mexican regulatory context.

### Implementation Expectations for Participating Factories

The core objective of the implementation phase was to move beyond theoretical knowledge and achieve verifiable compliance. Participating suppliers were expected to execute the following:

- Use the tool to integrate the Freedom of Association Guidance into daily operations, ensuring alignment with Mexico's updated legal obligations.
- Evaluate current internal practices to identify existing documentation and, more importantly, highlight "evidence gaps" where practices were not yet formally recorded.
- Establish clear timelines in coordination with brand partners for the development and submission of missing evidence to close identified compliance gaps.

### Brand Alignment Workshop

A few months after the tool's launch, during the June 2025 Mexico Committee meeting, we took the opportunity to hold a mini workshop for brand representatives. As these individuals were responsible for guiding factories and reviewing submitted documentation, it was observed that internal alignment on evaluation criteria was essential.

- The workshop included exercises where brand representatives analyzed sample evidence together. This ensured that a "policy" or "record" accepted by one brand met the same quality and compliance standard across the entire committee.
- The sessions clarified the brands' dual role as both technical mentors to assisting factories in navigating the tool and subsequently reviewer of the evidence provided.

### Capacity Realignment

As the implementation phase progressed, the Committee conducted a realistic assessment of the oversight capacity required to support factories effectively. It became evident that the level of technical mentorship and detailed evidence review required for a robust pilot exceeded the initial bandwidth expectations of the participating brands.

- Adjustment in factory participation: To ensure the quality and integrity of the pilot results, the brands made the strategic decision to narrow the scope of participation. This allowed for more one-on-one support for the remaining facilities. Consequently, the pilot was streamlined from the 20 factories that attended the initial webinars to a core group of 7 representative factories producing for the remaining participating brands.
- Changes in brand participation: In August 2025, after the tragic and unexpected death of a key member of the adidas sustainability team, Julian Vargas, and the lack of immediate bandwidth for the remaining team to absorb

the intensive pilot responsibilities, adidas decided to step back from the pilot project. To ensure the continuity of the work at the facility level, Puma—who shared production sites with adidas—stepped in to assume oversight for these factories.

On its September 24, 2025 full-committee call, the Mexico Committee paid a special tribute to Julian, acknowledging his important role in the Mexico Committee over the past decade and the invaluable leadership in the development and implementation of the pilot project.

## 5. Pilot Outcomes & Brand Insights

The implementation phase concluded with a comprehensive data collection and refinement process. By consolidating factory metrics and qualitative feedback, the technical team identified the key drivers of success and the structural obstacles to long-term viability of the tool.

Feedback was collected from brands to understand successes, learnings, and challenges along the way. Among the key achievements and successes identified by brands are:

- Brands and factories praised the “logic-based” design of the tool by utilizing conditional filtering, the tool automatically identifies requirements specific to a factory’s situation (e.g., union vs. non-union), reducing technical confusion and streamlining the user journey.
- The tool shifted the focus to a proactive management system, empowering factories to diagnose their own institutional gaps and integrate FOA as a transversal principle across all HR functions.

Despite the successes, several challenges emerged that will inform future iterations:

- A significant discrepancy was noted between factory self-reporting and brand validation. In one instance, a factory’s perceived compliance dropped from 56% to 37% upon professional review, highlighting a critical need for better training on what constitutes “adequate evidence.”
- The tool’s depth is both a strength and a hurdle. Without dedicated on-site visits or significant staff bandwidth, remote coordination proved slow, frequently leading to implementation delays.
- In a high-pressure manufacturing environment, FOA implementation often competed for attention with production quotas and other social or environmental audits. Without significant commercial leverage, maintaining high engagement proved difficult.
- In facilities with existing unions, some managements expressed hesitation towards activities that required direct, transparent coordination with union leadership.
- Brands learned that successful implementation requires selecting factories with which they have stable, long-term business relationships. Because sourcing and business decisions can shift, prioritizing suppliers where there are significant commercial leverage and a history of collaboration ensures that the pilot remains a priority.

## 6. Data Analysis & Results

The project concluded with a two-step validation and analysis process. First, the technical team conducted a rigorous review of the documentation and evidence submitted by each factory.<sup>4</sup> To facilitate this, a dedicated technical feedback column was integrated into the Evidence Tool, providing factories with specific guidance on where their documentation met the standard and where adjustments were required.

Second, the data from all individual factory tools was consolidated into a centralized database. This allowed the technical team to perform a comparative analysis between factory perceptions and the objective compliance reality. The following table presents the breakdown of participating factories, comparing their Self-Assessed Implementation Score against the final Score after Technical Review.

**Table 1. Table of participating supplier factories**

Supplier Factory	Brand	Score	Score after Technical Review
Factory A	Carhatt	83%	17%
Factory B	Carhartt	89%	79%
Factory C	Levi's and Gap	73%	46%
Factory D	Nike	94%	72%
Factory E	Puma	100%	50%
Factory F	Puma	79%	68%
Factory G	VF Corp.	31%	3%

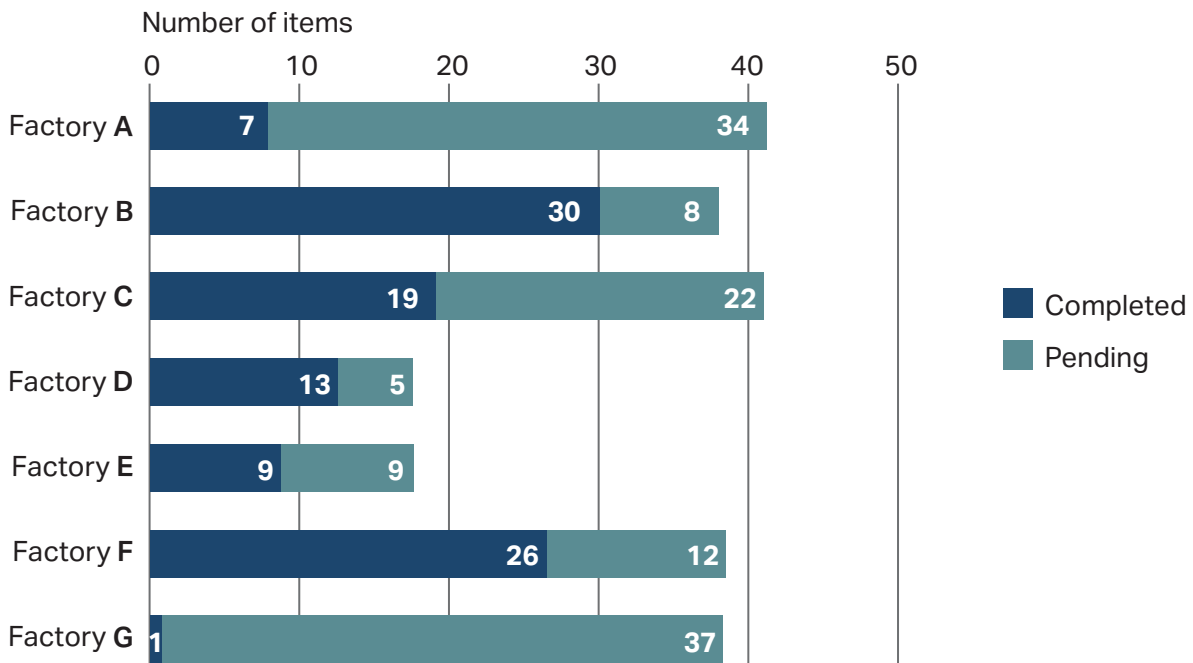
This shows that one of the most critical findings of the pilot is the “Accuracy Gap” between factory perception and objective reality. As shown in the comparison table, most factories initially overestimated their compliance levels.

Every factory saw a score reduction after the technical review. For instance, Factory E initially claimed 100% compliance, which was adjusted to 50% after evidence was scrutinized. This highlights that while factories are using the tool, they often struggle to identify what constitutes “sufficient proof.”

The volume of evidence provided varies significantly across the participant base, where “high performers” Factory B, Factory D and Factory F lead in total completed items (30/38, 26/38 and 13/18 respectively), showing a strong grasp of the documentation requirements (Graph 1).

<sup>4</sup> Technical review was carried out by Daniel Luna, an experienced social compliance auditor, and Margarita Estrada.

**Graph 1. Evidence completed across all applicable items.**

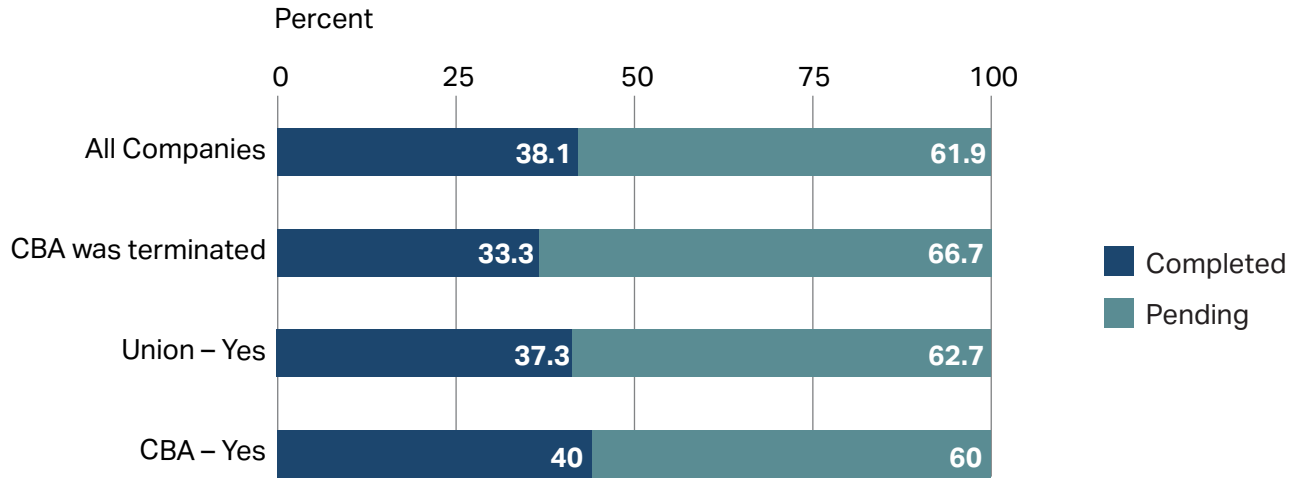


Graph 1 illustrates the varying number of applicable items based on the workplace scenario. All workplaces share a baseline of 18 items. This total increases to 38 items for factories with both an active union and a Collective Bargaining Agreement (CBA). Finally, for workplaces where a CBA was terminated following the legitimation process, the total reaches 41 items.

Conversely, Factories G and A are at the beginning of their compliance journey, with 37 and 34 items still pending. This underscores the significant resource, time intensity, and commercial leverage challenges highlighted by brand representatives. Factory C serves as a clear example of how management turnover can temporarily derail implementation; after the employee trained in Freedom of Association (FOA) departed, a significant knowledge gap emerged. While the factory provided numerous documents, there was a clear disconnect between the requirements and the evidence submitted, illustrating a lack of understanding of the Guidance expectations. However, following this initial hurdle, Factory C submitted a second round of evidence, which ultimately closed some of these gaps and resulted in an increased compliance score.

The tool allowed us to see how compliance varies based on a factory’s specific labor context. In this sample of facilities, those with an active union or CBA characterized by a higher volume of applicable items (38-41) had a polarized performance. While top performers like Factories B and F achieved high implementation rates (79% and 68%), a large performance gap emerged due to those at an earlier implementation stage. This polarization suggests that while a unionized context offers established channels for worker-management engagement, it also introduces a higher volume of requirements that inherently demand a longer timeline to fully implement.

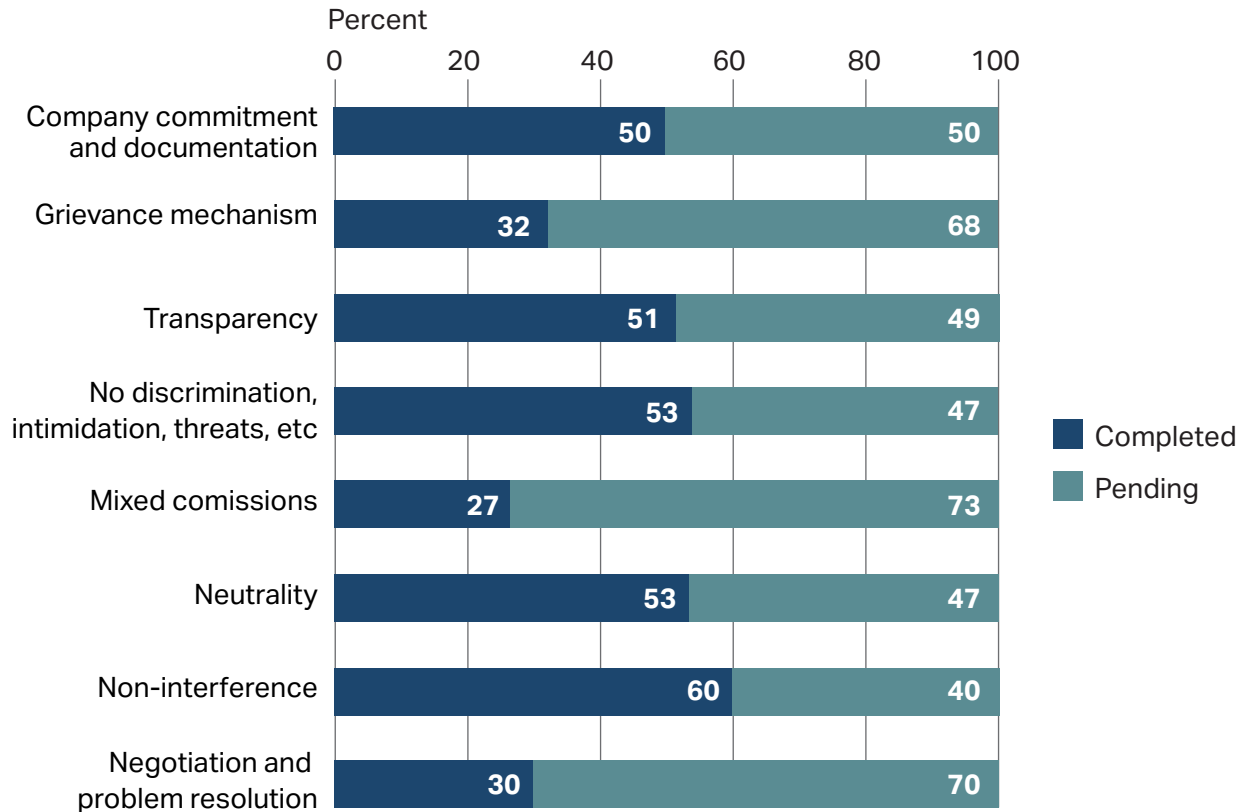
### Graph 2. Evidence completed by situation



Looking at the aggregate data by situation (Graph 2), the results across different labor contexts are remarkably close, sitting between 33.3% and 40%. Given the small sample size, these minor differences don't show a real trend. Instead, they reflect a shared reality that regardless of their labor context, on average, facilities achieved a similar level of performance during this pilot.

Breaking down the data by topic (Graph 3) shows which areas are easier to document and which are more challenging. The highest scores are in Non-Interference (60%), Neutrality (53%), and No Discrimination (53%). These topics usually focus on high-level corporate policies, which are simpler to put on paper. In contrast, the lowest scores are in Mixed Commissions (27%), Negotiation (30%), and Grievance Mechanisms (32%). This suggests that while factories can develop policies on paper, it is harder to implement the actual day-to-day systems needed for worker dialogue.

**Graph 3. Evidence completed by theme**



While the tool successfully provides a clear roadmap, the gap observed during the data validation process underscores that it is just the starting point; pairing it with training, external verification, and technical guidance will be of high value for full implementation of the Guidance.

## 7. Conclusions and Strategic Recommendations

The pilot implementation of the Evidence Tool has provided a critical reality check regarding the “new era” of Mexican industrial relations. While the tool offers a robust framework for compliance, its success in the broader supply chain depends on addressing the following strategic issues:

### Addressing the Competency Gap

The technical review confirms a significant competency gap within factory management regarding the 2019 Federal Labor Law requirements. Even in facilities where staff had previously undergone training, personnel turnover has eroded the institutional knowledge.

- **Recommendation:** Future rollouts must include a mandatory “Guidance Refresher” alongside technical training on the tool itself. We cannot assume prior knowledge remains intact; training must be treated as a continuous requirement rather than a one-off event.

## Operational Capacity and Support Models

A primary takeaway from this pilot is that operational capacity is paramount. The depth of document review and the need for one-on-one mentorship exceeded initial expectations.

- **Recommendation:** Brands must ensure they have the necessary internal bandwidth to support a rollout. Alternatively, participating brands should consider contracting or appointing a centralized technical support team to provide the specialized review and guidance that brand representatives may not be able to sustain alongside other priorities.

## Supply Chain Prioritization and Materiality

For this tool to be effective, brands must first determine if Freedom of Association (FOA) in Mexico is a material concern within their specific sustainability strategy.

- **Recommendation:** A clearer path forward can only be drawn for brands that treat FOA as a high-priority risk, and have made long-term sourcing commitments to the selected suppliers.

While FOA is an intrinsic part of Code of Conduct requirements, full implementation of the Guidance serves a dual purpose: ensuring legal compliance and mitigating the risk of Rapid Response Mechanism (RRM) complaints for both factories and brands. Factories that can prove implementation via robust documentation do more than just meet legal requirements; they position themselves as low-risk, high-performance partners. This level of transparency allows them to leverage their compliance as a tool for market expansion with brands that prioritize social performance.

## Technical Refinements and User Experience

To improve the tool's adoption and reduce the perceived "burden" on factory management, we recommend the following technical adjustments:

- A "Phased Implementation" Approach: Instead of presenting the full list of milestones at once, the tool should be restructured into sequential milestones. This converts an overwhelming workload into a series of "achievable phases"—moving from foundational policies to advanced grievance and negotiation records.
- Simplified Tracking: To provide a clearer snapshot of progress, the "In Progress" and "Pending" statuses should be merged into a single "Pending" category. This would eliminate ambiguity and focus the user's attention solely on what remains to be completed.

### Selection Criteria for Future Participation

To maximize the impact of future implementation, factory selection should be based on two key criteria:

- Target facilities that demonstrate a strong internal drive to improve compliance and secure their market position.
- Participation should be prioritized where there is a solid, long-term commercial relationship, ensuring the brand has the necessary influence to drive the project to completion.

# Appendix A

## Pre-2024 FOA materials adopted by or prepared for the Mexico Committee<sup>5</sup>

---

### Employer Guidance:

- January 2016, Guidance for Apparel Brands, Mexico Committee, policies and actions to ensure respect for freedom of association (FOA) in Mexico, including how to prevent and mitigate negative impacts of employer protection contracts.
- November 2019 and re-published in May 2022, Employer Guidance, Ensuring Respect for Freedom of Association and the Right to Bargain Collectively, Mexico Committee, with references to new legal obligations under the reformed Federal Labor Law.

### Training Resources

- July 2016, Freedom of association and the right to bargain collectively, A primer for workers in Mexico, MSN
- September 2016, FOA and the Right to Bargain Collectively, A resource tool for brands and manufacturers, MSN

### CBA Legitimation:

- November 2019, Protocol for the Authentication of Collective Bargaining Agreements, Union and Employer Obligations
- August 2021, An updated version of the previous publication: Protocol for the Legitimation of Collective Bargaining Agreements, Union and Employee Obligations / Rights of Workers, Mexico Committee
- April 2023, Guidance for Employers: Pre & Post CBA Legitimation, MSN

Between 2016, and November 2022, the Mexico Committee carried out, two extensive brand surveys and self-assessment cycles with brands' supplier factories. The Committee also sponsored a number of brand-supplier dialogue sessions with Mexico labour experts, including a November 2019 forum featuring Mexico's Secretary of Labor. These provided the empirical data necessary to refine Employer Guidance standards.

---

<sup>5</sup> Resources and additional information are available on request. The 2024 FOA Employer Guidance is available [here](#).

# Appendix B

## Evidence tool: Design, logic and interface<sup>6</sup>

---

Following the mapping process described in the main report, the Technical Team set out to design an Evidence tool in an accessible format with which each factory would be able to record and update their progress in addressing the requirements set out in the Guidance.

A key goal was to clear up a common misconception that if a workplace lacks an active union or a Collective Bargaining Agreement (CBA), then freedom of association requirements do not apply.

The tool was designed to serve three distinct purposes, to:

- Clearly define what would qualify as objective evidence for each requirement in the Guidance applicable to the specific factory;
- Provide users direct reference to specific pages in the Guidance document for further details; and
- Offer a project management shared workspace where factories and brands could track progress, record deliverable dates, and list document titles for easy reference.

The overall aim was to turn every Guidance 'requirement' into a traceable, actionable item. Each line item includes a description of its minimum criteria and classifies the exact type of evidence required (e.g., a policy, training log, or record).

The tool was produced in Spanish, the native language of the factory management teams who used it daily. We intentionally avoided including a parallel English version so that translation would not become a complicating factor. This choice suited all project stakeholders. Factory representatives' feedback reaffirmed that this language selection best met their practical needs.

The Evidence Tool is organized into four distinct tabs. (See 'visual images' below).

1. An Instructions Tab to provide the user a step-by-step guide to navigate the workbook. It outlines the objective and expected actions for each subsequent tab.
2. A General Questions Tab where the user - factory representative - captures the factory's basic administrative data and sets up the logic on the tool.
3. The Personalized List tab serves as the core action plan of the tool. It connects the user responses to a master repository of 41 total compliance items, automatically filtering out unapplicable entries. Every workplace starts with a baseline of 18 requirements. From there, the number of requirements expands, adding 15 items for workplaces with one or more active unions, 5 items if a collective bargaining agreement

---

<sup>6</sup> This report and appendix outlines the design, logic, and interface of the spreadsheet, however the Excel functional file is not included. The tool was developed as a central component of this pilot project phase. Based on the practical feedback and operational insights gathered from the participating factories and brands during the pilot, MSN and the technical team will be introducing a series of improvements to the file's structure. These refinements will ensure a more robust experience before the finalized version of the tool is launched for wider use with interested parties.

(CBA) is active, and 3 items if a CBA was terminated during the historical legitimation period. This ensures that factory management teams only focus on the specific legal and social criteria applicable to their current situation.

- The Implementation Percentage tab functions as a visual dashboard that automatically aggregates the progress data recorded in the personalized list and translates it into numerical metrics and a visual chart. The tab is divided into two sections: an overall summary table at the top and a detailed category breakdown below the main chart.

The selected user interface is a spreadsheet compatible with desktop Microsoft Excel and online cloud platforms such as Excel for OneDrive. To ensure the automated filtering features work seamlessly, the tool requires a version such as Microsoft 365, Excel 2021, or newer.

Image 1. Instructions Tab

**Instrucciones para usar la herramienta** V 1.0

**Pestaña: Preguntas Generales**

Aquí encontrará una serie de preguntas que identifican al centro de trabajo (nombre, dirección, nombre de contacto, etc.) y su situación con referencia a la presencia de sindicatos y contratos colectivos de trabajo.

Las respuestas a las preguntas de esta pestaña condicionan la lista de evidencias aplicables en "Lista personalizada". Por lo cual es importante que corrobore que la información desplegada en el rectángulo verde refleje correctamente la situación del centro de trabajo.

**Acciones requeridas:**  
Conteste las "Preguntas para identificar su situación", seleccionando la opción en cada recuadro amarillo. Las opciones aparecen al dar clic en la flecha que aparece en el extremo inferior derecho cuando la celda está seleccionada.

**Pestaña: Lista personalizada**

En este apartado, se genera una lista personalizada de evidencias sugeridas para demostrar que las prácticas de la empresa se alinean a las recomendaciones de la Guía para Empleadores. Este listado personalizado se elabora con base en las respuestas de las preguntas en la pestaña de "Preguntas Generales", se muestran las aplicables, y se ocultan las no aplicables.

- > Columna Situación: Se indica si el ítem es aplicable para todas las empresas, para aquellas donde hay un Contrato Colectivo de Trabajo vigente (CCT -si), para aquellas donde hay al menos un sindicato (Sindicato - si).
- > Columna Tema: Se indica cuál es la temática que aborda el ítem.
- > Columna Evidencia: Se describe la documentación que puede evidenciar la práctica.
- > Columna Tipo de Evidencia: Se divide en 1. Política/procedimiento, 2.Capacitación, 3. Publicación/comunicación, 4. Registro.
- > Columna Referencia a la Guía: Si surgen dudas o quiere leer más al respecto, diríjase al apartado y/o páginas indicadas aquí.

**Acciones requeridas:**

- > En la columna "Comentarios de la empresa", conteste si es que la empresa cuenta con esta evidencia, si está en proceso de desarrollo o no se cuenta con esta. Explique brevemente las prácticas de la empresa en este rubro.
- > En la columna "Nombre del archivo o documento", indique el nombre del documento digital relacionado a esta evidencia, ejemplo "Política de libertad de asociación.pdf" o "Fotografía del tablero de anuncios.jpg", etc.
- > En la columna "Fecha de entrega", establezca la fecha en la que contará con las evidencias correspondientes.
- > En la columna "Estatus", seleccione la opción que corresponde entre "Pendiente", "En desarrollo" y "Completado".

**Consejo práctico:** De clic en el recuadro gris a la derecha del título de cada columna para desplegar las distintas opciones. Esta función puede ser útil por ejemplo para enfocarnos en cuáles son las evidencias requeridas por "Situación" (si se cuenta o no con sindicato, lo aplicable para todas las empresas, etc), para filtrar el "Tipo de evidencia" y enfocarnos primero en políticas y procedimientos, o conocer cuáles son las capacitaciones a realizar, etc.

**Pestaña: % de**

En este tablero se calculan automáticamente los porcentajes del progreso de implementación de acuerdo con las respuestas de la columna "Estatus" en la pestaña "Lista Personalizada".

En la parte superior se presenta un resumen acompañado de un gráfico, acompañado en la parte inferior por un "Desglose por tema".

## Image 2. General Questions Tab

Herramienta para la implementación de la guía	
<b>Información general</b>	
Nombre de la fábrica:	<i>Empresa ABC</i>
Dirección de la fábrica:	
Nombre del contacto en la fábrica:	
Puesto del contacto en la fábrica:	
Correo electrónico del contacto en la fábrica:	
Marca(s) que le invitaron a participar en esta iniciativa:	
Fecha de llenado de preguntas sobre la situación de la empresa:	<i>Fecha en que se contesta la pestaña</i>
<p>La Guía para Empleadores "Asegurando respeto a la libertad sindical y al derecho a la negociación colectiva en México" detalla los requisitos de las leyes laborales nacionales, los convenios internacionales y expectativas de las marcas que participan en el Comité México.</p> <p>Una porción de la guía, es aplicable a todos los centros de trabajo. Mientras que algunos requisitos pueden ser aplicables sólo para algunos centros de trabajo. Por ejemplo, en un centro de trabajo en el que no se cuente con un sindicato, no aplican los puntos relacionados con "No interferir en el proceso de votación".</p> <p><b>Dado que los requisitos aplicables difieren dependiendo de la circunstancia particular del centro de trabajo, le pedimos conteste las "Preguntas para identificar su situación" para poder filtrar los puntos que le son aplicables.</b></p>	
<b>Preguntas para identificar su situación</b>	
Estimado participante, por favor conteste las siguientes preguntas para poder identificar las secciones dentro de la guía que le son aplicables a su situación particular:	
En el centro de trabajo ¿Se dio por terminado un Contrato Colectivo de Trabajo en el periodo de legitimación?	Sí
En el centro de trabajo ¿Hay uno o más sindicatos?	Sí
Indique cuántos	3
En el centro de trabajo ¿Hay un Contrato Colectivo de Trabajo vigente?	Sí
¿El Contrato Colectivo de Trabajo es posterior a Julio 2023?	Sí
<p>Por favor revise que estos enunciados reflejen correctamente su situación:</p> <ul style="list-style-type: none"> <li>&gt; Mediante el proceso de legitimación se dio por terminado un contrato colectivo de trabajo.</li> <li>&gt; En el centro de trabajo hay 3 sindicatos activos.</li> <li>&gt; Se cuenta con un Contrato Colectivo de Trabajo vigente.</li> <li>&gt; El Contrato Colectivo de Trabajo vigente es posterior a Julio 2023.</li> </ul>	

### Image 3 Personalized List

#### Evidence Description Portion

Lista personalizada				
Evidencias para demostrar que las prácticas de la empresa están alineadas con la "Guía para empleadores"				
Situación	Tema	Evidencias	Tipo de evidencia	Referencia a la guía
Todas las empresas	Compromiso de la empresa y su documentación	Política de Libertad Sindical a) Características: Alineado con el Modelo de Política de Libertad Sindical	Política/procedimiento	Aplica para todos los centros de trabajo (Pag 2-4) Política de Libertad Sindical del empleador (Pag 8-9)
Todas las empresas	Compromiso de la empresa y su documentación	Material de capacitación de inducción con información de la Política de Libertad Sindical	Capacitación	Aplica para todos los centros de trabajo (Pag 2-4) Política de Libertad Sindical del empleador (Pag 8-9)
Todas las empresas	Compromiso de la empresa y su documentación	Listado de asistencia a las capacitaciones internas para empleados y gerencia sobre el contenido de la Política de Libertad Sindical	Capacitación	Aplica para todos los centros de trabajo (Pag 2-4) Política de Libertad Sindical del empleador (Pag 8-9)
Todas las empresas	Compromiso de la empresa y su documentación	Evidencia de capacitaciones externas sobre Libertad sindical	Capacitación	Aplica para todos los centros de trabajo (Pag 2-4) Política de Libertad Sindical del empleador (Pag 8-9)
Todas las empresas	Compromiso de la empresa y su documentación	Material impreso para nuevos empleados que refiera la política de libertad sindical	Capacitación	Aplica para todos los centros de trabajo (Pag 2-4) Política de Libertad Sindical del empleador (Pag 8-9)
Todas las empresas	Mecanismo de quejas	Política/procedimiento de quejas, de investigación y resolución		

#### Project Management Portion

Plan de acción para documentar las prácticas.				
Comentarios de la empresa	Nombre del archivo o documento	Fecha de entrega	Estatus	Comentarios de la revisión

Image 4. The Implementation Percentage Tab

