CENTRAL JAVA AGREEMENT

YEAR 1 PROGRESS REPORT

October 2026



PUK-F.SPTSK-K.SPSI PT Semarang Garment

SERIKAT PEKERJA NASIONAL

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WORKER RIGHTS CONSORTIUM

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EXECUTIVE SUMMARY

This report provides a summary of the outcomes of Year 1 (January 2025 to March 2026)[1] of the Central Java Agreement for Gender Justice, an enforceable brand agreement (EBA) signed in July 2024 to address gender-based violence and harassment (GBVH) at two garment factories in Central Java, Indonesia. The Central Java Agreement provides for a union-led gender justice program to empower women workers to take collective action to prevent and remediate GBVH. The agreement covers all 6,250 workers at PT Batang Apparel Indonesia (PT BAI) and PT Semarang Garment Indonesia (PT SG), 90 percent of whom are women. Women workers at these two factories produce apparel bearing the logos of universities and colleges, as well as products for Fanatics.



The Central Java Agreement is an agreement between Korean multinational Ontide (which owns and operates both factories), four factory unions, and transnational labor allies – Asia Floor Wage Alliance (AFWA), the Worker Rights Consortium (WRC), and Global Labor Justice (GLJ). It is enforced through Fanatics' binding commitments to affiliate universities of the WRC.[2]

The workers are formally represented by four unions, one at PT SG and three at PT BAI. The Agreement complements existing collective bargaining agreements between the unions and management at both factories. These unions are:

[1] While the parties formally mark the start of the Agreement implementation as March 2025, January and February 2025 were a pilot phase during which the newly formed GBVH Elimination Committees were establishing subcommittees, developing processes and training curricula, recruiting workers, and onboarding external staff. Data covers the full period from January 2025 through July 2026 because the Agreement processes – including reporting of GBVH complaints and investigation and remediation of those complaints – had already begun during the pilot phase.

[2] See Section II.1 (under "Independent Team") for an explanation of the role of the labor rights requirements in universities' licensing contracts.

Figure 1: Representative Unions

PT Semarang Garment (PT SG)



SPSI PT SG – plant-level affiliate of the Union of textile, Clothing, and Leather Workers, Confederation of All-Indonesia Workers' Union (PUK-F.SPTSK-K.SPSI PT Semarang Garment)

PT Batang Apparel Indonesia (PT BAI)



SPN PT BAI – plant-level affiliate of the National Workers' Union (PSP SPN PT Batang Apparel Indonesia)

SPSI PT BAI – plant-level affiliate of the Union of Textile, Clothing, and Leather Workers, Confederation of All-Indonesia Workers' Union (PUK-F.SPTSK-K.SPSI PT Batang Apparel Indonesia); and

KASBI PT BAI – plant-level affiliate of the People's Democratic Union, Indonesian Trade Union Congress Alliance (SBDK KASBI PT Batang Apparel).

The Agreement was signed after years of organizing by courageous women workers against GBVH on the factory floor, and after a WRC investigation in 2021 and 2022 at both factories revealed pervasive GBVH and a lack of accountability for perpetrators of such abuse.



Year 1 Outcomes

During Year 1, the Central Java Agreement for Gender Justice enabled major progress in preventing and remediating GBVH through worker collective action at PT BAI and PT SG. Year 1 was a success.

Through the Agreement grievance mechanism, over 236 GBVH reports – mostly verbal harassment – were raised and remediated from a workforce of 6,250.[3] The Agreement has resulted in universal training of all staff – workers, supervisors, and managers – on GBVH and the Central Java Agreement including the Grievance Mechanism. As one woman worker at PT BAI shared, **"After my friends and I received the training, we were on the same page, committed—let's report [GBVH] together."**

> **This is a corporate culture-changing program**...I've never seen [at] any other garment factory management and labor [representatives] meeting each other this often and having close engagement. Never.
>
> **Executive at Ontide**

[3] As of March 2026, additional reports were still actively progressing through the remediation process.

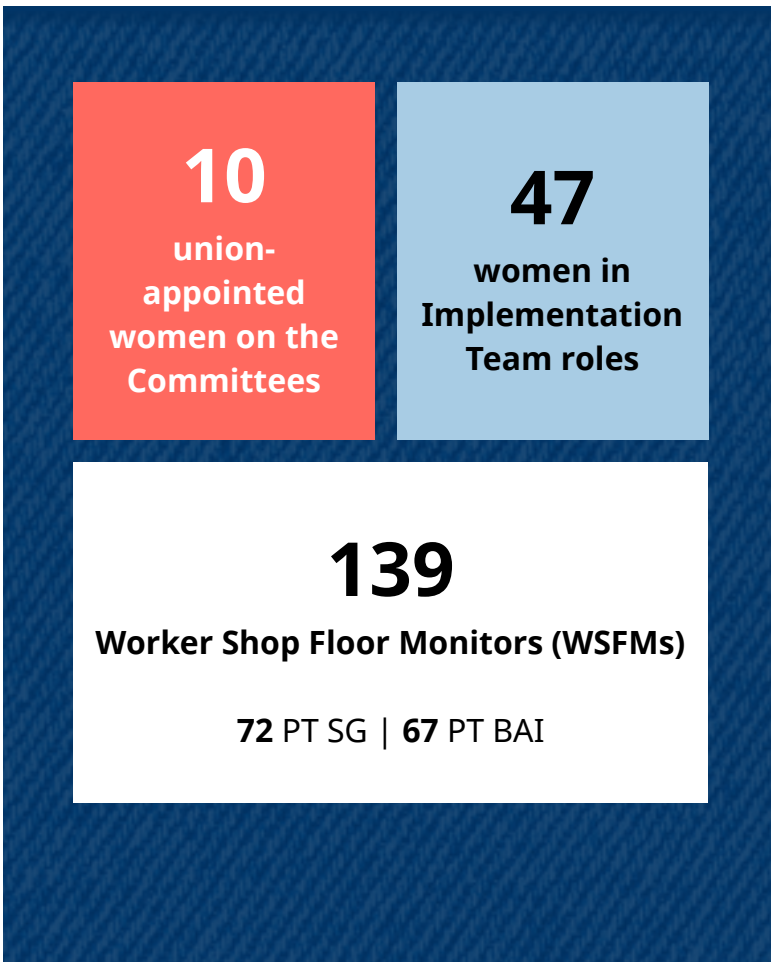
Furthermore, women workers are using Agreement structures to take leadership and collective action to address GBVH: holding seats on each factory's union-management GBVH Elimination Committee, serving as union-appointed Worker Shop Floor Monitors (WSFMs) and rising in leadership within their unions. As Mia, a facilitator (i.e. trainer) and member of the GBVH Elimination Committee at PT SG shared, **"At first, I felt insecure. I was not accustomed to speaking to large groups. But I chose to try and learn to be brave enough to seize that opportunity. From my experience as a facilitator, I came to realize that the biggest challenge is not just how to deliver the material, but also how to build my co-workers' trust."**

The Agreement provided the conditions for the Safe Circle Approach to be implemented through the WSFM system across multiple mixed-gender unions. This expanded union leadership, including by women workers, and transformed industrial relations at the factory. In Year 1, WSFMs both generated women leaders in all four unions and transformed workplace culture. An Ontide executive said, **"This is a corporate culture-changing program...I've never seen [at] any other garment factory management and labor [representatives] meeting each other this often and having close engagement. Never."**

The Year 1 outcomes from the Central Java Agreement illustrate that enforceable brand agreements on gender-based violence and harassment rooted in freedom of association can effectively prevent and remediate GBVH in multiple country contexts, including in factories with preexisting collective bargaining agreements and multiple unions.

By the numbers:

- **10 union-appointed women workers serve on PT BAI and PT SG's GBVH Elimination Committees**, with an additional 47 women workers taking up roles on Implementation Teams.
- **139 Worker Shop Floor Monitors (WSFMs)** were appointed and trained by unions — 72 at PT SG and 67 at PT BAI.
- **Over 6000 workers, supervisors, and management received GBVH training**— reaching 100% of the workforce at both factories.



6,000+

workers, supervisors and management received GBVH training

100%

factory workforce trained

236

reports *

165

sanctions

** Reports are not cases; multiple reports may relate to one case.*

- **236 reports of GBVH were made by women workers**, reflecting growing worker trust in reporting. Because multiple workers frequently reported on the same case — bringing additional perspectives — the number of reports exceeds the number of cases.

- Willingness of workers to file multiple reports on a single case is an encouraging trend: workers are invested in ensuring their varied perspectives inform how each case is understood and resolved, a positive reporting culture fostered by the WSFMs.

- Every closed case resulted in one or more sanctions, sometimes several. **Over 165 sanctions were issued for GBVH**, including 8 terminations and 29 written warnings for severe instances and 117 verbal warnings for less severe instances — driving a culture of accountability.





Methodology

This report is based on the Agreement documents and records, and in-depth interviews with workers and signatories on Agreement implementation in Year 1,[4] reflecting the collective knowledge and organizing experience of workers implementing the Agreement on the ground.[5] In total, 30 workers participated in in-depth interviews for the report.[6] Given the focus on gender, women were prioritized in interview selection, with attention to representing key roles within the GBVH prevention and response system, and diversity in union affiliation. Quotes used are attributed to the speaker unless a worker chose to remain anonymous for personal reasons related to privacy.

Part I provides key background information, Part II explains the Agreement structures, and Part III presents the outcomes from Year 1.

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[4] Documents reviewed include policies, standard operating procedures (SOPs), training records, Grievance Mechanism reports and case reports, meeting minutes, and GBVH Elimination Committee bimonthly reports.

[5] Year 1 was January 2025 through March 2026. Interviews about this period occurred from April through August 2026.

[6] Note all workers were clearly informed of the report's purpose, how their testimonies would be used, and their right to decline or withdraw at any time.

I. BACKGROUND

1. Gender-based violence and harassment in Indonesia's garment sector



Garment and footwear supply chains around the world have structural drivers or risks of gender-based violence and harassment (GBVH), including in Indonesia.[7] As with most garment and footwear sectors globally, Indonesia's garment sector is gender-segregated: women make up approximately 80% of the garment manufacturing workforce. Manufacturing jobs are low-wage and women are concentrated in labor roles while management positions are male-dominated. As the supply chain model of the global garment industry creates pressure for factories to reach unrealistic production targets, male supervisors often enforce quotas through verbal and physical abuse.[8] In recent years, garment sector unions in Indonesia have been working to address GBVH in the sector through collaboration with feminist movements. Trade unions have played a key role in advocating for the 2022 Law on Sexual Violence Crimes (Undang-Undang Tindak Pidana Kekerasan Seksual, or UU TPKS) and in pushing Indonesia to ratify International Labour Organization (ILO) Convention 190 on the Elimination of Violence and Harassment in the World of Work.

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[7] See e.g., Global Labor Justice and Asia Floor Wage Alliance, "Gender Justice on Garment Global Supply Chains: An Agenda to Transform Fast-Fashion." (Global Labor Justice and Asia Floor Wage Alliance, 2019), https://asia.floorwage.org/wp-content/uploads/2022/01/End-GBVH_GLJ_AFWA-2019.pdf; Perempuan Mahardhika, Pelecehan Seksual dan Pengabaian Hak Maternitas pada Buruh Garmen: Studi Buruh Garmen Perempuan di KBN Cakung Tahun 2017 [Sexual Harassment and the Neglect of Maternity Rights Among Garment Workers: A Study of Women Garment Workers in the Cakung Bonded Zone, 2017]. (Jakarta: Perempuan Mahardhika, 2017), https://mahardhika.org/wp-content/uploads/2018/12/Penelitian-Kekerasan-Berbasis-Gender2017-1.pdf.

[8] See e.g., Asia Floor Wage Alliance, Center for Alliance of Labor & Human Rights, Global Labor Justice, and Sedane Labour Resource Centre, "Gender Based Violence in the Gap Garment Supply Chain" (2018), https://asia.floorwage.org/wp-content/uploads/2026/05/GBV-GAP.pdf; "Gender Based Violence in the H&M Garment Supply Chain" (2018), https://asia.floorwage.org/wp-content/uploads/2026/05/GBV-HM.pdf, "Gender Based Violence in the Walmart Garment Supply Chain" (2018), https://asia.floorwage.org/wp-content/uploads/2026/05/GBV-walmart.pdf.

2. Gender-based violence and harassment at PT BAI and PT SG

> There was a lot of verbal violence. Sometimes it was psychological, and sometimes physical, like **throwing whiteboards**—it happened quite often.
>
> **Dewi, Worker at PT BAI**

In 2021 and 2022, the WRC conducted investigations at PT BAI and PT SG in response to women workers' reports. At both factories, the WRC documented a pattern of sexual harassment and gender-based violence conducted with impunity by men in positions of power at the factories.

At PT SG, one high-ranking manager regularly groped women workers, touching their thighs and buttocks, and women workers described facing gendered verbal abuse on a regular basis from a particular supervisor, who frequently called workers "stupid," "fat," "crazy," "idiot," and other epithets, and who demanded money and gifts from workers. As Ati, a facilitator (i.e. trainer) and member of the GBVH Elimination Committee at PT SG noted, **"At the beginning, when we had just started work in the morning, supervisors would already be shouting. Some would bang on the tables, shout very loudly, use harsh words, even insult people. It felt very stressful."**

At PT BAI, women workers described being groped and leered at by male supervisors. Managers also subjected them to verbal and physical abuse for not meeting daily production targets, and demanded money and gifts from workers. Dewi, a worker at PT BAI, noted that before the Agreement, **"There was a lot of verbal violence. Sometimes it was psychological, and sometimes physical, like throwing whiteboards—it happened quite often."**

At both factories, the WRC found that mechanics charged with fixing sewing machines took advantage of their positions to harass workers. Women reported mechanics looking up their skirts, making sexual comments about their bodies and clothing, and publicly speculating about their sex lives. Workers also felt pressured to provide food and cigarettes to mechanics to ensure the timely repair of their machines.

After the WRC communicated to Fanatics and Ontide in 2022 and 2023 the findings of violations at PT BAI and PT SG and the need for extensive remedies, Ontide (the new owners of the factories) and Fanatics took prompt remedial action, including disciplining and terminating supervisors and managers who perpetrated GBVH against workers. They then entered into negotiations toward an enforceable brand agreement to comprehensively address GBVH at both factories. The unions were supported in the negotiations by WRC, AFWA, and GLJ who are also witness signatories.

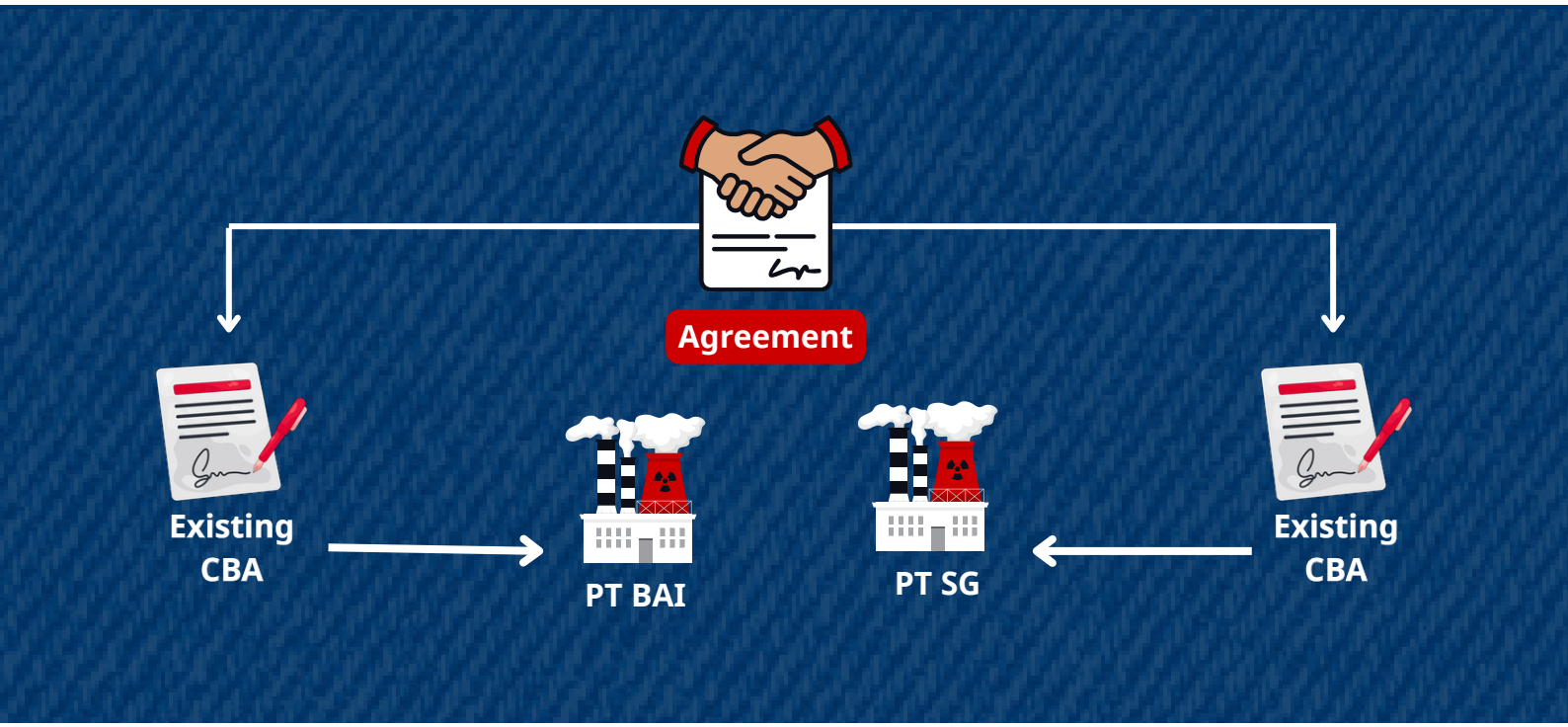
> At the beginning, **when we had just started work in the morning, supervisors would already be shouting.** Some would bang on the tables, shout very loudly, use harsh words, even insult people. It felt very stressful.
>
> **Ati, Facilitator & GBVH Elimination Committee Member at PT SG**

3. Collective Bargaining Agreements at PT BAI and PT SG

The Central Java Agreement complements and reinforces existing collective bargaining agreements (CBAs) at both PT BAI and PT SG. The latest CBA at PT SG was signed in 2026 and lasts until 2028; the latest CBA at PT BAI was signed in 2023 and was extended past its original end date in 2025 until 2027. CBAs are the foundational instrument of workplace governance in unionized Indonesian factories, establishing the formal relationship between organized workers and factory management and providing for enforcement through labor courts under Indonesian labor law. Indonesia's labor law requires employers to bargain with representative unions at a factory level where a majority of the workforce are union members.

Although CBAs anchor workplace governance at both PT BAI and PT SG, implementation and enforcement have had challenges, and gaps were clearly visible in responses to GBVH. At PT SG, in 2022 union and management signed an agreement on GBVH to supplement the CBA, but the CBA did not have the resources, institutional structure, and accountability mechanisms needed for effective prevention and remediation of GBVH. At PT BAI, the CBA itself established a dedicated complaint mechanism for GBVH, but in practice, complaints were addressed inconsistently and without a survivor-centered approach.

Since the Central Java Agreement came into effect, the Agreement and the CBAs at both PT BAI and PT SG have been mutually reinforcing. While the CBAs establish the general framework on wages, working conditions, and union rights, the Central Java Agreement creates dedicated structures on GBVH — enforced through binding brand commitments — that go beyond what either CBA provides on GBVH. On freedom of association, the Central Java Agreement explicitly reinforces employers' responsibility to respect and uphold workers' right to freedom of association, including through the CBAs. It further puts this value into practice through union-led structures that enable organized women workers to take collective action. The Agreement's external enforcement – through Fanatics' contractual obligations under university codes of conduct – provides an additional level of accountability for respecting women workers' collective action on GBVH. At the same time, preexisting collective bargaining relationships that include factory access strengthen the Central Java Agreement, and the CBAs' freedom of association clauses are the legal foundation for the Central Java Agreement's union-led structures.



4. Recent agreements on gender-based violence and harassment in the garment sector

The Central Java Agreement is the third enforceable brand agreement to combat GBVH in the global garment sector. The transnational labor allies to the Central Java Agreement are also signatories to two earlier enforceable supply chain agreements on GBVH. Worker Rights Consortium was a nonparty signatory to the Lesotho Agreement to End Gender-based Violence and Harassment in 2019, and Asia Floor Wage Alliance and Global Labor Justice were signatories to the Dindigul Agreement to Eliminate Gender-based Violence and Harassment in 2022.

Research illustrates these Agreements have been successful in preventing and remediating GBVH in the garment sector.[9] During negotiations of the Central Java Agreement, the transnational labor allies shared these agreements with the negotiating unions and provided advice about how to adapt these models for Central Java. The Central Java Agreement adopts successful components from both agreements. Taken together, these agreements' core features incorporated into the Central Java Agreement include:

- Defining GBVH with reference to the ILO Convention 190 on Violence and Harassment and incorporating best practices identified in Convention 190 and the related Recommendation 206;
- Protections for freedom of association as defined by ILO Conventions 87 and 98 including union access to factories;
- Union-appointed Worker Shop Floor Monitors on GBVH;
- Worker-developed list of prohibited practices and available remedies;
- Multi-channel Grievance Mechanism;
- Robust union-led training for the full workforce;
- Protection from retaliation;
- Binding enforcement;
- Supply chain dialogue among local unions, transnational labor allies, the supplier, and brands.

[9] Workers' Rights Watch, "2021–2022 Report: Program to Eliminate Gender-Based Violence and Harassment in Lesotho" (Maseru: Workers' Rights Watch, 2023), https://www.wrwlesotho.org.ls/wp-content/uploads/2023/03/Lesotho-FINAL-February-2023.pdf; Pauline Jerrentrup and Sarosh Kuruvilla, "Dindigul Agreement to Eliminate Gender-Based Violence and Harassment: Year 2 Progress Report" (Ithaca, NY: Cornell University ILR Global Labor Institute, 2024), https://www.ilr.cornell.edu/sites/default/files-d8/2024-09/Dindigul%20Year%202%20Final%209-4-24.pdf; Sarosh Kuruvilla, "The Dindigul Agreement to End Gender-Based Violence and Harassment: Has It Worked?" (Ithaca, NY: Cornell University ILR Global Labor Institute, November 2, 2025), https://www.ilr.cornell.edu/sites/default/files-d8/2025-11/gli-dindigul-nov2025-final3.pdf; Dindigul Agreement Oversight Committee, "Oversight Committee Final Statement," Global Labor Justice, October 2025, https://globallaborjustice.org/media/uploads/2025/10/DA-Oversight-Committee-Final-Statement.pdf.

II. AGREEMENT COMPONENTS

The Central Java Agreement provides for both 1) a governance structure for the union-led program to prevent and remediate GBVH, and 2) the gender justice program, itself.

The Agreement governance is anchored by union-management GBVH Elimination Committees at each factory that have equal union-management seats with female majorities and additional seats for AFWA and WRC. The Independent Team, composed of representatives of the transnational labor allies, supports unions to implement the agreement. Signatories and Fanatics all meet in a Global Coordination Dialogue to engage directly about Agreement implementation. Under the Agreement, Ontide and factory management at PT BAI and PT SG commit to cooperate on all aspects of the Agreement. The Agreement commits Ontide to funding the gender justice program.

The GBVH program is implemented by the GBVH Elimination Committees and includes training, a multi-channel grievance mechanism to investigate and remediate worker reports, and union-appointed Worker Shop Floor Monitors (WSFMs) on the factory floor.



1. Governance

GBVH Elimination Committees

The GBVH Elimination Committees are the main implementing body for the Agreement at each factory. Unions and management appoint an equal number of members, with the WRC and AFWA each having one member appointed to the Committees. To ensure gender-responsive governance and meaningful worker participation, the Agreement requires that at least 60 percent of the Committee members are women and that no less than 25 percent of members are non-supervisory and non-managerial workers.[10] All worker committee members are released from work during normal hours at the regular rate of pay to complete Committee work.

The GBVH Elimination Committees oversee all major aspects of the Central Java Agreement at each factory. This includes developing and implementing strategies for the prevention and elimination of GBVH in the workplace, monitoring workplace conditions and identifying structural risks related to GBVH, implementing training, and establishing procedures for reporting, investigating, and addressing GBVH reports through the Grievance Mechanism. As part of the Agreement Grievance Mechanism, the Committees receive reports, delegate investigation to a subset of the Committee, and if the allegations of GBVH are confirmed, recommend corrective action to management commensurate with the severity of the GBVH that has occurred, and taking into consideration the complainants' preferences. The Agreement requires management to implement the GBVH Elimination Committees' recommendations. The Committees refer non-GBVH issues to management or for bipartite management-union resolution, which the Committees help facilitate, consistent with the existing CBAs. Each Committee has an office space within the factory.

> "Now that the Committee exists, we have a place where we can share and speak up. **If we have a problem, we don't just complain behind the scenes anymore** — we can say, 'I'll go to the Committee.'"
>
> **Vina, SPSI union member at PT BAI**

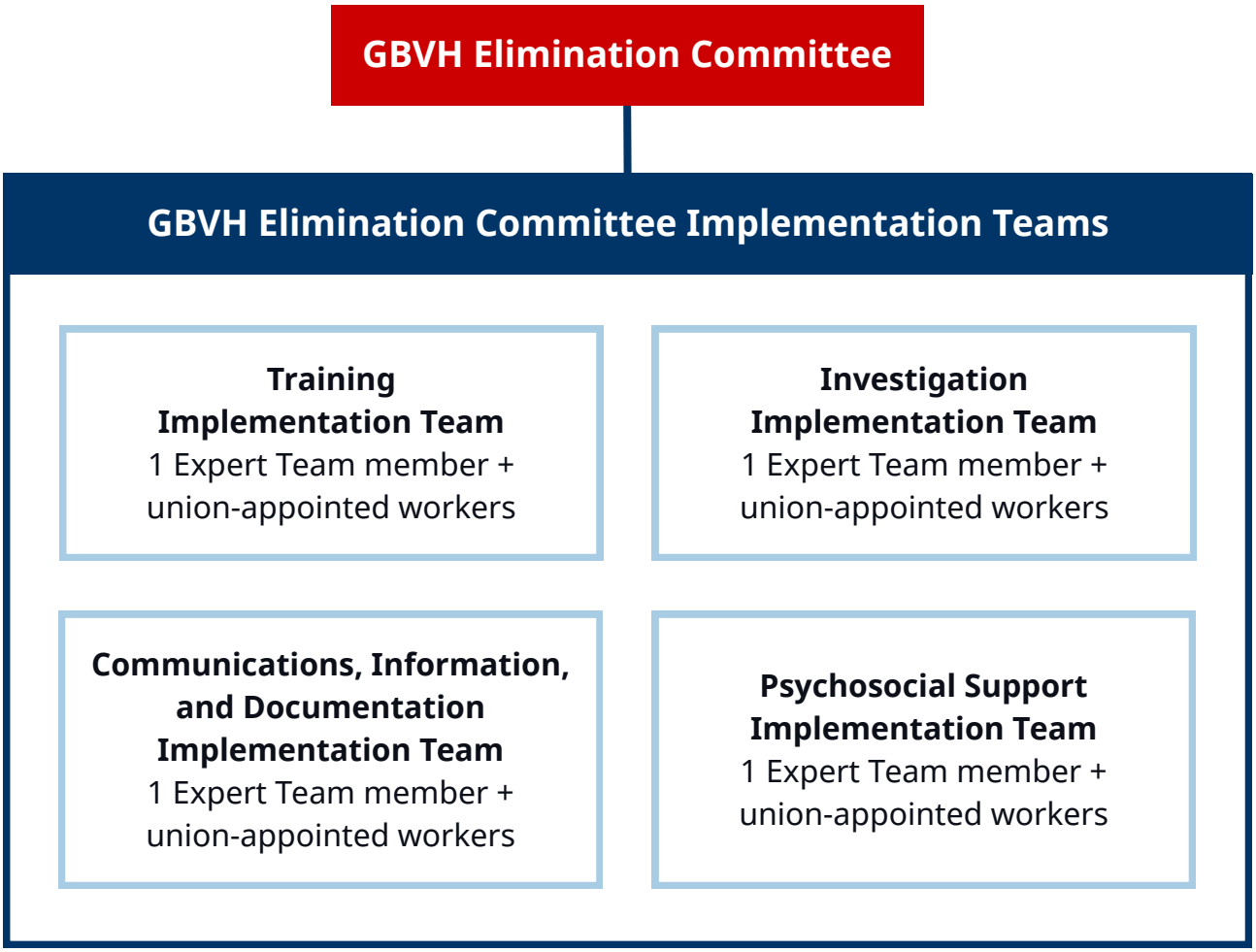
[10] The union membership at both factories includes supervisors and managers, in addition to production workers, however the majority of union representatives in both committees are production workers.

At PT BAI, Vina, a member of SPSI, noted the importance of the GBVH Elimination Committees, explaining, **"Now that the Committee exists, we have a place where we can share and speak up. If we have a problem, we don't just complain behind the scenes anymore — we can say, 'I'll go to the Committee.'"**

Each factory's GBVH Elimination Committee is backed by a technical and capacity-building body called the Expert Team. It is composed of a factory-level lead who also acts as Chair of each Committee, and one designated member for each of the four implementation teams listed below. The Expert Team provides support to the unions, union-appointed workers responsible for implementation, and the Independent Team.

To fulfill its functions, the GBVH Elimination Committees oversee four implementation teams covering: training; investigation of reports; information (both raising awareness about the Agreement and helping record reports), and psychosocial support for survivors of GBVH (see Figure 2). In Year 1, each implementation team consisted of a dedicated member of the Expert Team and union-appointed workers who underwent rigorous training and assessment processes.

Figure 2: GBVH Elimination Committee Structure





Independent Team (Transnational labor allies)

The transnational labor allies, AFWA, GLJ and WRC, referred to as the Independent Team in the Agreement, enable structured engagement between unions and brands to raise standards at the workplace.[11] The organizations provide ongoing direct support to the unions in Indonesia to implement the Agreement. This support includes: providing insight from experience with past GBVH agreements; deploying their own staff – based in Indonesia and funded independently, not through the Agreement – to attend GBVH Elimination Committee meetings, engage with the unions and factory management, and deliver training and documentation support; and connecting unions to other organizations who are part of other social movements such as feminist organizations in Indonesia.

In addition, transnational labor allies enable Agreement enforcement. Fanatics is contractually obligated under its licensing contracts with WRC-affiliated universities to condition business with Ontide, as a supplier of university logo apparel, on the latter's compliance with its legal obligations to workers. This includes Ontide's obligation to honor collectively bargained contracts like the Central Java Agreement — the Central Java Agreement having been bargained between unions, Ontide, and transnational labor allies. Fanatics has provided written affirmation that it will support the program and will hold Ontide accountable for compliance with the Agreement. Under the Agreement, these commitments are monitored by the WRC in its role as an official monitor for its affiliate universities, in coordination with the unions, AFWA, and GLJ.

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[11] See Anannya Bhattacharjee, "Labour Movement Ecosystems and Gendered Bargaining: Learning from Agreements to Prevent Gender-Based Violence and Harassment in Asian Garment Supply Chains," *Anti-Trafficking Review*, no. 26 (2026): 159–180.

Global Coordination Dialogue

Every three months, the Independent Team convenes a Global Coordination Dialogue (GCD), bringing together representatives of all parties – unions, Ontide, factory management, the Independent Team, and Fanatics. The GCD provides a regular, structured forum for unions to engage directly with both Ontide and Fanatics. Unions use this space to report information about Agreement implementation, raise concerns, and address any unresolved factory-level disputes. During the reporting period, GCDs were held in July and December 2025. While meetings are required quarterly under the Agreement, the unions, the Independent Team, factory management, and Fanatics maintain ongoing communication. Continuous dialogue has enabled challenges related to implementation to be addressed and resolved between scheduled GCDs.





2. Union-led GBVH program

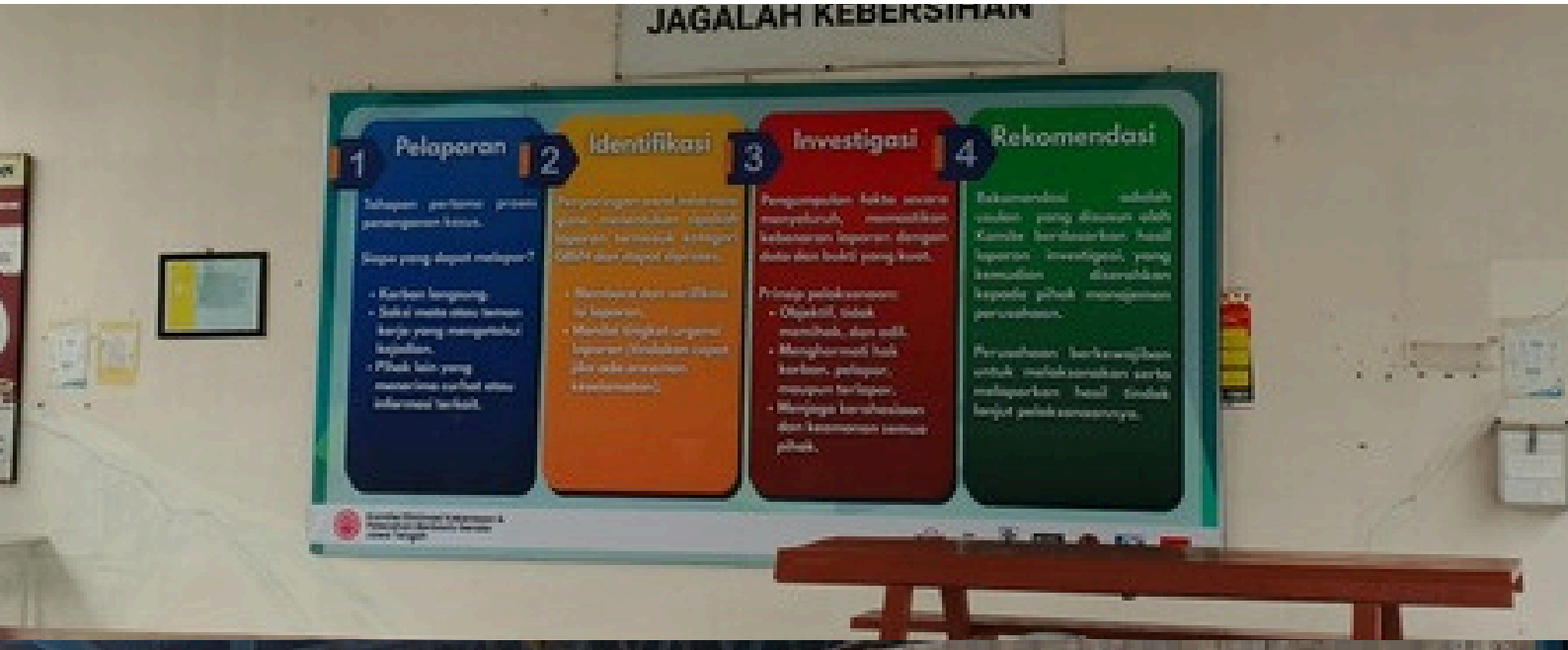
Universal training

Under the Agreement, all factory staff must attend regular training on GBVH, the Agreement, and how to make a GBVH report, which has been delivered in Year 1 through a one-day workshop. Specialized training workshops were provided for managers and supervisors covering their responsibilities on the Central Java Agreement. Specialized additional training is provided to Worker Shop Floor Monitors (WSFMs).

This process is coordinated by the GBVH Elimination Committees' Training implementation teams. As required by the Agreement, training workshops occur during regular work hours and workers are paid their regular wages while attending the workshops. To date, trainings have been designed and delivered by the Expert Team – external specialists with expertise in GBVH prevention and workplace-based training methodologies. Under the Expert Team's supervision, union-appointed workers have been progressively prepared to take on training delivery through a rigorous program of training, skills assessment, and co-facilitation. After Year 1, union-appointed workers will increasingly take on training leadership, with the Expert Team shifting to an advisory role.

The Agreement trains workers on the concepts of gender, violence, harassment, and gender-based violence and harassment, using the Agreement's definition of GBVH from ILO C190. This definition encompasses a range of behaviors from verbal abuse to physical assault. The Agreement uses the C190 definition because it enables workers to identify, report, and remediate the full range of GBVH that occurs at the factory and create an environment of zero tolerance. Universal training on GBVH reflects the Agreement's premise that change in workplace culture requires accountability at every level of the factory hierarchy, not only on the production floor.

To supplement training, GBVH Elimination Committees share information about the Agreement on an ongoing basis by installing banners and infographics around the factory about the Agreement, producing audio messages played at the factory every morning before work begins, and distributing tote-bags, T-shirts, and stickers with information about the Agreement. The Committees' messaging extends digitally as well, with the Committees running Instagram, TikTok, and YouTube accounts to share information about the Agreement.







Worker Shop Floor Monitors (WSFMs)

The Central Java Agreement strengthens unions' presence and organizing on the shop floor, using GBVH as an entry point, by establishing a worker-led monitoring system on each production line in the factory. Union-appointed monitors are responsible for identifying GBVH, supporting victims through the reporting process, and serving as a prevention or deterrent to GBVH through their presence. The WSFM model was first developed under the Dindigul Agreement, based on AFWA's Safe Circle Approach, and adapted in the Central Java Agreement.[12] The AFWA Safe Circle Approach is a bottom-up approach to addressing GBVH grounded in the recognition that GBVH is most often experienced on the production line, and that the workers who work there daily are therefore best positioned to identify and respond to incidents – particularly those involving supervisors or management – and change conditions before violence and harassment escalates.[13]

Under the Agreement, WSFMs representation reflects the structure of the factory: in the sewing department each production line has its own WSFM, while every other department (such as cutting, finishing, and quality control) has one WSFM representing the department as a whole. WSFMs are elected by the union signatories at a minimum ratio of 1 to 45 workers. Given their leadership role, the Agreement requires that WSFMs have a rebuttable presumption of intent to retaliate in the event of any adverse employment action against them, strengthening safeguards for their participation. This means that if a WSFM is disciplined in any way, management's intent will be presumed to be retaliation for the workers' role as a WSFM, unless the employer can provide adequate evidence otherwise.

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[12] *See e.g.,* Pauline Jerrentrup and Sarosh Kuruvilla, *Dindigul Agreement to Eliminate Gender-Based Violence and Harassment: Year 2 Progress Report* (Ithaca, NY: Cornell University ILR Global Labor Institute, 2024), https://www.ilr.cornell.edu/sites/default/files-d8/2024-09/Dindigul%20Year%202%20Final%209-4-24.pdf.

[13] Asia Floor Wage Alliance, *Safe Circle Approach: AFWA's Step-by-Step Approach to Prevent Gender-Based Violence* (Asia Floor Wage Alliance, May 2019), https://asia.floorwage.org/wp-content/uploads/2022/01/AFWA-Step-by-Step-approach-to-Prevent-GBV.pdf; Global Labor Justice and Asia Floor Wage Alliance, *Gender Justice on Garment Global Supply Chains: An Agenda to Transform Fast-Fashion*, (Global Labor Justice and Asia Floor Wage Alliance, 2019), https://asia.floorwage.org/wp-content/uploads/2026/10/Executive-Summary- of-2018-Research-and-Recs-to-ILO-2018.pdf.



Grievance Mechanism with multiple reporting pathways

The Agreement establishes a multi-channel reporting mechanism for GBVH. Workers can report a complaint to the GBVH Elimination Committees through a number of channels. They can report directly to the Committee in person or via WhatsApp, to the union, to the Worker Shop Floor Monitors, to the Independent Team, or to factory management. For PT SG, workers can also report complaints during training and anonymously through a Suggestion Box. The existence of multiple channels is recognized as an important feature of GBVH Grievance Mechanisms to enable survivors to have agency and control in how they seek remedy.[14]

These reports are reviewed and sorted by the GBVH Elimination Committees. The Committees send GBVH reports to an investigation team or to the Independent Team. The investigation team is a group created for joint union-management investigation of GBVH reports. The GBVH Elimination Committee may send a case to the Independent Team to serve as the investigator if a worker requests, or if the alleged harasser is a senior member of management, or if the expected remedy for the alleged GBVH involves termination of the perpetrator. These reports are referred to the Independent Team.[15] Investigators complete a series of formal trainings conducted by a legal expert and representatives of workers' rights organizations.[16]

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[14] International Labour Organization, "6.1. Enabling Reporting and Improving Enforcement," in *ILO C190 Guide: Ending Violence and Harassment in the World of Work — A Guide on Convention No. 190 and Recommendation No. 206*, accessed September 11, 2026, https://www.ilo.org/sites/default/files/wcmsp5/groups/public/%40dgreports/%40gender/documents/publication/wcms_814507.pdf.

[15] The case data did not disaggregate the cases recorded according to investigation conducted by the Independent Team or investigation subcommittee.

[16] Note that Surabaya Legal Aid provided training for the first group of investigators; LION provided training for the second group.



Deadlines for investigations and remediation recommendations

45 days	60 days
from receipt	if referred to Independent Team

The investigation team follows the Committee-developed Standard Operating Procedure (SOP) for investigations. The SOP requires confidentiality and investigations and recommendations for remediations to be complete within 45 days of receipt of a report, or within 60 days for reports referred to the Independent Team. Due process for the alleged harasser is built into the process, with opportunities for the alleged harasser to provide their testimony and any supporting evidence. Workers who report GBVH can receive individual or group counseling provided by a local women's rights organization or Legal Resources Center for Gender Justice and Human Rights (LRC-KJHAM), or they may be referred to local professionals for additional support. Additionally, the investigation team may recommend interim relief while an investigation is ongoing, such as paid leave for the complainant.

When the investigation team reaches a finding of GBVH, the GBVH Elimination Committee makes recommendations for remediation to factory management — who, under the Agreement, must implement these recommendations within 14 days of receipt of the Committee's decision. Remediation includes both disciplinary sanctions and survivor support measures, such as psychosocial support. For sanctions, the Committee first applies a standardized scoring system, which takes into consideration the severity of the abuse in determining the sanction, so that sanctions are proportional and consistent. Sanctions are connected to the Surat Peringatan (Warning Letters) system under Indonesia's Manpower Law (UU No. 13 of 2003), which prescribes escalating disciplinary measures that culminate in termination.



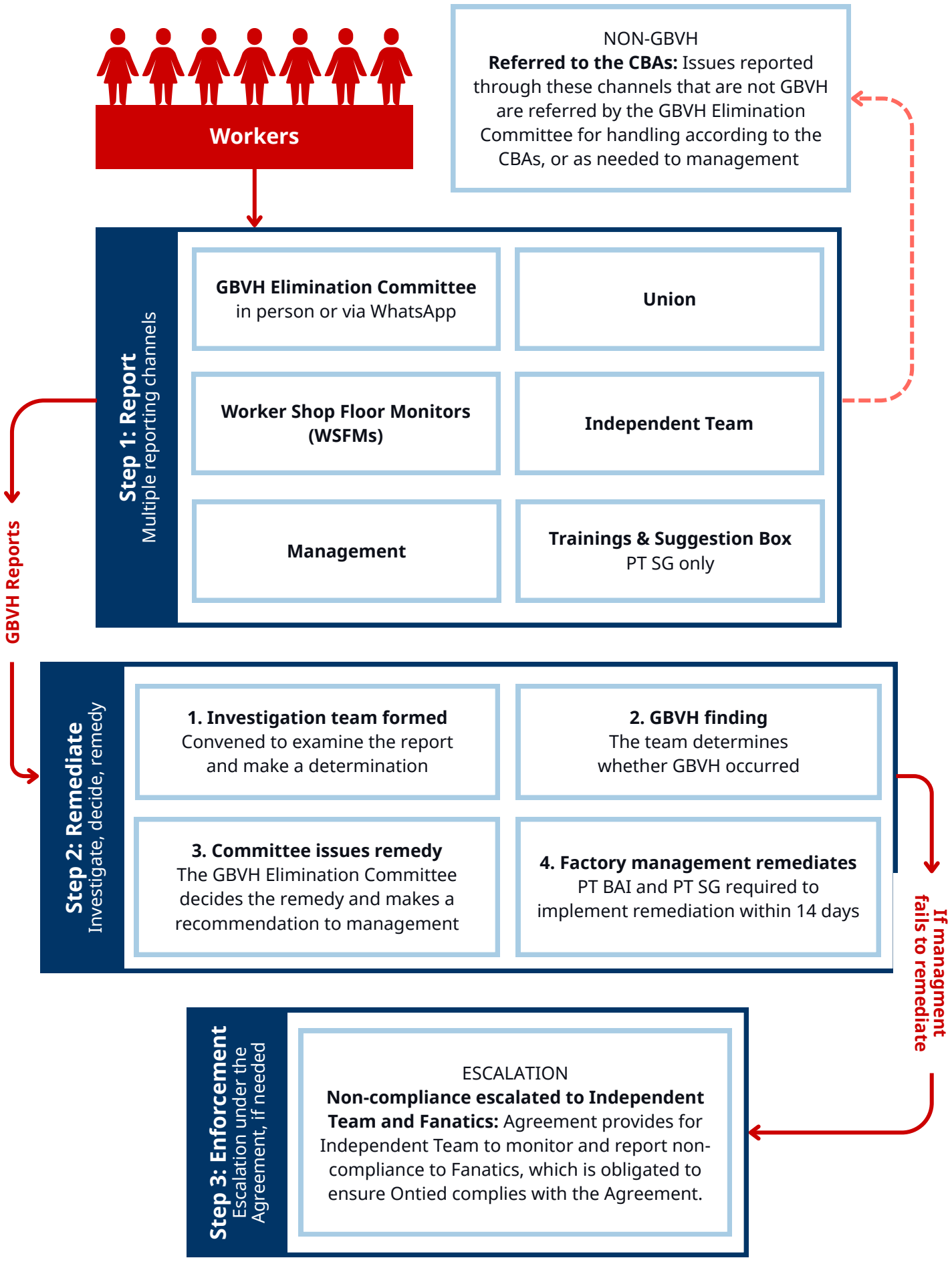
Factory management deadline to implement remediation recommendations



Through joint union-management investigations of GBVH reports, the Agreement grievance mechanism enables a shift away from a culture of impunity to real accountability for GBVH. Additionally, as noted above, under the Agreement and backed by the brand's conditioning of business on its supplier's compliance, Ontide must implement the remedies issued by the GBVH Elimination Committees. This builds trust among workers, and sends a strong message that GBVH has no place at work.

Because in Year 1 the Committee has also received non-GBVH reports, the Committee refers non-GBVH issues to management or for bipartite management-union resolution, consistent with the existing CBAs.

Figure 3: Central Java Agreement Grievance Mechanism

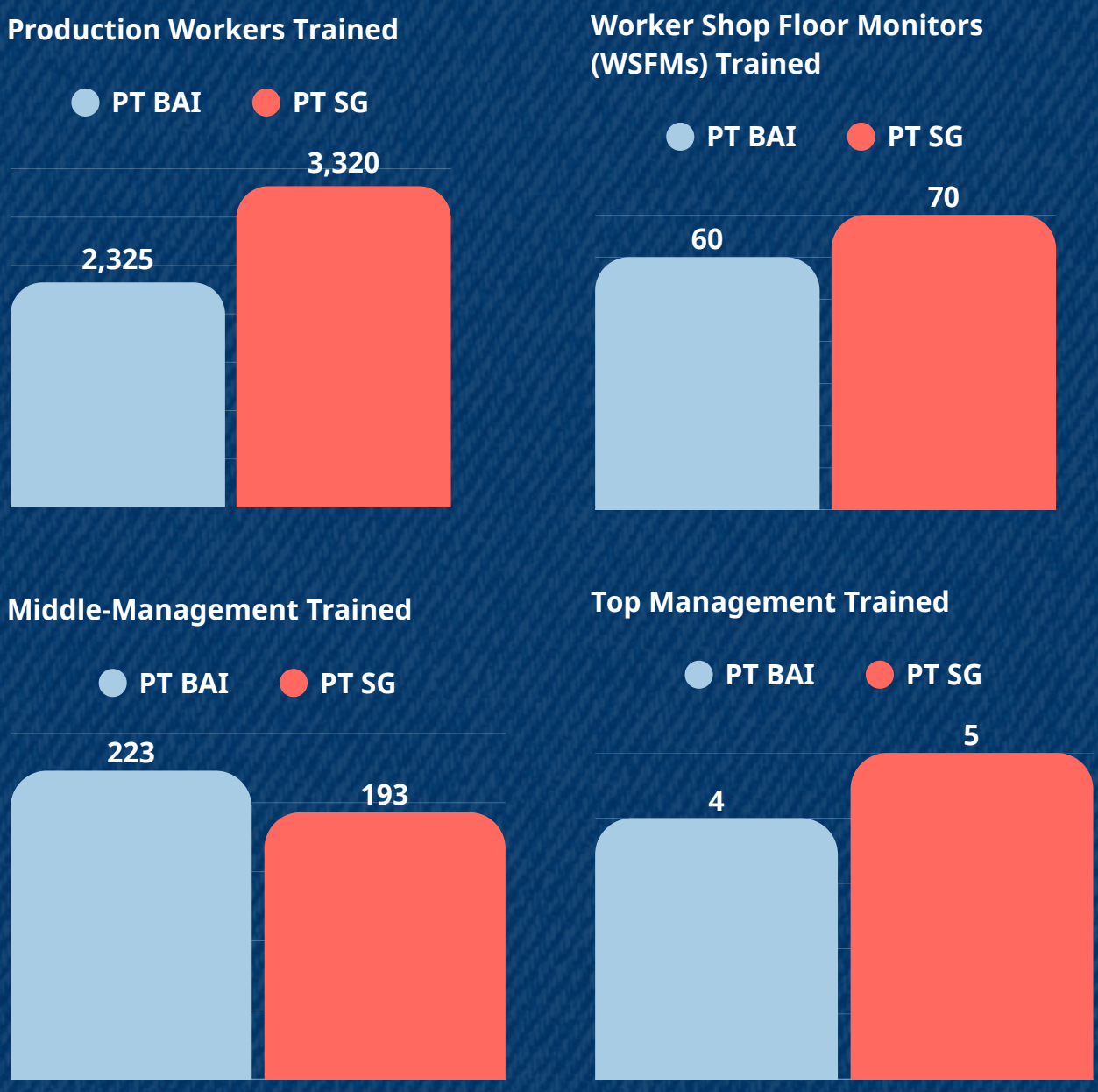


III. AGREEMENT OUTCOMES

1. Training

At the conclusion of the first year of implementation, all employees have attended training workshops, with 271 workshops held in total. The Training Team also conducted workshops with top management at both factories.

Figure 4: Numbers of Training Participants



> From a management perspective, there has been quite a significant change, especially among Korean expatriate [management]. After this program, we have seen that they have started to change—**they no longer use harsh communication, it is no longer one-way, and they have become calmer in how they communicate.**
>
> **Manager at PT BAI**



The workshops' emphasis on confidential reporting of abuse and protection from retaliation for complainants and witnesses was critical in building workers' trust and willingness to report GBVH. As one GBVH survivor and Worker Shop Floor Monitor at PT BAI described, **"After my friends and I attended a training session on GBVH and learned about the reporting mechanism [and that] the Committee guarantees the confidentiality of the reporter — we felt empowered to report the sexual harassment we had experienced."**

Another worker at PT BAI reflected, **"I trusted the process [the grievance mechanism] because I had already attended [the workshop], and … it was explained that the process is confidential, [complainants are] protected, and [the process] can help."**

A manager at PT BAI reported, **"From a management perspective, there has been quite a significant change, especially among Korean expatriate [management]. After this program, we have seen that they have started to change—they no longer use harsh communication, it is no longer one-way, and they have become calmer in how they communicate."**

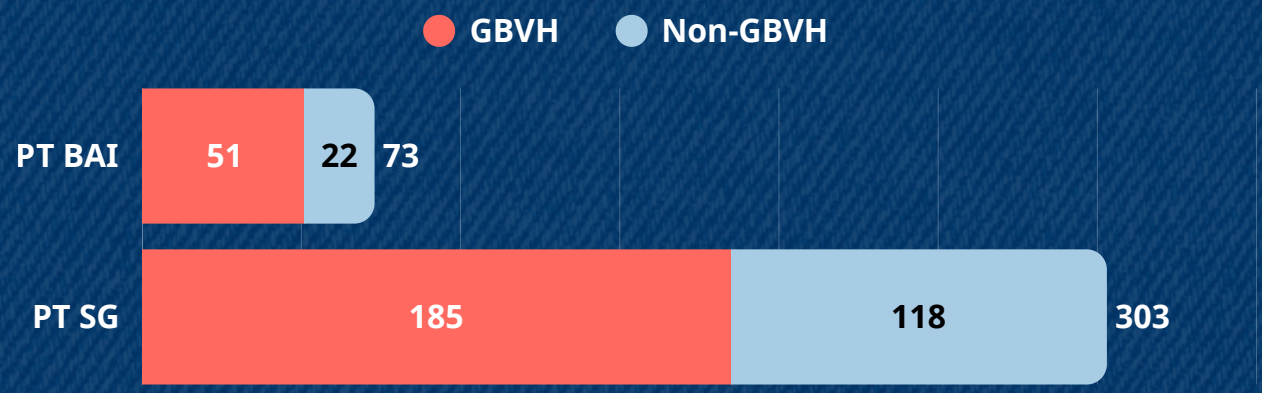


2. GBVH remediation

A. Worker reporting

In the first year of the program, all 236 reports of GBVH were submitted by women workers. Reporting of complaints increased as workers underwent the one-day workshop, which research shows indicates workers' confidence in reporting and remediation mechanisms, not an escalation of underlying harm.[17]

Figure 5: Reports to Grievance Mechanism (All Reports)



Note: PT SG's use of additional channels — training and existing bipartite Suggestion Box — for reporting accounts for the difference in the numbers of total reports, as discussed below.

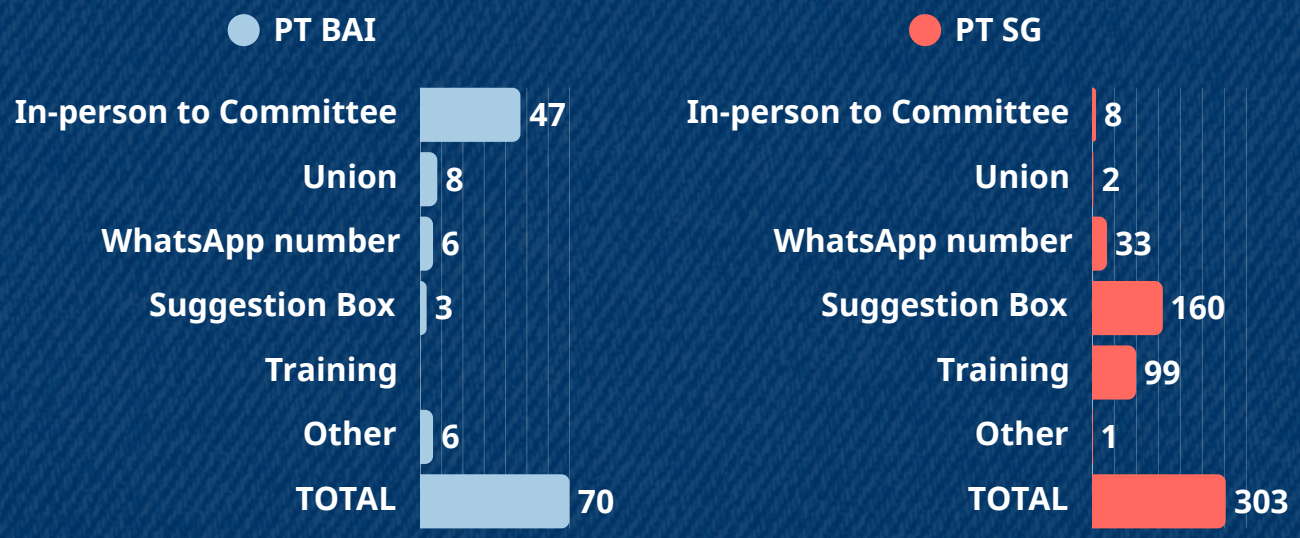
> **I trusted the process** [the grievance mechanism] because I had already attended [the workshop], and … it was explained that the process is confidential, [complainants are] protected, and [the process] can help.
>
> **Worker at PT BAI**

[17] Better Work, "Gender Equality and Inclusion," International Labour Organization and International Finance Corporation, accessed September 11, 2026, https://betterwork.org/gender-equality-and-inclusion/.

At PT BAI, workers mainly submitted reports directly to the GBVH Elimination Committee, followed by reporting to the unions. At PT SG, workers mainly submitted reports via the bipartite Suggestion Box, provided for under the CBA. While a bipartite Suggestion Box existed at PT SG before the Agreement, workers' reports via the Suggestion Box have more than doubled after the Agreement, reflecting increased confidence in the Committee's ability to remediate complaints raised. The other avenues through which workers reported GBVH were the training, followed by the WhatsApp number and through their unions. Most reports were recorded in March-May 2025 as the Committee used training to document reports.

At both factories, as noted above, non-GBVH issues are reported to management or for bipartite management-union resolution, consistent with the existing CBAs.

Figure 6: Reporting Channels to GBVH Elimination Committees (All Reports)[18, 19]



It is important to note that the information provided to workers about the Agreement, the grievance mechanism, and protections provided by it enabled workers to gain confidence in reporting GBVH. As one worker at PT BAI explained, **"At first I was unsure whether I should file a complaint or not, but after attending the training and being told that the Committee ensures confidentiality, I finally had the courage to report through the union — because I want to work in peace."**

[18] Note that in 2 reports, the reporting channel was not mentioned.
[19] "Other" refers to reports to the Worker Shop Floor Monitors, Independent Team, and factory management.

As in the Dindigul Agreement, the WSFMs are addressing problems immediately on the shop floor, in addition to encouraging women with grievances to file reports directly to the Committee. The numbers in Figure 6 therefore likely understate the number of reports being made to the WSFMs, as any resolved on the spot are not recorded, and those that WSFMs bring in person to the Committee are reported as such.[20]

> “At first I was unsure whether I should file a complaint or not, but after attending the training and being told that the Committee ensures confidentiality, **I finally had the courage to report through the union — because I want to work in peace.**”
>
> **Worker at PT BAI**

B. Trends in reported GBVH

The GBVH Elimination Committees code each GBVH report according to the issues involved. At both factories, most GBVH reports involved verbal abuse amounting to psychological harassment, including insulting workers, and using a range of terms considered to be mildly to highly offensive. This verbal abuse also amounted to intimidation of the individual. The predominance of psychological harassment — particularly verbal abuse — across both factories is consistent with AFWA's documentation of how GBVH functions as a tool of industrial control in garment manufacturing: supervisors use verbal harassment and intimidation to pressure workers to meet production targets.[21]

At PT SG, almost half of GBVH reports also included non-verbal psychological harassment, such as body gestures, facial expressions, and restricting workers’ ability to use the restrooms or to pray. Just under a third of reports involved economic harassment, primarily implicit quid pro quo bribes asked for by supervisors, and just under 10 percent of reports involved physical violence that was not sexual.

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[20] See Pauline Jerrentrup and Sarosh Kuruvilla, *Dindigul Agreement to Eliminate Gender-Based Violence and Harassment: Year 2 Progress Report*, p.18 (Ithaca, NY: Cornell University ILR Global Labor Institute, 2024), https://www.ilr.cornell.edu/sites/default/files-d8/2024-09/Dindigul%20Year%202%20Final%209-4-24.pdf (“WSFMs usually resolve problems immediately on the shop floor. Hence, these problems are not necessarily recorded by the documentation officer. The actual number of 19 grievances raised through WSFMs is likely much higher …”).

[21] Global Labor Justice and Asia Floor Wage Alliance, *Gender Justice on Garment Global Supply Chains: An Agenda to Transform Fast-Fashion* (Global Labor Justice and Asia Floor Wage Alliance, 2019), https://asia.floorwage.org/wp-content/uploads/2022/01/End-GBVH_GLJ_AFWA-2019.pdf.

Figure 7: Examples of GBVH Classifications

Physical Violence	*E.g.,* Actions such as hitting, pushing, throwing objects, etc. that result in injury or other physical harm to a woman worker (not sexual).
Psychological Harassment	*E.g.,* Range of insults referring to women workers as stupid (from "bodoh" or "oon," meaning foolish, to "goblok" or the harsher "tolol" meaning idiot, often considered a curse word), as well as verbal intimidation, including threats of termination.
Social Harassment	*E.g.,* Humiliating or degrading workers in public, often with the effect of isolating or ostracizing women workers.
Sexual Violence	*E.g.,* Sexual harassment, including retaliation for rejecting or resisting sexual harassment, and sexual assault.
Economic Harassment	*E.g.,* supervisors requesting gifts or payment from workers, often in exchange for supervisors fulfilling their responsibilities vis-a-vis workers, such as ensuring worker's sewing machines are repaired in a timely manner so that workers do not lose their production bonus or attesting to a worker's completion of required job training.

At PT BAI, 7 percent of all GBVH reports involved physical violence.. Twelve percent of reported GBVH incidences involved physical sexual violence, for example unwanted touching, and 17 percent involved verbal sexual harassment.

C. GBVH investigations

Workers who participated in investigations described a significant shift from the previous practice before the Agreement. One worker at PT SG described the process prior to establishment of the GBVH Elimination Committee, saying, **"Before the Committee, investigations were done in a very ad hoc way. There were no forms, no structure, no proper process, and no approach that centered the survivor."**



> **Now investigations are more structured.** There are templates, there is a process — it's not like before.
>
> **Investigator at PT SG**



Investigators at both factories described how the Investigations SOP under the Agreement changed their work. At PT SG an investigator shared, **"Now investigations are more structured. There are templates, there is a process — it's not like before."**

An investigator at PT BAI said, **"After receiving the assignment letter, we prepare a work proposal, map the witnesses, conduct interviews, write up the findings, analyze them, and then provide recommendations to the Committee."**

In addition to GBVH Elimination Committee-led investigations, the Independent Team was referred and investigated 7 cases in Year 1. In sum, structured investigations have helped build legitimacy for outcomes from investigations and for the remedies, including sanctions, issued for GBVH.

D. GBVH remediation

At the recommendation of the GBVH Elimination Committee, factory management under the Central Java Agreement issued significant sanctions to perpetrators for GBVH, including terminating perpetrators, ordering performance assessments and written apologies or commitments of non-repetition, and issuing of verbal or written warnings, depending on the severity of the GBVH that had occurred.

Each case of GBVH reflected one or more reports (in some cases, several reports). Each GBVH case resulted in at least one sanction, though in several instances, multiple sanctions were issued.[22] Warning letter sanctions are rooted in Indonesian law, which permits terminations after a company issues a series of three escalating warning letters — first, second, and third; however, companies can issue such letters consecutively (for example, warning letter 1, 2, and 3 at once) if appropriate.

Figure 8: Sanctions Issued for GBVH

	PT BAI	PT SG
Termination	5	3
Warning Letter 3	2	21
Warning Letter 2	1	2
Warning Letter 1	1	2
Verbal warning	0	117
GBVH Training	0	2
Performance assessment	4	2
Written apology or commitment of non-repetition	3	1
TOTAL	**15**	**150**

[22] In Year 1 documentation focused on individual reports rather than cases; beginning in Year 2, we will track both cases and reports. The contribution of multiple perspectives to a single case is a new phenomenon worth capturing in greater detail.

At PT BAI, five terminations were issued including of male supervisors and mechanics, four formal warning letters, four performance assessments, and three written apologies or commitments of non-repetition. The sanctioning of supervisors represents a significant shift from pre-Agreement practices, when few supervisors or managers were held accountable for their conduct towards workers. At PT SG, the majority of reports (70%) resulted in verbal warnings because the majority of reported GBVH was verbal abuse. For remediation of escalated harm, there were three terminations, 21 final warning letters, and four first or second warning letters. At PT SG, three GBVH trainings were also ordered.

Remediation extended beyond sanctions to prevent future instances of GBVH and to support reporters. In order to provide both backward- and forward-looking remediation, the GBVH Elimination Committees recommended to management both sanctions and changes to policy and practice at the factories to prevent future occurrences of the same harm. As noted in Part II, in addition to sanctions for perpetrators, the GBVH Elimination Committees provide counseling to workers who report GBVH. This is provided as an interim measure — after reporting but before the process is complete — and thereafter, throughout and after the process.

At PT SG, most cases were resolved within the GBVH Elimination Committees' 45-day remediation timeframe, with cases moved as scheduled from report to resolution. Resolution at PT BAI took up to 90 days during this period, reflecting early staffing shortages as the Committee's investigation capacity was being built — a challenge that has since been resolved.



3. Increased women worker leadership through the WSFM system

The Agreement provided an opportunity to test the power of the WSFM system within mixed-gender unions. In Year 1, meaningful development of WSFMs led not only to a stronger culture of supported survivor-centered reporting, but also to a growth of women's leadership within union structures. These new formal leadership opportunities have, in turn, expanded women workers' participation in collective action to improve their workplaces.

> "Friends feel safe telling me their stories. Sometimes they even pretend to bring garments to the ironing section, but actually they just want to talk. **They feel more comfortable sharing with me.**"
>
> **Dita, WSFM at PT BAI**

Worker Shop Floor Monitors (WSFMs) change workplace culture

In Year 1, unions appointed WSFMs up to the ratio provided in the Agreement. During the reporting period, unions appointed a total of 139 WSFMs — 72 WSFMs were appointed at PT SG across 58 production lines, and 67 at PT BAI across 66 production lines. WSFMs received specialized training during working hours in groups of 20-30. The training covered WSFMs' roles and responsibilities, AFWA's Safe Circle Approach, psychological first aid, and foundational gender concepts. In addition, WSFMs also received additional union-led training on topics such as leadership and organizing skills. WSFMs have begun conducting regular meetings to share their observations of GBVH and strategize responses. Almost all WSFMs are women, but a small minority are men, representing departments with only male workers.

Members of the WSFMs explained how the implementation of the Agreement, including the WSFM structure, has changed the shop floor during Year 1. Women workers have strengthened confidence in talking about GBVH on the shop floor. Dita, a WSFM at PT BAI, explained, **"Friends feel safe telling me their stories. Sometimes they even pretend to bring garments to the ironing section, but actually they just want to talk. They feel more comfortable sharing with me."**

A WSFM at PT SG expounded, **“One of the biggest impacts is the reduction of violence or harassment from supervisors to workers. Previously, if targets were not met, supervisors would immediately shout and get angry. Now, instead of scolding [workers], they are more aware and give encouragement [to workers]. Jokes that [were considered humorous but were actually harassment] have decreased. If it's a joke, it's just a joke. It's no longer wrapped in verbal harassment.”**



WSFM system leads to growth of women leaders

Workers noted growth in women’s leadership within trade unions due to women workers’ roles in implementation of the Agreement. As a leader of SPN at PT BAI noted when interviewed, **“The implementation of the CJA program has contributed to strengthening women’s leadership within trade unions. This change is reflected in the increasing number of women occupying strategic positions within union structures. In SPN, for example, secretary and treasurer positions are now held by women, and women have also started taking roles within advocacy divisions.”**

In addition, during the interview, an SPSI leader at PT BAI noted, **"Currently, more women are involved in sub-committees, and since the implementation of the CJA program, women's participation in various union activities has also increased. Beyond increased participation, women are also beginning to take more visible leadership roles. This is reflected in the increasing representation of women within organizational structures, including secretary positions and advocacy divisions, which now involve women."**

4. Business at PT BAI and PT SG

In Year 1, business at PT BAI and PT SG remained stable. Fanatics' decision to maintain its sourcing relationship – and use its leverage to address GBVH rather than exiting PT BAI and PT SG – has been essential to the success of the Agreement, and reflects a meaningful example of a company responding to labor rights harms consistent with business and human rights expectations such as the UN *Guiding Principles for Business and Human Rights.*

Ontide has noted the Agreement has generated mutually beneficial outcomes at PT BAI and PT SG. According to Ontide management, worker turnover attributable to harassment and unresolved grievances has dramatically decreased at both PT BAI and PT SG.



CONCLUSION



Overall, Year 1 of the Central Java Agreement was a success, showing strong evidence that the Agreement is enabling women workers at PT BAI and PT SG to prevent and remediate GBVH at their workplaces. In the first year, the Agreement structures were quickly implemented: over 6000 workers, supervisors, and managers were trained on GBVH, reaching the full workforce at both factories, and 139 WSFMs were appointed and trained to intervene in GBVH by addressing it on the shop floor and reporting it to the GBVH Elimination Committees. Women workers made 236 reports of GBVH leading to 165 sanctions during the reporting period. This includes 8 terminations, 29 written warnings for serious violations, and 117 verbal warnings for less serious issues. Agreement structures and CBAs were mutually reinforcing, and women workers' collective power and leadership through their unions grew.

As the Agreement enters Year 2, women workers are taking on more leadership roles in relation to education and awareness-raising activities and investigation of GBVH reports. Continued commitment from Ontide to union-management cooperation and supporting worker leadership supports a culture shift at the factories away from impunity for GBVH.

As the first agreement on gender-based violence and harassment in Indonesia, and the third in the global garment sector, the Central Java Agreement in its first year illustrates how enforceable brand agreements on GBVH rooted in freedom of association effectively prevent and remediate GBVH in multiple country and industrial relations contexts, including in factories with preexisting collective bargaining agreements and multiple worker-representative unions.

Growing evidence shows that brands that value women and publicly state zero tolerance for GBVH should be signing agreements like the Central Java Agreement. Enforceable brand agreements provide the only proven model, now with clear evidence from three different contexts, that brands can use to stand by women who are taking collective action to make their workplaces safe. Fanatics' commitment should set the bar for a responsible reaction to GBVH in a brand's supply chain.

APPENDIX 1: SIGNATORIES

KASBI PT BAI is the plant-level affiliate of the People's Democratic Union, Indonesian Trade Union Congress Alliance (SBDK KASBI PT Batang Apparel). **E**stablished on November 2, 2023. SBDK KASBI was born from the workers' passion to strengthen solidarity, fight for normative rights, and combat all forms of oppression in the workplace. KASBI emphasizes that the workers' struggle is not only for a living wage, but also for the right to social and health security, freedom of association, protection from unilateral layoffs, protection from discrimination, violence, and harassment, and the realization of decent and humane working conditions.

SPN PT BAI is the plant-level affiliate of the National Workers' Union (PSP SPN PT Batang Apparel Indonesia) is the first labor union at PT Batang Apparel Indonesia. Established in 2021, SPN has boldly paved the way for the birth of collective awareness of the importance of organizing for workers, becoming a space to unite the voices of all workers, protect the rights and fight for the dignity of workers. The organizational leadership in PSP SPN PT BAI is currently democratically elected by all its members and consists of a majority of women workers at the sewing machine operator level. This confirms that SPN is a labor union born of the members, by the members, and for the members. The union's struggle is not solely about economic interests, but also about creating a workplace free from violence, discrimination, and gender-based harassment.

SPSI PT BAI is the plant-level affiliate of the Union of Textile, Clothing, and Leather Workers, Confederation of All-Indonesia Workers' Union (PUK-F.SPTSK-K.SPSI PT Batang Apparel Indonesia). Established in 2022. SPSI PUK PT BAI is the second labor union established at PT BAI. The focus of SPSI PUK PT BAI's struggle includes fighting for welfare, freedom of association, providing protection and guarantees of job security and legal protection for all its members. In addition, SPSI PUK PT BAI is also actively involved in the struggle to realize safe, comfortable working conditions that are free from violence and gender-based harassment.

SPSI PT SG is the plant-level affiliate of the Union of textile, Clothing, and Leather Workers, Confederation of All-Indonesia Workers' Union (PUK-F.SPTSK-K.SPSI PT Semarang Garment) is a forum for workers' aspirations, established in 2009 and home to over 3,000 members. As a strategic partner to management, SPSI is committed to realizing harmonious and equitable industrial relations through bipartite dialogue, Collective Bargaining Agreements (CBA), legal advocacy, and employee welfare and capacity-building programs to support productivity and company sustainability.

Asia Floor Wage Alliance is an Asian labour-led global labour and social alliance across garment-producing countries in Asia and consumer regions of USA and Europe. AFWA aims to build regional unity among Asian garment unions to overcome the limitations of country-based struggles in global production networks and hold global fashion brands accountable. A women-centred approach has been at the core of AFWA's achievements, developing the only historic cross-border living wage formulation and pioneering supply chain agreements for gender justice in Asia.

Global Labor Justice is a non-governmental organization that works transnationally to advance policies and laws that protect decent work; to strengthen freedom of association and workers' ability to advocate for their rights; and to hold corporations accountable for labor rights violations in their supply chains.

Worker Rights Consortium is a nonprofit organization dedicated to advancing labor rights in global supply chains by holding corporations accountable and enforcing labor standards. The WRC conducts factory investigations worldwide and supports workers in securing concrete remedies when their rights are violated.

Ontide is a South Korean apparel manufacturing and textile company and was previously known as Kukdong Corporation. In March 2026 it was acquired by Yakjin Trading Corporation.

Fanatics is a leading designer, manufacturer, and seller of licensed fan gear for the NFL, NBA, MLB, and many WRC-affiliated universities, headquartered in the United States.

APPENDIX 2:
FANATICS AND ONTIDE STATEMENTS

Fanatics

Fanatics has and continues to support the important work being done as part of the Central Java Agreement and applauds all that have contributed countless hours to building the infrastructure needed to make it a success. As a result of strengthened worker leadership and corporate culture, employees feel safe coming forward with GBVH and other issues, knowing that they will be formally and carefully reviewed by committees composed of management and unions, with effective and appropriate discipline occurring when claims have been substantiated.

Ontide

The Central Java Agreement has been a demanding but deeply rewarding journey, and we are grateful to everyone who contributed countless hours to building it. Our workers now feel safe to speak up, and our management culture has genuinely changed. As one of the committed supporting partners of the Agreement, Ontide will continue to work hand in hand with the unions and all partners to embed this program into the daily operations of our factories.