The Impact of COVID-19 on Suppliers
The impact of COVID-19 on suppliers in 2020

As companies around the world continue to cope with the impacts of the COVID-19 pandemic on their operations and workers one year after the pandemic started, key trends and impacts on business are becoming clearer.

The global economic and health effects of the virus have been severe, particularly for businesses and workers in developing economies, who are often more vulnerable. Research indicates that the economic consequences of the pandemic have been pushed down the supply chain, with businesses in developing economies and vulnerable workers, such as casual, migrant and female workers, bearing the brunt.

However, the pandemic has also generated an increased awareness of the influence companies can have across global supply chains, with some businesses working in partnership with their suppliers, to provide support for workers in their business and supply chain to manage financial and health impacts.

This report focuses on how Sedex supplier members have experienced and responded to the crisis. Sedex uses self-reported data from around 1,000 supplier business sites who have reported the impacts on their business operations, via our COVID-19 Self-Assessment Questionnaire. We compare this with data collected in April 2020 about the pandemic’s initial impacts – drawing clear insights about supplier impacts, and our recommendations about what businesses can do to continue navigating their way out of the pandemic.

Our analysis looks at the key areas of business impact, workforce availability, financial support measures for workers, health and safety in the workplace, and support shown by suppliers’ customers.

Key report insights: impacts on suppliers

Not all suppliers have been as badly affected as they expected.

- Responses indicate a varied picture across industries, from order increases and decreases to concerns around workforce shortage and surplus.

The Garment Manufacturing industry is most severely affected.

- Responses show that the Garment Manufacturing sector continues to be the industry most negatively impacted, with 86% of businesses experiencing decreased orders (highest of all sectors in this analysis). Garment Manufacturing also saw one of the highest proportions of businesses experiencing negative, unsupportive customer actions.

Suppliers are adapting their product mixes and sales models.

- This agility in a time of crisis helps to maintain business income and ensures more work and income is available to employees.

Financial support for workers is of mixed availability and uptake, and certain groups are more vulnerable to severe drops in income.

- The proportion of businesses using government support to aid workers increases from 29% in April 2020 to 45% in our latest analysis. Around half of businesses are providing wages or salaries to workers themselves. However, not all suppliers can offer full wages, and we know from other sources that not all workers can access this support (from the state or their employer).

An increased proportion of suppliers reported customers being supportive.

- 88% of businesses report that their customers are being supportive in at least one way. This is encouraging compared to a quarter of respondents reporting unsupportive customer in April 2020. However, this support may not be sufficient to meet suppliers’ needs or be reflective of good purchasing practices generally.


Almost half of businesses have seen a decrease in orders since April 2020. But 25% have seen an increase.
Five recommendations for businesses to support suppliers

1. Conduct risk assessments to understand the highest human rights risks in your supply chain, which includes assessing the risks to more vulnerable workers. Where workers are already vulnerable to exploitation, they are likely to be more vulnerable to the impacts of COVID-19.

2. Where safe and possible, maintain existing responsible sourcing programmes to assess and improve working conditions, with flexibility to account for new issues impacting suppliers and workers. Take a root-cause approach to address issues when they are found.

3. Build and maintain strong supplier relationships. Work in partnership to establish supplier needs and how to best support supplier businesses and workers.

4. Honour order contracts and ensure the price of products is sufficient for suppliers to pay living wages to workers, while building in flexibility on timelines.

5. Collaborate with peers where possible so that interventions to support suppliers and workers are aligned and, where needed, addressed at a national and sectoral level.

See p.19 for more information on managing the impact of COVID-19 in supply chains.
Methodological notes

- The sectors in this report are those with the highest numbers of respondents across both assessments (see table below for sector names and numbers of respondents).

- The report compares information from data collected via a Self-Assessment Questionnaire between May – October 2020, and compares this with data collected in a survey of 3,300 businesses about the impacts of COVID-19 on business, that Sedex conducted in April 2020.

- Methodologies of the survey and COVID-19 Self-Assessment Questionnaire (SAQ) are different. The April 2020 survey was one-off and anonymised. The later dataset is from SAQs completed on the Sedex platform, which were issued by buyers to selected suppliers and can be updated on an ongoing basis.

- The SAQ data is not a random sample. Elements of the SAQ collection method may influence results, including:
  - The SAQ data is completed by suppliers who have been requested to do so by their customers. This may indicate that these businesses have one or more customers that have some form of human rights due diligence in place and are interested in understanding the impact and risks posed to suppliers by COVID-19.
  - Suppliers completing the questionnaire are likely to be those that have ongoing business with the buyers that have asked them to complete it.
  - Businesses that are operating significantly under or over capacity may not have the resources to complete the SAQ.
  - All information is self-reported and shared with customers. There may be differences between how candid businesses are in the SAQ compared with the survey, as results are shared with linked buyers. Readers should therefore treat findings as indications of trends and sentiments among Sedex members. This may shed light on supplier experiences during the pandemic but should not be seen as representative.
  - The two assessments have different question sets. However, topics covered are similar, and therefore answers can provide insight into key themes. Comparisons are made at a topic level and indicators used are described throughout the report.
  - Percentages are calculated based on the number of respondents to each question.
  - Finally, responses can describe actions taken by companies, but cannot show the effectiveness of these actions.

For full details on questions used in the surveys, please contact Sedex.
Survey and respondent information

<table>
<thead>
<tr>
<th>Date</th>
<th>COVID-19 Survey</th>
<th>COVID-19 SAQ</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>April 2020</td>
<td>Released: May 2020. Data downloaded: 5th October 2020. Highest activity month: June 2020 (39% of SAQs were last modified in this month). 90% of the data was completed between June and September 2020.</td>
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Visibility  
Anonymous survey  
Answers shared with buyers that are linked and granted visibility to site SAQs on Sedex Advance

![Number of SAQs completed](image)

*Figure 1. SAQ completion rates (when more than >95% of questionnaire is answered) from May to October 2020.*

<table>
<thead>
<tr>
<th>General sector description</th>
<th>COVID-19 Survey</th>
<th>COVID-19 SAQ</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>Sector name</td>
<td>Respondents</td>
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<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Food and Drink Manufacturing</td>
<td>Processing of food and/or drink</td>
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</tr>
<tr>
<td>Agriculture</td>
<td>Agriculture and forestry</td>
<td>449</td>
</tr>
<tr>
<td>Garment Manufacturing</td>
<td>Manufacturing of textiles, clothing, leather or footwear</td>
<td>469</td>
</tr>
<tr>
<td>Packaging</td>
<td>Packaging and paper</td>
<td>416</td>
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Impact on business

The SAQ data indicates fewer companies than expected experienced decreased orders, and some have seen increases in Food and Drink Manufacturing and Agriculture sectors. This indicates a different picture to April 2020, where Sedex research showed concern across many sectors - that the pandemic would cause a decrease in business revenue. However, results from later in the year show a more mixed picture emerging.

This new insight may reflect that businesses deemed as “essential” sectors - allowed to stay open during “lockdowns” to provide necessities and safeguard public health - are experiencing a less severe impact on orders.

Conversely, both sets of research indicate almost all Garment Manufacturing companies have experienced decreased revenue and negative impacts on orders throughout the pandemic. This correlates with global experiences in the garment sector, with retailers closing down and millions of workers left without work and in precarious positions as a result of the pandemic. In Bangladesh alone, more than one million workers were adversely affected, with many being sent home from work without severance or furlough pay⁴.

Figure 2. Business impact of the pandemic on Food and Drink Manufacturing, Agriculture and Garment Manufacturing businesses. The COVID-19 Survey in April 2020 (pink) asked about impact on revenue. The COVID-19 SAQ (blue) asked for impact on orders.

Workforce availability

Issues and concerns about workforce numbers for SAQ respondents are lower than those reported in April 2020. The survey found around one third of companies expected worker shortages and another third too many workers for business needs. However, only 15% of businesses reported too many workers and 14% reported a labour shortage in the later data. This is likely due to labour supply issues being addressed - that state support schemes managed to mitigate unemployment, or that coordinated action enabled businesses to hire more workers.

Access to workers was a key concern raised in the April 2020 survey, particularly in sectors that rely on a largely migrant workforce. Over half of respondents from the Agriculture sector and 42% of Food and Drink Manufacturers expected a labour shortage (Figure 3).

But later in the year, most businesses stated no impact on the size of their workforce relative to business operations. 10% in Agriculture and 15% in Food and Drink Manufacturing experienced a shortage of workers\(^5\).

This positive picture may be due to the survey sample as well as the measures put in place by mid-2020 that lessened the impact of the pandemic on access to workers. Furlough schemes (government support) were in place in many countries and several governments sought to support agricultural sectors by making concessions around movement of workers. For example, Austria allowed seasonal workers to be exempt from travel bans\(^6\) and the UK allowed agricultural workers to spend self-isolation periods at their places of work\(^7\).

\(^5\) Sector breakdown for how businesses are managing labour shortages and labour surplus is not included in this report because respondent numbers to these questions by sector are low (< 50 responses per sector).


The Impact of COVID-19 on Suppliers
Figure 3. The impact of the pandemic on size of workforce in Food and Drink Manufacturing, Agriculture, Garment Manufacturing and Packaging sectors. COVID-19 Survey (pink) and COVID-19 SAQ (blue).
In both surveys, businesses experiencing labour shortages were asked about how they were responding. Recruiting more workers was highlighted as the most common strategy across both.

With recruitment taking place in challenging conditions, the risk of labour exploitation tends to increase. This is driven by a number of factors, including:

- A shortage of jobs and restricted freedom of movement increases the risk of exploitation as people accept poorer working and living conditions in order to obtain work to survive.

- Disruption to usual due diligence processes makes it harder to have visibility over recruitment practices.

- Some countries have relaxed rules around labour providers. For example, the UK gave labour providers temporary allowance to provide workers to sectors with high modern slavery risk without a Gangmasters Licence\(^8\).

- Lockdown conditions make it more difficult to identify and address modern slavery\(^9\).

The urgent need for workers makes it vital for businesses to mitigate these risks by having due diligence processes and checks in place to monitor recruitment journeys, fees and practices of labour providers.

Concerns were much greater in early 2020 around having too many workers, with at least a quarter of businesses in every sector stating this issue - most highly in the Garment Manufacturing sector (56%). The new research indicates this concern is significantly lower, as show in the above chart. (Figure 3).

Sedex recommendation: Talk to suppliers regularly about any challenges they are experiencing with workforce availability. Consider where you can offer support, such as revising delivery dates or lead times.

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Businesses have managed having too many workers in several ways, including reducing working hours and headcount.

- Reducing the numbers of shifts and/or working hours were amongst the most common strategies across both assessments.

- More businesses reduced headcount than originally reported, with a particular focus on reducing temporary workers. In the April survey, 34% of respondents with too many workers said they laid off workers. Later in the year 13% had laid off workers. 37% said they were reducing the numbers of temporary workers specifically.

In the SAQ, around half of respondents to this question were from China or the UK. Both countries had measures to provide financial support or relief to companies and workers to mitigate drops in employment levels\(^\text{10}\).

However, survey results highlight that temporary workers have been among those most impacted by job losses, reinforcing that those in this type of employment are a vulnerable group. Also, workers in the industries surveyed typically earn low wages, so any loss of work is likely to have a large impact on their ability to earn a decent living.

In the UK, access to support covers temporary workers, but this relies on applications from the employers where workers are formally registered. In China, many temporary workers will be migrant workers, who have been severely impacted by the pandemic\(^\text{11}\).

Additionally, despite support aimed at companies to keep workers in employment, unemployment levels among low and middle-income workers are estimated to be double the national average\(^\text{12}\).

Higher risk of loss of income, coupled with challenges around accessing sufficient levels of support, means that temporary, migrant and low wage workers are groups particularly vulnerable to poverty.

1. **Adapting business to maintain orders and available work**

By mid-year, companies showed that they were adapting business operations to maintain sales, which may also improve the amount of available work. These actions include:

- Diversifying product offering e.g. switching from garments to PPE. In the COVID-19 SAQ, 20% of respondents were diversifying their product offering.

- Diversifying sales channels e.g. going online (23% of respondents to the SAQ).

2. **Relying on government support**

Companies have benefitted from government schemes to keep workers paid and in employment, while reducing the burden to business e.g. the UK and Germany’s furlough schemes. Schemes such as these have been essential for reducing the economic impact on workers and businesses over the past year.


\(^\text{12}\) Financial Times (2020) https://www.ft.com/content/e0e2940a-17cb-40ed-8d27-3722c9349a5d
Measures to help workers manage the financial impact

Lockdown measures have exacerbated poverty and financial hardship for workers. 94% of the world’s workers live in countries with some form of workplace closure\textsuperscript{13} and working hours losses in the second quarter of 2020 is estimated to be equivalent to 495 million full time jobs\textsuperscript{14}. The number of people living in extreme poverty is expected to increase by 96 million in 2021 and the gender poverty gap is projected to rise.\textsuperscript{15}

The impact on low wage workers is particularly severe, as job loss and income reductions have also impacted certain groups more than others. For example, globally, informal workers’ income fell by an estimated 60% in the first month of the pandemic.\textsuperscript{16}

When asked how businesses are supporting their workers to manage the financial impact of the crisis, providing \textit{wage and salary support} was common across respondents. Details for Garment Manufacturing, Agriculture, and Food and Drink Manufacturing are shown in Figure 4.

- In the April 2020 survey, this was highest in Agriculture and Food and Drink Manufacturing (46% and 42% of respondents from these sectors).
- Later analysis shows an increase in the proportion of Garment Manufacturing sector businesses (the majority of which are in China) providing wage support.

![Figure 4. Proportion of businesses offering wage and salary support to their workers across Garment Manufacturing, Agriculture and Food and Drink Manufacturing sectors. Pink shades are the COVID-19 Survey and blue COVID-19 SAQ.](image-url)

Businesses providing wage and salary support to their workers is a promising action. However, these surveys do not give an indication of:

- **The extent of the support.** Those on the lowest incomes are often the least likely to have access to sufficient financial support to meet their needs.

- **The proportion and type of workers covered.** Temporary workers, those on hourly rates, migrants and women are more likely to be laid off than salaried workers and some groups may not be eligible for company-provided or state support.

Finally, financial support can only be provided by viable businesses. In sectors like Garment Manufacturing, hit hard by lockdown closures, both businesses and workers alike need support.

This highlights critical connections between the role of the state and the responsibility of business to ensure that workers do not slip through support gaps.

**Figure 5.** Proportion of respondents that indicated that they are relying on some form of government support to aid workers financially, across Garment Manufacturing, Agriculture and Food and Drink Manufacturing sectors. The COVID-19 SAQ provided respondents with two answer options for government support.

- **COVID-19 Survey (April 2020)**
  - We’re relying on government support to pay workers

- **COVID-19 SAQ (May – October 2020)**
  - Provided necessary documentation and social security contributions so that workers can access statutory benefits
  - Furloughed workers
The role of government in providing financial support

State support during the pandemic has sought to alleviate loss of work, mitigate drops in employment levels and protect people from poverty. The proportion of respondents using some form of government support to aid workers financially increased from 29% to 45%.

- Furloughing workers was most common in Food and Drink Manufacturing. This sector had high representation of respondents from the UK, which has an established furlough programme. 17

- Reliance on some form of government support has risen in the Garment Manufacturing, Agriculture, and Food and Drink Manufacturing sectors. Providing documentation so workers have access to statutory benefits was highest in the Garment Manufacturing sector (Figure 5). But SAQ responses cannot tell us whether workers have received state benefits and whether they are sufficient to meet people’s needs. The majority of these respondents were from China, where wage insurance and subsidies are available to some workers18; however, the amount offered may not be sufficient and are often inaccessible to migrant workers.19

Government assistance has provided vital lifelines for businesses and their workers during the pandemic. However, there is often a gap between state support provided and the amount required to make up for working hour losses, especially in low and middle-income countries.20

Businesses looking at risks in their supply chains should consider where workers have been severely affected by job reduction or losses, understand which workers are impacted (e.g. is it all workers or is it particularly temporary, female or migrant workers that are worst affected), and consider whether state support for these workers is effective. Where state response is weak, impact on workers is likely to be more severe. In these supply chains, risks of extreme poverty, human rights abuses and exploitation are higher.

The pandemic has shone a light on the need for states and businesses to work together, and many businesses will want to consider how best to collaborate and with whom in order to help mitigate the impacts on the most vulnerable.

18 Financial Times (2020) https://www.ft.com/content/e0e2940a-17cb-40ed-8d27-3722c9349a5d
19 Financial Times (2020) https://www.ft.com/content/e0e2940a-17cb-40ed-8d27-3722c9349a5d
Measures to stop the spread of coronavirus in the workplace

The majority of businesses are taking actions to protect their workers and limit the spread of the virus in the workplace – with 99% of businesses stating they are taking actions across both sets of data.

It is essential that companies have adequate health and safety measures to prevent the spread of the virus within the workplace and to local communities. For those on low wages, or where there is little social support (e.g. no paid sick leave), there can be tensions between a worker continuing to go to work to earn a living and protecting themselves and others from the virus.

In the early stages of the pandemic, national and international campaigns broadcast the importance of antibacterial gel, personal protective equipment (PPE), and social distancing. Results from both assessments show the effectiveness of these campaigns, with a high proportion of respondents taking these measures (Figure 6).

Physical distancing and provision of personal protective equipment (PPE) are common measures across both assessments.

The lower proportion of respondents providing additional PPE in April 2020 (71%, compared to 90% in the later assessment) could be an example of early difficulties in supply chains to meet the surge in demand for this equipment.

Physical distancing was the most common measure in the April 2020 survey. The SAQ asked specifically if businesses were adapting sites and facilities to enable this. This was most common in Food Manufacturing (87%). Yet even with this measure in place, maintaining physical distancing is hard in factory settings, and there is higher risk of the virus spreading in cold, damp indoor environments21.

Sedex recommendation: Consider whether your business can support your suppliers in providing handwashing facilities or PPE to employees. These should be provided at no cost to workers.

Share training materials to help suppliers educate their workers on health practices, in multiple languages where needed. Visual posters that use signs and symbols can also help to supplement training.

Results show that the vast majority of businesses are taking measures to protect their workforce from the virus. However, they do not show how effective these measures are or whether they cover all workers. Insights from workers themselves, gathered through tools such as Worker Voice, are crucial to understand whether there is adequate protection.

Effective worker-management communication, where workers can report when they do not feel safe, allows issues to be addressed as soon as possible and reduces risk of an outbreak.

90% of businesses had taken additional health measures by October 2020 providing antibacterial gel or PPE.

Figure 6. Common measures taken to prevent spread of the virus in the workplace: additional personal protection measures, physical distancing and regular health checks. Answers from the April 2020 survey (left) are displayed alongside comparable SAQ answers (right). For full details on questions used in the surveys, please contact Sedex.
Customer support for suppliers

Buyers’ actions can either help or exacerbate the impact of COVID-19 in their supply chains. This is unsurprising considering the respondents to the SAQ also reported lower business impact compared to respondents to the April survey.

88% of respondents to the COVID-19 SAQ reported that at least one supportive action was being taken by their customers. 76% said they had experienced no unsupportive actions. Common measures relate to continuation of business relationships and activities (table below), as opposed to specific measures to tackle pandemic effects.

This shows a more positive picture than in April 2020, where just over half of businesses said their customers were being supportive. Around 25% were unsure, indicating that the impact of the pandemic on their business relationships was uncertain at this time.

The three most common supportive measures experienced by suppliers were:

<table>
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<tr>
<th>April 2020 survey</th>
<th>COVID-19 SAQ</th>
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<tbody>
<tr>
<td>1. Buyer being understanding and issuing no complaints or penalties (22%)</td>
<td>Continued regular communication of forecasts and plans (63%)</td>
</tr>
<tr>
<td>2. Communication (18%)</td>
<td>Maintained regular orders (39%)</td>
</tr>
<tr>
<td>3. Longer lead times (15%)</td>
<td>Extended production / delivery dates (31%)</td>
</tr>
</tbody>
</table>

Both communication and allowing flexible lead times are measures that have been maintained over time. These measures can help suppliers plan their workforce around business needs and increase the probability of achieving labour standards e.g. by avoiding excessive overtime.

However, the results do not show whether these measures provide sufficient support for suppliers, and there is variation across sectors. Respondents linked with non-essential sectors, particularly Garment Manufacturing and some Agriculture businesses, are among those experiencing negative impacts as a result of customer actions.
In April 2020, almost a quarter of Garment Manufacturing businesses said their customers had adjusted payment terms to be more in the customers’ favour.

The new data shows that just over one-fifth had contracts terminated, and 17% had customers who asked for discounted prices.

- In the SAQ, a fifth of Agriculture businesses stated that customers have terminated contracts (Figure 7).

- Both sectors typically have a high proportion of low paid and temporary workers, who are likely to be impacted by the knock-on effects of poor purchasing practices and are more vulnerable to falling into poverty during this crisis.

Buyer actions impact suppliers’ abilities to provide work, decent working conditions, and wages to workers. Therefore, companies must consider how their actions affect suppliers’ abilities to pay their workforce and should work in partnership with suppliers to mitigate negative impacts on workers.

Figure 7: Customer actions experienced by Garment Manufacturing and Agriculture businesses, according to SAQ answers captured between May and October 2020.
Sedex recommendations

With the pandemic continuing to cause disruption and devastating health and economic consequences for workers worldwide, it remains vital for companies to take responsibility of their business practices and to assess and address human rights risks.

To manage the impact on their own employees, Sedex recommends that companies:

- **Prioritise workers’ health and safety**
  Protecting workers also protects local communities and mitigates the risk of business closure due to outbreaks. Measures need to consider those who are at high risk of catching the virus.

- **Provide regular work, employment and wages that meet costs of living**
  Where this is not possible, ensure workers have access to state support wherever possible and that documentation is in place to help workers access government support schemes. Consider additional aid for those who have difficulty in accessing state support.

- **Develop ongoing and responsive worker-management communication systems**
  These could include elected worker representatives and communication with trade unions, well-functioning grievance mechanisms, anonymous suggestion boxes, surveys and technology-based engagement, such as Direct Worker Reporting. A key aim of these systems is to build trust and communication with workers so that issues are raised and can be addressed effectively by the business. For example, a worker or trade union representative may raise that it is difficult to socially distance at work, or that the correct face masks are not easily available to workers.

- **Assess root causes of issues and act quickly to address them**
  Make sure to communicate plans and actions taken back to workers.

- **Maintain open communication channels with customers**
  For example, to let them know where orders need to be amended due to COVID-19 related disruption or where you need more flexibility or support to ensure workplace safety.

- **With this information the business can take action, make improvements, and reduce the risk of COVID-19 infections within their workforce, protecting worker and management health, and business continuity.**
To manage the impacts in supply chains, Sedex recommends that buyer companies:

- **Continue to focus on the impact of COVID-19 in your supply chains**
  The health and economic impacts of the pandemic will be felt for a long time to come and companies can make a real difference to people’s lives globally through their actions. Now is a good time to find ways to make long term positive changes, to help increase sustainability and improve impacts on workers for the long term.

- **Conduct risk assessments**
  Account for the impacts of COVID-19 to understand key human rights risks in your supply chain – guidance on this can be found here. Include COVID-19 information where possible e.g. regions and sectors with high infection rates and an assessment of vulnerable workers. As part of this assessment, review the state programmes in place to support workers financially and check if these are accessible to vulnerable groups such as migrant or temporary workers. Links to several government websites for country-specific guidance can be found here.

- **Maintain responsible sourcing programmes to assess working conditions**
  These need to be flexible and adapt to changing risks and needs. Virtual assessments and worker engagement technologies can be used when site visits and onsite audits are restricted. Take a root-cause approach when issues are found and ensure that issues are remediated effectively and sustainably, focusing on the best outcomes for workers.
● **Take action to improve**
Existing human rights risks have been exacerbated and the situation for workers has worsened. Consider how your business reacts and what can be done to prevent and mitigate impacts on people in your supply chain. Collaboration with peers and governments to address issues at a sectoral or national level can help.

● **Take a partnership approach with suppliers**
Understand how COVID-19 is impacting them, what their needs are and how your business can help, what the impacts on workers are and the root causes of these issues. When issues are found, work together to establish plans of action that the supplier can implement to mitigate and remedy negative consequences.

● **Review purchasing practices**
For example, check that current lead-times allow workers to operate with safety measures such as social distancing, which may limit the numbers of workers at site. Assess whether the price of a product is sufficient to cover workers’ wages.

More information can be found in the Sedex Guidance on how businesses can manage the impact of COVID-19 on workers and in their supply chain.

Sedex’s COVID-19 specific questionnaire allows businesses to gather focused insights from suppliers on the impact of COVID-19, and the wellbeing of supply chain workers. The data collected helps businesses to understand suppliers’ needs and challenges, provide targeted support, and adapt to maintain business continuity.