

# The Walt Disney Company

The following programs and initiatives have been funded as part of The Walt Disney Company's **Supply Chain Investment Program**:



**Better Buying/Keystone Accountability:** Better Buying is a global initiative that provides retailers, brands, and suppliers a cloud-based platform to obtain data-driven insights into purchasing activities. Keystone Accountability is the world's first specialist provider of constituent feedback systems for social value creation. In 2019, Disney supported a partnership between Better Buying and Keystone Accountability to pilot a two-way "Learning Loops" improvement process between buyers and suppliers with the goal of promoting sustainable and responsible business partnerships. The program utilizes Better Buying's rating data to create a dialogue between buyers and their suppliers to identify priority improvable business practices between both parties and facilitate enhanced purchasing practices. The "Learning Loops" pilot aims to support industry-wide transformation of buyer purchasing practices through the promotion of a continuous dialogue between buyers and suppliers. By constantly "looping" information between the buyers and suppliers, buyers seek to improve purchasing practices and suppliers can advance their financial, environmental, and social sustainability goals.



## BETTER WORK

**Better Work:** A flagship program of the United Nation's International Labor Organization (ILO), jointly managed by the International Finance Corporation (IFC), a member of the World Bank Group, Better Work leads factory assessments, training, advisory, research and advocacy to improve garment industry working conditions and stimulate business competitiveness. By uniting diverse groups – governments, factory owners, workers and global brands – the program helps lift millions of people out of poverty by providing decent work, empowering women and promoting inclusive economic growth. In 2013, Disney funded three projects that focused on increasing Better Work's capacity to promote worker empowerment, supervisory skills training and buyer engagement and communications. In 2015, Disney funded four new projects that allow Better Work to scale training materials, strengthen national labor inspectorates, improve supplier management systems and build the capacity of licensees and intermediaries to manage social compliance issues. In 2016, Disney provided additional support to scale and expand Better Work's successful supervisory skills training program. In 2017, Disney built on previously funded activities to increase capacity of national labor inspectorates by supporting the Better Work Academy to expand its learning opportunities to public sector actors.



**Business for Social Responsibility (BSR):** BSR, a leader in corporate responsibility since 1992, works with its global network of more than 250 member companies to develop sustainable business strategies and solutions through consulting, research and cross-sector collaboration. BSR operates the HERproject program, which seeks to empower low-income women working in factories and farms through workplace programs that promote health, financial literacy and leadership. Starting in 2012, Disney supported HERproject's launch of [HERfinance](#) in India, which targeted female factory workers and provided financial education and tools to help break the cycle of poverty among working women and their families. In 2013, Disney supported the expansion of HERfinance to Brazil, Indonesia and Mexico, which scaled the benefits of financial education and resources to more working women and their families. In 2015, Disney funded BSR's development of a global strategy that would promote long-term sustainability and scaling of the [HERproject](#) portfolio through systematic data collection to measure program outcomes and impact. The resulting tools helped improve supplier ownership of HERproject activities, increased workers' access to relevant products and services, and strengthened the overall HERproject monitoring, evaluation, and reporting framework. In 2019, Disney provided a new grant to HERfinance, whose focus is to advance wage digitization in factories globally. The objective of the program is to further gender empowerment through increased transparency in factories.



**Center for Child Rights and Corporate Responsibility (CCR CSR):** CCR CSR is a China-based social enterprise that works with companies to improve and implement child-centric CSR-related strategies, policies and projects. In 2014, Disney's funding supported CCR CSR to conduct capacity building and promote proactive engagement between factory management, workers, and local service providers to better address challenges posed by the evolving labor market conditions. Through capacity building on labor-related issues, including child labor remediation, and other issues affecting young workers, managers, and working parents, CCR CSR aimed to create factories and professional service providers that can effectively and quickly address the needs of both workers and management.



**Equitable Food Initiative (EFI):** EFI is a unique partnership among major buyers, growers, farmworker groups and consumer advocates which came together to develop specific standards, training processes and a certification system that focuses on working conditions, food safety and pest management in the agricultural sector. EFI empowers workers to collaborate with farm management to manage pests safely, including the safe use of pesticides, and to ensure that measures to enhance worker welfare and food safety protocols are implemented on produce farms. In 2015, Disney supported EFI to adapt and expand their training, verification and certification model to extend into Latin America.



Global Fund to End Modern Slavery (GFEMS): GFEMS is a global non-profit focused on mobilizing the resources, evidence and partnerships needed to end modern slavery. The Fund works to increase resources and collaboration, identify what works where and why, and invests in solutions that will create breakthroughs to increase scale. In 2021, Disney supported the expansion of SafeStep, a mobile application that empowers migrant workers vulnerable to exploitation and forced labor. Through funding, GFEMS in partnership with ELEVATE, Winrock and Diginex Solutions, are scaling SafeStep to Malaysia where mobile features that include educational videos, blockchain-enabled document storage, a wage calculator and a digital grievance mechanism can benefit migrant workers.



GoodWeave: GoodWeave International has worked for more than 20 years to stop child and forced labor in the South Asian carpet industry through programs in the marketplace and in producer communities. Participating brands and retailers require full supply chain transparency and compliance from their suppliers, including all sub-contracting, in order to earn the right to use the GoodWeave certification label, assuring no child, forced, or bonded labor. GoodWeave's model promotes remediation pathways through a community-based intervention model that identifies and remedies child labor when it's discovered. The certification work is combined with child rescue and remediation, grassroots children's education initiatives, and programs ensuring decent work for adults. In 2016, through Disney's support, GoodWeave scaled its certification standard to additional sectors, including the home textile industry in India and through peer organizations in the agricultural supply chain. In 2019, Disney provided GoodWeave a new grant to promote the elimination of child labor across all sectors through a capacity-building toolkit that enhanced transferability of GoodWeave's certification model to other industries.



HUMANITY  
UNITED



Humanity United: Humanity United is a foundation dedicated to bringing new approaches to global problems that have long been considered intractable. It's [Working Capital Fund](#) is an early stage venture fund that invests in scalable solutions to protect and empower vulnerable workers in global supply chains. The Fund partners with innovative entrepreneurs to accelerate the development and deployment of new tools, resulting in new supply chain solutions to meet the growing corporate demand to deliver sustained impact and improve conditions for workers. Disney has contributed to the Working Capital Fund to support this catalytic effort to create new approaches for protecting vulnerable workers and sourcing responsibly.



ICTI Ethical Toy Program (IETP; formerly ICTI CARE Process): The IETP is the toy and entertainment industry's ethical manufacturing program aimed at ensuring safe and humane workplace environments for toy factory workers worldwide. In China, IETP administers a confidential toll-free helpline service to serve as an effective grievance mechanism and address the concerns of factory workers. The purpose of the helpline is to inform, educate and empower workers so they can effectively manage work-related and other issues associated with working life. Disney has provided support for the operation and growth of the helpline and the creation of new services targeted to the specific needs of migrant workers. To learn more about the worker helpline, please view the [Worker Helpline document](#).



Institute for Sustainable Communities: The Institute for Sustainable Communities (ISC) is a non-profit organization that helps communities around the world address environmental, economic, and social challenges. In 2013, Disney supported ISC to launch the EHS+ Center in India, which provides factory managers the environment, health and safety (EHS) education they need to improve workplace safety and reduce harmful environmental impacts – in their facilities, and in their local communities. Additionally, ISC built the capacity of local EHS professionals in order to improve EHS compliance and performance at the enterprise level.



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International  
Labour  
Organization

International Labor Organization: The International Labor Organization (ILO), in the framework of its Global Action Programme for Prevention on Occupational Safety and Health (OSH-GAP), aims to reduce the incidence of work-related deaths, injuries and diseases through creating a culture of prevention. With support from Disney through the USCIB Foundation, the ILO seeks to increase preventative safety and health actions among young workers and young employers in Southeast Asia through the development of new communications tools, methodologies and strategies to raise workplace safety awareness and generate public demand for improvements in national occupational safety and health systems.



International Training Centre of the ILO: The International Training Centre (ITC) of the International Labor Organization (ILO) in Turin, Italy runs training, learning and capacity development services for governments, employers' organizations, workers' organizations and other national and international partners in support of Decent Work and sustainable development. The ITC through its Employers' Activities (ACT/EMP) Programme, has long standing experience and expertise in capacity building of Business Member Organizations (BMOs) around the world, which provide a local, sustainable way to promote improved practices among supply chain intermediaries. Disney is supporting the ACT/EMP Programme of the ITC ILO to build the capacity of BMOs to deliver training services to supply chain intermediaries focused on Fundamental Principles and Rights at Work, specifically around Child and Forced Labor and Occupational Health and Safety.



Issara Institute: Issara Institute is a non-profit organization launched in 2014 to tackle human trafficking in Southeast Asia, with a focus on forced labor in export-oriented industries and supply chains. Issara's Inclusive Labor Monitoring system uses ongoing situation monitoring and assistance through empowered, multilingual worker voice channels in combination with onsite assessments and labor improvement plans to support supplier improvement and workplace conditions. With support and leverage from global brands and retailers, Issara's work is truly driven by the voices and feedback of migrant workers. Disney is supporting Issara Institute to reduce labor trafficking and labor risks in global supply chains through systems and behavior change on the part of workers, employers, and recruiters. Issara aims to meet these objectives by strengthening labor recruitment and grievance management in Southeast Asian workplaces that employ migrant workers, and by working with local communicators to mitigate upstream labor risks.



Laborlink: Laborlink is the first tool of its kind that uses mobile technology as a way to identify relevant issues at the enterprise level in an effort to create safer and more respectful workplaces. In 2014, Disney funded a project utilizing Laborlink as a resource for workers to provide direct feedback on relevant labor-related issues in factories in China. This project aimed to enhance worker-management communication, improve factory management, worker and brand knowledge about workplace issues in real-time and increase supply chain transparency in a scalable, replicable manner. In 2016, Disney supported a new pilot project that aimed to accelerate the improvement of workplace conditions by testing and refining worker-centered and technology-driven complements or alternatives to the Health and Safety Walkthrough and Document Review components of traditional audits using affordable and scalable technologies.



**Maquila Solidarity Network:** The Maquila Solidarity Network is a labor and women’s rights organization that has worked for over 25 years to support the improvement of working conditions and worker respect in the global garment and footwear industries. In 2016, Disney supported the Maquila Solidarity Network’s program to raise awareness among Central American governments, employers and workers on mandated workplace childcare centers. The program’s aim is to improve access to affordable and quality childcare for women garment workers in El Salvador and Honduras.



**MicroBenefits:** MicroBenefits leverages mobile technology to improve worker management dialogue, deliver effective workplace training, and increase worker voice at factories. MicroBenefits created the CompanyIQ app to address these challenges and to help factories manage daily operations by creating a scalable, consistent method for monitoring and remediating social and environmental compliance issues. Fun, engaging, and empowering trainings and two-way communications available through the app empower workers to report and improve their labor conditions, while allowing employers and brands access to their insights and observations which enhances real-time visibility to the labor conditions in the factory floor. With Disney’s support, MicroBenefits will leverage the existing CompanyIQ app to create and adapt new training content, and test new processes to enhance transparency via worker feedback and promote factories’ ability to remediate grievances.



**Nest:** Nest is a nonprofit organization that promotes economic inclusion and gender equity by supporting artisan enterprises around the world through capacity building programs aimed at meeting the demands of the international marketplace. Nest’s programs bring transparency, data-driven development, and fair market access to the artisan and handcraft industries. Nest’s Compliance Standards for Homes and Small Workshops aim to improve the conditions of subcontracted and home-based workers in global supply chains. In 2018, Disney supported the scale and expansion of these Standards through the integration of technology solutions and the strategic alignment of the Standards model with existing factory compliance solutions.



**Quizrr:** Quizrr is an education technology company that offers innovative gamified training backed with real time data to advance worker rights and capacity in global supply chains. Quizrr uses digital training solutions to educate employees in global supply chains on employment rights, workplace safety, social dialogue and more, using a bottom-up approach. In 2021, Disney funded Quizrr in the launch of a new worldwide program to educate workers on forced labor. The new training is being piloted across Southeast Asia and Latin America and will target nearly a quarter of a million factory workers.



**Responsible Sourcing Network:** Responsible Sourcing Network (RSN), a project of the nonprofit organization As You Sow, is dedicated to ending human rights abuses and forced labor associated with the raw materials found in everyday products. RSN has created Yarn Ethically & Sustainably Sourced (YESS) - a scalable due diligence process to identify, track, verify, and remediate tainted cotton at spinning mills, where cotton harvested with forced labor can most effectively be identified and stopped before the cotton is blended and no longer traceable. Through Disney's support, RSN is developing and piloting the YESS due diligence initiative to train, audit, and verify cotton spinners to only source ethically harvested cotton.



**Rights DD:** Rights DD is a UK-based start-up that has developed a modern slavery risk management framework to support small and medium-sized enterprises (SMEs) compliance with human rights due diligence laws around the world. Rights DD's goal is to build a service that allows companies of varying sizes to conduct the necessary due diligence in their supply chains that is affordable and efficient. In 2019, Disney supported Rights DD's efforts to automate and digitize the management framework and make the due diligence tools accessible to a wider community of SMEs.



**Social Accountability International (SAI):** Social Accountability International (SAI) is a nongovernmental, multi-stakeholder organization that works to advance the human rights of workers around the world. In partnership with Rapid Results Institute (RRI), a non-profit organization that works with communities and organizations around the world to make meaningful change happen in 100 days, SAI brings together workers and managers through the Ten Squared program to produce tangible results around health and safety conditions at participating facilities. This program first builds and then coaches teams of peer-selected workers and managers who collaborate to develop and implement 100-day projects to address systemic health and safety concerns that affect both workers and a factory's performance. In 2012, Disney supported the inaugural program in Brazil and in 2014, Disney funded the expansion of the program into Turkey.



Save the Children: Save the Children is the world's leading global NGO focused on improving the lives of children. One of the areas the organization focuses on is in addressing the complex environment where incidents of child labor is highest. In 2021, Disney supported Save the Children's work in the garment and textile sector in India where children are especially vulnerable to child labor. The program takes a comprehensive approach to addressing the issue by focusing awareness, education and direct support to families, employers and local government.



The United Nations Children's Fund (UNICEF): UNICEF is a leading humanitarian and development agency working globally for the rights of every child in 190 countries and territories. With funding from Disney, UNICEF is identifying and testing approaches to prevent child labor and promote child-friendly workplaces in the apparel and footwear sector in Vietnam. UNICEF aims to build the local capacity of factory management to prevent child labor by engaging, incentivizing and motivating management to implement new workplace policies, as well as develop and scale a Good Practice Guide for wider industry learning and application to promote children's well-being in global supply chains.



Verité: Verité is a non-profit organization that collaborates with companies, governments and NGOs to illuminate labor rights violations in supply chains through publicly available resources, evaluations, strategic recommendations and capacity building programs. Starting in 2012, Disney supported Verité in the development of an occupational health and safety (OHS) training and certification program, and the creation of an online Worker Training Center to house training modules designed to raise awareness of labor rights and workplace safety. In 2014, Disney funded Verité's Migrant Worker Empowerment Program, which aimed to empower workers and other relevant stakeholders with the proper knowledge and tools to promote ethical recruitment practices in supply chains and reduce the risk factors of forced labor, initially focusing on the Philippines-Japan migration corridor. In 2018, Disney provided support to Verité to accelerate the expansion of the CUMULUS Forced Labor Screen™ technology platform, which provides a cost effective way for companies to map the labor supply chains of their suppliers and analyze, assess, and prioritize forced labor risks through robust data open-source data.