



## BRINGING WORKERS AND MANAGEMENT TOGETHER TO TRANSFORM WORKPLACES



In 2012, The Walt Disney Company launched its Supply Chain Investment Program, and in Brazil, we funded leading organizations to develop a worker engagement program to address systemic health and safety issues. Social Accountability International (SAI) is a non-governmental, 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 is bringing together workers and managers in Brazil 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. The projects follow three key principles

1. Power of the Team - Workers and managers work together throughout the 100 days
2. Power of the Goal - The team sets an ambitious 100-day goal, focused on a tangible result
3. Power of the Process - The team makes process changes to sustain improvements

Since the launch of the program, 20 teams from factories in the Sao Paulo area, composed equally of workers and managers, participated. The goals set by the teams ranged from reducing workplace accidents and fire hazards to creating effective grievance mechanisms for workers.



**"The most remarkable thing about the projects has been seeing the transformation of the relationship between workers and managers. Halfway through the launch workshop, the barriers began to disappear." - Nadim Matta, President of RRI**



**Nadim Matta**  
President  
RRI

The results of such collaborative problem solving mean both workers and management maintain a vested interest throughout the process and develop an understanding of the needs and concerns of the other. "When we talk about collective responsibilities and benefits, people really engage with purpose on the project," said one factory worker.

**"The enthusiasm of the workers as they use the management planning tools is truly inspiring. Perceptions are altered: factory floor workers set new aspirations and can envision upward mobility, while managers see capabilities in places they had never before expected to find them." - Alice Tepper Marlin, CEO of SAI**



**Alice Tepper Marlin**  
CEO  
SAI

As part of the program, SAI also leverages mobile technology to engage and measure the awareness and participation of workers in the projects. SAI's partner, Good World Solutions (GWS), conducts worker surveys through its Labor Link mobile platform, giving project teams an anonymous channel to gauge workers' true opinions.

**"This project is leveraging the transformative power of mobile to give every worker a voice. Labor Link surveys enable all workers to be part of the team, to help achieve the 100-day goal, and to ensure lasting changes." - Heather Franzese, Executive Director of GWS**



**Heather Franzese**  
Executive Director  
GWS

**"The project is unlocking hidden capital in participating factories. The vast majority of the solutions that teams have developed and applied have so far come from workers. Their ability to innovate while keeping costs low and effectiveness high has allowed many teams to surpass their initial goals. The project has been a turning point for the**



factories involved, and the results have stuck, as improvements are ongoing long after end of the 100-day projects." - Beat Grüninger, Authorized Representative of SAI in Brazil



**Beat Grüninger**  
Representative  
SAI

For more information about this program, [visit the official SAI website.](#)