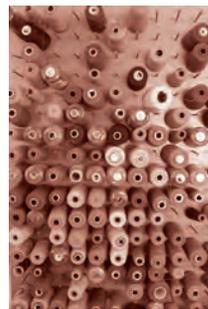


# Human Rights at Work

2010 ANNUAL REPORT



SOCIAL ACCOUNTABILITY INTERNATIONAL

# 2010 Highlights

## JANUARY

### [SA8000®:2008 FAQs Issued](#)

This comprehensive document compiles answers to frequently asked questions received by auditors and SA8000® users about the implementation of the 2008 edition of the SA8000® standard.

## FEBRUARY

### [Social Dialogue Forum in Central America](#)

In Managua, over 140 participants engaged in important discussions at a regional multi-stakeholder forum on Labor Rights and CSR in the agricultural sector.

## MARCH

### [SAI is U.S. Representative for Cotton Made in Africa](#)

SAI becomes the official U.S. representative for this Europe-based initiative, which promotes socially responsible cotton production and smallholder farms in Africa.

## APRIL

### [SA8000® Excels in Consumers International Report](#)

The report, "Checked Out," evidences SA8000® as a best practice, and assesses the impact of socially responsible procurement initiatives of leading European supermarkets.

## MAY

### ['Scaling Up Indian CSR Initiatives' Project Launch](#)

The three-year joint development partnership (PPP) with the BSCI & GIZ aims to build the capacity of suppliers on social compliance in India, working closely with companies Gap Inc., Timberland, Tchibo GmbH & PGC Switcher.

## JUNE

### [New Tools: 'Measure & Improve Your Labor Standards Performance'](#)

Designed for all IFC-invested companies, this handbook and toolkit aims to help improve labor standards performance in a company and its supply chain.

### ['From Principles to Practice: The Role of SA8000® in Implementing the UNGC'](#)

Launched at the UNGC Leaders Summit: Six companies in 6 countries are profiled in this joint report developed with the UNGC & CIPE.

### [Beraca Joins SAI Corporate Programs](#)

The São Paulo-based natural products company joins at the Explorer level and is the first Brazilian company to participate. Beraca is one of the 6 companies profiled in the above 'From Principles to Practice.'

## JULY

### [Magen Tzedek: Ethical Seal of Justice](#)

SAI & SAAS work with the Hekhsher Tzedek Commission to establish effective certification and accreditation systems for the new Magen Tzedek ethical seal for kosher products.

### [SAI Teams up with Rainforest Alliance & SAN](#)

This partnership in Latin America will leverage benefits and increase efficiency of both certification standards to improve agricultural workplaces.

### [SA8000® & Unions Workshop in Sao Paulo](#)

Representatives of bank workers unions in Brazil participated in a workshop on the role of worker involvement to sustain compliance with SA8000®.

## AUGUST

### [China: Stakeholder Engagement & Social Responsibility Consultation](#)

More than 50 representatives from over 30 local organizations convened in Guangzhou to discuss experiences, significant challenges for compliance, and potential opportunities.

## SEPTEMBER

### [SAI Unveils Social Fingerprint™ Program](#)

Informed by over a decade of experience in the field, this comprehensive system of ratings, on and offline training, and toolkits is designed to help companies build capacity internally, as well as in supply chains.

## OCTOBER

### [Project Cultivar Achievements](#)

At the regional partners meeting in Honduras, inspiring data showed that the four-year program has impacted over 1,800 workers, over 260 managers, and over 200 government representatives/NGOs in the CAFTA-DR agricultural sector.

### [Impacts of Project Cultivar Recognized](#)

On a visit to two participating farms—Finca Coquimba Bananas & Monte Rosa Sugar Mill—Daniel Carroll (U.S. Labor Attaché to Nicaragua) affirmed the program benefits on labor practices and productivity.

## NOVEMBER

### [Advisory Board Convenes in Mumbai](#)

During the semi-annual meeting hosted by the Tata Council on Community Initiatives, SAI recognized its new programs in India and their fit with SAI's strategic agenda to scale up impact and increase local alliances.

## DECEMBER

### ['RAGS' Program in India Launched](#)

With support from the UK Department for International Development (DFID) the 2-year RAGS program will focus on home workers and gender discrimination in the Indian ready-made garment industry, partnering with Gap Inc., PGC Switcher, Prakruthi, Timberland, and in cooperation with the Ethical Trading Initiative and the National Homeworkers Group.

### [Fair Trade Apparel Pilot Audits](#)

This partnership seeks to develop an effective social audit process through a series of pilot audits in India, where SA8000® certification and Fair Trade certification in the garment industry can be combined in a joint process.

### [Transparency International USA Enlists SAI for Siemens Anti-Corruption Program](#)

"Verification of Corporate Anti-Corruption Programs" will look at the key role that five different compliance verification methods can play in companies adherence to anti-corruption programs.

To subscribe to SAI's monthly e-newsletter, visit [www.sa-intl.org/news](http://www.sa-intl.org/news)

# Letter

## From the President, Chair of SAI's Advisory Board and Chair of SAI's Governing Board



Alice Tepper Marlin  
SAI President

New tools and broader participation brought measurable results in 2010 as SAI, our members and our local partners embedded “human rights at work” from China to the Dominican Republic, New York to Hamburg. Despite the extended economic crisis, SAI grew and introduced new, more effective, tools and techniques.

### Here's a sampling of what SAI accomplished in 2010:

- Tapping a growing spirit of social enterprise, SAI channeled a decade of work into its new on-line training program, Social Fingerprint™, now successfully tested by 300 companies in 20 countries. Rapidly growing demand and overwhelmingly positive feedback are an inspiring testament to the program's innovation and practicality. In 2011, SAI will explore modest expansion into a broader range of CSR issues, such as adding environmental modules in agriculture to Social Fingerprint™.
- More than 1.4 million workers are now employed at SA8000®-certified facilities, across 65 industrial sectors. At the brand and retail level, companies with total 2010 revenue exceeding \$400 billion, and over 90,000 suppliers have joined SAI Corporate Programs.
- SAI conducted more than 50 robust workshops and provided technical assistance for:
  - Managers in Abu Dhabi seeking CSR awareness.
  - Trade unionists in Brazil seeking to understand the best role for unions in SA8000® certification.
  - Walt Disney's global network of licensees pursuing social compliance in a business-licensing model.
- In India, with our partners, SAI launched two interrelated development partnerships: *Scaling Up Indian CSR Initiatives* and *RAGS*. Our trainings aim to ensure that workers and managers in India's rapidly growing economy adopt and implement decent work practices and management systems through a multi-stakeholder context. This work is done with the participation of Timberland, the Ethical Trading Initiative with its National Homeworkers Group, Gap Inc., Tchibo, PCG Switcher, the German Development Cooperation (GIZ), UKAID (DFID), BSCI, and Prakruthi. The impact will be measured by comparing pre- and post- training assessments at factories as we build the capacity of Indian trainers to deliver these courses.
- In Central America, with support from the US Department of Labor and our dedicated local partners in the Dominican Republic, Honduras, and Nicaragua, *Project Cultivar* helped farms to activate worker-manager Occupational Safety & Health Committees to increase safer practices and reduce hazards. The project also trained government labor inspectors and brought key stakeholders to the table for the first time to discuss the root cause of labor violations. It empowered farm workers to identify hazards and lodge documented complaints at the farm and with appropriate government agencies.
- In China we worked with Tchibo, Solidaridad, and GIZ to reap significant improvements through the WE program of worker/manager trainings, building on earlier work for the US Department of State.



Achim Lohrie  
Chair, SAI Advisory Board



Tom DeLuca  
Chair, SAI Governing  
Board of Directors

With every step forward we reflect: How can we be more practical? Deliver results in a more cost effective and sustainable manner? Tackle daunting challenges like the poverty of home workers in India, freedom of association in China, and exploitation of contracted labor? How can we scale up?

A century ago, the Triangle Shirtwaist Fire in New York City's Garment District resulted in the death of 146 workers, mostly young girls. This tragedy catalyzed the creation of workplace safety measures and fire prevention efforts; it was the impetus for NY and US worker protection laws. The 100th anniversary is a moment to honor the victims, celebrate the progress that followed, and respond to the questions above.

The glaring need for more steps to prevent such tragedies is still with us. Nearly every week, a factory fire claims the lives of workers in high-risk countries. In 2010, a fire at a garment factory in Gazipur, Bangladesh killed 21 people. We began fire safety training in Bangladesh in an MFA Forum project with the global trade union federation, the ITGLWF.

To continue our efforts to ensure human rights at work, countering the downward price pressures and corruption that often undermines decent work, we need all of our supporters, and we need more of you. Let's keep the dialogue going – our work has just begun.

# India

## Scaling Up in India: Building Capacity throughout the Supply Chain



“With increased business and trade comes an even greater need for corporate responsibility and accountability. This PPP could not be arriving at a more pertinent time for the next phase of development of India.”

Rishi Singh,  
SAI India Project Director

In 2010, SAI embarked on two large-scale development partnerships in India to build the capacity of India-based suppliers and enhance local infrastructure to reach smaller companies. Through these two programs— the PPP and RAGS— SAI and a variety of partners will jointly seek to impact all levels of the supply chain.

### Scaling Up Indian CSR Initiatives- PPP (Public Private Partnership) among BSCI, GIZ, and SAI

As an emerging economy and powerhouse in the global supply chain, India plays a significant role in the international CSR movement. Although national labor laws in India are protective of workers, enforcement is hampered by capacity constraints in labor inspectorates and producers’ lack of access to support structures to maintain ethical workplaces. This project works closely with Indian industry, and other key partners to help scale up the adherence to CSR standards in the country. Additionally, the approach will enable Indian producers and suppliers, from large to small, to access relevant and affordable responsible business related trainings and technical assistance, thus improving their social and ethical performance.

#### Project Goals:

- Build up local, affordable CSR training capacities in India
- Scale up current CSR initiatives with a local trainer network
- Foster dialogue with local stakeholders
- Create a nodal point for these activities through the establishment of a sustainable center of excellence for responsible business

#### Fast Facts

**Project Duration:** 3 years

**Goal:** Increase availability of CSR training to Indian businesses

**Sectors:** Any

**Activities:** Supplier training; training networks; establish CSR expertise center; facilitate multi-stakeholder dialogue

**Funders/Partners:** German Development Cooperation (GIZ); Business Social Compliance Initiative (BSCI); Gap Inc.; PGC Switcher; Tchibo GmbH; Timberland



## 2010 Highlights

May 2010: [Launch of 'Scaling Up Indian CSR Initiatives'](#)

May 2010: [Interview with Richa Gautam, GIZ](#)

November 2010: [Interview with SAI India Project Director, Rishi Singh](#)

December 2010: [Launch of "RAGS" Project in India](#)

### KEY PPP PROJECT COMPONENTS

#### Supplier trainings

150 Indian producers and suppliers receive supplier training and technical assistance

#### Develop dispersed national network of qualified local trainers

30 Local trainers selected and trained

#### Establish Centre of Excellence for Responsible business

Main coordination point for trainings, CSR guidance and support services

#### Build multi-stakeholder dialogue

Linked with the Centre of Excellence, this activity will incorporate workshops, training of local trainers, and build stakeholder groups into the center



## RAGS: Improving Social Standards in the Indian Ready-Made Garment Sector

Garment export has fueled economic growth in scores of developing countries, creating over 25 million jobs worldwide. At the same time, working conditions remain a challenge, with gender discrimination, excessive working hours, and safety violations commonplace.

RAGS program partners will address these issues in India by focusing on home workers and discrimination on the basis of gender and caste. Participating companies—Gap Inc., PGC Switcher and Timberland—and Indian NGO, Prakruthi, will engage a select group of their suppliers based in India. In cooperation with the Ethical Trading Initiative (ETI) UK, along with its grass roots partner the National Home Workers Group (NHG) in New Delhi, and SAI's development partnership with GIZ and BSCI in India, this project will improve the lives of thousands of primarily female garment workers through four measures:

1. Develop training tools & standards
  - In over 100 Indian factories, develop and test training materials about home worker and gender discrimination issues, and management systems designed to assure decent work
  - Stakeholder feedback incorporated from producers, brands, NGOs, and unions
  - Completed training tools & materials delivered by CSR Expertise Center
2. Build local training capacity
  - 30 local trainers will be trained and qualified to deliver CSR courses through 'training-of-trainer' strategy
3. Increase worker and manager skills and awareness of rights
  - The 30 local trainers will work with the 100 factories to improve avenues of communication, discrimination in the workplace and enable responsible subcontracting to home workers.
4. Strengthen local audit capacity
  - Auditor guidance on home worker and discrimination issues delivered to maintain improvements
  - Multi-stakeholder engagement meetings to enhance core expertise by identifying areas for continual improvement

### Fast Facts

Project Duration: 28 months

Focus Issues: Gender discrimination, home workers

Sectors: Ready-made garments

Activities: Develop training tools and standards; build local capacity; worker & manager training; strengthen local audit capacity

Funder/Partners: UK Department for International Development/Gap Inc., PGC Switcher, Timberland, Prakruthi, and in co-operation with the Ethical Trading Initiative and the National Homeworkers Group



# Central America

## Project Cultivar: 4 Years of Advancing Labor Rights in Agriculture

In a challenging sector for labor rights, Project Cultivar enables a culture of compliance

Agriculture is a key export sector for Central American countries and the Dominican Republic. However, this economic engine continues to be characterized by unsafe working conditions and unfulfilled labor rights. Improving labor standards in agriculture requires building a culture of dialogue and commitment to socially and environmentally sustainable business practices throughout the supply chain.



In 2007, SAI established **Project CULTIVAR: Advancing Labor Rights in Agriculture**, funded by the U.S. Department of Labor (USDOL), to advance compliance with national labor laws in the agricultural sectors of Honduras, Nicaragua, and the Dominican Republic. Overseen by SAI's regional office in Managua, Nicaragua, this locally-grounded project leverages partnerships with four local NGOs in the three countries to build an enabling environment for labor rights in agriculture through three sustainable business strategies.

Jeremy Spector, Labor Attaché for the U.S. Embassy of Honduras, visits a participating banana farm in Project Cultivar



SAI Project Cultivar Team gather in Tela, Honduras

### 3 PRINCIPAL STRATEGIES

Strengthen local leadership	Local partners lead to promote labor compliance through training and facilitation of social dialogue
Build capacity of the 3 pillars of labor relations	3 pillars: <b>Workers</b> – empowerment to proactively exercise rights <b>Employers</b> – commitment & systemic improvement of labor conditions <b>Government</b> – improve ability to fulfill mandate to enforce labor laws
Facilitate Social Dialogue	Convene workers, employers, government and other stakeholders for proactive dialogue on labor conditions

“Project Cultivar has had the vision to provide workshops on labor rights which has given workers and managers the tools to resolve their issues internally. They no longer need an intermediary. This has been one of the benefits of the project.”

Cándida Rosa Rodríguez - Ministry of Labor, Department of Inspections, Chinandega, Nicaragua

**“In all my years working here, this is the first time that I see a light.”**

Sister of the Escalabriana Order of the Catholic Church, on the Dialogue Roundtable and hope for improvements in the Dominican sugarcane sector.

**PROJECT CULTIVAR PARTNERSHIPS & SECTORS**

Country	SAI Local Partner	Sectors
Dominican Republic	Center for Cultural Research and Action (CIAC)	Sugarcane
Dominican Republic	Institute for Local Culture & Self-Reliance of the NW Region (INCAP)	Banana
Honduras	Center for Human Development (CDH)	Banana, Melon
Nicaragua	Professionals for Corporate Social Auditing (PASE)	Banana, Sugarcane



U.S. Embassy Labor Attaché, Dan Carroll, meets with workers at the Ingenio Monte Rosa sugar mill, a Project Cultivar participant, in Chinandega, Nicaragua

**Project Cultivar’s Three Principal Strategies in Action**

**STRATEGY 1:**

**Strengthen Local Leadership**

SAI’s local partners in Cultivar have strengthened their leadership as proponents of labor law compliance. Highlights include:

- INCAP & CIAC undertook national cholera prevention planning for the Dominican banana and sugarcane sectors;
- CDH was invited by the Honduran tripartite Socio-Economic Council (CES) to deliver a workshop on promoting social dialogue to a regional forum of peer Councils, which represent the national social dialogue structures in their 3 respective countries;
- CIAC was tapped by the Canadian International Development Agency to provide technical assistance to the Dominican Labor Ministry on overall and specific safety and health strategies.

**STRATEGY 2:**

**Build Capacity of Workers, Managers and Labor Inspectors**

Project Cultivar has worked with 38 farms and factories in the banana, melon, and sugarcane sectors and trained 2,546 workers, managers, labor inspectors, and other government officials from 2007-2011. SAI and local partners developed and delivered training workshops focused on national labor laws, management systems for occupational health and safety, and internal complaint resolution mechanisms. Highlights include:

- In Nicaragua, training for 100 percent in the farms in the banana industry
- In Nicaragua, Finca Coquimba’s owner attributes to Cultivar the fact that his banana farm rose to 1st place nationwide in Chiquita’s supplier ratings for production quality and productivity (boxes packed per hectare)
- In Honduras, development of a Certificate Program in Social Dialogue, Labor Relations, and Management Systems with the Autonomous National University of Honduras (UNAH). The inaugural class of 32 included employers, trade union leaders, government officials and academics.
- In the Dominican Republic and Nicaragua, popular education materials were developed and published on labor rights (in Spanish and Haitian Creole in the DR), for agricultural workers and employers.

**STRATEGY 3:**

**Facilitate Social Dialogue**

Project Cultivar convened 24 multi-stakeholder meetings for workers and their trade unions, producer and buyer companies, government ministries and other key stakeholders, to discuss and develop strategies to address labor compliance challenges that are beyond the capacity of an individual farm to resolve. Highlights include:

- In Nicaragua, re-activation of the Chinandega Department Council for Occupational Health and Safety, a tripartite body mandated by law to oversee OSH in the department, by providing meeting space and convening regular meetings, which participants have committed to sustain
- In the Dominican Republic, the roundtable meetings in the sugar sector represented groundbreaking dialogue among Haitian workers, colonos (producers), sugar companies and government officials, a historic precedent in a sector whose history is tainted with instances of slavery-like conditions
- The consultative group in the Dominican banana sector engaged Haitian and Dominican immigration authorities and the military and agreed on a permit to facilitate workers’ movement in the Northwest region.

**Project Cultivar concludes in May 2011. The Cultivar partners will continue to share best practices and coordinate their efforts in the region as The Cultivar Network.**

**Achievements with Project Cultivar**

- **3** participating countries: Dominican Republic, Honduras, and Nicaragua
- **38** participating farms from the banana, melon, and sugarcane sectors
- **2,195** workers and managers trained
- **283** Ministry of Labor inspectors and other government trained
- **45%** of participating producers reported an increase in resolved grievances

# Dominican Republic

## Beyond the Farm: Advancing Decent Work in Dominican Agriculture



“Cholera is not prevented in the boardroom; it’s a problem that directly affects the community. Project Cultivar gave us the flexibility to respond to urgent crises, like the cholera epidemic.”

Nicomedes “Pepe” Castro,  
Executive Director of CIAC



### Achievements in the Dominican Republic

- **817** sugarcane and banana workers & **77** managers trained in labor rights, including occupational health & safety
- **33** Ministry of Labor inspectors trained
- **4,000** training manuals in Haitian Creole & Spanish distributed
- **32%** of participating producers in Cultivar reported an increase in resolved grievances at the farm level
- **200** 5-liter water bottles distributed by producers to sugarcane workers, each included water purification instructions

SAI helped to create spaces for effective dialogue in the Dominican Republic's agricultural sector, where over 85% of the workforce are migrants of Haitian descent. They lack rights to both citizenship and also access to basic social provisions.

This prohibits access to basic rights and social provisions such as health care, education and freedom of movement.

To address these ‘beyond the farm’ challenges and advance worker rights and labor standards compliance, SAI works with local partners—the Center for Cultural Research and Support (CIAC) and the Institute of Popular Culture and Local Self Reliance (INCAP)—and coordinates activities of three projects—*Project Cultivar*, *USAID Program Environmental & Labor Excellence for CAFTA-DR*, and *Comply & Win*.

In 2010, training and dialogue facilitation activities were groundbreaking:

### Multi-stakeholder Dialogue Roundtables:

Along the northwestern border, banana production territory, Haitian and Dominican immigration authorities and the military agreed on a permit system to facilitate workers’ movement in the Northwest region.

July 2010: [Migration Matters: INCAP Hosts Round Table on Haitian Workers’ Rights in the DR](#)

### Building a Culture of Ethical Competitiveness

CIAC and SAI convened a workshop on labor standards compliance and market opportunities for 16 sugarcane producers. “I’m taking a new approach to negotiations with [customer] companies, and finding that dialogue is more engaging, and can really work,” said a producer.

November 2010: [Dominican Sugarcane Producers Workshop on Labor Standards and Competitive Opportunities](#)

### Workplace Labor Rights Training

*Project Cultivar* training on labor rights, focused on occupational safety and health and management systems, was delivered at 13 banana farms and 15

sugarcane plantations to 1,525 workers, 293 managers, and 145 government representatives.

October 2010: [Cultivar Local Partners Meet in Honduras to Share Project’s Recent Achievements](#)

### Educational Materials for Workers and Employers

Popular education series of 6 lessons in Spanish and Haitian Creole, on labor rights, occupational safety and health, and complaint resolution procedures.

September 2010: [CIAC and INCAP Illustrate the Design of Decent Work for Haitian Workers](#)

### Strengthening Dominican Institutional Capacity

With *Comply and Win*, SAI developed protocols for labor inspectors through a multi-stakeholder consultative process — an ethics code, inspection protocols on freedom of association/collective bargaining rights, and agriculture. A follow-up training included stakeholders from the banana and sugarcane sectors to root the inspection protocols to on the ground challenges.

October 2010: [Labor Rights Compliance in the Agricultural Sector: Interview with Yolanda Brenes on ‘Comply & Win’](#)

# El Salvador

## Impression Apparel: Business-Driven Development

How an apparel factory in El Salvador saved over 800+ jobs by committing to SAI's training programs to improve working conditions.

In 2009, *Impression Apparel* factory faced a challenge: improve working conditions or risk losing its biggest customers. Located in Soyapango, El Salvador, the factory supplied international brands and retailers. In the wake of the global recession, maintaining this business was key to sustain the livelihoods of over 800 employees.

There were two major challenges: union/management relations and worker communications. Encouraged by Gap Inc., a customer, the factory worked with C-Life Group and asked SAI to help drive sustainable improvements through an in-factory technical assistance program. Using SAI's Social Fingerprint™ program, *Impression Apparel* received a social performance baseline rating, and committed to making improvements. The rating highlighted the processes and systems needing improvement to effectively tackle compliance issues.

**"With better channels of communication in place...a more comfortable environment emerged in the factory, one of true camaraderie and teamwork."**

- Hymie Shamah, President of C-Life, *Impression Apparel's* main importer

gaining their understanding, commitment and trust to establish effective communication channels.

Jenny Hong, General Manager, noted the need for a change in their approach, "the most important change for us was to know the importance of management systems for social compliance and that

they are related to the competitiveness of our plant...you cannot implement a change without a change in mentality first, from *Impression's* President, to its managers."

"The committee has been an effective communication mechanism between the social compliance department, workers,

and the trade unions," said SAI's Yolanda Brenes, who played a key role on the ground. "Now both the unions and the factory are better able to understand their roles in facilitating dialogue to negotiate effectively."

Collaborative work with stakeholders took place over 18 months. The factory completed a 180-degree transformation, improving relations with workers through establishing respected worker-manager communication channels and regular dialogue between management and union representatives.

Hymie Shamah, President of *C-Life*, remarked, "it was terrific to see the



### Details:

- **Location:** Soyapango, El Salvador
- **Supplies to:** Gap Inc., Walmart, Sears, Target, Coca Cola via main importer, C-Life
- **Number of Employees:** 890-1300
- **Key challenges:** Union/Management Relations, Worker/Manager Communication, Working Hours
- **SA8000® Certified?** No, currently pursuing certification
- **Key steps to improvement:** union/management communication; management systems; stakeholder cooperation

A worker at *Impression Apparel* measures the width of the shirts to prepare for packaging and shipping

palpable tension between workers and management start to melt away as soon as communication was improved. With better channels of communication in place...a more comfortable environment emerged in the factory, one of true camaraderie and teamwork."

While these successes are inspiring, *Impression Apparel* recognizes the need for continual improvement. After thorough evaluation, its relationship with Gap Inc. was re-affirmed – a testament to demonstrated improvements in working conditions. *Impression Apparel* is taking its commitment further, now working to achieve SA8000® certification.

# Global Training

## Highlights

- 46 Global SA8000® basic and advanced auditor training courses
- 711 Attendees, global basic and advanced SA8000® auditor training courses
- 14 Countries where auditor training took place
- 292 Online training participants
- 60 Participants in the online SA8000® 2008 revision course
- 80 Professional Development Seminar attendees

Sanjiv Singh (top, second from left) and Doug DeRuisseau (top, third from left) gather with participants after leading an awareness seminar in Dubai, UAE



PROJECT	PROJECT DESCRIPTION
<b>Disney Licensee Evaluation Pilot Project</b>	Worked with Disney to implement a Licensee Management program; utilized online Social Fingerprint™ training program and remote evaluations
<b>Timberland Audit Evaluation Project</b>	Worked with Timberland in China and India to conduct shadow audits and produce reports with our local trainers and representatives
<b>Abu Dhabi Sustainability Group Social Compliance Seminar</b>	Conducted a seminar in Abu Dhabi with AD SG to introduce social compliance and its business benefits to participants
<b>SAI-IFC Handbook: "Measure and Improve Your Labor Standards Performance"</b>	Produced and delivered a custom Handbook and Toolkit for implementing a socially responsible supply chain based on IFC PS2 and Management Systems
<b>Eileen Fisher Social Fingerprint™ China Project</b>	Worked with Eileen Fisher and its Chinese suppliers to deliver online Social Fingerprint™ training program with follow up seminar in China
<b>Cotton made in Africa Cotton Sourcing Report</b>	Researched and delivered customized cotton sourcing report for CmiA; initiated first contractual agreement between CmiA and U.S company, SAI Corporate Member Anvil
<b>Social Fingerprint™ Supply Chain Online Course</b>	Online Supply Chain course to help companies better manage their supply chains
<b>GIEK- Norway Social Fingerprint™ Evaluation Improvement Program</b>	Linking Social Fingerprint™ to trade finance

## Awareness Seminars

SAI offers awareness seminars for social auditors, buyers, suppliers and corporate compliance managers. These seminars aim to help people understand social compliance issues, and the importance of management systems for ongoing compliance. Our trainings highlight how producers and companies can incorporate standards into their management systems to promote continual improvement, and also demonstrate the business and financial benefits from improved social performance.

### Sweden

#### Implementing a Socially Responsible Supply Chain

(Interactive presentation streamed live from New York)

November 30, 2010 / Göteborg, Sweden

**Host:** Sustainable Purchasing Workgroup of the CSR Västsverige (CSR West Sweden) Association

**Trainer:** Craig Moss

**Focus:** Developing management systems for social compliance; trends in the socially responsible supply chain; elements and advantages of SA8000®; business benefits of improved social compliance; introduction to the Social Fingerprint™ Program; and getting started with management systems and building internal compliance teams.

**Attendees:** Volvo Cars, SKF Group, Gothenburg University, Lindex Group, and Gothenburg City's Sustainable Procurement department.

### Romania

#### Enhancing Competitiveness through Improving Social Compliance

November 11-12, 2010/Bucharest, Romania

**Host:** Floyd ADC

**Trainer:** Doug DeRuisseau

**Focus:** Introductory concepts in CSR; labor compliance; developing management systems for social compliance; elements and advantages of SA8000®; business benefits of improved social compliance

**Attendees:** Over 20 participants from a host of different organizations and consulting firms throughout Romania.

### UAE

#### Introduction to Social Compliance and its Business Benefits

November 10, 2010 / Abu Dhabi, UAE

**Host:** Abu Dhabi International Center for Organizational Excellence (ADICOE), with support from the Environmental Agency- Abu Dhabi and the Emirates Foundation for Philanthropy.

**Co-Trainers:** Craig Moss, Sanjiv Singh

**Focus:** Introductory concepts to improving social compliance; labor compliance challenges in the Middle East; UAE Federal Government initiatives in monitoring and improving labor standards.

**Attendees:** Over 35 participants from a wide array of industries: aviation; construction; services; oil & gas; and government enterprises, including members of the Abu Dhabi Sustainability Group (ADSG).

### Colombia

#### Social Compliance and its Business Benefits

September 23, 2010 / Bogota, Colombia

**Host:** Ecopetrol, at its National Convention of Suppliers

**Trainer:** Craig Moss

**Focus:** Development of management systems to ensure social compliance and prevent risk; overview of key CSR themes and main guiding principles for social compliance

**Attendees:** Over 300 international suppliers of goods and services that work with Ecopetrol

### Brazil

#### SA8000® and Unions: An Alliance in the Defense of Fundamental Workers' Rights

July 14-15, 2010 / São Paulo, Brazil

**Host:** BSD Consulting-Brazil

**Trainer:** Adriano Diniz Costa

**Focus:** Origin of SA8000® and trade union involvement; role of worker empowerment for social compliance; management systems approach to improve worker-manager communication channels.

**Attendees:** 20 bank workers' trade union members representing Bradesco, HSBC, Santander, and Itaú/Unibanco

### UAE

#### Introduction to Social Compliance and its Business Benefits

July 11, 2010 / Dubai, UAE

**Host:** Emirates National Oil Company (ENOC) and arranged by WIRE

**Trainers:** Sanjiv Singh

**Focus:** Foundational elements of labor compliance; SA8000® business benefits in production, marketing, access to capital; overview of SAI-IFC Handbook: Measure & Improve Your Labor Standards Performance

**Attendees:** Walmart Global Procurement, TNT, National Bank of Abu Dhabi, Jumeirah Group and the Dubai Properties Group, ENOC.

### Egypt

#### Enhancing Competitiveness through Improving Social Responsibility

July 7-8, 2010 / Cairo, Egypt

**Host:** Egyptian Corporate Responsibility Center, under the Ministry of Investment

**Co-Trainers:** Mohamed El-Husseiny, Craig Moss

**Focus:** Business benefits of management systems for social compliance; examining SA8000® in the context of Egypt; forming an internal compliance team.

**Attendees:** Olympic Group; Giza Spinning and Weaving; the Export Development Bank of Egypt; BMW Egypt; and Metalco.

# Where we work



Since 1997, SAI has provided supply chain management and CSR training to over 20,000 people, including factory managers, workers, brand compliance officers, auditors, labor inspectors, trade union representatives and other worker rights advocates. Our multi-stakeholder programs are supported by headquarters and representatives internationally, and spread across the globe in over 50 countries.

The goal of these programs is to build an enabling environment for labor rights by: strengthening local capacity and leadership to support employer compliance efforts and enable worker participation; promoting social dialogue as a foundation for sustainable change; and connecting government enforcement with incentive-driven voluntary compliance.

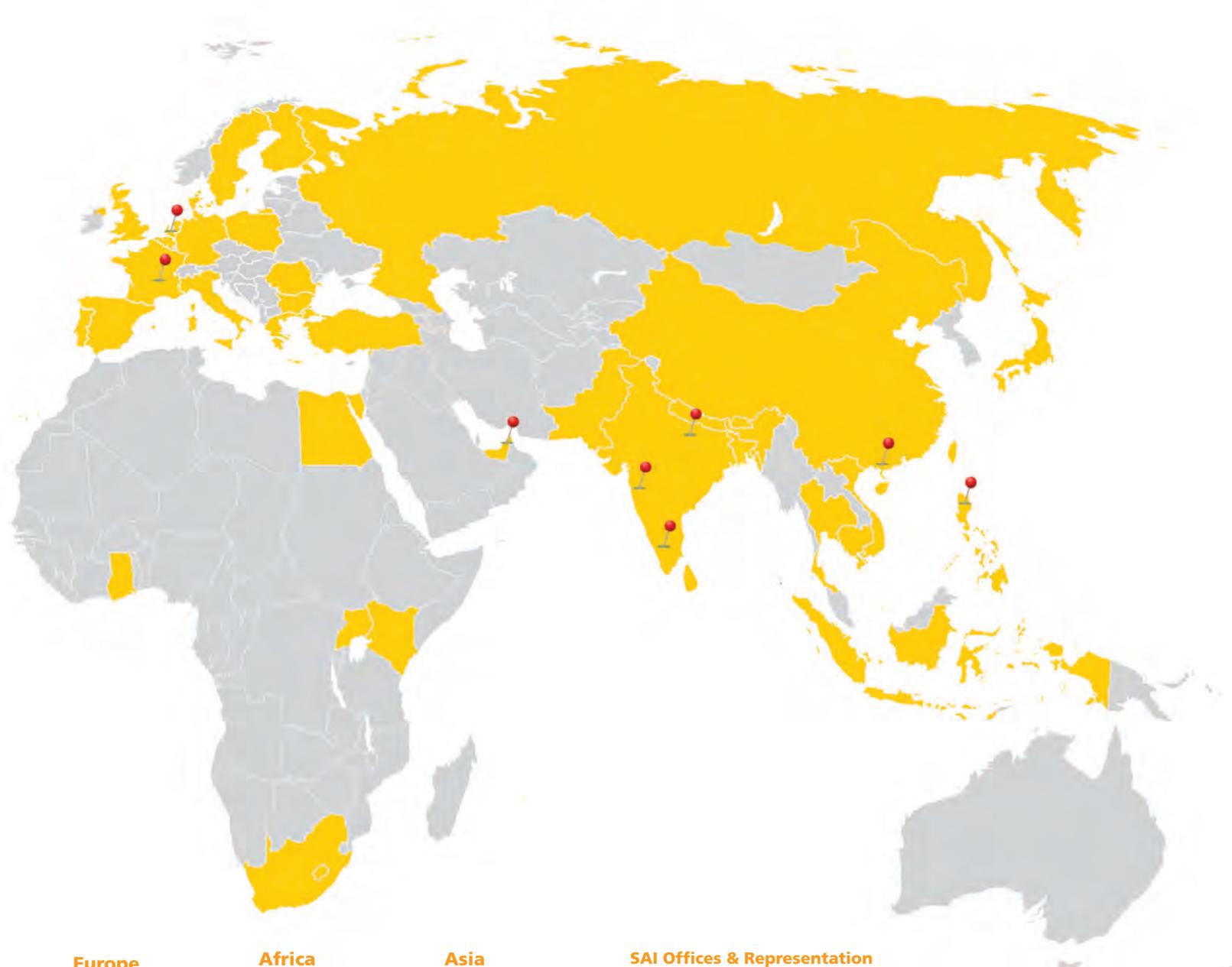
## North America

Canada  
Mexico  
United States

## Central and South America

Argentina  
Brazil  
Chile  
Colombia  
Costa Rica  
Dominican Republic  
Ecuador  
El Salvador  
Guatemala  
Honduras  
Nicaragua  
Peru

This map shows where SAI programs and trainings have taken place, and the countries in which we have offices and representation.



**Europe**

Belgium  
 Bulgaria  
 Denmark  
 Finland  
 France  
 Germany  
 Greece  
 Italy  
 Netherlands  
 Poland  
 Portugal  
 Romania  
 Russia  
 Spain  
 Sweden  
 Switzerland  
 United Kingdom

**Africa**

Egypt  
 Ghana  
 Kenya  
 Lesotho  
 Mauritius  
 South Africa  
 Uganda

**Middle East**

Turkey  
 United Arab Emirates

**Asia**

Bangladesh  
 Bhutan  
 Cambodia  
 China  
 Hong Kong  
 India  
 Indonesia  
 Japan  
 Nepal  
 Pakistan  
 Philippines  
 Singapore  
 Sri Lanka  
 Taiwan  
 Thailand  
 Vietnam

**SAI Offices & Representation**

**New York, U.S.A.** – SAI Headquarters  
**Amsterdam, Netherlands** – SAI NL Office  
**Bangalore/Mumbai/New Delhi, India** – SAI India Office & Representative  
**Shenzhen, China** – Representative  
**Dubai, United Arab Emirates** – Representative  
**Geneva, Switzerland** – Representative  
**Managua, Nicaragua** – Project Cultivar Regional Office & Local Partner  
**Quezon City, Philippines** – Representative  
**San José, Costa Rica** – Representative  
**Mao Valverde/Santo Domingo, Dominican Republic** – Project Cultivar Local Partner  
**São Paulo, Brazil** – Representative  
**Tegucigalpa, Honduras** – Project Cultivar Local Partner

# Social Fingerprint

Every company has a Social Fingerprint™ - a unique mark it leaves on the world telling everybody how it does business.

In September 2010, SAI launched the Social Fingerprint™ Program to help companies measure and improve their mark on the world.



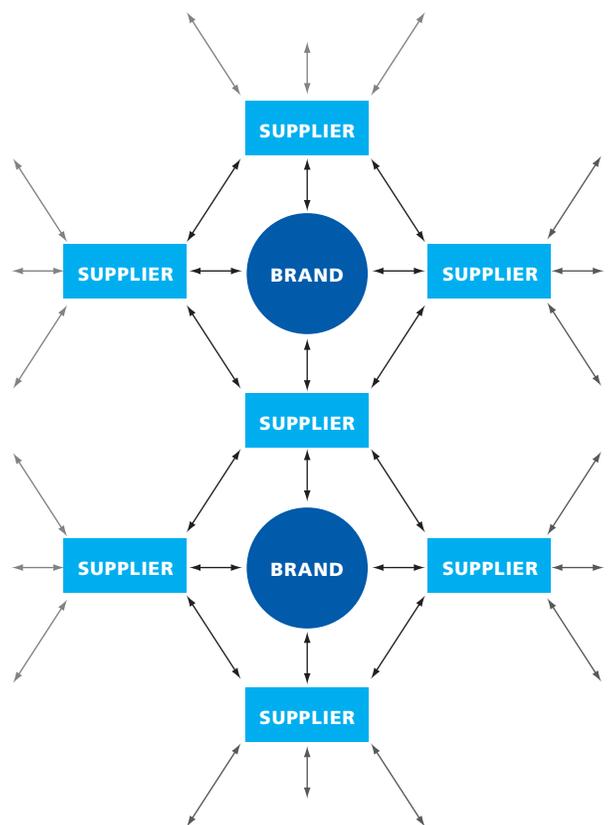
[Watch the demo online.](#)

Leveraging over a decade of experience with the SA8000® management systems approach, SAI established this program to help companies implement management systems in a credible,

pragmatic and cost-effective way. The ratings help companies go beyond looking at code violations, to evaluating the processes that are essential to high-level social performance. The program's process-based approach is a practical way to drive improvement regardless of what corporate or industry code is being used. In order to make the program cost-effective, SAI has created an online hub - the Social Fingerprint™ Training Center - as a way to supplement classroom training.

The program includes the Social Fingerprint™ Company Rating System, the Social Fingerprint™ Supply Chain Management Rating System, plus all of the components needed to help companies build capacity immediately. Companies can pick and choose from the Social Fingerprint™ program components to enhance their existing corporate code of conduct program, or they can use the program to evaluate their own social performance or that of their suppliers.

## The Global Supply Chain Web



For more information, go to: <http://www.socialfingerprint.org>



SAI's Social Fingerprint™ Training Center's online hub

## Program Components

### Social Fingerprint™ Company Rating:

Looks inside a company at how it manages social compliance

#### In Action: Carrefour Group

Carrefour was one of the first companies to use SAI's Social Fingerprint™ Company program with its vendors. In 2010, SAI and Carrefour worked closely with 60 vendors in India to build internal capacity and make improvements. SAI tailored this program to work with Carrefour's existing code of conduct program; this flexibility is a key feature of SAI's Social Fingerprint™ program. We surveyed the vendors about the program and their progress. Feedback was overwhelmingly positive:

#### Experience & Quality of Program

- 96% agreed or strongly agreed that participation has been valuable in identifying strengths and weaknesses
- 82% agree or strongly agree that this program was more helpful in providing guidance through tips, in comparison to other social compliance workshops and programs attended
- 91% agreed or strongly agreed that this technical assistance from SAI was effective
- 91% agreed or strongly agreed that the online system was easy to navigate and to use

#### Impact:

- 100% said that the program enhanced their ability to identify root causes of compliance problems
- 100% said the program enhanced their ability to improve management systems to support human resource and social compliance policies and procedures
- 92% stated the program enhanced their ability to improve worker involvement and communication channels
- 95% cited that the program enhanced their ability to create a practical and effective improvement plan
- 81% reported that they implemented 3-6+ improvement tips immediately

### Social Fingerprint™ Supply Chain Management Rating:

Looks at how a company manages social compliance in its supply chain

#### In Action: Timberland

"How are we doing compared to our peers?" is a key questions that SAI often receives from its member companies regarding how well they manage social compliance in the supply chain. To answer this, SAI is using the Social Fingerprint™ Program. In early 2010, Timberland sought feedback on its Code of Conduct program, which goes beyond monitoring and works directly with vendors to build their capacity for social compliance.

Taking a two-way approach, Timberland looked inward at how it can measure and improve, and also looked outward at how it is helping its vendors do the same. This mutual exercise looked at how its purchasing practices, vendor development initiatives and other activities help drive continual improvement throughout its supply chain.

#### Four Major Steps:

- 1. Code of Conduct Review:** A review included on-site visits observing Timberland auditors in the field.
- 2. Vendor perception survey:** Gauged the vendors' perception of the value and impact of Timberland's Program.
- 3. Social Fingerprint™ Company Rating:** This ratings system was completed by 30 of Timberland's suppliers in China, Bangladesh, India and Vietnam, to assess how effectively each vendor is managing its own labor standards.
- 4. Social Fingerprint™ Supply Chain Management Rating:** Completed by Timberland to assess how effectively it is managing labor standards in its supply chain.

### Social Fingerprint™ Supply Chain Management category scores (aggregated)

11 Corporate Programs members participated in Social Fingerprint™ Supply Chain Management scoring.

#### All Companies

Category	Score (Out of 5)
Scope and Risk	3.8
Aggregate Rating of Suppliers	3.0
Annual Improvement in Aggregate Rating Of Suppliers	3.2
Internal Integration of Compliance and Sourcing	3.5
Supplier Communications & Purchasing Practices	3.1
Complaint Management & Resolution Self-Assessment	2.9
<b>Total</b>	<b>19.5</b>
<b>Social Fingerprint™</b>	<b>3.2</b>

#### Best Score In Each Category Among

#### All Companies

Category	Score (Out of 5)
Scope and Risk	5.0
Aggregate Rating of Suppliers	3.7
Annual Improvement in Aggregate Rating Of Suppliers	4.8
Internal Integration of Compliance and Sourcing	4.0
Supplier Communications & Purchasing Practices	3.9
Complaint Management & Resolution Self-Assessment	4.0
<b>Social Fingerprint™</b>	<b>3.9</b>

#### Lowest Score In Each Category Among

#### All Companies

Category	Score (Out of 5)
Scope and Risk	3.0
Aggregate Rating of Suppliers	2.3
Annual Improvement in Aggregate Rating Of Suppliers	1.8
Internal Integration of Compliance and Sourcing	2.3
Supplier Communications & Purchasing Practices	2.3
Complaint Management & Resolution Self-Assessment	1.4
<b>Social Fingerprint™</b>	<b>2.4</b>

# China

SPOT LIGHT

## SA8000® Factory: Ho Fai Garment Printing

The Ho Fai Garment Printing factory in the industrial hub of Shenzhen employs over 300 workers. It has been certified to SA8000® since 2004. In China, over 300 factories, employing over 250,000 workers, have earned certification.



Li.Y. – Ho Fai employee for 3 years and elected SA8000® worker representative

## EILEEN FISHER

Ho Fai is one of seven Chinese factories with which American garment company and SAI Corporate Program member, Eileen Fisher, works as a key

supplier. In early November 2010, following an SAI workshop for factory managers in Shenzhen, Luna Lee (Eileen Fisher Human Rights Associate), visited Ho Fai and five other, non-SA8000®, certified, suppliers in the region.

According to Ms. Lee, provisions for workers' welfare were by far the best in Ho Fai. On-site employee child care provided a secure environment for the children and reassurance for their parents. The factory dormitories also have rooms to accommodate workers who are married or have children, enabling a positive living situation to maintain their work-life balance. Additionally, hot water is available in every bathroom, and there are cleaning services in all general areas.

### Two experiences of Ho Fai's employees demonstrate the current good practices:

Ching Y. has worked at the factory for over 19 years and is a tremendous asset to the factory. He is trained and capable of working in every section of the factory, including cutting, sewing, and garment dyeing. He lives close to the factory, and returns home every week to his family.

Another worker, Li Y., came from Guangxi and has been with the factory for 3 years. In comparison to the previous garment factory where she was employed, she notes that the standards of production quality are much higher. Ching and Li were elected by their peers to be the SA8000® worker committee representatives.



Textiles at Ho Fai for Eileen Fisher categorized by color



A glimpse of Ho Fai's factory floor, one of seven factories in China where Eileen Fisher clothing is manufactured

**SA8000® Certified Facility Distinctions**  
**Ho Fai Garment Printing**

- Child care facilities
- Family friendly working hours
- High productivity
- High worker retention rates

More than ever, dedicated employees such as these two are invaluable. Because of widespread labor shortages in Shenzhen, the majority of factories are not operating at full capacity. To address this issue, factories raised wages by over 30% in 2010, and Shenzhen now offers the highest minimum wage in the country. This worker shortage has increased workers' bargaining power, as they are able to leverage their demands and set higher standards and expectations for companies. [Read an interview](#) with Eileen Fisher's Director of Social Consciousness, Amy Hall, about its best practices to engage its vendors.

**SA8000® in China**

- **349** Certified Facilities
- **270,384** Workers in Certified Facilities
- **Top certified industries:** apparel, electronics, plastics, textiles



Embellished tank top produced at Ho Fai for Eileen Fisher



Ching Y. – Ho Fai employee for over 19 years, elected SA8000® worker representative

# Cotton made in Africa

SPOT LIGHT

**Corporate Member:  
Anvil Knitwear**



Since March 2010, SAI has worked as the U.S. representative with the Cotton Made in Africa (CmiA) initiative to expand use of socially responsible cotton by American companies. In late 2010, Anvil Knitwear became the first U.S. apparel manufacturer to join the initiative to drive CmiA's goal to improve the lives of African cotton farmers through socially responsible production.



CmiA, based in Hamburg, Germany, is overseen by the Aid by Trade Foundation, which aims to reduce poverty and promote economic development through market-based incentives.

In addition to licensing revenue, CmiA is funded by the Bill & Melinda Gates Foundation, the German Federal Ministry for Economic Cooperation and Development (BMZ), Otto Group, and other international organizations.

SAI was drawn to CmiA because of the benefits it provides for the entire supply chain- from smallholder farmers to brands and retailers. To help ensure the integrity of the CmiA's value chain, SAI initiated a pilot project in June 2010 to measure and improve social compliance in the program's spinning mills. This provides buyers with greater assurance that the cotton is coming from a sustainable supply chain committed to improved working conditions.

American apparel manufacturer, Anvil Knitwear, an SAI Corporate Program member at the Signatory level since 2007, is one of the leading transparent sustainability pioneers, having built a strong reputation through its green collections and award-winning traceability projects, including: AnvilOrganic® and AnvilSustainable® collections, the TrackMyT.com website, which captures a t-shirt's journey from cotton seed to tee shirt, and the Shirt Scan smart phone app, which incorporates product traceability through a QR code on its products.

Anthony Corsano, Anvil Knitwear CEO, commented on the new partnership's alignment with Anvil's social and environmental priorities and its evolving sustainable fiber strategy: "Cotton made in Africa is another source of sustainable fiber for Anvil. It is rain fed, utilizes principles of soil conservation, reduces pesticides, and incorporates important ILO labor principles. We also hope our purchases help African smallholder farmers improve their own living standards."

In 2010, the CmiA initiative worked with farmers in Burkina Faso, Benin, Malawi, Cote d'Ivoire and Zambia, generating significant impacts on the ground – in Zambia, there has been a 35% harvest increase, and over 1 million farmers and families are involved in the 5 countries. It works with 20 mills spread throughout 10 sourcing markets, including China, Bangladesh, and Pakistan.

## 3 WAYS CMIA FUNDS ARE USED:

1. Training for African Smallholder Farms
2. Social Projects
3. Additional Income for Smallholder Farms

## 3 WAYS BUSINESSES CAN PARTICIPATE:

1. Sale of CmiA cotton textiles based on a flexible fee structure
2. Direct sponsorship of social projects with public relations support of CmiA
3. Special partnership arrangements

For more information, contact SAI Assistant Director of Corporate Programs & Training-Kate Critchell, [KCritchell@sa-intl.org](mailto:KCritchell@sa-intl.org)

# SAAS & SAI



**Social Accountability Accreditation Services (SAAS):** 14 years ago, SAI was established as a standards-setting organization committed to advancing the lives of workers with the SA8000® Standard to ensure decent working conditions. In 2007, SAAS was established by SAI as a separate not-for-profit entity. It accredits, and monitors the compliance of, certification bodies to social standards certification requirements, including the SA8000® Standard. In 2010, we leveraged our shared experiences to help integrate labor considerations into new and allied social certifications.

## Magen Tzedek Certification: Ensuring Ethically Produced & Kosher Products



Launched in 2007, the Magen Tzedek Certification System is a joint project of the Hekhsher Tzedek Commission of the Rabbinical Assembly

and the United Synagogue of Conservative Judaism. Together, SAAS and SAI are helping develop an effective system for verifying compliance with the Magen Tzedek standards to assure customers that kosher products not only meet the religiously-mandated production requirements, but also are ethically produced.

This collaborative effort shares the common goals of improving working conditions, environmental practices, and protecting animal welfare. With the kosher foods industry representing 40% of all manufactured foods in the U.S. market, there is great potential for positive impact. SAI and SAAS are working to develop a comprehensive Magen Tzedek certification system, informed by field tests to test and to refine the systems accordingly. It will be up and running in 2011. [Click here](#) for more information.

## Rainforest Alliance & the Sustainable Agriculture Network (SAN) Team Up with SAI



SAI, Rainforest Alliance, and the Sustainable Agriculture Network (SAN), have joined forces in Latin America to improve agricultural workplaces by increasing uptake of labor and environmental

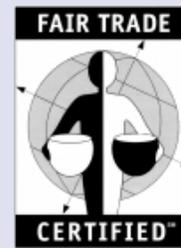
standards and increasing efficiency of certification through joint auditing. This collaboration will leverage the benefits of both certification standards - SAI's SA8000® standard for decent working conditions and the Sustainable Agriculture Network standard for sustainable agricultural practices. This global program is being piloted in Costa Rica.

Products from certified farms can bear the Rainforest Alliance Certified trustmark. Recognizing that time and resources are two common constraints for agricultural organizations seeking certification, this collaboration will enable a more efficient audit process to eliminate redundancies, so that farms can focus attention and resources on improving workplaces and maintaining productivity. It is estimated that farms could save a full day from the audit process to receive dual certification. [Click here](#) for more information.

## Other SAAS Highlights 2010

- [Comparing SA8000® & ISO26000](#)
- [SA8000® Field Auditor Calibration Meeting in China](#)
- [New SAAS Staff Member: Salah Hussein](#)

## Fair Trade Apparel: Raising the Bar for Apparel Production



In 2010, SAAS and Fair Trade USA—the third-party certifier of Fair Trade Certified™ products in the United States—launched a collaboration combining the SA8000® audit

with a Fair Trade audit in Fair Trade USA's Fair Trade Certified™ Apparel and Linens. This global program is being piloted in India.

Joint SA8000®–Fair Trade audits help producers avoid audit redundancy, enabling them to focus more time on actual production needs, rather than preparing for audits; this is also an efficient way for producers to achieve dual certification. The initiative has begun with SA8000®-certified facilities, where the Fair Trade Certified garments are being piloted by select supporting brands and retailers. [Click here](#) for more information.

## Fast Facts

### 2010 SA8000® Certification Statistics

- **1,421,035** Workers
- **2,478** Total Certified Facilities
- **65** Countries
- **66** Industrial Sectors
- **634** Total New Certified Facilities in 2010
- **20** Total Organizations Accredited to Award SA8000® Certification

# Our Programs &

SAI's multi-stakeholder approach to address key challenges in the supply chain reflects our belief in bringing all voices to the table to identify solutions. We work with companies, governments, NGO and trade union organizations that represent a wide array of expertise to help us pursue inclusive change.

INITIATIVE	DESCRIPTION
<a href="#">USAID Program Environmental and Labor Excellence for CAFTA-DR</a>	Ethical market access through labor and environmental standards compliance
<a href="#">Comply &amp; Win (Cumple y Gana)</a>	Strengthening the labor inspection capacity of the Ministries of Labor
<a href="#">Cotton Made in Africa (CmiA)</a>	1) SAI is the U.S. Representative for CmiA; 2) Pilot project: training at spinning mills in Bangladesh, India, and China
<a href="#">Fair Trade Apparel: Streamlining Audits with the SA8000® Standard</a>	Enabling dual SA8000® and Fair Trade certification of garment factories
<a href="#">Fire Safety in Bangladesh</a>	Fire Safety & Disaster Prevention; Occupational Health & Safety Training; Multi-stakeholder dialogue
<a href="#">GIZ/Tchibo WE Project</a>	Improving production facilities in Southeast Asia through worker-manager dialogue. SAI participated in worker-manager training in China.
<a href="#">ISEAL Alliance</a>	ISEAL Full Member; Board of Directors member; Stakeholder Council member; Impacts Code committees; Finance committee
<a href="#">Joint SA8000® Certification &amp; Rainforest Alliance/SAN Certification</a>	Enabling dual SA8000® and Rainforest Alliance/SAN certification of farms
<a href="#">MFA Forum Sustainable Apparel and Footwear Initiative (SAFI)</a>	Linking labor and environmental standards to finance. Technical assistance to IFC on linking standards to supplier finance; case study of Rabobank Brazil CSR program.
<a href="#">Magen Tzedek Standard</a>	Developing an effective system to ensure that kosher food products meet standards on labor, environment, and animal welfare.
<a href="#">"Measure &amp; Improve Your Labor Standards Performance" – Handbook &amp; Toolkit for IFC invested companies</a>	Supply chain management; management systems training
<a href="#">Project Cultivar</a>	Developing culture of labor law compliance through: training for workers, managers, and labor inspectors; facilitating social dialogue; building local leadership
<a href="#">Responsible and Accountable Garment Sector (RAGS): Improving Social Standards in the Indian Ready Made Garment Sector</a>	CSR Training for Small and Medium-Sized Enterprises (SMEs) with a focus on gender, home workers, and home worker issues in the ready-made garment sector
<a href="#">Scaling Up Indian CSR Initiatives</a>	Supplier training for SMEs; development of training networks; establish CSR expertise center; multi-stakeholder dialogue
<a href="#">UN Global Compact: Human Rights Working Group &amp; Supply Chain Sustainability Advisory Group</a>	Strategic policy initiative for businesses committed to aligning operations and strategies with ten universally accepted principles in the areas of human rights, labour, environment and anti-corruption.
<a href="#">Verification of Anti-Corruption Programs</a>	Review the potential applicability and usefulness of experience with social certification systems as guides for verification of companies' anti-bribery programs
<a href="#">WWF Aquaculture Dialogue Standards: Salmon (in development), Tilapia, Pangasius</a>	Standards development: Developing a set of species-specific standards to address social and environmental impacts of aquaculture on farm workers and local communities

# Partnerships: 2010

COUNTRIES	SECTOR(S)	PARTNER	FUNDER
Costa Rica; Dominican Republic	Agriculture (Sugarcane, pineapple, mango)	Rainforest Alliance; World Wildlife Fund; O'Brien & Associates	US Agency for International Development (USAID)
Dominican Republic; El Salvador; Guatemala	Government	Foundation for Peace and Democracy (FUNPADEM); Abt Associates Inc.	U.S. Department of Labor (USDOL)
<b>Cotton grown</b> in Burkina Faso; Benin; Mozambique; and Zambia; <b>Spinning Mills:</b> Bangladesh; China; Pakistan	Agriculture; Textiles	Cotton Made in Africa	Aid by Trade Foundation; Cotton Made in Africa
Worldwide, initial pilots in India	Apparel	Fair Trade USA	Fair Trade USA
Bangladesh	Apparel	Bangladesh National Council (BNC); ITGLWF; MFA Forum	MFA Forum
Bangladesh; China; Thailand	Apparel; Jewelry; Furniture; Metal goods; Leather	German Development Cooperation (GIZ); Tchibo GmbH (Lead partners)	Public Private Partnership (PPP) Model: GIZ & Tchibo GmbH
Worldwide	Any	ISEAL Alliance full members & associate members	HIVOS; ICCO; Overbrook; Packard; FAO; Ford; GIZ; RBF; SECO; World Bank; Walton
Worldwide, initial pilot in Costa Rica	Agriculture	Rainforest Alliance; Sustainable Agriculture Network	USAID Program Environmental and Labor Excellence for CAFTA-DR
Worldwide	Finance	MFA Forum; IFC; Gap Inc.; American Eagle	MFA Forum with USAID funds
U.S.	Kosher certified food products	Hekhsher Tzedek Commission; SAAS	Hekhsher Tzedek Commission
Any	Any	International Finance Corporation (IFC)	IFC
Dominican Republic; Honduras; Nicaragua	Agriculture (bananas, melon, sugar)	-Center for Research and Cultural Support (CIAC); Institute for Culture and Local Self Reliance (INCAP)- Dominican Republic -Center for Human Development (CDH)- Honduras -Professionals for Social and Business Audits (PASE)- Nicaragua:	U.S. Department of Labor (USDOL)
India	Apparel	Gap Inc., PGC Switcher, Prakruthi, and Timberland. In cooperation with the ETI-UK and the National Homeworkers Group.	Public Private Partnership (PPP) model: UK Department for International Development (DFID); Gap Inc.; PGC Switcher; Timberland
India	Any	GIZ; Business Social Compliance Initiative (BSCI); Gap Inc.; PGC Switcher; Tchibo GmbH; Timberland	PPP model: GIZ; Gap Inc.; PGC Switcher; Tchibo GmbH; Timberland
Any	Any	Business & non-business participation	Foundation for the Global Compact; CIPE
U.S.A	Any	Transparency International USA (TI-USA)	Siemens; overseen by the World Bank
Standards used worldwide; standards developed in Chile, Costa Rica, Ecuador, Honduras, Vietnam	Aquaculture	World Wildlife Fund	World Wildlife Fund

# Leadership

SAI's mission is led by a multi-disciplinary, truly international, and diverse staff and board. Our international Advisory and Governing Board members represent businesses, trade unions, and NGOs, and leverages a wide-array of expertise in human rights, socially responsible investing, social auditing, and supply chain management.

## Staff

Matthew Applebaum  
I.T.Consultant

Yolanda Brenes  
Project Manager

Richard Cook  
Chief Financial Officer

Marie-Rose Coulibaly  
Bookkeeper

Kathryn Critchell  
Assistant Manager  
Corporate Programs & Training

Christie Daly  
Executive Assistant

Doug DeRuisseau  
Field Services Director

Erik Detiger  
Director of Development

Matthew Fischer-Daly  
Senior Manager

Jane Hwang  
Senior Manager  
Corporate Programs & Training

Eileen Kaufman  
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Martin Ma  
China Program Director

Alice Tepper Marlin  
President

Craig Moss  
Director, Corporate Programs & Training

JoLeen Ong  
Communications Manager

Rishi Singh  
India Project Director

Jason Turner  
Office Systems Manager

Eliza Wright  
Program Associate

**Project Cultivar Regional  
Office – Nicaragua**

Rafael Barerra  
Regional Director

Carlos Morales  
Assistant Director

Elizabeth Torres  
Administrative Assistant

**SAAS**

Lisa Bernstein  
Program Manager

Salah Hussein  
Project Manager

Leah Rye  
Client Coordinator

Rochelle Zaid  
Executive Director

## Global Trainers & Authorized Representatives

Adriano Costa\*  
Brazil

Badri Gulur\*  
India (Four-D Management Consulting)\*\*

Beat Grüniger\*  
Brazil (BSD Consulting)\*\*

Edwin Koster\*  
Netherlands (Max Value)\*\*

Mike Lee\*  
China

Madhuri Lele\*  
India (Services N Solution)\*\*

Jane Liu\*  
China

Dundar Sahin\*  
Turkey

Peter Scott  
Philippines (Global Competitiveness  
Consultancy & Training, Inc.)\*\*

Sanjiv Singh\*  
United Arab Emirates (WIRE)\*\*

Shirley To\*  
China

Steven Oates  
Switzerland (Steven Oates Co.)\*\*

(\*denotes global trainer)  
(\*\*denotes authorized  
representative office)

## Advisory & Governing Board Members

Achim Lohrie,  
Chair, Advisory Board. Tchibo GmbH (Germany)

Thomas DeLuca\*,  
Chair, Governing Board. CCI Consulting, LLC (USA)

Giorgio Bertinelli  
Legacoop Nazionale (Italy)

Doranne Beyer / David Zwiebel  
National Child Labor Committee (USA)

Alke Boessinger  
UNI- Union Network International (Switzerland)

Dana Chasin\*  
Americans for Financial Reform (USA)

Kishor Chaukar / Anant G. Nadkarni  
The Tata Council for Community Initiatives (TCCI)  
(India)

Ivano Corraini  
Federazione Italiana Lavoratori del Commercio,  
Turismo e Servizi (Italy)

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Dole Food Company (France)

Véronique Discours-Buhot  
Groupe Carrefour (France)

Aadith D. Vikram / Robin Cornelius  
PGC Switcher (India/Switzerland)

Jan Eggert / Lorenz Berzau  
Business Social Compliance Initiative (BSCI)  
(Belgium)

Jan Furstenborg\*  
Responsible Productivity (Switzerland)

Oded Grajew / Helio Mattar  
Ethos Institute of Business & Social Responsibility  
(Brazil)

Amy Hall  
Eileen Fisher (USA)

Dan Henkle\* / Darryl Knudsen  
Gap Inc. (USA)

Joseph Iarocci / Patrick Solomon  
CARE International (USA)

George Jaksch / Manuel Rodriguez  
Chiquita Brands International (Belgium/USA)

David McLaughlin  
World Wildlife Fund (USA)

Nicholas Milowski\*  
KPMG LLP (USA)

Steven Newman\*  
Public Health Solutions (USA)

Mike Patrick / Emma Cain  
TNT Express (Netherlands)

Rossella Ravigli  
Gucci (Italy)

Nico Roosen  
Solidaridad (Netherlands)

Alan Spaulding  
United Food and Commercial Workers  
International Union (USA)

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Otto GmbH & Co KG (Germany)

Alice Tepper Marlin\*\*  
Social Accountability International (USA)

Achile Tonani  
RINA S.p.A. (Italy)

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Tchibo GmbH (Germany)

Tensie Whelan / Chris Wille  
Rainforest Alliance (USA / Costa Rica)

Morton Winston  
The College of New Jersey (USA)

(\*denotes participation on Governing Board)  
(\*\*denotes participation on both Boards)

## Founders Committee

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CCI Consulting, LLC, (USA)

John Brookes  
AIG Consultants (USA)

Jan Furstenborg  
Responsible Productivity (Switzerland)

Fitzroy Hillaire  
Hillaire Associates (USA)

Neil Kearney  
International Textile, Garment and Leather  
Workers Federation (ITGLWF)

Frits Nagel  
Dutch Government Consultant for Corporate  
Social Accountability (Netherlands)

## Program Interns and Volunteers (2010)

Lizzie Benson  
New York University

Mary Katharine Bowen  
New York University

Stefanie Colish  
Syracuse University

Emily Dinan  
Colombia University

Amy Finnegan  
New York University

Nathalie Herman  
Wellesley College

Weiye Kou  
Wellesley College

Allison Kwan  
Wellesley College

Jeevika Makani  
University of Melbourne

Diane Milner  
Cornell University

Christine Moser  
University of Münster

Emily Smith  
Fordham University

Hayley Warren  
University of Nottingham

# Support & Financials

SAI's impact and continued leadership to advance human rights at work around the world depends on the partnerships, and generous financial and in-kind support, from dedicated individuals, institutions, governments, students, and companies.

As we renew our commitment to our mission to advance the human rights of workers around the world, SAI is deeply grateful to our supporters and partners, detailed in this 2010 list. We are also very grateful to individual anonymous donors.

## Partners / Funders

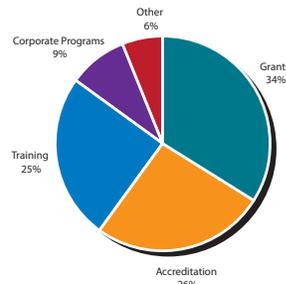
Bangladesh National Council (BNC)	International Society of Sustainability Professionals (ISSP)
Business for Social Responsibility (BSR)	The International Textile, Garment and Leather Workers' Federation (ITGLWF)
Business Social Compliance Initiative (BSCI)	MFA Forum
CSR West Sweden Association	Prakruthi
Center for Cultural Research and Action (CIAC)	Professionals for Corporate Social Auditing (PASE)
Center for Human Development (CDH)	Rainforest Alliance/Sustainable Agriculture Network
Ceres	Solidaridad-Netherlands
Cotton Made in Africa (CmiA)	The Tata Council for Community Initiatives (TCCI)
Ethical Trading Initiative- Norway	Transparency International USA
Ethical Trading Initiative- UK	UN Global Compact (UNGC)
Fair Trade USA	Valore Sociale
Hekhsher Tzedek Commission	
The ISEAL Alliance	
Institute for Local Culture & Self-Reliance (INCAP)	

## Donors

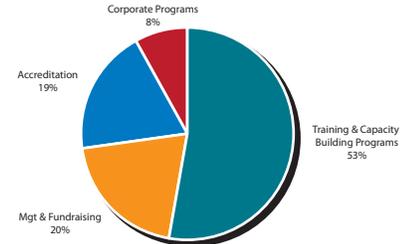
The Allayne & Douglas Wick Foundation	Marquis George MacDonald Foundation, Inc.
Beatrice Briggs	Nicholas Milowski
Dana Chasin	Terry Mollner
Georgia and Michael de Havenon	Elsie Nelson
Thomas DeLuca	Sylvan and Ann Oestreicher Foundation
Bill Drayton	Nancy E. Phillips
Heidi S. Fiske	Terry Pristin and Ronald H. Silverman
Alan and Catherine Harper	James Stuhlmacher
Erin Kaufman and Mark Tashjian	Ten Ten Foundation
Judy and Steve Kunreuther	Alice Tepper Marlin
J & L Foundation, Inc.	Alan Wachtel
Loida Nicolas Lewis	Tensie Whelan
E.R. Marlin Fund	The Whitehead Foundation
	Anonymous

## Financials

SOURCES OF FUNDING



HOW FUNDS WERE SPENT



Preliminary SAI total 2010 revenue was \$4 million, with grants providing about one third and earned income two thirds. Over half of our funding was spent on global training and capacity building programs. This proportion varies considerably from year to year

based on the actual timing of grant award notices and accounting rules on income recognition dates. As a US-based charitable 501(C)(3) organization, SAI files a 990 statement annually with the US Government - 990 reports are available online through Guidestar.

## Government and Multilateral Institutions

- Center for International Private Enterprise (CIPE)
- European Commission
- German Development Cooperation (GIZ)
- The Netherlands Development Finance Company (FMO)
- The Norwegian Guarantee Institute for Export Credits (GIEK)
- UK Department for International Development (DFID)
- US Agency for International Development (USAID)
- US Department of Labor (USDOL)
- US Department of State
- World Bank – International Finance Corporation (IFC)

## Companies – Public Private Partnerships, Collaboration & Membership

- |   |   |
|---|---|
| Anvil Knitwear (Signatory Level)*                   | Gucci (Supporting Level)*                                   |
| Beraca (Explorer Level)*                            | Hewlett Packard (Supporting Level)*                         |
| Billabong International Limited (Supporting Level)* | Otto Group (Supporting Level)*                              |
| The Body Shop                                       | PGC Switcher (Signatory Level)*                             |
| Carrefour Group (Supporting Level)*                 | Private Label Manufacturers Association (Supporting Level)* |
| Chiquita Brands International (Supporting Level)*   | SKF   |
| Ecopetrol   | TNT (Supporting Level)*                                     |
| Eileen Fisher (Signatory Level)*                    | Tchibo GmbH (Explorer Level)*                               |
| Gap Inc. (Signatory Level)*                         | The Timberland Company (Explorer Level)*                    |
| Garnet Hill (Supporting Level)*                     | The Walt Disney Company (Supporting Level)*                 |
| General Mills (Supporting Level)*                   |   |

(\*denotes Corporate Program member)



**SAI's mission is to advance the human rights of workers around the world.**

**Social Accountability International**

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**NOTE ABOUT DISTRIBUTION FORMAT:** This annual report was prepared for electronic distribution. This decision reflects our ongoing commitment to fiscal efficiency and environmental sustainability. We have created two electronic versions of this annual report: one that is designed for reading online, and one that is formatted for easy printing should you wish to have a hard copy. Additionally, we welcome your feedback on this decision as well as on other matters related to our annual report.

**PLEASE EMAIL YOUR COMMENTS TO:** JoLeen Ong, [JOng@sa-intl.org](mailto:JOng@sa-intl.org)  
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**STAY CONNECTED**



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