

The Importance of Disney's Supply Chain Investment Program in Overcoming the Dark World of Disney"

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Abstract. Child labor is an unsolved global problem. Multinational corporations, such as the Walt Disney Company, seek to address this problem through various social policies and programs, such as supply chain investment programs and operational codes of conduct. The purpose of this study is to see how the Walt Disney Company responds to labor injustice in its efforts to abolish The Dark World of Disney and compare its progress with the Sustainable Development Goals (SDGs) Matrix 2030 criteria for the 8th pillar. This study focuses on the theory of global strategy by Richard Lynch and then the concept and criteria of Environment, Social, Governance (ESG) and the criteria of the 8th pillar of the SDGs Matrix Industry 2030. This research uses qualitative methods with case studies and supply chain ideas to assess the impact and changes that occur because of the actions of companies and stakeholders in the supply chain. Sources of research data are secondary data in the form of journal articles, books, news from Disney's official website on the issue of child labor. The findings of this study are the Supply chain Investment program as a form of program that funds or supports activities and training to improve the supply chain to eliminate the issue of child labor, forced labor, and other worker injustices and its alignment at the ESG criteria and the SDGs Matrix 2030 criteria for the 8th pillar.

1 Introduction

The interaction between a company and the local communities or stakeholders where it works is known as Corporate Social Responsibility (CSR) [1] CSR is a broad term that refers to a company's efforts to attain economic, environmental, and social balance (Triple Bottom Line Approach), as well as to meet the needs of shareholders and stakeholders [2]. This concept has been adopted by various multinational companies, and does not exclude The Walt Disney Company, as a multinational entertainment company to implement CSR.

The Walt Disney Company is one of the world's wealthiest entertainment companies. According to (Statista, 2021), even though Disney lost 2.86 billion dollars in 2020 because of the Covid-19 epidemic. In 2021, the Walt Disney Company generated global revenues of \$67.4 billion. [3] From the large income of Walt Disney, it cannot be separated from the animated films they make which generate huge profits. Based on data from IDN Times, there are the top 5 animated films that contribute to Disney's biggest income, as reported by Screen Rant as follows:

Table 1. The Top Five Disney's Movies

No	Best Movies	Income
1	Toy Story 3	1.066 USD
2	Toy Story 4	1.073 USD
3	The Incredible 2	1.242 USD
4	Frozen 1	1,276 USD
5	Frozen II	1.450 USD

Source: *IDN Times* [4]

Even though the Walt Disney company sells products aimed at making children happy, behind the scenes there is a Sweatshop that has a negative impact on factory workers employing unskilled underage workers for very low wages for long hours and a crowded and dangerous workplace. This terrible condition is often found in China, Bangladesh, and Haiti. The International Humanitarian Group documented that Haitian worker were paid 30 cents an hour and worked under the factory legal age and even experienced sexual harassment. The same thing happened in Bangladesh, workers get paid 5 cents an hour to assemble a shirt for \$17.99 and work 14 hours a day, seven days a week and and get punished if the quota is not met [5] [6].

Quoted from the press release entitled The Dark World of Disney, found facts that are contrary to the values of Human Rights. In May 2016, China Labor Watch (CLW) conducted undercover investigations at two Disney manufacturing companies, namely Dongguan Lam Sum Plastic Products Co Ltd and Dongguan Zhenyang Toy Co Ltd. Although both companies have

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obtained permission from Disney's company, which is proven by Disney's conduct of code as a condition of operation. However, the manufacturing company still forces workers to work 66 hours per week with incomes ranging from 1.3 to 1.5 USD per hour, this situation is clouded by poor air quality. [7].

However, on the other hand, The Walt Disney Company has pursued a supply chain investment program as a form of concern in the field of employment and the economy to find appropriate and collaborative problem solving steps for issues of forced labor, labor empowerment, traceability, gender equality, child labor, and ethical recruitment efforts in global supply chains [8]. The program is in line with the United Nations Sustainable Development Goals (SDGs) point eight on decent work and economic growth. This research examines and explain The Walt Disney Company's CSR program in dealing with the issue of labor injustice and its relevance in achieving SDGs 2030. So, this raises the question "What response did The Walt Disney Company give in responding to the issue of child labor in its efforts to eliminate The Dark World of Disney?".

1.1 Objectives

The focus of this research is to find out and examine The Walt Disney Company's response to the issue of labor injustice through the Disney Supply Chain Investment Program and analyze how the program contribute to achieve the Environment, Social, Governance criteria and the criteria of 8th pilar SDG's Matrix 2030 Decent Work and Economic Growth. The benefit of this research is to find out and examine the importance of The Walt Disney Company's CSR Program, namely the Supply Chain Investment Program in responding to the issue of labor injustice and its alignment with the SDG's 2030 criteria.

2 Literature Review

Disney's International Labor Standards (ILS) Supply Chain Investment Program

After monitoring factory working conditions for the past 20 years, The Walt Disney Company has remained steadfast in understanding and addressing supply chain working conditions. Disney's International Labor Standards (ILS) were developed in 1996 with the goal of ensuring that labor standards are followed across the Disney supply chain. *The International Labor Standards Program* is an important component of the Company's CSR and Walt Disney Corporate Responsible Supply Chain efforts [8]. Thus, the ILS Program is an effort to implement several strategies to evaluate and improve working conditions wherever the product is produced. In addition to monitoring global supply chains, Disney invests human and financial capital in addressing systemic issues related to global labor rights, including promoting worker empowerment and supply chain traceability [9].

The Disney Supply Chain Investment Program (SCIP), which was founded in 2012 and has provided more than \$21 million in grants, supports 36 programs

in more than 20 countries, with the goal of providing on-the-job training and technology-enabled worker engagement mechanisms, promoting the empowerment of women workers in global supply chains, combating child labor and forced labor, and human trafficking in global supply chains, and developing technology-based social entrepreneurship [10].

Corporate Social Responsibility (CSR)

Corporate Social Responsibility according to [11] is a business model that regulates and assists businesses in becoming socially responsible to themselves, their stakeholders, and the public. Companies may understand their impact on all parts of society, including the economic, social, and environmental, by practicing corporate social responsibility. Corporate Social Responsibility can be defined as the relationship between a company and the community in which it lives or operates [11]. According to [12], CSR can be defined as corporate behavior. CSR is a management program that aims to improve stakeholder and societal connections as well as company performance. McWilliams and Siegel argue that CSR is a set of corporate actions to improve its social products and expand its reach. Meanwhile, according to John Elkington through the Triple Bottom Line pyramid defines that companies that pay attention to their social responsibility will pay attention to the progress of society (people), the environment (planet), and can increase company profits (profit) [13]

Sustainable Development Goals 2030

The Sustainable Development Goals (SDGs) are a worldwide goal established by all United Nations member states that will serve as a guide for the global community for the next 15 years in developing for the common good [14].

Consisting of 17 goals, The Walt Disney Company through its CSR strategy seeks to achieve the criteria for the 8th pillar of the SDGs Matrix, the 8th pillar, namely Decent Work and Economic Growth. This pillar aims to support an optimal framework for countries to be able to implement policies that are expected to promote growth and productivity without harming the environment, produce decent work, and can respect primary rights for workers as an effective pathway to inclusive growth [14]. This pillar with the main concentration in the economic field is expected to be able to encourage entrepreneurial activity and job creation, providing effective efforts to eliminate concerns about forced labor, slavery, and human trafficking.

This research focuses on the 8th pillar of the SDGs to assess how the supply chain program will support Disney's efforts to meet the criteria of the SDGs Matrix, which includes taking effective steps to eradicate forced labor, end modern slavery and human trafficking, and enforce the prohibition and elimination of the worst forms of child labor, including the recruitment and use of child soldiers, by 2050 [15]. Also, see how corporate accountability, corporate transparency, and 'due diligence' in the global supply chain are applied by companies [16].

Global Strategy Theory

According to [16] quoted from [17], Global strategy is emerging as one of the frontier topics in business schools, particularly in strategic management and international business. The theory of global strategy is a theory that requires thinking in an integrated fashion about all parts of a firm and its suppliers, manufacturing locations, markets, and competition, according to research in International Relations, particularly those connected to international political economy [17, 18]. Global, multinational, and international strategy are all covered by global strategy theory. Essentially, these three tactics decide the type of plan that a firm will use to achieve worldwide expansion. Global, multinational, and international strategy are all covered by global strategy theory. Basically, the purpose of these three tactics is to achieve international expansion. [19]. The following are three views on Global Strategy Theory according to: [19]:

- 1) A global strategy considers the entire world as a market and a source of supply, with local differences. The competitive advantage is mostly established worldwide in this strategy. The corporate headquarters defines the business strategy to be used in each country in the global strategy.
- 2) Multinational approach, in which the corporation operates in multiple markets outside of its native country. However, because each customer's request is different and the competition in each country is different, each market requires a unique strategy. This strategy emphasizes that promotion and distribution are based on the country's cultural, technological, regional, and national factors, which the company aspires to develop.
- 3) International strategy, namely the company deals with the domestic market but has several objectives in relation to activities abroad, therefore an international strategy is needed. In this strategy, competitive advantage is important in strategy development, especially for the domestic market.

3 Methods

This study uses a qualitative approach, namely research that is intended to explore and understand the meaning of individuals or groups in responding to social problems [20]. A qualitative approach is considered appropriate because it studies real-world conditions from people's lives, people's perspectives, and the contextual conditions of life [21]. The case study analysis method was used as the analytical method for the qualitative approach, which is a method for demonstrating the effectiveness of the Walt Disney Company's CSR program in response to the social issue of child labor, as well as the achievement of the SDGs pillars and ESG criteria.

4 Data Collection

This research was conducted with secondary data such as journal articles, books, news, documents from Disney's official website related to child labor issues and the response of the Walt Disney Company as an MNC actor, as well as official reports on Disney's supply chain investment program from year to year. And using a literature study that examines topics that can support understanding of the CSR program, Disney's Supply Chain Investment Program and the 2030 SDGs. Meanwhile, the data collection technique used by the researcher is a literature study supported by internet-based research. Researchers triangulate data to maintain research objectivity where there is a diversity of data used to interpret the phenomenon under study. This data was collected to find out the importance of Disney Supply Chain Investment Program Company and its innovations in support of Sustainable Development Goals especially on the 8th pillar.

5 Results and Discussion

Walt Disney's response to the Child Labor issues through the perspective of Global Strategy Theory

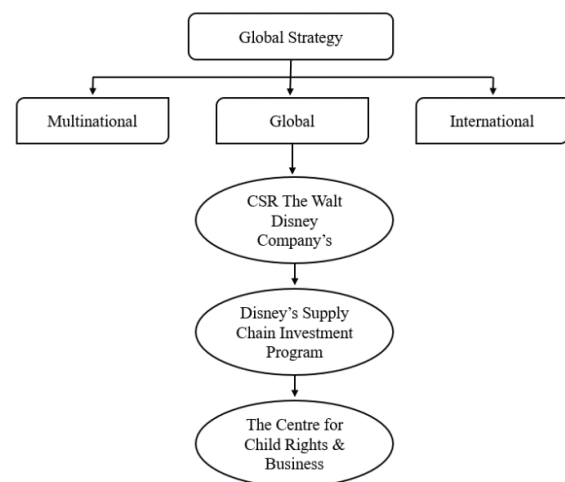


Figure 1. Global Strategy Analysis

The involvement of underage workers is a global problem that is repetitive in global economic activities. Global trends in 2020 show that 160 million children are still categorized as 'child labour' (ILO and UNICEF,2021). The reason this trend is still a continuing conflict is because industry players do not guarantee the health, safety, and moral development of the child. The company as the primary actor in economic activity essentially has a goal to generate profits by keeping production costs as low as possible without reducing the quality of the products produced. Therefore, it is not a foreign act if a company tries to reduce costs on the aspect of its human resources. Disney as a global franchise is well known for its various products, both in the fields of entertainment,

manufacturing, and tourist destinations. According to several news reports in the mass media in 2010, toy products which became one of Disney's highest selling commodities in the Western Hemisphere, were associated with child labor conflicts under the auspices of the toy manufacturing supplier "Sturdy Products", where children are employed from 8 am to 10 pm by processing chemicals without proper regulation and protection and being punished for failing to achieve production targets. [22, 23, 24]. In 2016, Disney was also reported by China Labor Watch because two of its manufacturing suppliers in China, employing workers 11 hours per day with wages of 1.32 US dollars [25, 26].

In the problem above, *Disney's Supply Chain Investment Program* is needed, the program that has been going on for a decade is a form of stakeholder response and Disney's policy as a multinational company. The CSR program is a written benchmark for The Walt Disney Company's concern for the international community around it. Through The Walt Disney Supply Chain Investment Program, Disney funds qualified human rights organizations, not-for-profit social enterprises, multilateral institutions, and multi-stakeholder initiatives. Examples of projects under SCIP funding are HERproject and GoodWeave International [27]. Disney's investment money was used to create and distribute a set of capacity-building tools aimed at promoting best practices for detecting, resolving, and preventing child labor in consumer goods supply chains around the world.

This supply chain program is also in line with the code of conduct policy for manufacturers set by Disney in January 2007, which has set age categories and eligibility and safety requirements for all groups of factory workers affiliated with Disney [28], and a code of conduct for supply chain activities, where its formation is influenced by Human Rights Policy at the global level and commitments in the environmental field [29].

Although the above programs have shown the company's initiatives to address the issue of 'child labour', on the other hand Disney remains one of the symbols of 'the global sweatshop'. Thus, transparency and accountability from the company are needed to gain the trust of the public (Best and LOwney,2009), that the values and programs that have been instilled and realized have had a real impact on improving the supply chain model for Disney products. Currently, the Disney Supply Chain Investment Program is funding two programs in China, namely The Center for Child Rights and Business (CCR) and the ICTI Ethical Toy Program (IETP) [30]. This research will focus on supporting Disney's supply chain investment program in China to fund the CCR CSR program. The Center for Child Rights and Business (CCR) began operations in China in 2010 as a social enterprise with the mission of improving children's lives by partnering with businesses to promote and respect children's rights in all aspects of their operations, with a focus on manufacturing, agriculture, and raw materials supply chains [31].

CCR received Disney financing in 2014 to assist capacity building and proactive interaction between factory management, workers, and local

service providers to better meet the problems faced by changing labor market conditions [30]. CCR CSR strives to construct factories and professional service providers that can efficiently and rapidly address employees and management demands by creating capacity on labor-related issues, such as child labor remediation and other issues impacting young workers, managers, and working parents [31]. The Centre for Child Rights and Business (CCR) helps companies improve their supply chains for the benefit of workers, families, and children while also achieving positive business outcomes. They provide expertise, services, support, research, and global insights on a wide range of child rights issues and businesses in a variety of sectors and countries. According to data from [31] There are services provided by The Center for Child Rights and Business (CCR), as seen in Table 2.

This research uses theory of global strategy that covers three areas, namely global, multinational, and international strategy [19]. In this study, the theory of global strategy can be seen from the point of view and the efforts that have been made by actors. The Walt Disney Company is included in the global strategy because it is seen from the international labor treatment policies and standards applied by the Disney central company (headquarters) to related entities which then affects the shape of the company's supply chain program. As the definition of global strategy that headquarters determine the business strategy that will be used in each country. This can be seen from the CSR program of Disney's Supply Chain Investment Program, which is a global program related to supply chain standards that will be implemented according to the policies of Disney's central company.

Table 2. The Centre for Child Right and Business (CCR)

No	Service	Goals
1	Child Labour Prevention & Remediation	This service supports companies in preventing and recovering cases of child labor in the supply chain of industrial companies, and this service aims to provide the best solutions to support businesses in preventing child labor in the future.
2	Risk & Impact Assesment	This service aims to provide a comprehensive understanding for your business whether it has a direct and indirect impact on children and provide recommendations on how to manage the potential and identified risks to your business.
3	Young & Juvenile Workers.	The services of young & juvenile workers focus on creating decent jobs for young workers and supporting young people to reach their potential so that they can contribute to SDG's Pillar 8 Decent Work and Economic Growth.
4	Family-Friendly Workplace	This service supports children, parents, and other caregivers in creating a family-friendly workplace in the supply chain.

No	Service	Goals
5	CRIB Working Group	The CRIB Working Groups aim to bring companies together to collaborate on sharing best practices and to access the latest information on children's rights.
6	Responsible Supply Chain Management	From investigations to special projects that address specific risks, Responsible Supply Chain Management assigns responsibility around children's issues.

Environmental, Social, Governance (ESG) Concept

This study employs the notion of Environmental, Social, and Governance (ESG). In 2005, research titled "Who Cares Wins" introduced the concept of Environmental, Social, and Governance theory. ESG growth has been driven by the establishment of the Socially Responsible Investment (SRI) movement. ESG investments are projected to be worth over \$20 trillion in AUM, or around one-quarter of all professionally managed assets globally [32]. The main objective of the ESG criteria or SRI investment is to positively influence environmental, community and corporate governance issues [33]. SRI, on the other hand, is founded on ethical and moral principles, whereas ESG investing assumes that ESG elements are financially relevant. Many investors recognize that the ESG aspect is critical in determining a company's goals, strategy, and management quality [32]. The Environment Criteria (E), which analyzes how the company's performance in safeguarding nature covers the company's energy consumption, pollution waste, and natural resource conservation, is one of three major aspects of ESG investment. The Social Criteria (S) look at how the firm interacts with its employees, suppliers, and consumers, as well as the communities in which it operates. Corporate governance, including corporate leadership, audits, internal control, and shareholder rights, is referred to as Governance Criteria (G) [34]. The Walt Disney Company CSR can quantify the impact of ESG that The Walt Disney Company can bring to society, the earth, and workers through the application of three major aspects in the idea of Environment, Social, and Government (ESG), specifically the "Supply Chain Investment Program.". Based on data from [35] , (Robeco,2022) , (Institute, 2022), (Park and Jang, 2021) there are three important parts of the ESG which have each sub-criteria that becomes a benchmark to be considered with the CCR program based on the research analysis.

Based on the ESG criteria of the three important elements above, it can be said that the Disney Supply Chain Investment Program through CSR program funding from The Center for Child Rights and Business (CCR), can make a beneficial contribution to society, environment, and governance. However, there are still some indicators that have not been met, especially in the field of environment such as reducing energy consumption, climate change and carbon emission. And

in the field of Governance, namely Financial Transparency, because in this research did not find data that The Center for Child Rights and Business can be said to be transparent regarding the financial summary. Through this analysis, it can be said that The Center for Child Rights and Business (CCR) program funded by Disney's Supply Chain Investment Program is still unable to contribute more and has many significant positive impacts in the field of environment and governance. However, it is hoped that with this analysis, the program from The Center for Child Rights and Business (CCR) can improve its shortcomings, especially in the environmental field and can maintain other programs that have made positive contributions.

Table 3. ESG Criteria

No	Criteria	Sub Criteria	CCR Programme
1	Environment	Reduce Energy Consumption	Not Available
		Climate Change and Carbon Emission	Not Available
		Process Strategy	According to data from WeCare Achievements in 2021, 12 factories and 1 rose garden opened for the first time in China and Turkey. [36]
2	Social	Human Rights	Child Labor Prevention Training which aims to fully understand the underlying causes of child labor and its negative impact on business and society. [37]
		Community Relations	Family Friendly Workplaces "WeCare" Package" includes Family Day (mandatory), Migrant Parents Training, Parent-Child Activities or After School Centres, Responsible Recruitment of Migrant Workers Training, Youth Development, Training the trainer program. [38]
		Customer Satisfaction	By 2021, according to data from the migrant parent training program in China, which involved six factories and 733 workers, this program achieved positive changes. 95% of workers reported being very satisfied after their factory conducted training, 96% of workers recommended the WeCare program, 92%

			workers say they are helping their child through the post-COVID-19 life changes. [36]
3	Governance	Management of Risks and Opportunities (Strategy identification and management long-term risks and opportunities value creation)	"Assessing the Working Conditions of Young and Student Workers in a Chinese Supply Chain." Focusing on young workers and student workers working conditions, as well as recognizing potential dangers, are all part of the company's attempts to achieve long-term viability. [39]
		Ethical Conduct (Monitoring and management to comply with applicable laws and regulations)	Develop "Child Labor Prevention and Rehabilitation Policies and Guidelines," a complete review of the system of policies and management practices that addresses all aspects of child labor, including prevention and remediation. By analyzing and reviewing the company's code of conduct (CoC) considering regulatory requirements, industry standards, and best practices, it strives to discover gaps in building a comprehensive that tackles relevant worker concerns. [40]
		Financial transparency	Not Available

SDGs Matrix Industry

The SDG Industry Matrix strives to put sector-specific concepts into reality and provide an example for the industry in each of the relevant SDGs, while also assisting in the pursuit of long-term prosperity. The United States Global Compact and the KPMG International Cooperative designed and co-led the SDG Industry Matrix to translate the SDGs' goal-driven objectives into strategic industrial operations that expand in scale and effect. "Shared values" refers to market potential, societal needs, and policy measures that all work together to produce a more sustainable and inclusive route to economic growth, prosperity, and well-being in the context of the SDGs (Compant and KPMG,2015).

Matrix Industry's SDGs relate to the company's commitment to the United Nations Global Compact's 10 principles. The Walt Disney Company's commitment to social responsibility through the Supply Chain Investment Program is in line with the 8th pillar of the SDGs, "Decent Work and Economic Growth," on which

the achievement criteria are based, in terms of addressing issues such as forced labor, worker empowerment, gender equality, child labor, and ethical recruitment in global supply chains [41] with the Disney Supply Chain Investment Program through CCR CSR funding based on the research analysis can be measured as follows:

Table 4. Sustainable Development Goals (SDG's) 8th Pillar "Decent Work and Economic Growth"

No	Targets	Disney SCIP Initiative	Program
1	To alleviate extreme poverty and boost local economies, increase local sourcing and manufacturing in low- and middle-income nations.		Not Available
2	Encourage employees to assume personal and collective responsibility for ensuring a safe work environment at manufacturing facilities and extraction sites by promoting strong health and safety standards.		Not Available
3	Invest in technology that decreases the likelihood of human mistake and industrial accidents.		Not Available
4	Establish supplier standards requiring suppliers to adhere to labor rights such as equal opportunity, equal pay for equal work, migratory worker rights, and safe working conditions, and support their implementation through supplier training and monitoring.	CSR CCR	Child Labor Prevention and Remediation Policies and Guideline is a comprehensive assessment of the system of policies and management practices covering all aspects of child labor including prevention and remediation. Aims to identify gaps in developing a comprehensive approach to addressing worker issues relevant to the company's code of ethics (CoC). [40]
5	Integrate small-scale parts makers into the supply chain and offer them resources such as training, links to supplier networks for lower-cost co-procurement, and financing.		Not Available

No	Targets	Disney SCIP Initiative	Program
6	Make the abolition of modern slavery and child labor a top priority in the manufacturing supply chain.	CSR CCR	The Child Labor Rapid Risk Assessment aims for a rapid risk assessment to identify child labor and other risks of modern slavery at the point of suspicion. [42]
7	Provide targeted internships to young people from underserved communities to promote social mobility while also improving company performance by diversifying the workforce.	CSR CCR	Training for Young Workers and Managers which aims to assist young workers in building positive attitudes towards work life and equip young workers with skills related to communication and conflict management. [43]
8	Create opportunities for workers to improve their skills and advance their careers both inside and outside of the industrial industry.	CSR CCR	The “Youth Development Program: Decent Work for Young Workers” offers decent work opportunities for young workers and combines support to help youth who have lost their jobs. The Youth Development Program aims to create opportunities in the supply chain for decent work. The program offers training and support including site visits to identify appropriate roles and workplaces for young workers and avoid hazardous work risks. [44]

Source: [41]

Based on the SDGs target of the United Nations Global Compact, which has become a measuring tool for Disney's Supply Chain Investment Program CSR program in carrying out initiatives or innovations in program funding that are in line with SDG's points, especially on the 8th pillar. Therefore, it can be said that Disney's Supply Chain Investment Program through funding the CSR program The Center for Child Rights and Business (CCR) in the supply chain fulfills four of the eight criteria of the 8th pillar of SDG's “Decent Work and Economic Growth”. However, from the analysis that has been done by this research, there are four CSR CCR programs that do not meet the target of achieving the SDGs Matrix, therefore it can be said that Disney's Supply Chain Investment Program through CCR CSR program funding has not contributed optimally to increasing local manufacturing in low-income countries. To reduce poverty, invest in technology to reduce the risk of human error in

production accidents as well as promote worker safety and health standards and integrate small-scale parts manufacturers into the supply chain such as providing low-cost training.

6 Conclusion

Disney's Supply Chain Investment Program is a supply chain investment program that has been carried out by The Walt Disney Company, which is an innovative Disney company's response to the issue of child labor, which has been associated with several factories that work with Disney. The company has implemented Disney's Supply Chain Investment Program CSR through CCR CSR program funds effectively. In the Global Strategy Theory aspect, Disney's CSR Supply Chain Investment Program is in the global strategies area because policies related to the program are implemented throughout Disney companies following the policies of the Disney headquarters (Headquarters). The implementation of Disney's Supply Chain Investment Program through CSR CCR funding is also supported by environmental, social, and governance criteria in this study (ESG). However, this program has not contributed much to environmental aspects. Furthermore, the implementation of Disney's Supply Chain Investment Program also contributes to the four targets of the 8th pillar of the Sustainable Development Goals 2030 “Decent Work and Economic Growth”. Disney's Supply Chain Investment Program is expected to continue to maintain a positive supply chain contribution in a company to encourage more tangible sustainability that can be felt optimally to achieve the main objectives of the Disney Supply Chain Investment Program which is to overcome the problem of child labor and forced labor, and human trafficking in global supply chain. It is hoped that in the future The Walt Disney Company can contribute more to the innovation program to optimally achieve the 8th pillar of the SDGs.

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