

Worker Engagement

<http://responsibility.timberland.com/factories/worker-engagement/>

At Timberland, we believe the people who best understand the issues faced by factory workers are the workers themselves.

That's why we're committed to engaging and empowering workers in every factory where we do business. We want them to understand that their input and concerns—their voices—are important and valued.

How We Engage Workers

We've found that putting workers at the heart of the assessment and remediation process has many benefits—including improved workplace conditions, improved worker morale and retention, lower absenteeism, and increased quality and productivity. There are many ways the Timberland Supplier Sustainability Team accomplishes this, including:

- *Opening/closing meetings*: These meetings are important for outlining goals and objectives, sharing results and setting clear expectation for next steps. We make a point of inviting floor workers to these meetings—and ensuring that workers feel comfortable sharing their thoughts.
- *Worker Discussion*: When seeking workers' input, we often find workers are most comfortable in groups, and therefore conduct worker discussion (a part of every engagement in the factory) in group sessions.
- *Formal trainings*: These sessions ensure that workers have an understanding of their full rights and responsibilities within the factory, including identifying issues and seeking resolutions.
- *Internal Social Performance Teams*: We help create committees that allow factory workers to conduct their own ongoing factory assessments.

Engaging Workers Beyond Factory Walls

At Timberland, community [service](#) is an important part of our heritage. Engaging as a company in community service has produced a variety of benefits, including employee development, increased attraction and retention, strengthened business partnerships, and reinforced commitment to building communities and goodwill.

We believe that factories engaging in service can experience similar results. Grassroots ideas coming from passionate and invested workers can lead to greater community benefits. While the biggest challenge in establishing factory/worker-owned community service is time and money, we have found willing partnerships in factory managers, workers, and local communities. In fact, we're working to increase community engagement in factories worldwide over the next five years.

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