



**ethical
supply chain
program**
FOUNDED BY ICTI

Worker Well-Being Impact Report 2025





Message from the CEO

With labor shortages continuing to challenge suppliers in key sourcing countries, and expectations on responsible business rising, the case for investing in worker well-being has never been clearer.

I'm pleased to present the Ethical Supply Chain Program (ESCP)'s Worker Well-Being Impact Report 2025, which captures the progress we've made over the past year and the practical, measurable impact our programs are delivering for workers, their families, suppliers and brands.

The **Family-Friendly Factory program** had its biggest year yet. Recognized at the 2025 Shared Value Awards with the Partnerships for Purpose Award, it reached more than 12,000 workers and 13,000-plus children across sectors including toys, printing and packaging, stationery, footwear, and apparel.

We also reached a 10-year milestone delivering childcare support through the program – supporting nearly 10,000 children over this period. Built on the belief that supporting working parents benefits everyone, **Family-Friendly Spaces** continue to prove their value. In 2025, 99% of workers believed that a factory with a Family-Friendly Space was more attractive and 95% said they would stay with the factories for more than two years because of this provision. 97% of factory managers reported that the program helps improve worker satisfaction.

Back in 2023, we set ourselves an ambitious three-year target to benefit an additional 30,000 children by the end of 2025, and to publicly recognize 50 factories as 'family-friendly'. I'm proud to report that we surpassed these goals.

That momentum has also taken us into new places, with nearly 5,000 children benefiting from family-friendly initiatives in **Vietnam** since 2024, and this year, we moved to conduct our first needs assessments at four facilities in **Indonesia**.

Alongside family support, we have continued to strengthen factories' efforts to embed **Gender Equality** principles. Dedicated online and onsite sessions have again brought measurable shifts, including 100% of participating factories improving their Gender Equality Score, which assesses workplace policies, systems and worker awareness.

We've seen practical changes in how people are hired, developed and supported, alongside a stronger culture of respect and inclusion. Participating sites have reported improved teamwork across genders, fewer workplace tensions, and stronger motivation and belonging, as well as clearer progression opportunities for women.

Well-being goes hand in hand with workers being able to speak up safely and know their concern will be taken seriously. That's why the **Worker Helpline** remains an essential part of ESCP's approach, available to almost 300,000 employees during 2025 and accessible to more than 10 million since being first established in 2010.



Collaboration helps us move faster and go further



Message from the CEO

Providing real-time insight as issues arise, stronger data for reporting, proof of rightsholder engagement, and clear evidence of remediation, the Helpline is recognized as a vital tool for businesses seeking to navigate regulatory change, address systemic risks, and build trust with workers and stakeholders.

Collaboration helps us move faster and go further. In 2025, we signed a Cooperation Agreement with the International Sustainable Chemistry Collaborative Centre (ISC3) and launched a strategic partnership with Worldwide Responsible Accredited Production (WRAP), strengthening our commitment to achieve safer workplaces and more credible ESG progress.

In 2025 we faced a sad loss, saying goodbye to one of our founders, Alan Hassenfeld. The creation of ESCP was, in many ways, a reflection of Alan's core belief that business must be a force for good, and that protecting the rights

and dignity of workers is not optional, but essential. His vision helped establish ESCP as a platform where business leaders, advocates and policymakers could come together to build a more just and transparent global economy. We will continue to honor Alan and his legacy in our mission to improve the lives of workers.

As you read this report, I hope you'll see what's possible when worker well-being is treated as central to good business performance, an investment that delivers positive returns.

If you're a brand looking to strengthen your supply chain, a supplier ready to build a more stable and engaged workforce, or a partner with expertise to share, **I invite you to join with us and take action.**

CARMEL GIBLIN

President and CEO

Ethical Supply Chain Program





Contents

The Family-Friendly Factory program 06-36

Our Three Year Ambition	09
Policies	11
Childcare	18
Professional Training	26
Parental Training	30
Case Study – the LEGO Group	34
Family Days	35

Gender Equality 37-41

Worker Helpline 42-46

Focus on Indonesia 49-50

Future Plans 51

Participants & Donors 52-53



Our impact in words



The LEGO Group is pleased to see the continued growth of the ESCP Family-Friendly Factory Program over the past three years, now benefiting more than 34,000 children. This milestone highlights the meaningful impact of embedding family-friendly policies in supply chains, supporting working parents, strengthening well-being, and creating more inclusive and resilient workplaces. When families are supported, workers and businesses can thrive.

**Marie Enemark Olsen, Senior Director,
Human Rights & ESG Compliance, the LEGO Group**



Superdry is proud to be part of the Ethical Supply Chain Program network, working alongside brands and suppliers to advance gender equality and family-friendly childcare spaces within global supply chains. The program provides a collaborative platform that supports shared learning, practical solutions, and continuous improvement, helping us respond to the evolving expectations of workers, communities, and consumers.

Keith Kiu, General Manager, Superdry

SUPERDRY®



© March 2026, Ethical Supply Chain Program

Family-Friendly Factory Program



Our impact in numbers

2025

2016-2025



Participating factories

95

167



Workers supported

12,075

41,469



Children benefiting

13,509

45,776



Why it's needed

Award-winning support for working parents

Supporting working parents by creating policies and environments that improve their quality of life is not only the right thing to do, but also good for business.

When family pressures go unrecognized, workers feel the strain, and factories can see the knock-on effects in absence, disengagement and turnover. For brands, rising market expectations and CSR commitments increasingly require investment in worker well-being across supplier factories.

The Family-Friendly Factory program encourages companies to promote a positive family-work balance. It empowers managers to look after their staff in the best way possible and consider the distinct needs of employees who have family and carer responsibilities.

Over the last 10 years, we've helped 167 factories turn these family-friendly principles into practical support for more than 41,000 workers, making the program one of the longest-running and most impactful initiatives of its kind in global supply chains.

We speak with factories daily and see first-hand that when employers provide the right support, workers feel valued, which leads to greater loyalty to the company and increased motivation to work. This leads to stronger retention, reduced absenteeism,

lower recruitment costs, and productivity gains.

And the momentum is growing. In 2025, the award-winning program reached an annual record of over 12,000 workers and a new high of 13,000-plus children.

Across the 82 factories in China and 13 in Vietnam, initiatives ranged from employer-funded childcare and parental training to essential workplace provisions such as maternity protection and breastfeeding support. The fact that 49 of these factories had participated previously underlines the sustained commitment the program builds – and the confidence employers have in what the Family-Friendly Factory program delivers.

These figures matter, but what matters most are the human stories behind them – of parents and carers feeling more secure at work, more supported at home, and more able to plan for their families' futures. With continued donor support, we can help more factories deliver that same stability to more working families worldwide.

Childcare revolution in manufacturing

ESCP was a winner at the Shared Value Awards 2025, which recognize organizations committed to addressing social and environmental issues with innovative business solutions.

The Family-Friendly Factory program received the Partnerships for Purpose Award, commended for its impact and multi-stakeholder approach, engaging manufacturers, NGOs, and government in a textbook example of shared value. [Find out more here.](#)





How it works

Tailored support for every site

No two Family-Friendly Factories are the same. Support is shaped by the realities of each site, guided by the direct needs of workers and the operational context of the employer.

Each factory entering the Family-Friendly Factory program begins with a needs assessment. This helps us understand what workers and managers believe would make the biggest difference and forms the basis of a tailored plan of policies, facilities and activities.

By engaging directly with factories – reviewing existing workplace policies and listening to workers themselves – we identify where change is needed most. That might mean creating or improving policies which offer parental benefits, such as flexible working arrangements, enhanced parental leave, and breastfeeding support.

Where on-site facilities can make a big difference, we help factories introduce improvements, including Family-Friendly Spaces [see page 18] and breastfeeding rooms. Support can also include training for factory management, program leaders and childcare professionals [see page 26], plus



resources to help working parents develop skills to aid their children's development [see page 30].

Thanks to funding from our donors, we provide the blueprint, training and ongoing support during year one, and if new amenities are needed, factories take ownership of installation and delivery. We usually find that factories continue to invest after the first year because the returns are so compelling.

All recommendations are aligned with UNICEF's Family-Friendly Policies guidance and informed by expert advice, ensuring improvements are consistent and practical to implement.

W

Business plays a central role in upholding children's rights including through workplace conditions affecting parents and caregivers which shape the rights and wellbeing of children growing up in working households. Through the Ethical Supply Chain Program, more businesses are embedding responsible and child-sensitive practices that reduce risks to children, strengthen families, and build more resilient and equitable supply chains. When companies prioritize the rights and wellbeing of children and families, they help create healthier societies and stronger economies for all.

Ida Hyllested, Senior Adviser, Child Rights and Business, UNICEF

Our Three-Year Ambition



Target

Actual



Children benefiting from Family-Friendly Spaces

30,000

34,212



Factories formally recognised as Family-Friendly

50

63



Three-Year Ambition

Delivering on our Three-Year Ambition

In 2023, we set a bold three-year ambition to expand the Family-Friendly Factory program and benefit an additional 30,000 children by the end of 2025.

We're proud to report that this goal was exceeded, with more than 34,000 children benefiting over the period through the innovative initiatives of our Family-Friendly Factory program.

A second milestone was to formally recognize 50 factories delivering meaningful, sustained change as 'Family-Friendly'. This was also achieved, 63 factories having met our criteria of deploying two or more family-friendly initiatives – a strong indicator that support is not only being introduced, but embedded.

We know that lasting impact only comes when policies and facilities become part of everyday life in the workplace, and from not one-off projects.

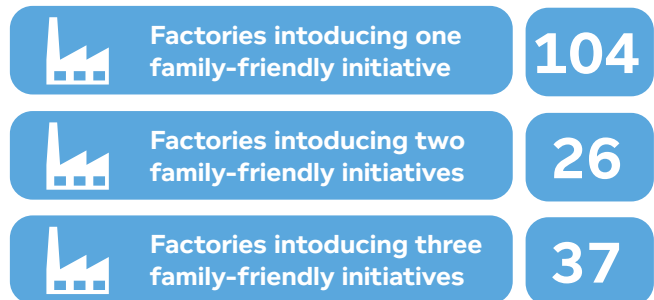
The ambition also marked an important step-change in the Family-Friendly Factory program's geographical reach, with operations opening in Vietnam 2023, followed by needs assessments in Mexico (2024) and Indonesia (2025).

This progress would not have been possible without support from the program's primary funder, the

LEGO Group, alongside additional funders and longstanding supporters including Spin Master and Macy's. Together, these partnerships demonstrate what can be achieved when brands invest not only through expectations, but through practical funding and knowledge support.

Although 167 factories in total introduced new family-friendly policies, formal recognition is only granted to factories who meet our criteria of deploying two or more family-friendly initiatives.

No. family-friendly initiatives deployed – by factory:





Policies



Our impact in numbers

2025

2016-2025



Children benefiting from Family-Friendly policies

7,667

19,252



Workers benefiting from Family-Friendly policies

7,514

19,079



Workplace Policies

Workplace policies are a cornerstone of ESCP's Family-Friendly Factory program and one of the most effective ways factories can support working parents and caregivers.

They help factories create an environment where staff can balance work with personal life and the care of children – and where support is consistent, practical and understood by everyone.

Each participating factory begins with a needs assessment, which leads to a tailored package of policies, facilities and activities that respond to what workers say they need.

Such support may include measures such as strengthening parental leave provisions, improving breastfeeding support, introducing flexible working arrangements, and developing childcare-related measures.

Policies that are clear and well-communicated set expectations for both employees and managers.

They help workers understand what support is available and how to access it, while giving managers a fair framework to apply policies consistently. When these foundations are in place, factories see the wider benefits of a more stable workforce.

ESCP's policy support is grounded in UNICEF guidance and delivered by specialists across worker well-being, compliance and capability building, with real-world factory experience.

Alongside policy design and optimization, we provide training for management staff [see page 26] to help embed new policies and practices in daily operations, ensuring they are not only introduced, but sustained.



Having a supportive workplace makes it so much easier to balance work and family. I feel valued as both a worker and a mother.

- Hien, Factory Worker in Vietnam



Hien has worked in the bag-making department of a factory in Hai Duong province, Vietnam, for five years. She has three children and has benefited from policies that include six months of maternity leave. When she returned to work, Hien continued to breastfeed and was able to use the lactation room daily to pump milk and store it in the refrigerator, before taking it home after work for her baby. She was allowed to leave an hour early each day and received an allowance for raising young children.



From policy to practice

Workplace policies are a cornerstone of ESCP's Family-Friendly Factory program and one of the most effective ways factories can support working parents and caregivers.



Time to care

Protected leave that supports recovery, bonding and medical needs around childbirth and early infancy.

Examples include:

maternity leave, parental leave, companion leave, and flexible paternity leave.



A healthy start

Practical breastfeeding support that protects maternal well-being, infant health and development, and gender equity in the workplace.

Examples include:

introducing or optimizing breastfeeding rooms and improving breastfeeding-leave arrangements to allow for more flexibility.

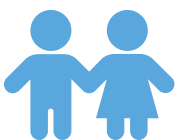


Flexibility built into the working day

Flexible working options that help parents manage care responsibilities while supporting stable, efficient production.

Examples include:

flexible arrangements for parents with young children and breastfeeding mothers.



Childcare where its most needed

Targeted childcare support that helps families cover care during peak-pressure periods.

Examples include:

Family-Friendly Spaces to support childcare needs [see page 18], themed parent-child activities, and monthly childcare allowances.



Wider family well-being

Additional measures that strengthen day-to-day well-being for workers and their families.

Examples include:

health check-ups for employees, parental training [see page 30], scholarships for children, nutritional meals for pregnant women, women's health knowledge seminars and Family Days [see page 35].



China



Needs Assessment Highlights:

50%

of workers said they did not have enough paid leave to handle family matters

49%

of workers had concerns over their child's safety

In China, many workers are juggling long hours with raising children – often with limited time at home and restricted access to trusted childcare.

Feedback from Needs Assessment surveys of the factories who joined our policy initiative in 2025 shows that parents face multiple pressures at once: not enough paid leave to handle family matters (cited by 50% of workers); concerns about child safety (49%); and a lack of confidence or knowledge around parenting and child development (45%).

These pressures are made more complex by the realities of factory work. The vast majority (82%) of employees report that work patterns mean they spend too little time with their children.

Almost two-thirds of families rely heavily on grandparents as primary caregivers, but this can create additional concerns when older relatives need support themselves, or children require closer supervision.

For employees who work away for long periods, visits home may be rare, leaving little family time and increasing stress.

The measures most valued by workers are educational support for children (57%), stronger leave and benefits (49%), and more accessible childcare options, such as summer camp (36%).



educational support



stronger leave & benefits



childcare options

Senior and frontline management often recognize the importance of helping employees balance work and family life, there is frequently low awareness of what “family-friendly policies” mean in practice, and how they can be implemented consistently across teams.

Our impact in numbers

2025

2016-2025



Children benefiting from Family-Friendly policies

6,547

17,211



Workers benefiting from Family-Friendly policies

6,551

17,216



China

Highlights



83%

took leave or were absent in the past year due to childcare issues



69%

feel 'extremely high' or 'high' pressure when raising their children



82%

don't have enough spare time to spend with their family because of work



63%

said that grandparents are the key caregivers in their family



82%

of project managers report that turnover has decreased since the Family-Friendly Factory program began



94%

agree it is necessary for their company to introduce or extend family-friendly measures



61%

admit they do not fully understand the difficulties subordinates face in balancing work and family

China Needs Assessment 2025

Our Needs Assessment at seven factories in Chongqing, Guangdong and Hunan uncovered that employees face multiple challenges in balancing family and childcare responsibilities. These include limited time to spend with their children, the high cost of raising a family, and a reliance on grandparents as the primary caregivers.

The three most urgent areas for action identified were:



Educational support for employees' children

(such as financial aid, scholarships, and living allowances)



Enhanced leave and benefits

(including maternity leave, paternity leave, and parental leave)



Childcare assistance

(such as on-site factory kindergartens, summer and winter holiday care programs, weekend childcare, and after-school care services)



Vietnam



Needs Assessment Highlights:

39%

of workers said they did not have enough paid leave to handle family matters

31%

of workers cannot afford childcare

Working parents in Vietnam are often managing the pressures of factory schedules alongside the daily realities of childcare.

Insight from ESCP Needs Assessments with workers showed the top three issues to be: a lack of paid leave to manage family matters (reported as a problem by 39% of the 500-plus workers surveyed); the inability to afford quality childcare and education (31%); and concerns while at work about their children's safety (28%).

Additionally, 60% of workers said they don't have enough time with their children/family. Staff also described how long working hours, busy routines and living far from relatives can make it harder to care for children consistently, with 53% reporting feeling stressed about parenting.

There was a strong appetite for practical help. Many employees said they would like their factories to introduce paid parental, maternity and paternity leave (83%), while educational support for

employees' children (80%) and flexible working hours (64%) were also common requests.

Over half of workers said that family-oriented activities that enable parents and children to spend time together (54%), along with parental training or mental health counselling (53%), would make a meaningful difference.



family-oriented activities



parental training



mental health support

More than 9 in 10 managers agreed that their company should provide additional support to parents, while almost all believed that family-friendly policy projects strengthen the factory's reputation.

Our impact in numbers

2025

2024-2025



Children benefiting from Family-Friendly policies

1,120

2,041



Workers benefiting from Family-Friendly policies

963

1,863



Vietnam

Highlights



92%

said family-friendly policies improved their overall happiness



95%

of employees said that family-friendly policies helped them to work more efficiently



91%

said family-friendly policies increased their sense of belonging to the company



86%

said family-friendly policies increased their trust in management



44%

increase in the number of working parents satisfied with new policies that give them more time with their children



34%

increase in management actively asking about employees' work-life balance



36%

increase in their understanding of challenges facing employees



99%

of managers believed that family-friendly policy projects enhance the factory's corporate image and build customer



Thank you to management for implementing policies that support workers. I hope the factory will introduce even more beneficial policies so that we have enough time for our families

– Lam, Silk Printing Factory Worker

Lam, who works in the silk printing department at a factory in Hai Duong province. He and his wife, who also works at the factory, have recently had their first child. He was allowed to take time off to accompany his wife to the hospital for her pre-natal check-ups. After the baby's arrival, he benefited from paternity leave an hour early each day and received an allowance for raising young children.





Childcare



Our impact in numbers

2025

2016-2025



Family-Friendly Spaces

**the number of unique factories; many of them have operated Family-Friendly Spaces multiple times but are counted once here*

59

95*



Parents supported, helping them balance work and family life

2,342

10,048



Children supported with safe, stimulating environments

2,350

9,695



Childcare

2025 marked the 10th year of ESCP’s groundbreaking Family-Friendly Spaces initiative, which creates safe, stimulating environments for children of workers. And it turned out to be the most impactful year yet.

We launched Family-Friendly Spaces in 2016 in response to challenges faced by migrant workers who were unable to live with their children during peak production seasons.

And, today, finding affordable, safe childcare that fits around shift patterns – during school holidays and at other points in the year – is still one of the biggest challenges for working parents. Factories consistently tell us it’s the primary reason production workers leave their jobs.

That’s why Family-Friendly Spaces remains at the heart of our Family-Friendly Factory program, providing dedicated places at factories and in communities for children to learn and play while their parents work.

From a two-factory pilot in 2016 to an established model across China and Vietnam, the scheme has supported more than 10,000 working parents so far.

In 2025, it helped record numbers of children and parents: the third year in a row that brought new highs. Similarly, we’ve seen a bigger number of factories get involved – 59 compared with 55 in



2024 and 33 in 2023. This is testament to how quickly the model can be embedded when factories have a clear blueprint and the right support.

Since 2016, we have opened 95 Family-Friendly Spaces, and supported more than 9,500 children and over 10,000 workers.

Find out more:



Our impact in words



At Macy’s, Inc., we are committed to caring for the people who make our products. We take pride in being a source of positive social impact in the communities where we operate. Our partnership with ESCP Family Friendly Spaces helps communities thrive together.

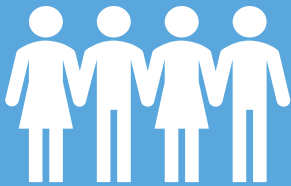
Laurie Rando, Senior Director, Sustainability, Macy’s Inc.





What Family-Friendly Spaces delivers

Behind the figures is something simple and powerful: parents can work without worrying about their children's welfare, and youngsters have a safe, stimulating place to spend their free time, be that during school holidays or throughout the year. The knock-on effect is a more settled workforce and a more resilient workplace.



For workers

As well as easing the financial burden of childcare, parents feel supported, knowing their children are safe and well cared for. That peace of mind leads to greater job satisfaction, reduced stress, and improved mental well-being.



For children

Family-Friendly Spaces support children's development through age-appropriate, structured activities that encourage learning through play and social interaction. Children benefit from a safe routine and a positive environment throughout the year.



For Employers

Factories report improved focus and efficiency, as well as more trust between workers and management. The result is lower turnover rates, greater success in attracting new employees, and improved productivity.



For Communities

By easing the childcare pressure on working parents, more families can stay together, reducing the social strain caused by separation. This, in turn, contributes to greater economic stability in local areas, with workers more likely to remain in their jobs and spend their earnings locally. And, with reliable care in place, children are less likely to be left unsupervised at home, helping to prevent avoidable safety incidents.



Meaningful change in 2025

Children Supported:

9,695

from 2016-2025 with safe, stimulating environments

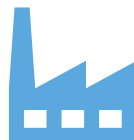


Employees



86%

said they don't need to worry about their children, allowing them to focus more on work



93%

cited Family-Friendly Spaces as a reason to continue working in the factory



83%

said they now have a closer relationship with their children

Factory management



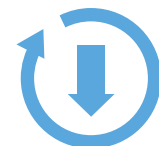
97%

reported that Family-Friendly Spaces helps improve worker satisfaction



87%

said the program helps to support worker recruitment



81%

said it helps reduce employee turnover rate

How Family-Friendly Spaces supports the UN Sustainable Development Goals:

3 GOOD HEALTH AND WELL-BEING



Gives working parents peace of mind and supports a safer, more stable environment for children.

4 QUALITY EDUCATION



Provides structured, age-appropriate learning and play during school holidays.

5 GENDER EQUALITY



Helps reduce the childcare burden that often falls on women, supporting economic participation.

10 REDUCED INEQUALITIES



Improves access to childcare support for migrant and low-income working families.

17 PARTNERSHIPS FOR THE GOALS



Brings together factories, communities and partners to deliver childcare solutions.



China



Regions Including:

Guangdong

Zhejiang

Chongqing

Shanghai

In China, Family-Friendly Spaces brought together children from a number of different family situations, including local families, migrant families and those affected by parents working away from home for long periods.

While many children were new to the scheme, almost half were returning, showing that once families trust the provision, they often choose to take advantage of it year after year.

Parents were typically frontline production workers, alongside colleagues in operational support roles such as warehouse, maintenance and cleaning, as well as team leaders and more senior staff – a reminder that childcare pressure is felt right across a workplace.

Participation included 16 factories joining for the first time in 2025, as well as six community and industrial park sites. A broad cross-section of manufacturing sectors was represented, including toys, printing, electronics and garments.

Sites were concentrated in south China, with additional activity across the east China and a smaller number in the center and southwest of the country.



We used to monitor our 12-year-old and 5-year-old on camera while at work. Now, seeing them in the classroom gives us real peace of mind. Thank you!

Ah Peng, factory employee and parent, Fujian province

Our impact in numbers

	2025	2016-2025
Factories and communities participating	59	94*
Children benefitting	2,325	9,670
Parents supported	2,320	10,026



China

“I hope the provision continues for years to come”

Mr Wang has worked at a factory in Guangdong province for eight years. He's 43, and he and his wife have two children, an eight-year-old son and a five-year-old daughter (pictured below). With Mrs Wang at home caring for them, the family relies on his income alone, which brings considerable financial pressure.

In previous summers, the strain was felt in another way too. Mrs Wang would take the children back to their hometown in Guangxi, separating the family by nearly 600km, for weeks at a time. The family was separated, and the children spent most of their time watching television or playing on their phones.

When the factory launched summer care for employees' children in June 2025, Mr Wang immediately enrolled both of his children. Based in the factory dormitory area, the service is led by professional early education teachers and offers a rich variety of activities, including homework guidance, crafts, painting, and music games.

The results, says Mr Wang, were remarkable: “My once-sleepy daughter now wakes up early on her own, and my previously introverted son has made new friends and happily shares his daily experiences.”

The benefits extended beyond the children. Mrs Wang was able to take on part-time work nearby, earning 4,000 yuan (USD 475) per month. The extra income eased financial pressure and boosted her confidence. Mr Wang says family life became more harmonious too, with better communication between husband and wife.

For Mr Wang, the impact was also practical: no need to rush home for lunch, straightforward pick-up after work, better focus on his job, and smoother relationships with colleagues.

He now recommends the childcare support to co-workers and says that many are planning to enroll their sons and daughters in 2026. “The children are happy and engaged, and now we can work with peace of mind,” he says. “I hope the provision continues for years to come.”



What employers say



The scheme boosted the company's reputation – outsiders envy our benefits. And inside the factory, the atmosphere changed: parents are friendlier and departments feel like a family. It's improved relations between HR and staff too.

**Mr Liu, Factory Manager,
Guangdong province**



Vietnam



2025 Pilot in numbers



Factories/communities participating

1



Children benefitting

25



Parents supported

22

In Vietnam, Family-Friendly Spaces was piloted in June 2025 in response to workers' summer childcare needs. The factory partnered with a nearby kindergarten to provide a safe, structured place for children aged three to 12 during the school break.

The one-month summer camp provided care from Monday to Saturday, with drop-off and pick-up times adapted to match shift patterns and overtime. This helped parents to balance work and family responsibilities during a busy production period.

Children followed a consistent routine, with a mix of indoor and outdoor activities that encouraged learning through play, social interaction and physical activity – from exercise, quizzes and crafts to

neighborhood walks. To build confidence and strengthen safety awareness, children also took part in activities including a factory tour and fire prevention training and drills.

Feedback from parents was strongly positive: 100% agreed the initiative provided a safe space for their children while they were at work, 100% said their child(ren) learned new things, and 94% said their child(ren) had a great time.



Being at summer camp is so much fun! I love learning new things and being with my friends.

Nine-year-old Ha My, Hanoi



What employers say



The summer camp relieves parents of worries about their children being home alone or needing to rely on relatives for supervision. It also shows the factory's concern for employees' lives, which helps them develop a stronger attachment to the company. And it lowers childcare costs.

Thuong, Happy Summer Camp project team, Chee Wah Toys factory, Hanoi



Vietnam

“I feel at ease going to work without worrying about the safety of my children anymore”

Bich works in the factory’s assembly department, and for her, summer holidays have always brought a familiar worry. She and her husband both work, and when school breaks up there’s no one at home to look after their three children.

“For me, this is extremely meaningful,” Bich says. “I feel at ease going to work without worrying about the safety of my children anymore. The teachers are very friendly, and I hope next year the factory will continue to organize the summer camp with even more outdoor activities.”

Last year, Bich had to patch together a solution. She could only afford to send her youngest to a private school, while the older sibling stayed at home to look after her brother. Bich’s husband took occasional days off when he could, but all in all the situation was stressful, disruptive and costly.

So, when the factory announced it would organise a summer camp for employees’ children, Bich enrolled all three. The camp quickly eased pressure on the family. With her children able to learn, take part in activities and have meals during the day, childcare costs were reduced. And the children were happier too, enjoying time with friends and a daily routine.



Employee Impact



said their child(ren) learned new things



said their child(ren) had a great time



agreed the initiative provided a safe space for their children while they were at work

Professional Training



Our impact in numbers

2025

2016-2025



Factories receiving Professional Training

95

167



Professional Training participants

328

1,411



Professional Training

Comprehensive training equips factory management, program leaders, and childcare professionals with the knowledge and skills necessary to promote worker well-being and deliver high-quality childcare.



To support the effective implementation of Family-Friendly Spaces, we run sessions with management teams on how to set up and operate the scheme day-to-day.

Training includes practical day-to-day delivery, planning activities, safeguarding, and clear communication with parents, as well as guidance on recruiting teachers and addressing unexpected situations, such as illness.

Specialist guidance for teachers and childcare professionals covers essential classroom techniques and LEGO Play Box activities, which help deliver structured, play-based sessions that build skills through exploration and teamwork.

Beyond childcare provision, training supports facilities to develop, implement and monitor family-friendly policies, drawing on real-world examples such as breastfeeding support, paid parental leave, flexible working arrangements and childcare support.

Support Includes:



specialist
guidance



planning &
logistics



recruitment &
staffing support

Resources Hub

ESCP also offers a broad range of capacity building training, tools and resources for suppliers, as well as support to help inform buyers' responsible sourcing and procurement strategies.

[Click here to visit our Resources Hub](#)





Professional Training – China

Training is delivered through multiple methods including online and in-person. To support the effective implementation of Family-Friendly Spaces, we run sessions on how to set up and operate the scheme day-to-day - from teacher training to project management capacity building.



Project Manager Training

Two-day sessions held in Shanghai and Dongguan, with additional online and in-factory workshops.



Foundation Training

Training sessions held in Shanghai and Dongguan, with additional online and in-factory workshops.



Teacher Training

Two-day in-person sessions held in Shanghai and Dongguan.



100%
of participating parents said that teachers in the **Family-Friendly Spaces** "are professional and very responsible to the children".



Professional Training – Vietnam

Sessions focused on Family-Friendly Policies: what they are, why they matter, and the benefits for workers and factories when they're put in place. Best practice examples were shared, and factories guided on how to develop and implement their own policies.



Family Day Program Management Training



Foundation Training



Family-Friendly Spaces Program Management Training






Family-Friendly Spaces Teacher Training



Parental Training



Our impact in numbers

	2025	2016-2025
 Parents receiving training	1,807	11,387
 Children benefiting	2,882	14,338
 Factories participating	31	168



Parental Training

We support factory workers to build stronger parent–child relationships through practical, accessible learning. Delivered on site, this equips parents with everyday skills that support children’s development and improve the well-being of working families.



Feedback underlines what a tangible difference this training makes. It gives parents tools they can use straight away, from building trust and improving communication, to supporting emotional regulation and growing confidence as calm, stable role models.

Recognizing the realities of modern family life, sessions include guidance on digital safety and healthy internet use, helping parents set boundaries and encourage balanced routines.

A positive parenting strand includes play-based approaches that strengthen connection and support learning, with simple practical ideas parents can use at home.

To enable continuous learning, ESCP provides free online training materials for workers and management, allowing key lessons to be revisited as children grow.



The parental training taught me how to regulate my emotions and co-regulate emotions with my children, strengthening the bond between us.

Duyen, a mother of two, Hanoi in Vietnam



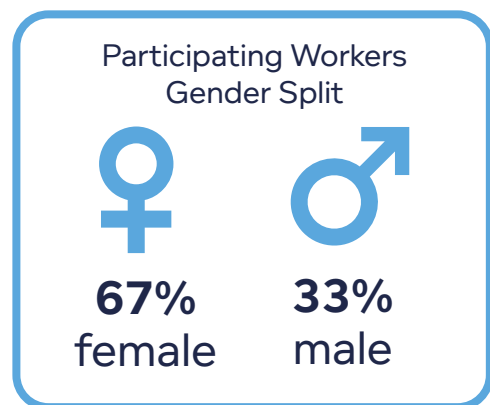
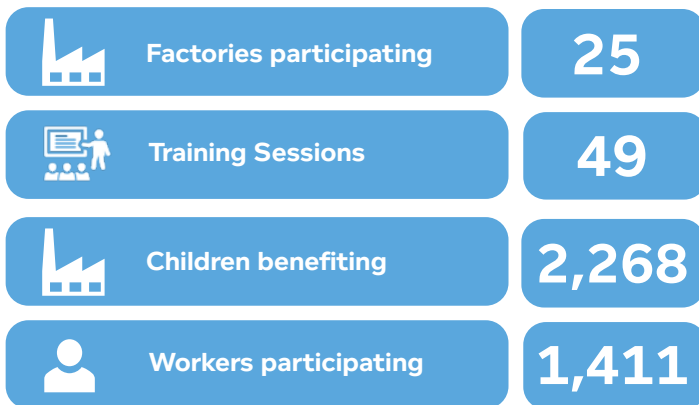


Parental Training – China

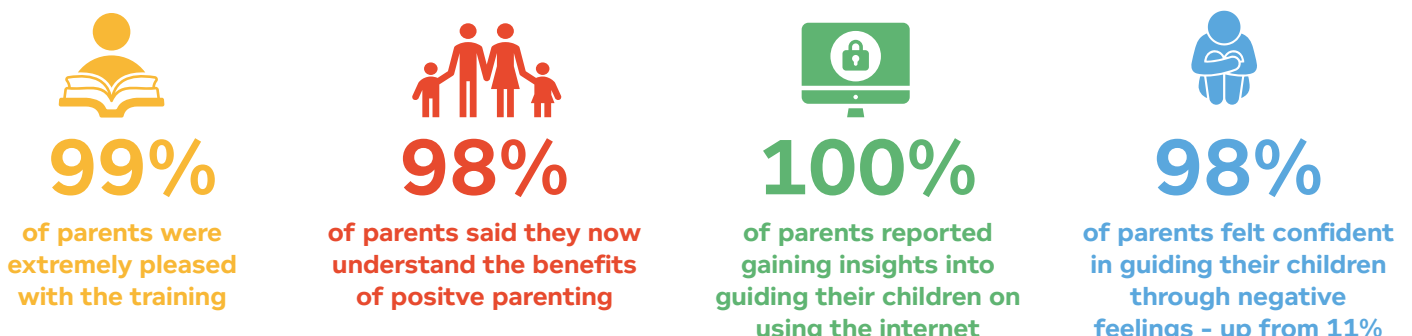
Delivered on site, this equips parents with everyday skills that support children’s development and improve the well-being of working families.



Our impact in 2025



Impact on Employees



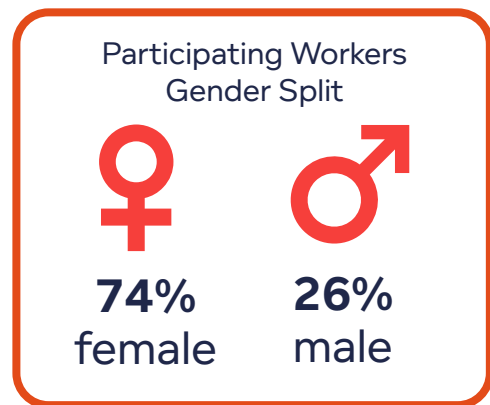


Parental Training – Vietnam

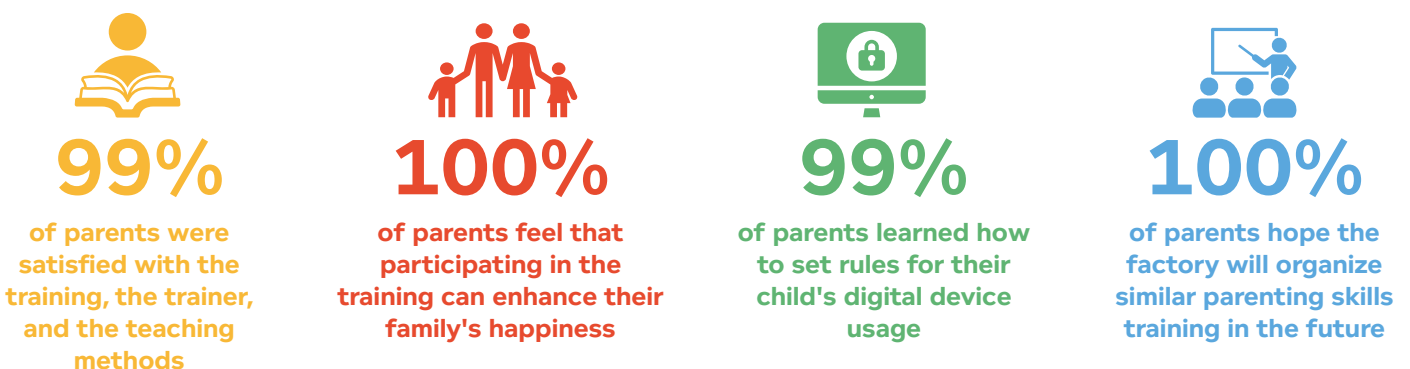
Delivered on site, this equips parents with everyday skills that support children’s development and improve the well-being of working families.



Our impact in 2025



Impact on Employees





Member case study

Building better lives for workers through the ethical production of toys and more...



Amanda Lockley, Senior Human Rights Manager, explains why the LEGO Group puts employee well-being at the heart of how it works with suppliers.

By supporting families, parents and carers in the workplace, we can really help child development, particularly in the early years, while also improving life for workers and factory managers worldwide.

At the LEGO Group, we have clear expectations of suppliers and partners that workplaces promote family-friendly policies. A lot of the factories in our supply chain might have very good health and safety policies, and strong ethical practices that try to ensure working hours aren't excessively long. But, despite this, there remains a systemic issue around workers not being able to get much time to spend with their families.

For example, factories often won't have best practice principles in place for parents who've just had a baby and would benefit enormously from being able to come back under more flexible conditions, so they can balance work with caring for their child.

Childcare is a huge challenge for working parents and caregivers globally. For production workers this challenge is extreme. Workers very often have to leave their children behind with grandparents or other family members in their hometown, to start a job in a faraway city – or quit their jobs altogether when they start a family, because of childcare expense or unavailability.

Beyond our own supplier community, we want to

help others to create family-friendly work environments and that is why we are proud to participate and promote the ESCP Family-Friendly Factory program. Imagine being faced with this choice: earning money to provide for your family but not being able to see your children for weeks or months on end; or being able to look after your children, but struggling to afford to provide for them. Nobody should have to make that decision.

“On top of improving personal well-being, the Family-Friendly Factory program has a wider positive impact on the community, reducing poverty and improving gender equality and the economic participation of women. Factories involved in the program report improved financial performance, as their recruitment costs are lower, especially over the summer months, and there's a marked decline in absenteeism.”



The LEGO Group is the primary funder of ESCP's Family-Friendly Factory program.

Find out more [here](#)



Family Days

Family Days have proved hugely successful since their introduction in 2024, supporting workers and their dependents, and reinforcing stronger family relationships beyond the factory



By helping factories design and deliver Family Day events, we create opportunities for workers and their children to spend meaningful time together in a safe, welcoming setting – strengthening parent–child bonds and supporting family well-being.

Family Days feature activities for all ages, from games and sports to creative workshops. They give families a chance to connect, play and build shared memories.

For parents, it can be a rare moment of uninterrupted time with their children during busy production periods. For children, it offers a fun experience and a greater sense of connection to their parent’s working life.

Family Days also contribute to a positive working environment. When employees feel valued and supported as parents and caregivers, it can enhance satisfaction, build loyalty and strengthen motivation at work.

Our impact in numbers

	2025	2024-2025
 Number of workers benefiting	412	955
 Number of children benefiting	390	1,172

Our impact in words



I’m really happy to have taken part in the event — it was meaningful and helped strengthen the bond between parents and children. Thank you to the company for organizing such a fun and worthwhile day. I got the chance to bring my children to the factory to play, and we all really enjoyed it.

Mother of a six-year-old and a four-year-old son, Hai Duong province





Vietnam



4 Factories ran a Family Day



4 online training sessions were conducted by ESCP



94%

of parents said they would register for the same event again next year



97%

of parents agreed that Family Day activities strengthened their relationship



This was the first time organizing a family day for the employees, and I felt very touched and proud. Seeing the smiles of the children and the warmth and excitement of the workers made me feel even more the value of sharing and team spirit

HR Manager, Hai Duong province

Gender Equality Program



Our impact in numbers

	2025	2023-2025
 Factories participating	6	18
 Workers receiving in-person training	241	4,674
 Workers receiving online training	5,165	20,800



Why it's needed

Progress towards safer, more inclusive workplaces

Gender equality is a core pillar of worker well-being. It covers fair access to jobs and progression, maternity protection, equal pay and benefits, support for work–life balance, and the prevention of workplace violence and sexual harassment.

The need for gender equality in the workplace remains urgent. Barriers such as restricted routes into senior roles, entrenched gender stereotypes, and discrimination and harassment persist. And the [World Economic Forum](#) estimates that full parity is still well over a century away.

ESCP is committed to continued action. We work directly with factories to educate and promote equality, empower female workers, and help companies achieve the United Nations' Sustainable Development Goal (SDG) No.5: Achieve Gender Equality and Empower all Women and Girls. We bridge the gap between global commitments and what supervisors, HR teams and workers experience on the factory floor.

The results speak for themselves and show that change is achievable. In 2025, all six participating factories improved their Gender Equality Scores – the assessment of workplace policies, systems and worker awareness – with an average increase of 36%. Closing the gender gap helps create more resilient businesses, ones that can better attract and retain employees, reduce discrimination-related risk, and strengthen their reputation with customers and partners. But scaling the impact depends on brand commitment and supplier investment.

With ongoing education and multi-stakeholder collaboration, we can build on the momentum, and we welcome businesses of all sizes, from all industries and all over the world to get involved in this program.

Real-world challenges on the factory floor

Between 2023 and 2025, ESCP's Worker Helpline [see page 42] received 11 complaints relating to sexual harassment and workplace violence, including verbal abuse. These cases were reported across nine factories; in each, around 90% of the workforce were migrant workers from different provinces or regions.

Where workplaces bring together employees from varied backgrounds, differences in culture, customs and language can increase the likelihood of workplace violence and gender-related issues arising, and make

concerns harder to resolve if processes are weak. Across the factories involved, we identified recurring operational challenges, such as unclear internal complaint procedures, lengthy processing times, and insufficient investigation.

We urge factories and brands to support gender equality initiatives – to increase awareness of workers, provide proper training on ethnic culture, improve employee relations, and set up appropriate processes to handle grievances and complaints.

ESCP is proud to be a signatory to the UN Women Empowerment Principles, which support the gender equality dimensions of the SDGs, and a member of the UN Global Compact, which exists to advance the achievement of social

Proud to support

**WOMEN'S
EMPOWERMENT
PRINCIPLES**

Find out more:



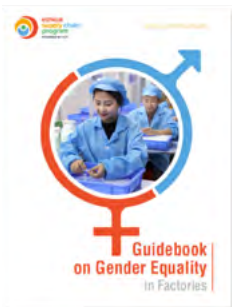


How it works

Practical actions towards full gender parity

Our work throughout 2025 underlines how effective this approach is. For example, employees' understanding of workplace violence increasing significantly as a result of gender equality training. Before their factories' participation in the program, only 9% of staff members recognised "neglecting, rejecting, cold and violent behaviour" as forms of workplace violence – this rose to 71% after training.

This kind of shift is a critical step towards safer, fairer workplaces, because when people can identify harmful behavior, they are better equipped to prevent it, challenge it, and seek support through the right channels.



Guidebook on Gender Equality in Factories

Our Gender Equality Handbook is suitable for use in workplaces worldwide, helping factories embed consistent approaches and sustain progress over time.

The handbook is designed to be used by companies according to their own unique set of circumstances and encourages businesses to think about how they can proactively do better on gender equality. It is available in Simplified Chinese and English.



Global Gender Gap Report 2025

Published by the World Economic Forum annually since 2006, the Global Gender Gap Report tracks inequality between women and men across four areas: economic participation, educational attainment, political empowerment, and health and survival.

The 2025 edition shows only modest progress. The global gender gap stands at 68.8% closed across 148 economies. If the gap were 100% closed, women and men would have equal outcomes across the four areas. At the current pace, the report estimates it will take 123 years to reach full parity – around 2148.

[Download: Global Gender Gap Report 2025](#)



China

5,000+ Workers Trained

6 Factories Participated

Management Training

241 senior, middle and frontline management received online and onsite training to help six factories set gender sensitive workplace policies and improve management's awareness of gender equality issues.

Online Training

6 training videos were delivered to 5,165 workers, covering the following topics:

- **Promoting gender equality starts with addressing harassment and violence.**
- **Everyone is involved in creating a harassment-free environment Right Environment**
- **Beware of harassment caused by an abuse of power**
- **Say 'No' loudly to stop harassment at work or in public immediately**
- **No one should be threatened for filing a complaint**
- **Helping victims get back to normal life**



Since joining the Gender Equality Program in 2023, we've seen positive changes. Employees have a stronger understanding of gender equality, collaboration across genders has become smoother, and team conflicts have fallen by around 20%. Opportunities for women have also become fairer, with four female employees already promoted from frontline roles into first-line management. The gender equality communication mechanisms introduced are still in place and have become an important part of our internal culture-building.

Ms. Huang Man, HR Manager, Dongguan Morning Light Printing Co., Ltd, China

Gender Equality Complaint Channel Procedures

6 factories supported to set up complaint channel procedures. Each factory promoted the procedure to their workforce through various methods that include in-person meetings, WeChat group messages, and posting on bulletin boards. This took the number of factories establishing gender equality complaint channel procedures since 2023 to a total of 23.



Over the last two years, the Gender Equality Program has delivered lasting results. It has helped put mechanisms in place for fair hiring and development, ensuring equal opportunities for employees of different genders in career progression, pay and benefits. It has also embedded the ideas of equality, respect and inclusion more deeply into our workplace culture. The program continues to strengthen employees' motivation and sense of belonging, creating a more harmonious working environment and supporting the company's long-term, people-centered development.

Mr. Zhou Yuping, HR Assistant Manager, Yuanli Toys (Heyuan) Limited

Spotlight on Apparel



In the apparel industry, where female employees significantly outnumber males, I will more rigorously adhere to the principle of gender equality. True gender equality is not about numerical balance, but about transforming mindsets and perceptions.

Program feedback from worker

Impact Assessment Key Findings



Data reveals a positive shift in management and workers awareness of and attitudes towards gender equality following the introduction of training and measures.

100%

of factories improved their Gender Equality Score

36%

average improvement in Gender Equality Score

Impact on Management & Workforce:

81%

of management were aware that their factory had a complaints channel if they suffered gender discrimination, workplace violence or sexual harassment

78%

of workers were aware that their factory had a complaints channel if they suffered gender discrimination, workplace violence or sexual harassment

71%

improvement in employees' awareness of malicious behaviors such as bullying and harassment



Gender equality cannot be achieved overnight; we must take action to begin this journey. Everyone can take small steps that contribute to achieving a much big ambition and greater future.

Anita Lo, Director - Worker Well-being, ESCP



Worker Helpline



Our impact in numbers

2025

2010-2025



Workers able to access free, confidential counselling and advice

298,018

10.4million



Participating factories

581

6,723



Enquiries received and addressed

1,154

25,718



Why it's needed

Person-to-Person Support and Grievance Reporting

In a world where supply chains are volatile, diverse and increasingly exposed to scrutiny, real-time insights provided directly by workers is one of the most strategic assets a business can hold.

Even where factories have internal grievance channels, workers may still not feel able to speak up. Concerns may involve line management, sensitive topics, or processes they don't fully understand. Fear of negative consequences, uncertainty about their rights, and communication barriers – worries that particularly impact migrant workers – can prevent issues being raised early.

The Helpline provides a trusted, independent route for employees to ask questions, seek advice and report concerns. Available year-round to more than 10 million people since launching in 2010, the Helpline now serves around 600 facilities in China and Vietnam across apparel, printing and packaging, construction, footwear, plastics, toys, electronics, stationery, chemicals, and paint production. By making it easier for workers to speak up

confidently and confidentially, the Helpline helps factories spot recurring issues, improve communication and prevent problems escalating. It provides real-time visibility into workplace issues that might otherwise remain hidden and transforms supply chains into spaces where workers are not just passive participants but active partners.

Flexible and future-proofed for identifying emerging risks, including those posed by the climate crisis – such as extreme heat – the Helpline meets existing and emerging legal expectations, including the Corporate Sustainability Reporting Directive (CSRD) and Corporate Sustainability Due Diligence Directive (CSDDD).

Find out more:



Reduces operational disruption by resolving issues early



Gathers data that informs risk prioritization



Strengthens worker trust and retention



Increases supplier capability and consistency



Highlights early warning signs of systemic issues



Evidences efforts to remediate human rights impacts



The Ethical Supply Chain Program (ESCP) has been instrumental in supporting the establishment of a worker helpline that enables all construction workers to raise grievances directly. Onboarding efforts are ongoing to ensure all new workers are equally aware and supported. This includes deploying operators to receive workers' grievances and providing training to workers on how to access and use the helpline effectively.

Supansa Piamsupap, Manager, Supplier Development Crafting & Supply – Pandora





How it works

From Grievance to Remedy



From confidentially confiding to escalation, investigation and remediation, the Helpline provides a structured pathway to resolution – supported by anonymized reporting to protect workers and drive improvement.

Operating daily from 9am to 9pm, calls and emails to the Worker Helpline are handled by a specialist team with legal, HR and counselling backgrounds, so workers receive clear, friendly and empathetic guidance. If a worker gets in touch outside operating hours, or when lines are busy, their message is recorded and they receive a prompt response.

To ensure employees know the service exists, ESCP-certified factories must display worker rights information in public areas and distribute Helpline Cards – pocket-sized resources that share labor rights details and the toll-free number and email address. Since 2010, more than 1.8 million of these cards have been distributed.

As well as providing immediate advice, the Helpline is a grievance reporting mechanism. Where cases cannot be resolved through phone or email conversations alone, they are referred for follow-up, ESCP typically liaising with factory management

on the worker’s behalf. For urgent cases, an in-country team investigates and can arrange on-site assessments, with remediation plans agreed where compliance violations are identified.

Grievance mechanisms are only truly effective when they lead to remediation. This is why ESCP investigates and closes every case, helping to build trust by ensuring workers see that outcomes are followed through.

Helpline interactions are housed in Connect, our factory oversight technology platform. Connected buyers can view anonymized insights – such as call volumes, topics and escalations – and run reports, export data, benchmark suppliers, identify recurring issues and enhance supply chain due diligence. Our aim is that this transparency helps factories and buyers identify repeat issues early and drive positive change.

Helpline Analytics

Our Helpline Analytics function enhances root cause identification and enables realtime analysis of the situation on the ground at suppliers.



The Worker Helpline card

We have distributed **over 1.8 million** Helpline Cards

Find out more: [Worker Helpline](#)





Worker Helpline

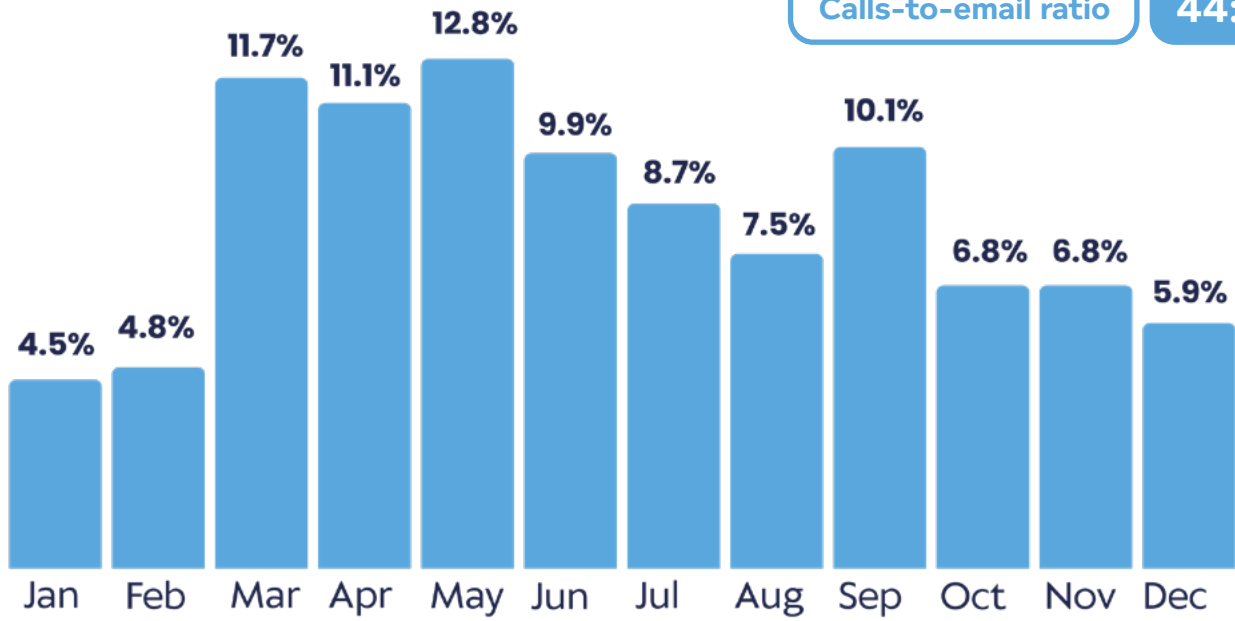
Cases per month

China

Cases handled 763

Factories covered 485

Calls-to-email ratio 44:1

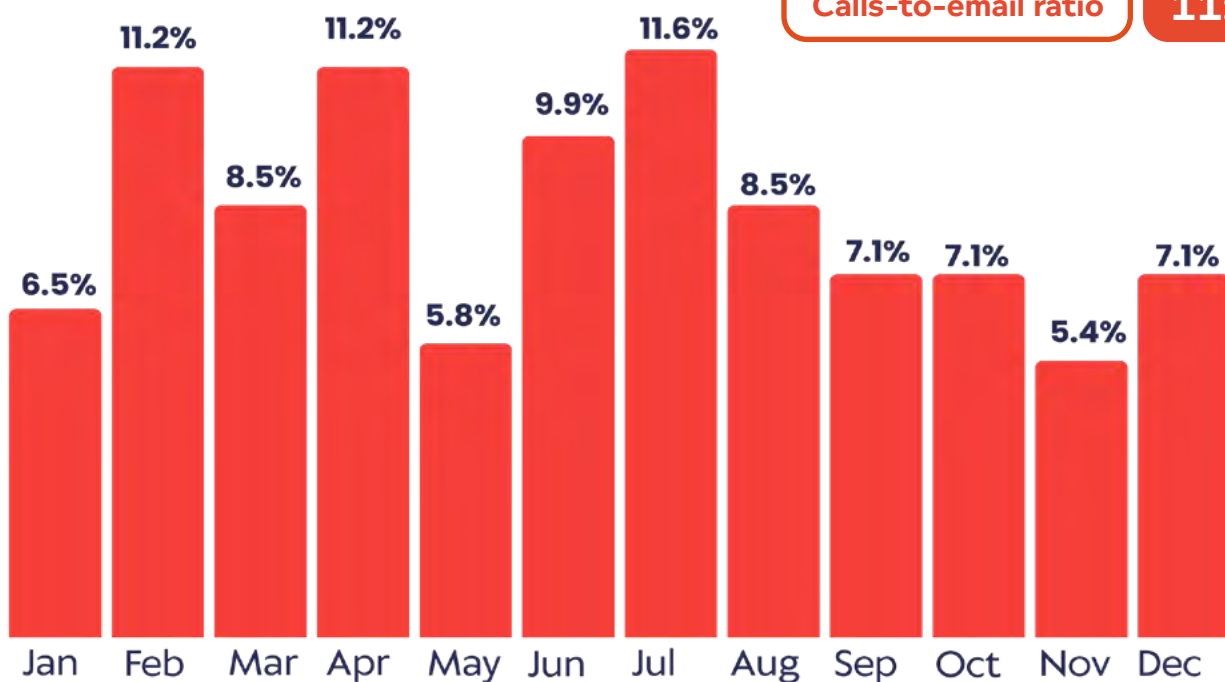


Vietnam

Cases handled 297

Factories covered 59

Calls-to-email ratio 11:1



Worker Helpline

Top enquiries



Top 10 Worker Helpline enquiries in China – 2025

Enquiry Focus	Percentage of cases
Resignation <i>To understand the resignation process, air grievances experienced during resignation</i>	16%
Learn helpline function <i>To build an understanding of how it works, what it covers and service scope</i>	12%
Factories rules & policy <i>To understand the rules in the workplace and factory policies</i>	8%
Exploratory calls <i>To build trust, before a worker is comfortable enough to confide</i>	8%
Wage calculation <i>To support workers understanding their payslip and hours worked</i>	7%
Leave arrangement <i>To understand holiday, paternity and other forms of leave, return to work plans</i>	6%
Working hours <i>To understand legal working hours, overtime structure and other related issues</i>	6%
Personal issues <i>To support personal issues including providing company, comfort and advice</i>	5%
Bonus/ allowances <i>To understand bonus pay, overtime pay and allowances</i>	5%
Job reallocation <i>To understand a department move and their rights in relation to reallocation</i>	5%

Top 10 Worker Helpline enquiries in Vietnam – 2025

Enquiry Focus	Percentage of cases
Exploratory calls <i>To build trust, before a worker is comfortable enough to confide</i>	31%
Personal issues <i>To support personal issues including providing company, comfort and advice</i>	14%
Resignation <i>To understand the resignation process, air grievances experienced during resignation</i>	7%
Termination <i>To understand why a contract was terminated, if it was lawful and their rights</i>	7%
Bonus/ allowances <i>To understand bonus pay, overtime pay and allowances</i>	6%
Social security <i>To support workers with accessing social security, especially migrant workers</i>	6%
Behavior of leaders <i>To understand behaviour of leaders, air grievances around treatment at work</i>	4%
Wage calculation <i>To support workers understanding their payslip and hours worked</i>	3%
Job reallocation <i>To understand a department move and their rights in relation to reallocation</i>	3%
Discrimination/harassment <i>To understand inappropriate behaviour, air grievances around harassment & discrimination</i>	3%



Case study

Commitment to Childcare Boosts Worker Retention Rate



Family-Friendly Spaces, Best Top

Prioritizing worker well-being has delivered clear business gains at Best Top Toys, helping strengthen morale and performance while reducing staff turnover to around a quarter of previous levels.

Best Top Toys employs more than 2,300 people at its Yingde site in southern China. Many employees are from remote areas and came here for work. With hometowns often hours away, some parents brought children to the city, while others migrated alone, leaving them with grandparents or other relatives.

Head of the Compliance Department, Huaping Xiu, says: "We were finding that even the parents of kids who have moved to Yingde were worried about their children's safety, as they were having to leave them at home on their own when they came to work. We were increasingly seeing staff asking their supervisors to allow them to go home to check on their kids."

The stress affected both families and the business: "So, we approached ESCP," Huaping says. "They helped us to conduct a survey on the needs of our employees. This helped us to identify the most pressing issues and then work with ESCP on the best ways of addressing them."

"One of the recommendations from the ESCP team was to offer on-site childcare," he explains. "Thanks to this support, in 2016 we set up a new space

within the factory called the Worker Family Center. It costs employees nothing and parents now feel reassured when they are at work."

Participation grew from 30 children in its first year to 116 in 2024, and the scheme extended from being summer-only to operating all year round: "Children can now come whenever parents need them to be supervised. We provide after-school activities from 4pm and have buses that pick the children up from school and drop them at the center, while they wait for their parents to finish work." Huaping adds:

"Employee satisfaction, productivity, efficiency and harmony have all increased, while our turnover rate is around a quarter of what it was. The numbers of injuries and defective products have also fallen."

An impact assessment showed 95% of employees to be more motivated at work, with 96% finding the factory's family-friendly approach 'very helpful' or 'helpful'. "We're really helping to bring parents and children closer together, and this makes us incredibly proud," says Huaping.

Focus on Indonesia





Focus on Indonesia

As our reach continues to expand globally, meaningful change depends on understanding workers' realities, priorities and barriers in their local context.

229 Workers Surveyed

4 Factories Participated

In October and November 2025, four factories in Indonesia completed a workforce needs assessment to build a clearer picture of worker well-being and family-related support requirements, alongside the priorities and operational realities of factory management.

The focus was on parent workers and female workers, while also reviewing HR policies, management systems and workplace practices. Carried out with the full support of factory management teams, the assessments used a mix of methods, including factory walkthroughs, reviews of key documents, worker surveys, focus group discussions, and one-to-one interviews.

94%

of parents were interested in participating if their factory organizes parent-child activities

48%

of parents said they didn't spend enough time with their child(ren) and 25% didn't know how to communicate well with them

42%

said one of the biggest challenges for working parents was separation from them

75%

said one of the biggest challenges for working parents was not having much time to spend with their child(ren)

55%

of workers said their family income doesn't, or sometimes doesn't, cover all basic expenses

13%

of those with children under 12 said their child(ren) would be left without adult supervision every day, or some days, each week



42%

The percentage of working parents that would be interested in sending their children to attend a factory-provided childcare facility if one was available.

Among those who were not interested, the main concerns were: the child's grandparents (current care-givers) may not agree; worries about health and safety; and concerns that the commute may be too long.



Challenges and Recommendations



Working Parents

Challenges

Parent workers described long hours and limited flexibility that reduce time with children, increase reliance on extended family for childcare, and contribute to stress, guilt and fatigue. Many families also face financial pressure and have limited awareness or confidence in available entitlements, made worse when communication on family-related policies is inconsistent.

Recommendations

Priority actions include clearer, regular communications, parenting and well-being sessions, more frequent parent–child engagement activities, culturally appropriate childcare, holiday support options, and basic financial literacy alongside small-scale emergency relief.



Female Workers

Challenges

Breastfeeding support was often cited as difficult to use. Facilities may be too far from production areas, poorly signposted, short on privacy or equipment, or inconsistently accessible. Maternity and breastfeeding arrangements are not always clearly set out or communicated, with 60% of female workers not knowing whether they could take breaks or not, while the availability of breastfeeding breaks could depend on supervisor discretion. 15% of female workers said they couldn't take breastfeeding breaks during working hours. Awareness of maternity rights, pregnancy-related support and sexual-harassment policies also varied.

Recommendations

Making facilities more accessible, putting clear written policies and break guidance in place and communicating them proactively, aligning supervisors through training for consistent, respectful implementation, and running regular awareness sessions on women's health, rights and reporting routes.



HR Management

Challenges

HR systems and policies are not always communicated consistently, so workers rely on supervisors for information and often lack clarity on expectations, entitlements and what follow-up looks like after raising an issue. With training largely limited to induction, workers' understanding of rights varies, and grievance channels are not always trusted or practical. Alongside these process gaps, welfare and health and safety issues can undermine confidence in management systems.

Recommendations

Standardizing communications and refresher training, strengthening grievance mechanisms with clear, confidential options and timely feedback to workers on progress, and addressing key welfare and safety improvements through clearer standards and routine monitoring.



Future Plans

Reflecting on the significant impact of ESCP's work in 2025 and the challenges addressed, it is clear: prioritizing worker well-being should not be 'nice to do' option for companies, it's a strategic investment which returns positively.

This understanding is essential for creating stronger factories, improving lives for families, and ensuring more resilient supply chains. By embracing this approach, companies make wise investments which enhance business performance and build a more sustainable future together.

It's our mission to build on the progress presented in this report, embedding proven approaches in the places where they are needed most. Donor and partner support has helped us reach an additional 34,000 children over the last three years; with continued collaboration, we will go further and achieve more. Our strategic priorities for 2026 and beyond include:

Continue to expand our Worker Well-Being programs

Our priority is straightforward: to support more workers. By bringing more factories on board – supported by their customers and other stakeholders – we will reach more people with practical support that keeps individuals in employment, reduces stress and improves their quality of life. As we've seen, this also delivers tangible benefits for businesses.

Develop support available in Indonesia

Indonesia is a key focus, following the in-depth workforce needs assessments completed with factories here in 2025. We're committed to developing and strengthening the support available to working parents in the country, through family-friendly initiatives delivered in ways that work for both employees and factory operations.

Expand adoption of the Worker Helpline across South East Asia

As global expectations increase for companies to evidence robust grievance and remediation systems, ESCP's Helpline enables workers to speak up and supports factories to respond effectively. The ambition now is for wider adoption across South East Asia, so the door to confidential support is open to even greater numbers of people.

Impact One Million – a new global movement

To deliver change at scale, we need collective action, with brands, suppliers, partners and communities pulling in the same direction. That's why we are launching Impact One Million, a global movement focused on improving the lives of supply chain workers and their families.

Powered by ESCP's experience and led by teams on the ground, it will turn collective support into practical action through proven worker well-being programs. By bringing businesses, employers and communities together, Impact One Million aims to drive change at scale, building a future where better work leads to better lives. Information will soon be available at: www.impactonemillion.org

Support in 2026+

If you are interested in learning more about supporting our worker well-being initiatives in 2026 and beyond, contact anita.io@ethicalsupplychain.org

Copyright © Ethical Supply Chain Program 2025. All rights reserved. While every effort has been made to ensure the accuracy of the information in this report, ESCP assumes no responsibility for any errors.



Creating a better life for workers

The following factories and communities participated in ESCP worker well-being programs in 2025:

China

Factories & Community Spaces

Guangdong UBO electronics Co.,LTD (Ultimate Beneficial Ownership)
 Chongqing Xiongye Toy and Garment Company LTD
 Topwin Creative (Chongqing) Limited
 Pinghu Huaxing Garment Co., Ltd
 Quality and Beauty Garments Co., Ltd
 Zhejiang Cayi Vacuum Container Co.,Ltd
 Wistron Infocomm (Zhongshan)Corporation
 XINGYUE(yongzhou)Investment Co.,Ltd.
 BEIJING TOPCENT PRINTING CO., LTD
 New Time (Jiangxi) Plastic Mfg., Ltd
 Guangdong Asano Technology Co.,Ltd.
 Shangken Community in Changping Town of DG
 Baiyulan Family service center in Gaobu town
 Dongguan Yuyuen Industrial estate
 Dongguan L C Technology Co., Ltd.
 Dongguan changan Mattel Toys Co., Ltd
 Ying De Best Top Toys co. Ltd
 Shanghai Donnelley Printing Co., Ltd.
 Yongzhou Mayuanda Toys Co., Ltd.
 Loong Run (He Yuan) Toy Co., Ltd.
 Dongguan Showtime Plastic Product Co., Ltd
 Combine Will (Cangwu) Industrial Company Limited
 C&C Joint Printing Co., (Guangdong) Ltd.
 Dongguan Sunjune Electronic Technology Company Ltd.
 Topwin Toy (Chongqing) Limited
 Best Pacific International Holdings Limited
 Fo Gang County Million Best Electronics
 Million Best(Fogang) Toys Co.,Ltd
 Dongguan Morning Light Printing Co., Ltd.
 Dongguan Golden Cup Printing Co., Ltd.
 C & C Joint Printing Co. (Shanghai) Ltd.
 Shanghai Security Printing Co.,Ltd.
 YINPIN ELECTRONIC (SHENZHEN) CO.,LTD

Tung Pak Printing (Huizhou) Co., Ltd.
 Heshan Astros Printing Ltd.
 Yuanli Toys(Heyuan) Limited
 GOLD EAGLE PRINTING CO.,LTD
 Broadway Precision (Shenzhen) Company Limited
 Guangdong Yanjing Beer Co., Ltd
 Hape International (Ningbo) Ltd.
 Forte-Mind Industrial (beihai) Company Limited
 Best Image (Ying De) Toys Co., Ltd.
 HRX FASHION CO. LTD.
 Henan Sumec Garment Technology Development Co Ltd
 Ningbo Isun Fashion Co Ltd
 ZHEJIANG ANJI HUIYE FURNITURE CO.LTD
 Dongguan Wing Chit Plastic Manufacturing Co., Ltd.
 Dongguan Vigor Precision Metal Plastics Products Ltd.
 Foshan Nanhai Superband Mould Co., Ltd.
 Dongguan Shin Tech Electronics Co.,Ltd.
 Dongguan Eco Polymer Company Limited
 Treasure Key (Xiamen) Industrial Co., LTD
 FOSHAN HUAHONG COPPERTUBE CO. LTD.
 Zhejiang Pando EP Technology Co.,Ltd
 Lanshan Shengyue Toys Industrial Co.,Ltd
 Spring Community Service center
 RUEE APPLIANCES CO.,LTD
 Fujian Ming Jin Household Technology Limited
 Hung Hing Printing (Heshan) Co., Ltd.
 XUCHANG RESHINE FOOTWEAR MANUFACTURER CO.,LTD..
 BCD (Shanghai) Micro-electronics Limited



Vietnam

CHEE WAH (VIETNAM) TOYS LTD
 Superior EMS Vietnam Limited
 THIEN LONG LONG THANH MANUFACTURING TRADING CO., LTD
 LEOTECH (VIETNAM) COMPANY LIMITED
 HH DREAM PRINTING CO., LTD
 South Thien Long Manufacturing Trading Company Limited
 QP Enterprise (Vietnam) Company Limited
 Vikky Sli Viet Nam Company Limited
 Germtion Industrial Company Limited
 Anh Khoa Brother Co., Ltd
 Golden Top Co., Ltd - Lien Dinh factory
 Lap Thinh Packaging Co., Ltd
 Vina Sunwoo Co., Ltd

Thank you to our donors

The following organisations donated to ESCP worker well-being programs in 2025:



17 PARTNERSHIPS FOR THE GOALS



Sustainable Development Goal 17: Partnerships for the Goals

Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development.

The Global Goals can only be met if we work together.



**ethical
supply chain
program**
FOUNDED BY ICTI



Contact us

TO LEARN MORE ABOUT OUR WORKER WELL-BEING PROGRAM

ANITA LO

Director – Worker Well-Being, Ethical Supply Chain Program

anita.lo@ethicalsupplychain.org

FOR GENERAL ENQUIRIES

info@ethicalsupplychain.org



As a Non-Profit Organization, the Ethical Supply Chain Program fosters industry collaboration, creates impact, increases efficiency, and reduces costs. We are a proud member of the United Nations Global Compact (UNGC) and our programs support a number of the UN's Sustainable Development Goals (SDGs). In particular, SDG3 : Promote Good Health & Wellbeing; SDG4: Quality Education; SDG5: Gender Equality; SDG8: Decent Work & Economic Growth; SDG10: Reduced Inequalities; SDG13: Climate Action; and SDG17: Partnerships for the Goals.

www.ethicalsupplychain.org