

## CASE STUDY

# WHY HESHAN ASTROS PRINTING TURNS TO ESCP FIRST

## AT A GLANCE



**Industry:**  
 Packaging and printing



**Joined ESCP:**  
 2004

## CHALLENGES

- Rising customer demands
- Internal cost pressures
- Evolving ESG expectations
- Managing a large, diverse workforce

## SOLUTIONS

- Practical on-the-ground support
- Gender equality and inclusion training
- Family-Friendly Factory initiatives

## HIGHLIGHTS

- Reduced turnover rates across all age groups
- Improved audit efficiency
- Stronger stakeholder trust

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**Jane Xiao**

Senior Manager, Chairman's Office  
 (CSR & Standardization)  
 Heshan Astros Printing Ltd

Social responsibility isn't new territory for Heshan Astros Printing Ltd Part of the Leo Paper Group, and with a global client base that includes Hallmark and Disney, it has long prioritised ethical and sustainable operations.

Jane Xiao, Senior Manager, Chairman's Office (CSR & Standardization), joined the company more than 20 years ago and has led its responsible business practices ever since. She says the Ethical Supply Chain Program (ESCP) has played a foundational role in shaping the company's approach. "Our social responsibility system was originally built under ESCP's framework in 2004," she explains. "It's been evolving continuously, and ESCP has been central to our progress throughout."

As a global printing and communications group, joining ESCP has provided Leo Paper Group a structured path for improvement, helping the company strengthen operational management, employee wellbeing, and compliance performance across the board.



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# COMPLIANCE MADE PRACTICAL

From the beginning, ESCP stood out for its clear, practical standards that were easy to implement at factory level. Its credibility with major brands was another major draw, says Jane: "ESCP is recognized by many customers. Having their certification helps us meet multiple client requirements without needing to go through separate audits."

That efficiency has paid off in time and cost savings, while also helping the company strengthen its internal policies: "We now integrate ESCP's audit checklist directly into our management system. It makes our operations smoother and keeps us aligned with client expectations."

Having a highly responsive and knowledgeable team to draw on has helped the factory navigate everything from holiday arrangements and regulatory interpretations to SDG-aligned program planning. "We run a big operation – over 50 buildings, including dorms and workshops, which are divided into 50+ production areas. So, a small issue could have a huge impact. When it comes to equipment upgrades, like installing eyewash stations, it's a huge investment for us. Knowing how to install them, where to put them, and how to meet clients' requirements is crucial, and ESCP helps us to steer clear of unnecessary risks."

"Whenever we plan a new project or update any policy related to our code of conduct, our first question is always, 'Have we consulted ESCP?'" Jane notes. "Their help allows us to work systematically and avoid unnecessary risks."

## ON-THE-GROUND SUPPORT AND TAILORED SOLUTIONS

Jane points to another example of the program's impact: "We have over 120 employees with disabilities, and ESCP has been a huge help to us in providing emotional support." One employee with hearing difficulties, for instance, received direct support from Molly Jiang, Program Support and Engagement Manager at ESCP, Jane shares.

"It's sometimes hard for us to fully understand what our colleagues with disabilities are going through in their day-to-day work. Molly from ESCP came on-site and provided one-on-one counselling, encouraged our colleague to open up about the challenges she was facing, and worked with us step by step to help her overcome those issues."

"ESCP also trained our team to communicate more effectively, which led to deeper conversations with other colleagues with disabilities and their supervisors. It showed us just how valuable it is to have a skilled specialist available."

SOLUTIONS

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As part of its expanding focus on workplace wellbeing, the company has also received Gender Equality across all staff levels, from production floor workers to the HR department and management team, helping to build a more respectful, informed workforce.

"We knew that not everyone had a strong awareness of gender equality," says Jane. "Thanks to ESCP, we learned about situations where gender discrimination might come into play. This has helped us to understand the relevant laws, regulations, and management requirements. Our managers are now better equipped to handle those situations and avoid potential risks."

## FAMILY-FIRST SUMMER PROGRAMS

Among the most visible signs of progress are Heshan Astros Printing's Family-Friendly Factory initiatives. The company began its 'Happy Summer' childcare program in 2023, providing on-site care and activities for employees' children during school holidays.

"Many of our workers are migrants living on campus," Jane explains. "Not everyone has their own home in the town to be able to bring their kids to live with them, so this program gives their children a safe and meaningful way to learn and play with each other during the summer."

Each year, around 50 children participate and the response from employees has been overwhelmingly positive. Multiple ESCP brand members have also visited and shown support.

## RESULTS THAT SPEAK FOR THEMSELVES

The numbers tell the story. Over the past two years alone, Heshan Astros Printing has seen reductions in employee turnover rates across all demographics:

Female turnover down by 35%

Male turnover down by 22%

Under-30 turnover down by 14%

30-50 turnover down by 37%

Over-50 turnover down by 50%

Local employee turnover down by 57%

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“These figures show that our employee engagement and satisfaction are improving, which is critical in a competitive talent market,” says Jane. “ESCP understand the challenges we face, and they do everything they can to make continuous improvement easier. For large factories like ours, we face all kinds of new challenges and questions as we develop, and ESCP is the key partner that always supports us and provides direction.”

[learn more](#)

## Family-Friendly Spaces ESCP 10 Year Impacts (2016-2025)

ESCP’s Family-Friendly Spaces program provides secure and well-equipped spaces, at factories and in communities, for children to learn and play while their parents work. The program promotes child-friendly employment practices, supports the United Nations SDGs: 3, 4, 5, 10 & 17 and allows parents to work free from the expense and burden of childcare.

**10,026**

working parents benefitted

**9,687**

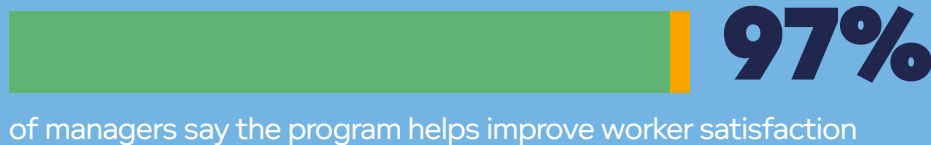
children benefitted

**95**



in-community & factory spaces

### Management Impacts



### Global Impact



### Worker Impacts

