About ICTI CARE

The ICTI CARE Program is the responsible supply chain program for toys and children’s products.

Our mission is to build better lives for workers and a stronger industry through the ethical production of toys.

We work each day to raise ethical standards at factories for workers through our certification program, training and capability building courses, and initiatives to enhance worker well-being.

Globally, over 1,500 toy brands and retailers use ICTI CARE’s industry specific responsible sourcing program to manage risks and improve standards. Over 1,100 toy factories are ICTI CARE Certified, supporting more than 600,000 workers globally.
EXECUTIVE SUMMARY

ICTI CARE is the world’s leading responsible sourcing program dedicated to raising ethical standards at toy factories, our program is tailored to the unique and complex needs of toy manufacture.

Working in partnership with the toy industry for more than a decade, our teams on the ground have improved labor standards at over a thousand toy factories and achieved progress, on wages, working hours, health and safety, and other issues areas.

This combined report highlights key achievements from 2016 and 2017, a period of growth and development at ICTI CARE following a change in leadership in 2015, and sets out our priorities for the years ahead.

Throughout 2016-17 we continued to invest in the ICTI CARE Program and broaden activities to make a difference in factory workers’ lives.

In 2016, we piloted innovative worker well-being programs at 2 toy factories in China to support workers with left-behind children. During the year we commissioned independent reviews to strengthen our internal policies and processes on program integrity. We held our first Chinese Toy Factories’ Ethical Manufacturing Forum which brought executives from toy factories to together to discuss challenges and share best practice solutions. We also increased support for factories in emerging toy manufacturing countries with the launch of on-the-ground resource to support ICTI CARE certified factories in India.

Driving cross-industry collaboration to reduce duplication, increase efficiencies and mainstream best practices for responsible toy sourcing are core priorities at ICTI CARE.

In 2017, we grew membership of our Committed Brands PLUS community to 33 toy brands and retailers and increased utilization of our program, with over 75 of the world’s retailers now accepting ICTI CARE certification. We also extended our successful worker well-being pilots to cover a further 6 toy factories in China, supporting hundreds more workers and their children whilst delivering important business benefits for participating factories.

ICTI CARE continues to advance social responsibility in the toy supply chain by providing brands, retailers and factories with the tools, programs, and training needed to meet demands for stronger risk management and increased transparency.

As part of our extensive program review, started in 2016, we began work on an updated and graded Audit Checklist and enhanced rating system for ICTI CARE certification. In 2017, proposed revisions to the ICTI CARE program were introduced to our stakeholders through an extensive 8-week consultation period which gathered feedback from toy brands, retailers, industry associations, sustainability networks, NGOs and other stakeholders.

Responses are now being reviewed, and the final versions of the updated checklist and factory assessments will be shared with our members in 2018 and implementation scheduled later that year.

The past two years have been a time of collaboration and partnerships for us. It saw us work with more organizations than ever before to enhance our impact and the reach of our work. We have also been working on developing a refreshed brand identity, new website, and updated mission and vision which we look forward to sharing with you in January 2018.
In 2016, we launched a new buyer membership model for toy brands and retailers to provide more support and give more value to those that require it. Committed Brands PLUS is a step up from our existing Committed Brands program and offers services and support to brands, retailers and licensors that wish to make a stronger commitment to responsible sourcing. The new PLUS program includes access to ICTI CARE’s new online platform which enables companies to connect with their suppliers, access audit data, view factory status, receive critical alerts, and search for new factories to source from.

In 2016, we created a new brand support team and appointed dedicated staff to support brands in North America and Europe. In 2016-17 we offered additional support with issue management to help PLUS members respond to evolving expectations from stakeholders. We also expanded our thought leadership offering for brands and retailers with regular blogs and webinars on topics pertinent to responsible toy sourcing designed to inform and educate our members and wider program users.

Toy factories are at the center of the ICTI CARE program, in 2016-17 we continued to invest in technology, training, and resources to support factories.

In 2016, we launched a new technology platform, ICPS, enabling factories to manage their certification and view their audit data, connect with buyers to share compliance data, download audit reports and receive notifications when reports are available.

We have expanded training programs and introduced new resources for factories, with additional support to help factories remediate issues identified during ICTI CARE special investigations. In 2016, we published a Responsible Recruitment Briefing offering guidance for Toy Factories on avoiding peak season hiring pitfalls.

In 2017, we launched our Factory Welcome Pack which offers information - for both new and renewing factories - on ethical manufacturing and detailed guidance on the ICTI CARE process. Our Factory Welcome Pack has proved very popular, with over 5,000 downloads in the first week.

We continue to drive brand and retailer acceptance of our program in an effort to further reduce duplication and the burden it places on factories, allowing factories to instead focus on making lasting improvements. In 2017, we also expanded our worker well-being programs to help factories invest in their workforce and address challenges relating to recruitment and retention of workers.

The ICTI CARE Audit Checklist sets out detailed requirements on ethical manufacturing which all factories must maintain in order to achieve ICTI CARE Certification. These requirements are regularly reviewed to ensure they meet the evolving needs of our members, reflect any
regulatory changes, and incorporate good practice.

ICTI CARE continues to work with a broad range of stakeholders and industry representatives to bring in multiple perspectives to inform the development of our program.

Our review processes are comprehensive and include extensive consultation with ICTI CARE members and stakeholders. In 2016, we appointed an independent consultant to conduct a detailed benchmarking review of the ICTI CARE Program. This review process sought feedback from ICTI CARE members and stakeholders and identified opportunities to strengthen the ICTI CARE Audit Checklist and enhance our factory certification.

In 2017, our team then led an extensive 8-week consultation on proposals for a new, risk-rated ICTI CARE Audit Checklist and updated methodology for ICTI CARE certification.

During the consultation, ICTI CARE industry members and stakeholders including non-government organizations, inter-governmental organizations, and other stakeholders were invited to review proposed program changes and to submit proposals for any other potential changes.

We are now reviewing consultation responses to consolidate feedback. Revised drafts of the ICTI CARE Audit Checklist and Certification methodology will be shared in 2018, for implementation later that year.

Following on from the CRG review, we implemented a series of measures to further strengthen the quality and integrity of our audits. This began with the appointment of a new streamlined panel of accredited audit firms and the implementation of a stringent quarterly KPI review process to monitor the performance of audit firms overall key areas.

We have also strengthened internal processes to provide greater monitoring of the audit process and implemented new feedback mechanisms for audit quality. In 2017, we established a dedicated integrity team who lead on protecting and strengthening the integrity of the ICTI CARE Program and providing a trustworthy and confidential mechanism to report and investigate any integrity concerns raised.

This integrity team provides guidance to factories on building a robust integrity system, and leadership in delivering our shared mission to enhance the reputation and confidence all stakeholders should have in social audits.

The integrity team has established new reporting channels, including the online auditor assessment tool, which enables factories or auditors to raise any integrity concerns confidentially through our IT platform, and has introduced strengthened strategies on inspection and risk control.

**INTEGRITY & AUDIT QUALITY**

As part of our commitment to program integrity and audit quality, ICTI CARE appointed Control Risks Group Holdings Limited (CRG) to conduct a detailed independent review of our integrity processes, including processes for appointing and monitoring third-party audit firms.

ICTI CARE worker well-being programs are supporting hundreds of workers employed at toy factories. In China, our Family-Friendly Spaces (FFS) program is supporting migrant workers with left-behind children. In 2016, we piloted FFS at 2 factories to reunite domestic migrant workers with their children and delivered Migrant Parents Training (MPT) workshops to help workers build stronger relationships with their children.
Thanks to generous sponsorship from US retailer Target, in 2017 we scaled our program to deliver FFS at 6 toy factories in 2017.

Delivered in partnership with the Centre for Child Rights and Corporate Social Responsibility (CCR CSR), these programs have delivered significant improvements in worker’s well-being whilst strengthening parent-child bonds. They have also delivered key business benefits for participating toy factories, through improvements in recruitment and retention, increased trust and greater commitment amongst participating workers. We plan to further scale both the FFS and MPT programs further in 2018, subject to available funding.

We are also partnering with BSR to advance women’s empowerment at toy factories. Starting in 2017, the initial phase of this program involves a gender code review to further strengthen ICTI CARE Audit Checklist requirements to promote women’s empowerment.

The second phase is piloting new approaches to drive women’s empowerment at toy factories in India. These pilots start with needs assessments at factories to identify issues and challenges which women in factories face, followed by training and capability to address these and to drive positive changes within factories and the wider community.

One of the unique features of our program is the level of support we are able to offer factories through our local teams, and in 2016 and 2017 our team in Mainland China grew. In 2016 we opened a larger office in Shenzhen to support the expansion of our team there and in late 2017 plans were confirmed to open an additional China office in Dongguan.

In 2016, following on from the opening of our European base in London, we expanded the team in North America. Where we established our new brand retailer support function. Europe and North America are where the majority of toy brands and retailers are based so having teams in these regions complements our teams in Hong Kong, Mainland China and India and enables us to provide support at every level of the toy supply chain.

Industry Leaders Roundtable

In October 2017, we held our first Industry Leaders Roundtable in Los Angeles. Our Industry Leaders Roundtables bring leaders from major toy brands together to discuss emerging issues facing the toy industry and identify strategies and collaborative actions to address these challenges. Insights from the Roundtables will inform the future strategic plan and priorities of the Ethical Toy Program.

Facilitated by Dan Viederman, Managing Director at Humanity United, this first Roundtable started with presentations and a discussion on what the future may look like in regards to social standards and compliance, and how the Ethical Toy Program can continue to take a leadership role in supporting our members to respond to future opportunities and challenges.

We also shared our proposals for our future strategy and discussed potential enhancements to our membership.

Global Expansion and Support

Toy manufacture is increasingly globalized, the ICTI CARE Program is too. In 2016, we focused on increasing support for toy factories in India, an emerging center for toy production. We partnered with Impactt, an established ethical trade consultancy in India, to support our work with a dedicated team on the ground for factories in the region.
In 2016-17 our teams participated in events across the world to positively engage the global toy industry and increase awareness and influence of our work – helping to reach more toy industry and stakeholder audiences than ever before.

From Ethical Corporation events in London and New York to the CSR Asia Summits in Bangkok and Hong Kong, PlayCon in Miami to Licensing Expo in Las Vegas our teams attended high profile events to represent ICTI CARE, promote our mission and inspire more toy buyers, factories and stakeholders to work with us.

We attended all the major toy fairs across Asia, Europe, and North America to meet with toy industry professionals. Our annual stand at Hong Kong Toy and Games Fair provides a useful touchpoint for our stakeholders in the region and an opportunity to promote the benefits of ethical manufacturing to the hundreds of factory representatives in attendance. We also focused on high-level engagement with toy associations and governments in Latin America with a view to establishing a presence in the region.

At the UN Forum for Business and Human Rights in Geneva in November 2017, ICTI CARE’s Director of Communications and Stakeholder Engagement was invited to share a brief update on our worker well-being programs underway in China during the Child Rights and Business session.

2018 TARGETS

- NEW BRANDING: LAUNCH NEW NAME, LOGO AND WEBSITE
- LAUNCH NEW AUDIT CHECKLIST
- LAUNCH UPDATED CERTIFICATION
- LAUNCH PROGRESS VISITS
- SCALE UP WORKER WELL-BEING PROGRAMS
- GROW INDUSTRY PARTICIPATION IN PROGRAM
ICTI CARE provides meticulous, trusted, industry-leading social compliance audits and toy factory certification.

**KEY FIGURES FROM 2016 AND 2017:**

- **Sites Certified**
  - 2016: 1,057
  - 2017: 1,019

- **Workers Supported**
  - 2016: 635,322
  - 2017: 622,563

- **Sites Terminated**
  - 2016: 248
  - 2017: 218

- **New Factories**
  - 2016: 191
  - 2017: 75

- **Audits Conducted**
  - 2016: 3,755
  - 2017: 3,721

- **Audit Firms**
  - 2016: 7
  - 2017: 4

- **Accredited Auditors**
  - 2016: 104
  - 2017: 110

**ACTIVE FACTORIES BY SEAL STATUS**

- A/A60
- New Factory
- Probation
- C
- B

2016
1: Are aisles and emergency exit doors clearly marked, illuminated, accessible, and kept clear of obstructions, internally and externally? (4.3%)

2: Do wages and compensation meet legal and policy requirements? (4.1%)

3: Are workers entitled at least one day off in a predefined week? (3.6%)

4: Have semi-annual emergency evacuation drills been conducted with detailed records including dates and results? (3.3%)

5: Are all hours worked documented (e.g., time cards)? (3.2%)

TOP 3 TERMINATION REASONS

2016
Failure to comply with ICP audit procedures and process (19%)
Failure to meet the Probation Agreement (18%)
Non-transparency was repeated in same audit cycle (15%)

2017
Failure to meet the Probation Agreement (17%)
Non-transparency was repeated in same audit cycle (11%)
Renouncement of probation (8%)

TOP 5 AUDIT VIOLATIONS

2016
1: Do wages and compensation meet legal and policy requirements? (4.7%)
2: Are workers entitled at least one day off in a predefined week? (4.5%)
3: Are all hours worked documented (e.g., time cards)? (4%)
4: Are workers allowed adequate breaks? (3.7%)
5: Are aisles and emergency exit doors clearly marked, illuminated, accessible, and kept clear of obstructions, internally and externally? (3.6%)

2017
1: Are aisles and emergency exit doors clearly marked, illuminated, accessible, and kept clear of obstructions, internally and externally? (4.3%)
2: Do wages and compensation meet legal and policy requirements? (4.1%)
3: Are workers entitled at least one day off in a predefined week? (3.6%)
4: Have semi-annual emergency evacuation drills been conducted with detailed records including dates and results? (3.3%)
5: Are all hours worked documented (e.g., time cards)? (3.2%)

AUDIT CAPACITY

2016
3,755 audits performed by accredited audit firms
5,599 days allocated to social audits
104 accredited auditors
3,552 audits conducted in Mainland China, 203 conducted in other countries & regions
12 additional auditors accredited globally
104 auditors trained (including refresher training + new auditor training)

2017
3,721 audits performed by accredited audit firms
4,227 days allocated to social audits
104 accredited auditors
3,471 audits conducted in Mainland China, 250 conducted in other countries & regions
11 additional auditors accredited globally
110 auditors trained (including refresher training + new auditor training)
WHAT OUR CERTIFIED FACTORIES MANUFACTURE

Factories in the ICTI CARE Program manufacture a wide range of toys, games and entertainment products. Traditional toys remain a core staple of the industry and make up over 70% of the types of toy manufacturers we have in the program.

Our top three categories for 2016 and 2017:

ALL CATEGORIES OF TOY MANUFACTURERS IN THE PROGRAM:

1. plastic
2. plush
3. electronic toys
4. dolls
5. ride-on
6. wooden
7. arts & craft
8. educational
9. inflatable
10. infant & preschool
11. puzzles
12. mechanical
13. premiums
14. action figures
15. board games
16. costumes/role-play
17. construction
18. electronic games
19. collections/keepsakes
20. chemistry sets
21. gels
22. putties and pastes
TOP FIVE MANUFACTURING COUNTRIES
2016-17

China 92%
Vietnam 3%
Indonesia 2%
Thailand 1%
India 1%

EXPANDING THE PROGRAM GLOBALLY
2016-17

2016 Certified factories in 11 countries and regions
2017 Certified factories in 13 countries and regions (new countries in orange)

Brand and retailers in 31 countries committed to sourcing ICTI CARE Certified products
ENHANCING THE AUDIT PROCESS THROUGH TECHNOLOGY

How our new ICPS platform works:

1. Brand connects to supplier factory on ICPS platform
2. Audit results and report uploaded by audit firm following audit
3. Factory and connected brand notified that results are available
4. All users can download audit reports and seal images

2016
- 242 certificates downloaded
- 1,668 factory-brand connections on ICPS

2017
- 6,016 certificates downloaded
- 2,463 factory-brand connections on ICPS
industry engagement

COMMITTED BRANDS PLUS PROGRAM FOR BRANDS AND RETAILERS

20 new members joined in 2016

13 new members joined in 2017

Number of members at the end of 2017 33
worker well-being

WORKER HELPLINE

The ICTI CARE Worker Helpline has been operational since April 2010, and in this time, has assisted 13,936 workers to resolve their concerns. Our Helpline supports workers employed at factories in the ICTI CARE Process.

The purpose of the Worker Helpline is to inform, educate, and empower workers so they can effectively manage work-related issues and their personal lives; in addition, the Helpline also provides a confidential grievance mechanism to workers when necessary.

2016

1,829 calls to the Worker Helpline
1,517 questions were answered
30 escalated cases
12,278 minutes of phone calls

2017

1,025 calls to the worker helpline
1,213 questions were answered
21 escalated cases
54 emails to the worker helpline
8,896 minutes of phone calls

In 2016, helpline team accelerated the distribution of CARE cards by 97% versus 2015.
Over the course of 2016 and 2017, 395,900 CARE cards were distributed to 682 factories.
A grant from The Walt Disney Company in 2016, enabled 73% of CARE cards to be distributed to factories free of charge.
The most common Helpline inquiries relate to delayed payments, dismissal and resignation issues.

Social insurance related inquiries increased in 2016, reflecting increased interest in social insurance payments in China.

In 2017, calls regarding holiday and leave arrangement increased showing workers increasing focus on their own well-being outside of work.

### Common Helpline inquiries

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<thead>
<tr>
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<th>2016</th>
<th>2017</th>
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<tbody>
<tr>
<td>1</td>
<td>Delayed payment</td>
<td>Resignation</td>
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<tr>
<td>2</td>
<td>Dismissal / Termination</td>
<td>Delayed payment</td>
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<tr>
<td>3</td>
<td>Resignation</td>
<td>Dismissal/Termination</td>
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<tr>
<td>4</td>
<td>Social insurance</td>
<td>Holiday/leave application and arrangement</td>
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#### caller location

**2016**
- 1. Guangdong (84%)
- 2. Zhejiang (3%)
- 3. Henan (2%)
- 4. Fujian (2%)

**2017**
- 1. Guangdong (73%)
- 2. Guangzi (4%)
- 3. Zhejiang (4%)
- 4. Fujian (3%)
- 5. Henan (3%)
Family-Friendly Spaces (FFS)

2016 Pilot Program

In 2016, we launched a Family-Friendly Spaces (FFS) pilot program in factories. The pilot consisted of 2 factories, where 12 factory staff were trained on FFS facilitation and essential child care, 96 workers participated with their 85 children.

The FFS pilots reunite migrant toy factory workers with their left-behind children during the summer months. The FFS create safe spaces at factories for children to play and learn while their parents work.

In the initial FFS pilots, each toy factory developed a day care center and hired professional teachers to care for and educate the children during the working day at no cost to their parents. The children who attended the FFFS benefitted from not only being reunited with their parents but also from making new friends and learning new skills.

Impacts & feedback:
- +18% employee retention rate
- +19% employee satisfaction rate
- +17% employee-management trust, confidence & relationship

Scaling up in 2017

In 2017, following on from our initial 2 successful pilots, 8 factories operated FFS benefiting over 500 children and their migrant working parents.
Migrant Parent Training (MPT)

The main objective of the training is to provide migrant parents with practical tools to lessen their burdens related to separation from their children, thus improving their work satisfaction. This objective is achieved through providing parent workers with face-to-face training through in-factory training sessions, as well as with continued support through CCR CSR’s eLearning lessons.

Thousands of migrant workers at toy factories with left-behind children have been supported through Migrant Parent Training workshops (MPT) in 2016-17. In the autumn of 2016, ‘Parents at work: Distance without Separation’ workshops at 10 toy factories provided workers with support mechanisms and tools necessary for improving and maintaining relationships between migrant workers and their children throughout the year.

A total of 2,837 workers attended the workshops benefitting over 4,200 children. Towards the end of 2017 the parenting workshops operated again at 7 factories. 20 sessions were held for 1,060 participating workers.

Impacts & feedback:

After the training:
- 93% thought the training could be applied to their relationship with their children
- 93% said they would change their parenting style
- 117% increase in workers feeling more confident about educating their children well even from a distance
- 58% of participants thought factory management understood their challenges as parent workers
- 87% trusted the factory management team, which is a 27% increase compared to the pre-training
- 100% of factories would like to do the training again in the future

(results are from 2016-2017 sessions)
Increasing factory capability is a core priority at ICTI CARE.

In 2016, we appointed a dedicated Training and Capability manager and established a new Training and Capability Building team based in our Shenzhen office.

Training sessions offered in 2016 & 2017: Introduction training; Advanced training; Open Forum Q&A; Round Table Best Practice Sharing; and Webinars.

In June 2016, we published a new guidance briefing for Toy Factories on avoiding peak season hiring pitfalls.

The free guide includes an introduction on ethical recruitment issues to look out for at factories, guidance on how to tackle these issues, and practical tips to help ensure factories adhere to the ICTI CARE code.

The guide also serves as a useful resource for brands and retailers to increase their understanding of issues their suppliers face during peak production season.

In 2016, we held our inaugural Chinese Ethical Manufacturing Roundtable. The event was a success and we hope to hold more in future, encouraging sharing and learning between manufacturers.

Benefits of Manufacturers working together:
- Drive convergence
- Sharing ideas & best practice
- Learning from one another
- Building a better toy industry
- Collaborate for greater impact
- Coherent industry response to boost profile of Chinese manufacturing

As well as operating training sessions, our Program Support & Engagement Team also respond to factory enquiries via phone and email. In 2016-17 the team received thousands of emails.

Enquiries mainly focused on:
1. Working hours and wages: 39%
2. EHS: 31%
3. Hiring practice: 7%

A large proportion of emails related to others issues, such as new factory and multi-factory questions, etc. (23%).
In 2016, ICTI CARE partnered with ELEVATE to conduct a factory survey. The objective was to gather factories’ feedback on the ICTI CARE Program and to gain insights on toy manufacturing from a factory perspective.

40% of factories in the ICTI CARE Program participated in the survey. This high response rate is a demonstration of the very positive engagement levels between factories and ICTI CARE.

Overall feedback was positive regarding the ICTI CARE Program. Whilst factories remarked that ICTI CARE requirements are stringent, they agreed that they are practical and relevant requirements for the toy industry. 63% of factories state that participation in the ICTI CARE Program is good for their business.

Factories speak positively about ICTI CARE’s third-party auditors, specifically their professionalism, thoroughness, and knowledge level. They also report major improvements in 2016 in the integrity and objectivity of third-party auditors. 86% of respondents confirmed their confidence in the decision-making process employed by ICTI CARE staff, saying it is open and transparent.

Almost all (98%) of factories have customers who recognize the ICTI CARE Certificate. 42% of factories report that they have clients who recognize the seal, but at the same time also audit them.

Factories flagged working hours and rest day requirements as major compliance challenges which factories face. Compliance challenges vary by product type, with hazardous substances management ranking highly among plastic toy manufacturers.

Small factories report challenges with balancing their business performance with compliance needs, relating specifically to minimum wage and overtime payments. These factories are also more likely to seek support from external third-party consultants. Small and medium factories also represent the largest percentage of factories which are on probation or terminated within the ICTI CARE Program.

One in five factories has used a third-party consultant (18%). Their primary objectives are to increase their understanding of ICTI CARE’s requirements and to seek a better Seal classification. As a result, the number 1 area of support requested by factories is for more frequent sharing of policy updates and tips through social media platforms (e.g. WeChat).

The results of the 2016 Factory Survey are informing the development of the ICTI CARE program and will guide the content of future training and support for factories. We are also investing in improved factory communications and continue to develop our WeChat platform to strengthen factory outreach in China.
2016 FINANCIALS

INCOME

total: $4,745,000

- $4,032,850 audit operations
- $713,000 partner support programs

EXPENSES

total: $4,900,000

- $1,827,000 communications and stakeholder
- $1,672,000 audit operations
- $709,000 capacity building
- $552,000 oversight & policy
- $140,000 quality assurance

$156,000 decrease in reserve
3% of income
2017 FINANCIALS

INCOME

- total: $4,350,000
- $3,763,000 audit operations
- $587,000 partner support programs

EXPENSES

- total: $4,579,000
- $1,750,000 audit operations
- $1,729,000 communications and stakeholder
- $529,000 oversight & policy
- $435,000 capacity building
- $136,000 quality assurance

$229,000 decrease in reserve
5% of income
GOVERNING BOARD

CO-CHAIRS

Maria Livanos-Cattaui  
Former Secretary General of International Chamber of Commerce

Alan Hassenfeld (2016)  
Chairman of the Executive Committee of the Board of Directors of Hasbro, Inc.

T.S. Wong (2017)  
Chairman of Jetta Company Ltd., Honorary President of Hong Kong Toys Council

MEMBERS

Synésio Batista da Costa  
President and CEO, Associação Brasileira Dos Fabricantes De Brinquedos (ABRINQ)

Kathrin Belliveau  
Senior Vice President, Global Government Affairs and CSR, Hasbro, Inc.

Roland Earl  
President, British Toy and Hobby Association

Peter Eio (2016)  
Former President of LEGO in the Americas and former Chairman of the Toy Industry Association

Gary Hutchens (2016)  
Former CEO, Dorcey Irwin Pacific and former President, Australia Toy Association

May Liang  
President, China Toy and Juvenile Products Association and President, International Council of Toy Industries

Edena Low  
Vice President, Corporate Citizenship and External Affairs at Mattel, Inc.

Jonas Moberg  
Head of the Secretariat, EITI International Secretariat, Extractive Industries Transparency Initiative

Alan Munn  
Former President and CEO, Tomy Europe

William Reese  
President and CEO, International Youth Foundation

Pär Stenbäck  
Former Minister of Foreign Affairs of Finland

Auret Van Heerden  
CEO, Academy for Sustainable Business, former Head of the Fair Labor Association

Michael Widman  
Vice President, International Labor Standards, The Walt Disney Company

Former Managing Director and then Vice Chairman, Blue Box Holding

Michel Moggio (2017)  
Director General, Fédération française des industries Jouet - Puériculture (FJP)

Neil Friedman (2017)  
President & CEO, ALEX BRANDS

Geoffrey Greenberg (2017)  
Co-President, Just Play Toys, LLC.