ICTI CARE Foundation

Advancing the ICTI CARE Process

Review of ICTI CARE Process Activities 2011/12
Our team has been our greatest asset. It successfully took on the task of keeping stakeholders informed and updating ICP policies and procedures in a difficult manufacturing climate.

Toy brands, retailers and manufacturers are challenged by steeply rising material costs and a shrinking labor force in a low margin business. At the same time, the Chinese Government has taken significant steps to improve pay scales for the labor force. In early 2011, it increased social security benefits and the minimum wage by 18-21%; and salaries are targeted to increase by another 20-30% over the next three years. This comes at a time when demand for workers is already outstripping supply and the younger generation of migrant workers wants to work shorter hours, earn more and move out of manufacturing.

To reduce labor costs, toy brands and retailers have begun exploring other countries and manufacturing in plants in the southern and northern regions of China. ICP has expanded its auditor training overseas to meet increasing demand from factories in Vietnam, Thailand, Indonesia, India and Taiwan.

In short, we believe that maintaining the status quo in the toy industry is unsustainable. Ongoing developments in the international and China labor markets call for further changes in the current supply chain model if brands and manufacturers are to remain competitive. Solutions need to be found that include shorter working hours, competitive compensation, and higher productivity. We believe ICP can play a constructive role in achieving these goals.

Sincerely,

We are pleased to present our very latest 18 month report, “Review of the ICTI CARE Process 2011/12”. It highlights the progress made from January 2011 through June 2012.

This report highlights advances made under the toy industry’s ethical manufacturing program, the ICTI CARE Process (ICP), and lays out a clear plan for the next steps in key program areas. Since it was established seven years ago, the Foundation’s growth has been solid, and our focus has remained steady, ensuring that children’s and juvenile products are manufactured in a safe and humane environment. In the face of difficult conditions, we are promoting continuous improvement throughout the entire ICTI CARE Process: protecting workers, meeting different stakeholders’ needs and responding rapidly to shifting labor conditions. As we move forward, we are striving to emplant a single code of business practices governing the ethical manufacturing of children’s products throughout the global supply chain.

Significant achievements include increased audit capacity, a strengthened monitoring process, and the positive impact of our Continuous Improvement Process, which has led to greater audit integrity and factory transparency. As a result, there has been continued growth in new factory applications to enter the ICP program. An amended Working Hours Policy put into effect in April 2012 took into consideration industrial realities and fluctuating seasonal demand. As brands, retailers and manufacturers seek to cope with shorter delivery times and the need to lower production costs, our team continues to implement programs that ensure that business practices do not come at the expense of workers’ rights.

Alan Hassenfeld
Co-Chair

Maria Livanos Cattaui
Co-Chair

Christian Ewert
President and CEO

INTRODUCTION
WHO WE ARE

The ICTI CARE Foundation (ICF), chartered in the US in 2004 as an independent non-profit organization with 501.c6 status, is the worldwide children’s and juvenile product industry’s ethical manufacturing program. It oversees implementation of the ICTI CARE Process (ICP) in conjunction with its Hong Kong operations office, ICTI CARE Foundation Asia Ltd. (ICFAL), which is supported by the compliance monitoring and capacity-building programs it manages:

- factory auditing and monitoring
- auditor training
- worker education and training
- social compliance management, capacity building and best practice sharing

We work with companies, brands, retailers, auditors, factories, NGOs, government and other stakeholders in a network of worldwide partners to improve working conditions in factories throughout China and the Asian region.

How the ICTI CARE Process Works

Factory monitoring and training
Factories pay an annual registration fee to join the ICTI CARE Process. The fees cover the cost of operations, finance the website and database system as well as the education and training of auditors, factory managers, and workers. Much of the factory-related education and training has been financed through grants, including a GIZ (German Development Organization) public-private partnership.

The ICTI Code guidance document and audit protocol
It provides the practical specifics about the terms of the ICTI Code of Business Practices and how ICP accredited auditing firms should monitor factories.

Audit firm qualification and auditor training
Independent ICTI CARE Process accredited audit firms must first undergo rigorous technical review by the Operations team and the Technical Advisory Council’s (TAC) quality control professionals prior to being approved for the monitoring program. Auditors must attend a training course certified by the International Register of Certified Auditors (IRCA) as well as regular refresher training courses to stay abreast of updated ICP requirements.

Validation of inspection results
The Operations team in Asia reviews all inspection reports and conducts spot-check inspections of its own to ensure audit quality and to respond to questions and complaints about the process.

Seal of Compliance
Factories and other suppliers which receive a “Seal of Compliance” from ICTI CARE Foundation Asia Ltd. certifying that they comply with the ICTI CARE Process are listed on the ICTI CARE Process website database.

Date Certain
All toy brands and retailers that are members of the 20 national associations which comprise the International Council of Toy Industries (ICTI) are asked to commit to a "Date Certain" after which they will contract only from factories that have an ICP Seal of Compliance. Several associations have gone one step further and require this commitment to be eligible for membership.

Convergence Process
The Convergence Process for Codes and Guidelines is an attempt to work out with licensors and retailers an approach to the ideal of a single code and guideline to be used to inspect all toy factories. ICP’s realistic goal is to achieve 95% convergence, with only 5% special requirements to be added to any one inspection. Some of the largest retailers in the US and Europe participate in the Convergence Process, including Toys "R" Us, Wal-Mart, Sears/Kmart, Auchan and Carrefour.

The mission of the ICTI CARE Process is to enable the worldwide children’s products industry to ensure that its products are manufactured in safe and humane conditions and in a hazard-free and sustainable factory environment. As a not-for-profit operation, the ICTI CARE Process works to share best practices in effective factory monitoring and capacity building.
MAKING A POSITIVE IMPACT

Given the unstable economic climate and the fact that 70 percent of the world’s toys are still manufactured by 1.4 million workers in China, the role that the ICTI CARE Process plays in creating sustainable improvement in working conditions is now more important than ever. It strives to make a positive impact through these key objectives:

**Promote compliance through supportive policies**

ICP policies strive to balance economic and ethical interests so that business practices do not come at the expense of ICP health, safety and labor standards put in place to improve working conditions. Our goals in the policy area are to support systemic improvements through factory compliance with Chinese labor law regarding health, safety and labor standards and to promote bookkeeping transparency. Factories often maintain double sets of books and/or hide working hours and wage practices in order to pass audits. Our experience shows the “pass/fail” model does not work and that programs like ICP’s, which are driven by transparency and continuous improvement, result in being shown the real records.

**Amend the ICP Wages and Working Hours Policy**

Since the first Continuous Improvement Process (CIP) Policy for Wages and Working Hours was published in 2010, with the aim of establishing a 66 hour work week, we came to recognize that global economic conditions, the seasonality of demand and labor shortages would not allow every factory to meet the working hours requirement and still pay their workers in a timely manner.

Excessive working hours remained a challenge, and ICP’s Wages and Working Hour Policy was amended to take into account current industrial reality and the demands of seasonality.

To achieve a more sustainable certification scheme, the ICF Governance Board approved an amended policy that went into effect April 1, 2012 which:

- recognizes the issue of seasonality particular to the toy industry and allows a seasonal overtime component for Class A Seal holders
- introduces capacity-building programs at Seal B and Seal Conditional level factories that fail to reduce their working hours within the required 12 month period. Factories that still fail to achieve the required improvement following the program will have to leave the ICP, but can re-apply after a minimum of six months giving them time to make needed improvements
- reduces the frequency of surveillance audits and enhances their effectiveness

**Revise the ICP Probation and Termination Policy**

The ICP Probation and Termination Policy was strengthened and incentives to maintain factory bookkeeping transparency were added in the policy revisions the ICF Governance Board put into effect April 1, 2012. ICP accredited auditors and ICFAL technical staff will use the updated criteria to assess audit results and determine to what extent manufacturers comply with ICTI CARE Process requirements based on Chinese labor law, including child and juvenile labor, minimum wage, overtime, social benefits, and health and safety protection.
Increase Audit Capacity and Improve Quality Control

After an initial investment by all stakeholders to get the process started, audited factories now pay for the audit system that ensures an ethically-run supply chain. We continue to work with our Technical Advisory Council (TAC) and the technical managers of accredited audit firms to make sure auditors fully understand and put into practice the ethics and actions required.

ICP audit capacity reflects demand. Fifteen different audit firms responded to the third Request for Proposal (RFP) process. Selection took place following a thorough review of the applications plus a further candidate assessment process conducted by the Technical Advisory Committee, ICFAL Operations and the Technical Team. TÜV Rheinland was selected as a newly accredited audit firm beginning January 2012. The next RFP review process is scheduled to take place in 2014 but could happen sooner if there is a need for increased audit capacity.

More QC audits were arranged beginning in early 2012, triggered by risk indicators like Helpline allegations, NGO reports, flat working-hour patterns that could potentially hide unfair pay practices, and sample factory size which may indicate a hidden factory. Although more high-risk factories were identified and discovered by QC audits, there was insufficient internal audit capacity to monitor all of them and as a result, they were assigned to external audit firms. More internal QC audit capacity was added to the ICFAL team in 2012 to address this issue.

ICFAL investigations during 2011 to 2012 turned up 30 reports of attempted bribery, most of which involved two sets of books.

In addition, the ICTI CARE Process expanded its audit services internationally, with ICFAL conducting the first audits in India and Sri Lanka.
Build capacity through effective training and communication

To its traditional role as a compliance monitoring organization, the ICTI CARE Process has now added an education and training model that better equips factory workers and managers with the skills and knowledge to fulfill the needs of long-term social sustainability. The focus of ICF’s training program is to address vulnerabilities in whatever form they exist – be it lack of management skills, awareness of human rights or expertise in the ICP audit process. Our capacity building efforts have contributed towards reducing these vulnerabilities; when people have knowledge, skills and the ability to work with supporting organizations like ICFAL, they become empowered to improve working conditions.

Working in partnership with Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH, a German government corporation funded by the Federal Ministry of Economic Cooperation and Development (BMZ), DVSI, the China Toy Association and local NGOs, we completed an 18-month pilot train-the-trainer worker training program which has covered over 4,000 workers -- “Factory Worker Education and Capacity Building in the Chinese Toy Industry”. The program was designed to create an informed workforce that is aware of what China labor law mandates in health and safety standards, in labor rights and responsibilities, and to foster better manager-worker communications. A toll-free confidential Helpline was established to provide workers with information and address individual concerns. A short video highlighting the content and benefits of the worker training program can be found on the ICP website. (http://www.icti-care.org/videos/2012-videos/education-and-training.html). The revised program will be rolled out to additional toy factories.

We work in collaboration with IRCA (International Register of Certified Auditors) and WRAP (Worldwide Responsible Accredited Production) to provide ongoing IRCA certified auditor training.
**Engage brands, retailers, licensors and toy associations**

The ICTI CARE Foundation successfully met its goal to raise the number of companies committed to Date Certain, increasing the number of participants to 821, up from 726 in 2010 (excluding multiple countries for multi-national brands).

Toy associations were additionally encouraged to make the Date Certain commitment a condition of membership and to require an annual member re-commitment as part of its membership renewal package:

- Five associations have made it a condition of membership – US, Denmark, Germany Spain, Sweden – with a special situation in the UK
- Annual Date Certain re-commitment is now part of the Toy Industry Association (U.S.) membership renewal package
- Hasbro took the lead in building brand transparency by publishing its Chinese supplier base on its website

Progress has additionally been made advancing the aim of the Convergence Process which is to seek formal recognition of the ICTI CARE Process by retailers and other social compliance systems. The use of a unified standard benefits factories, brands, manufacturers, and retailers alike by requiring fewer audits at factory level and fewer sets of rules and procedures to comply with.

- A significant number of large U.S. and European retailers – primarily members of the Business Social Compliance Initiative (BSCI) – recognize ICP audit results
- Retailer recognition was achieved through Memorandums of Understanding signed with Big Lots Stores Inc. (US) and Blokker Holding B.V. (The Netherlands)

**Increase access to information**

**Update IT System**

Another way we promote the evolution of the ICTI CARE Process is through our Information Technology platform. The current World Data system has been replaced with the latest Enablon GXP solution, which went live in July 2012. This new IT platform provides integrated reporting and management solutions for corporate responsibility and a significantly improved software platform tailor-made to the ICTI CARE Process social compliance standards. Database features include factory registration and Seal of Compliance management. The ICFAL team, together with our Enablon project management team, will provide systems training to ICP factories and auditors to ensure that different users are comfortable with the new system.

**Stakeholder Communications Channels**

We recognize that effective and proactive stakeholder engagement is needed to manage risks and benefit from stakeholder expertise and insights, especially when it comes to addressing the sometimes conflicting values and interests of the wide range of organizations that have a stake in the
ICTI CARE Process. We regularly solicit feedback and use a number of communications channels to inform and engage our internal and external stakeholders. These include, but are not limited to:

- ICP Annual Reviews
- electronic newsletters (News Flash) in both English and Chinese
- presentations at toy industry association meetings, open days, seminars, factory meetings, trade shows and events
- media outreach (e.g., articles appeared in Ethical Corp. Magazine and Elcamedia)
- ICTI CARE Process website, which saw a 10% increase in visitor traffic in 2011

We additionally encourage any feedback and questions be sent directly to our Hong Kong Operations office at asia@icti-care.org.
### 2011/12 PRIORITIES AND PROGRESS

<table>
<thead>
<tr>
<th>Activity Area</th>
<th>2011/12 Objective</th>
<th>Progress Made January 2011 through June 2012</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Operations/Factory Monitoring</strong></td>
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| Factory participation in ICTI CARE Process | Increase factories enrolled | • Enrolled certified factories: 2011 – 1,578 / 2012 June – 1,403  
• Engaged additional factories: 2011 – 735 / 2012 June – 148  
• Received new applications: 2011 – 413 / 2012 June – 191  
• Issued Seals of Compliance: 2011 – 1,164 / 2012 June – 624 |
| Brand and retailer commitment | Demonstrate Date Certain Program compliance. | • 55 more brands joined the Date Certain Program bringing the total to 821 |
| Factory transparency | Improve wages and working hours' practices in factories. | • Amended Working Hours and Wages Policy  
• Revised Probation and Termination Policy  
• Seals of Compliance:  
  2011 – increased from 1,424 to 1,578  
  2012 June – dropped from 1,578 to 1,403  
  2011 – 159 probation factories  
  2012 June – 139 probation factories  
• 84 factories put on probation, 43 terminated due to records inconsistency issue (February 1-August 31, 2012) |
| Audit capacity | Improve accredited auditor capacity to deliver ICP audit performance and ICP audit criteria. | • Issued third RFP for audit firms to increase ICFAL auditing capacity and service ICP factories more efficiently  
• Increased total of accredited auditors among seven accredited audit firms:  
  2011 – 123 / 2012 June – 16  
• Accredited and trained new auditors: 2011 – 36 / 2012 June – 53  
• Trained first overseas auditors and conducted 10 audits to meet increasing factory demand  
• Audits conducted: 2011 – 3,507 / 2012 June – 1,521  
• QC audits conducted: 2011 – 97 / 2012 June – 127  
• Audit man-days: 2011 – 8,708 / 2012 June – 3,542 |
## Activity Area 2011/12 Objective

### Operations/Factory Monitoring (continued)

<table>
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<tr>
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| Auditor quality and performance | Improve auditor quality, integrity and performance. | • Updated audit guidance materials including the “Auditor and Audit Firm Handbook 2012” noting ICP audit requirements and acceptable auditor behavior  
• Issued a Quality Control Audit Protocol to improve aspects of QC auditing focused on high-risk factories; assigned more manpower  
• Supported development of an industry association for auditors |
| Audit Integrity | Put in place an audit integrity improvement program to increase quality control. | • 377 emergency cases handled by ICP staff  
• Four factories suspended and three terminated from the ICTI CARE Process on suspicion of unethical behavior  
• Two auditors dismissed for accepting bribes |
| Underage Labor | Continued vigilance. | • 62 reported cases of underage labor (under 16 years) found in 23 factories; 29 rescued from 17 factories and returned home; six remaining factories terminated from ICP (April 1 to August 31, 2012) |

### Education, Training and Capacity Building

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| Ethical Manufacturing | Build awareness of factory owners and managers to encourage compliance with ICP health, safety and labor standards. | • Held one seminar on Continuous Improvement Process in Dongguan  
• Ran two “Open Day” seminars in Dongguan and Shenzhen  
• Held “Navigating the Grey Areas of China Law and Audit Practices” forums emphasizing labor contracts and working hours and wages obligations  
• Supported joint INFACT and CCR CSR training course on managing student workers in Dongguan  
• Organized four seminars on ICTI CARE Process policies, improvement solutions and best practice sharing for 877 factory representatives in Hong Kong, Nanjing, Dongguan, and Shenzhen |
<p>| Audit Quality | Ensure ICP accredited auditors maintain ICP standards. | • 132 auditors attended three ICP auditor refresher courses |</p>
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| Factory worker empowerment | Increase access to information and make workers part of the long-term solution. | • Delivered 18-month pilot train-the-trainer worker education program for 3,600 factory workers/managers from seven factories  
• Commissioned INFACT Global Partners to assess impact of the pilot training program  
• Distributed updated pocket-size worker information CARE Cards: 2011 – 205,500 / 2012 June – 106,600  
• 1.4 million workers employed by 2,400 ICP member factories were provided with access to ICP’s confidential, toll-free Helpline service  
• ICP factories were required to post information about worker’s rights and the ICP Helpline service in public areas |
| Identify additional opportunities to support factory workers. |  | • Three factories received ICP monitored worker training by ICP NGO training partners on the topics of “Worker Representatives Schemes” and “Dealing with Sexual Harassment” |
| Factory Education | Disseminate ICP information via China Toy and Juvenile Product Association (CTJPA) publications and membership meetings. | • Met with important CTJPA members and made an ICP presentation at the 2011 Toy Expo, Shanghai |
| Purchasing practices | Develop a retail buyer awareness program. | • Held ongoing discussions with various retail outlets |
| Stakeholder Communication |  |  |
| Factory Workers | Increase access to information and make workers part of the long-term solution. | • 5,467 Helpline enquiries received since its launch in April 2010 until December 2011; 486 complaints investigated by ICFAL staff  
• Extended the Ethical Trading Initiative survey “Chinese Worker’s Income: Overview of Toy Industry,” to 2,000 workers from 55 suppliers to help identify key issues |
## Stakeholder Communication (continued)

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| Manufacturers | Increase factory engagement and capacity building to promote fair labor practices. | • Participated in multi-stakeholder seminars, meetings with factory owners/managers, and heads of the China Toy and Juvenile Products Association and major regional associations  
• Disseminated information about ICP developments via membership meetings and China Toy and Juvenile Products Association publications  
• Signed MOU’s with regional toy manufacturer associations to create closer collaboration  
• Increased engagement with factory owners and managers which led to growth of ICP programs, new factory applications and registrations |
| Brands, Retailers, Licensors, Toy Associations | | • Exchanged views with the 20 national toy associations belonging to the International Council of Toy Industries at over 100 major toy industry events or meetings |
| Expert Organizations | Collaborate with different external experts to share ideas, research and best practices that inform ICP leadership and engagement strategies. | • Completed first step of GSCP self-assessment to help harmonize the two systems; entered second stage of assessment to be completed in Q4 2012 |
| NGOs | Maintain systematic engagement to enhance communication and achieve mutual objectives. | • Commissioned China Labor Watch (CLW) to undertake research aimed at better understanding the desires and expectations of migrant workers by age group (born pre-1990 – generation Y – and after)  
• Worked with local NGO partners to design and deliver the pilot train-the-trainer program  
• Engaged local China NGO to manage the toy industry’s toll-free helpline service for ICP factory workers  
• Joined with the NGOs, brands and retailers to investigate and resolve NGO reports of health, safety and labor violations in five factories through joint factory audits, corrective action plans and periodic reviews  
• Periodically met and exchanged views with several international NGO groups focused on labor issues |
| Government | Obtain top level support and make certain that all issues are considered to safeguard ICP’s success. | • Held periodic exchanges about regulatory developments, local needs and potential issues with Chinese government ministry officials  
• Ongoing cooperation with the German Toy Association (DVSI) and Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH took place over current and future training program opportunities |
2011 FINANCIAL HIGHLIGHTS (US$ %)

**Income:**
- Total: $2,876,242
  - Audit Operations: $2,646,009 (92%)
  - Donations: $230,233 (8%)

**Expenses:**
- Total: $2,806,502
  - Audit Operations: $1,097,290 (39%)
  - Capacity Building: $625,016 (22%)
  - Communication and Stakeholder Activities: $616,325 (22%)
  - Quality Assurance or QC Audit Expense: $140,035 (5%)
  - Oversight and Policy: $327,836 (12%)
  - Increase in Reserve: $69,740 (2% of income)
WHAT’S AHEAD

Complete the GSCP Equivalence Process

Leading global buying companies created the Global Social Compliance Program (GSCP) to address the need for consistency in working and environmental conditions in an often-shared supply chain, and to allow for more focus on the resolution of the root causes of non-compliance. The ICTI CARE Process has proceeded with the first stage of participation in the GSCP Equivalence Process, the self-assessment, which was performed by ICFAL technical staff. The entire GSCP Equivalence Process will be completed in 2013.

Meet education and training needs of factory managers, workers and auditors

While the programs first introduced in 2008 represent a good start, further improvement and investment are needed to attain our goal of sustainable factory compliance. Plans are to provide more targeted training to factory managers, workers and auditors and we are exploring new sources of funding to expand ICP education and capacity building programs.

Planning is underway with project partners Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH and an external service provider to implement a new pilot project, the ICF Factory Improvement and Support (IFIS) Program, at the end of 2012. The project will provide competency building for factory managers and workers, and will be customized to the toy manufacturers’ needs to achieve higher productivity, increased competitiveness and compliance with CSR requirements and better communication between management and workers. GIZ will provide support while the content development and execution of this project will be done jointly by ICFAL team members and an external service provider during 2013.

Another focus will be on continued improvement of auditors based on evaluations by factories and the ICP technical team – facilitated by the new ENABLON system.

Auditor training programs are scheduled to take place during Q4 of 2012, Q1 of 2013 and Q3 of 2013.

Increase buyer awareness

Buyers often seem unaware of the direct impact their buying practices have on manufacturing. An important aspect of achieving sustainable improvement at the factory level will be “awareness raising” among buyers so that they fully understand the impact of their actions on labor outcomes. We will take steps to increase awareness of top retail and brand management through the ICP Date Certain program, industry meetings and other communication vehicles, e.g., webinars, which ideally will result in greater buyer accountability.
Set the highest industry standards

Despite increasing industry challenges, the keen focus on ethical manufacturing continues and the ICTI CARE Process remains woven into the fabric of a growing number of factories, brands, retailers and toy associations. We are guided by a set of principles and practices that include transparency, responsibility and accountability and remain committed to fulfilling our mission - ensuring children’s products are manufactured in safe and humane conditions.
GOVERNANCE BOARD

Co-Chair: Alan Hassenfeld, Chairman of the Executive Committee of the Board of Directors of Hasbro, Inc.
Co-Chair: Maria Livanos Cattaui, former Secretary General of International Chamber of Commerce
Peter Eio, former President of LEGO in the Americas and former Chairman of the Toy Industry Association
Gary Hutchens, former President of the International Council of Toy Industries
George Irwin, Chairman and CEO of IToys Inc.
Lisa Klein, Senior Vice President, Corporate Responsibility, Mattel
Alan Munn, former President and CEO of Tomy Europe
Jane Nelson, Senior Fellow and Director of the Corporate Social Responsibility Initiative at the Kennedy School of Government, Harvard University
William Reese, President and CEO of the International Youth Foundation
Paul Rice, President and CEO Fair Trade USA
Arnie Rubin, former President of the International Council of Toy Industries and CEO of Funrise Toys
Xiaoguang Shi, Independent, Non-Executive Director of Goodbaby International Holding Ltd. (China)
Pär Stenbäck, former Minister of Foreign Affairs of Finland
Kenneth Ting Woo-Shou, Chairman of Kader Industrial Company Limited
Auret Van Heerden, President and CEO of the Fair Labor Association
T.S. Wong, Chairman of Jetta Company Ltd., Honorary President of Hong Kong Toys Council

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