

ANNUAL REPORT

2025

Mothers and caregivers, who rely on the Child Friendly Space while they work during the day, observe their children at pick-up time, Indonesia, Feb 2025.

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01

Introduction

Keeping course while creating impact

Mildly put, 2025 was not without its challenges. As with many organisations in this field, we have felt the impact of cuts in both the public and private sectors. We have seen how supply chain risk management strategies have led to less investment and diminished impact on the ground. We have noted the delay and weakening of mandatory Human Rights Due Diligence (HRDD) legislation, as well as the rise of narratives suggesting that HRDD undermines businesses.

Looking back at The Centre's work in 2025, we are proud to have weathered these negative trends by applying a pragmatic, clearly communicated approach. We recognise that companies with international supply chains cannot be held solely responsible for human rights problems in their sourcing countries, which stem from multiple root causes, such as geopolitical pressures and governance failures. Yet when companies benefit from weaknesses in those sourcing environments—for example, lower labour costs—they frequently fail to take positive actions that would reduce child and human rights risks. Our messaging, guidance and work on the ground remind companies of their responsibilities at the intersection of business and human rights, offer practical solutions that create positive impacts for children and adults, and at the same time, strengthen supply-chain management and business value.

Building on that approach, we have delivered tangible results. To mention just two, we have continued and expanded our Child Rights Action Hubs, creating measurable benefits for children affected by supply chains and have successfully engaged companies to invest in family-friendly workplaces, demonstrating that these investments strengthen compliance and HRDD and support positive business outcomes.

I want to express my gratitude to everyone who has supported us:

- The peer NGOs who, through their collaboration, advocacy and introductions, have amplified our impact
- The children in our child labour prevention and remediation programmes, who have dared to give the adults in their lives a second chance to do right by them
- The workers who, despite past disappointments, are willing to participate in discussions and training to make their voices heard
- The grassroots organisations that, with limited resources, take significant risks to support vulnerable groups in our supply chains
- The managers in factories, plantations and mines who transparently address challenges in their operations
- And the sustainability and compliance teams in international companies who advocate for budgets and fairer purchasing practices, until they are heard in their boardrooms

Thank you for not backing down and for your ongoing commitment to fairer supply chains. Our team at The Centre remains dedicated to finding solutions in the face of challenges, and contributing to this struggle wherever we can—be it small or large.



Ines Kaempfer
CEO, The Centre for Child Rights and Business

Message from the CEO



The Centre for Child Rights and Business is a social enterprise dedicated to helping companies understand and strengthen their impact on children in supply chains, with programmes across a wide range of sectors and contexts in over 30 countries. We support businesses in integrating child rights into their core practices and human rights due diligence, ensuring meaningful, long-term change across all levels of their supply chains globally.

Our mission is to ensure that businesses embed robust and sustainable child rights practices into their operations throughout their entire supply chain.

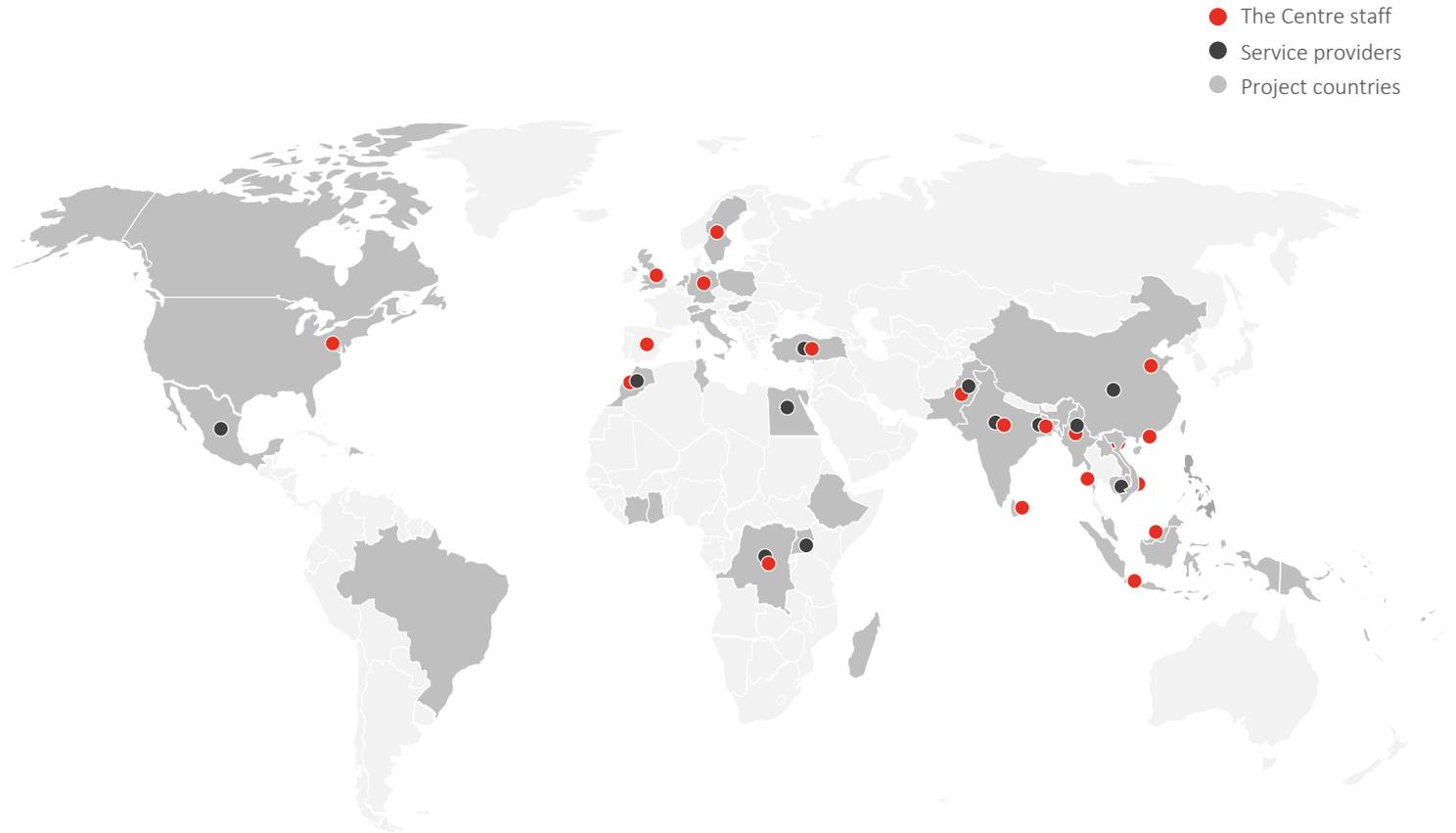
Our vision is a world in which ethical, sustainable and child rights-respecting supply chains benefit workers, children and businesses.

About The Centre

As momentum grows, so does our reach

Our expanding network of staff, service providers and project countries reflects a growing recognition among businesses that understanding and addressing child rights risks, particularly in lower tiers, is both a core responsibility and a business imperative.

Our presence is intentionally dynamic. We scale and adapt in line with our clients' needs, ensuring we can meet partners on the ground, respond to evolving challenges and deliver impact wherever it is needed.



A map of our work

We have **60** staff working from **21** locations

We implemented services in **36** countries

We work with **98** accredited and tested service providers in **12** countries

Our theory of change

Our theory of change shows how our services create impact. In 2025, we continued to support businesses in turning human rights due diligence into practical action, strengthening how risks are identified, managed and addressed across global production systems. By building the capacity of suppliers, supporting workers and families, and creating safe pathways for young people into decent work, this approach helps drive more resilient supply chains in which improved conditions for people and stronger business performance go hand in hand.

Our overarching goal

Ethical, sustainable and child rights-respecting supply chains where workers, children and businesses benefit



Key outcomes we aim to achieve

Supply chain actors have better insights, tools and processes to manage human and child rights risks



More workers and children are protected from child/forced labour

More young workers have access to decent work

More workers and children have access to remedy



More workers in supply chains benefit from support for parent workers and equality in the workplace



Our strategies

01 Understand risks across supply chains

02 Manage supply chains responsibly

03 Directly advance child rights in supply chains

04 Create gender-equal and family-friendly workplaces

Our services

CRIB Working Group
On-site rapid assessments
Human rights impact assessments
Research

Child labour & forced labour policy and guidelines
Supply chain mapping
HRDD capacity building

Child labour remediation
Child Rights Action Hubs
Child labour & forced labour prevention and remediation

Access to decent work for youth
Young worker management
Young worker rights and protection

Child Friendly Spaces
Parenting training
Family-friendly workplaces

Gender empowerment
Gender responsive policies
Gender transformative programmes

How we create positive change

Numbers from 2025 that make us proud

From factory floors to rural communities, we are proud to highlight a few of our key outcomes in 2025.



114

projects were implemented in 23 countries



54,479

adults and 5,084 children were reached directly



527

production sites and factories have participated in our programmes via 110 clients



46

on-site child rights and human rights assessments were conducted in 1,408 lower-tier sites in 13 countries



56

suppliers implemented family-friendly initiatives, including 800 factory-led training sessions following The Centre's guidance



90

companies improved their commitment to child rights and business, with 42 strengthening their child labour policies



6

Child Rights Action Hubs supporting children and youth were operated in 2025, including 3 new ones in Pakistan and India



300

youth were supported, of which 133 were placed in improved working conditions, and 167 received skills training



344

child labour cases were reported to The Centre, with 213 new cases integrated into remediation programmes

02

Understand risks
across complex
global supply chains

Understand risks across complex global supply chains

In 2025, a primary focus of our work was helping companies navigate a rapidly shifting regulatory landscape for human rights and corporate accountability. Our approach centred on providing a better understanding of the human rights risks across complex global supply chains. In line with the OECD Due Diligence Cycle, we supported businesses in identifying and assessing risks affecting children, workers and communities in high-risk sourcing contexts.

Through 46 child rights and human rights risk assessments, research and risk analyses, we worked with companies to gain deep knowledge and transparency to improve responsible business practices — including purchasing decisions — that concretely shape conditions on the ground. These insights informed the next steps of due diligence, guiding efforts to strengthen policies, systems and responsible purchasing practices across supply chains, and curating customised training materials for management and workers. Our research, publications and participation in global industry discussions also helped raise awareness and deepen understanding of emerging risks, and supported companies to turn knowledge into more effective action.



The Centre's Pakistan team visiting a waste processing site, Pakistan, Nov 2025.

“Through our human rights risk assessments, we've empowered our clients to expand their horizons and embrace a deeper sense of responsibility. By uncovering the harsh realities faced by the children of domestic migrant workers in agriculture, we highlight the urgent need for better child-friendly facilities at the fields and support workers to end the cycle of intergenerational poverty—because every business decision international buyers make today can shape a better future for the workers' children.”

Gayang Ho
Director of Research



Zooming in on our work in 2025



46 child rights and human rights risk assessments

conducted in **12** countries



19 clients

conducted child rights and human rights risk assessments



3,365 individuals

engaged in both factories and in the fields through risk assessments



6 industries

reached in total

Focus areas

- Human rights risk assessments
- Value chain mapping
- Research and insights
- Speaking engagement and outreach



87 tools, guidelines and publications

developed



24 major industry events

where The Centre spoke at

Clients and partners

In 2025, we worked with 19 clients and 122 of their suppliers across around 20 industries to enable stronger insights in their supply chains. Our work extended to 1,408 informal production sites, including smallholders, farms, gardens and subcontractors.



Understand risks across complex global supply chains

Spotlighting hidden risks in complex supply chains through risk assessments

In 2025, our risk assessment work continued to help companies identify labour and child rights risks that often remain hidden deep within complex supply chains. Through a combination of contextual research, supply chain mapping and on-the-ground engagement with workers and suppliers, our assessments provide companies with a clearer understanding of where risks exist and what practical steps can be taken to address them.

One example was a Child Rights Risk Assessment conducted for a European company sourcing beef-derived animal fat — a waste by-product of the meat industry — from cattle slaughterhouses in India. The assessment focused on supply chains in Uttar Pradesh, where the beef, meat processing and leather sectors linked to cattle slaughter operate in a highly sensitive social and political environment.

In recent years, increasing social tensions around cattle slaughter and beef production have forced abattoirs and traders to operate discreetly. In parts of India, some political and religious groups have pushed for stricter restrictions or a complete ban on cattle slaughter, creating an increasingly difficult environment for businesses operating in this sector. Muslim workers — who predominantly make up the workforce in the beef, meat processing and leather industries — have faced growing marginalisation due to majoritarian policy shifts and local political pressures. This has contributed to increased and intersectional vulnerability among workers, many of whom already come from lower-caste backgrounds. In such conditions, workers' ability to access decent livelihoods or seek redress for labour violations is often severely limited.

For this assessment, we relied on our diverse team, local partners and field researchers who understood the sensitivities surrounding the cattle slaughter and beef processing sector and could safely engage workers and suppliers. The assessment brought together evidence from multiple sources, including interviews with the client, background research on the local operating context and on-site engagement with workers and facilities. In total, 153 informants participated, including workers who shared their experiences through surveys, focus group discussions and individual interviews, alongside facility walkthroughs. This mix of qualitative and quantitative inputs allowed us to triangulate findings and build a more reliable picture of working conditions in a supply chain where formal documentation is limited.

By combining contextual indicators — such as social tensions, economic vulnerability and access to grievance mechanisms — with supply chain dynamics like recruitment practices and subcontracting arrangements, the assessment helped identify not only where the most significant risks arise, but also where the buyer has leverage to make an impact. Importantly, the process also helped engage suppliers and other stakeholders in constructive dialogue, creating space to discuss practical improvements even in a complex and politically sensitive environment.



Understand risks across complex global supply chains

Uncovering patterns in corporate child rights disclosures through AI-driven analysis

A second example in 2025 shows how we combine research expertise with emerging technology to analyse companies' commitment to safeguarding child rights at scale. In partnership with UNICEF, we supported a regional study examining corporate sustainability reporting by over 1,300 publicly listed companies across nine South and Southeast Asian countries. While the bulk of the research and analysis took place in 2025, the work is continuing into early 2026 as the final outputs are completed.

The study aims to help regulators, investors, stock exchanges and companies better understand where gaps exist in corporate reporting — and where stronger accountability mechanisms are needed.

To manage the scale of the analysis, we designed a rigorous methodology that combined AI-supported data analysis with targeted manual review. Selected companies were assessed against 26 child rights reporting indicators, designed by The Centre based on internationally recognised frameworks and previous UNICEF reporting methodologies. AI tools were used to efficiently evaluate corporate sustainability and ESG disclosures across the large dataset, allowing us to identify patterns, assess the quality of reported commitment statements, and trends in how companies approach child rights reporting across sectors and countries. 155 companies were also reviewed manually to validate the methodology and provide deeper qualitative insights into how the businesses communicate their intent, actions and measurable impact.

In addition to this hybrid approach, validation workshops with UNICEF and ESG experts were held to consolidate the findings. This allowed us to analyse a large volume of corporate disclosures while maintaining analytical depth and quality control. The results are informing a regional analysis, country-level reports and investor guidance, providing stakeholders with a clearer picture of how child rights are currently reflected in corporate sustainability reporting across the region.

It also shows how The Centre effectively uses AI tools where suitable and meaningful, integrating them with our strong human expertise. This strategy helps The Centre remain a competitive service provider for both macro and micro research projects on child rights and business. The report is scheduled for publication in the second quarter of 2026.



Understand risks across complex global supply chains

Mapping hidden child rights risks in informal collection and recycling supply chains

In 2025, we conducted a child rights risk assessment in Pakistan’s collection and recycling sector to help a client better understand child rights risks within the recycling value chain for food packaging. The work focused on Karachi, where much of the waste generation and collection takes place and which relies on complex networks of informal actors operating outside formal oversight.

Understanding risks in these environments requires looking beyond direct suppliers. Our approach combined desk research, stakeholder interviews and rapid on-site visits to capture how the informal collection and formal recycling value chain operate in practice. This included visits to key points in the collection and recycling chain and in-depth discussions with different categories of actors along the value chain, allowing us to observe working conditions and understand the relationships between actors involved in collection, sorting and resale.

A key part of the assessment was value chain mapping, which helped visualise how waste collection flows from highly informal actors — such as waste pickers, door-to-door collectors and unregistered scrap dealers — through intermediaries like mixed-waste centres and agents, and eventually into more formal recycling channels. Mapping these relationships helped clarify where the greatest risks may arise and where companies may have entry points for engagement.

To ensure the analysis reflected the realities of those working in the sector, the assessment engaged a wide range of stakeholders. This included government waste contractors, scrap dealers, mixed-waste collection centres and landfill operators, as well as direct interviews with waste pickers and door-to-door collectors. A combination of focus group discussions, individual interviews and business owner consultations allowed the team to capture diverse perspectives on working conditions, economic pressures and potential pathways for improvement.

The insights gathered through this process are helping inform the development of a child rights training and policies, alongside future training for partners involved in the collection and recycling value chain. By combining field engagement with supply chain analysis, the assessment provided the foundation for more targeted efforts to address risks affecting children in complex informal economies.



African Business and Human Rights Forum, Zambia, Oct 2025.



Child Rights Action Hub Bangladesh's Anniversary, Bangladesh, May 2025.



UN Forum on Business and Human Rights, Geneva, Nov 2025.

Understand risks across complex global supply chains

Sparking change through discussions and exchanges

From China to Morocco, and from Zambia to Switzerland, 2025 was a year of conversations. Throughout the year, The Centre was honoured to contribute to global conferences, industry events and webinars, roundtable discussions and major programme-related events, sharing perspectives and updates from our work on child rights and responsible supply chains.

For us, these engagements are more than opportunities to present. They are spaces to exchange ideas, reflect openly on the challenges companies face in strengthening human rights in global supply chains, and highlight practical approaches that create real impact. These conversations help spark inspiration – and ultimately action – among businesses seeking to do more and do better. We observed that our speaking engagements led to more support for the Child Rights Action Hubs, increased our CRIB Working Group membership and inspired several companies to take their first steps in engaging with child rights and business in their supply chains.

Just as importantly, these moments are a chance for us to listen. Across panels, roundtables and informal discussions in hallways and exhibition spaces, we learn continuously from the insights, experiences and innovations of others working in this field. We share what we can from our own work, while recognising that meaningful progress depends on the collective efforts of many actors.

We are deeply grateful to everyone who collaborated with us, whether by co-organising sessions, joining us on panels and webinars, visiting our booths or simply stopping by to say hello and exchange ideas. We are also thankful to have hosted booths at the United Nations Forum on Business and Human Rights in Geneva and Bangkok, which provided valuable spaces to connect with partners and introduce new audiences to our work.

To everyone who engaged with us along the way, thank you.

Sharing insights from the frontline of global supply chains

Throughout 2025, we published a range of resources to help businesses and policymakers navigate human rights challenges. These toolkits and guides are grounded in our field experience and developed alongside partners in industry, government and civil society. Our publications aim to turn high-level commitments into practical action, particularly regarding child labour risks, remediation and responsible sourcing. Here are three highlights from the year.

Contributing expertise to Germany's child rights due diligence guidance

In June 2025, the German Federal Office for Economic Affairs and Export Control (BAFA), the enforcement authority of the German Supply Chain Due Diligence Act, released new guidance on protecting children's rights in supply chains.

Through a partnership with Save the Children Germany, The Centre was consulted during the development of the guidance and contributed key perspectives alongside other stakeholders.

While the document draws heavily on established standards from organisations such as the International Labour Organization and UNICEF, it also references several publications developed by The Centre and partners, including:

- 1,000 Reports of Child Labour: Lessons, Insights, Reflections from The Centre's Child Labour Remediation Work
- The Suitability of Operational-Level Grievance Mechanisms in Addressing Child Labour (with The Remedy Project)
- Child Rights Risks in Global Supply Chains: Why a 'Zero Tolerance' Approach is Not Enough (with Save the Children Germany)

We are proud that our work helped inform guidance that shapes how German companies approach child labour risks under the due diligence framework.

Strengthening Child Labour Remediation in Malaysia's Palm Oil Sector

In 2025, we published two complementary guidelines under the MY Voice project led by Social Accountability International: *Guideline to Strengthen Child Labour Remediation in Malaysia's Palm Oil Sector* and *Operational Guideline on Forced Labour Remediation for Private Sectors*. Together, these publications strengthen both child labour and forced labour remediation efforts in Malaysia's palm oil sector.

The resources support case managers, Child Labour Remediation (CLR) coordinators, companies and supply chain professionals in planning, implementing, monitoring and successfully closing remediation cases. They respond to persistent challenges in the sector, including vulnerabilities linked to migration, statelessness, lack of documentation, and complex recruitment systems that heighten risks for both children and adult workers.

The publications provide practical guidance on responding once cases are identified, engaging affected children, families and workers, and navigating remediation in complex supply chains. To support implementation, they are accompanied by a total of 18 tools and toolkits, including case studies and practical resources to help practitioners apply the guidance effectively and ensure sustainable outcomes.

Supporting US companies in addressing child labour risks and child labour remediation

In 2025, we partnered with AIM-Progress to develop two resources to help companies address rising child labour risks in the United States.

We developed the *Child Labour Remediation Framework for the United States*, providing a practical, rights-based roadmap for business-funded remediation. It outlines key steps from initial assessment and immediate response through to case management and long-term monitoring, and includes a directory of national organisations to support companies when cases were identified.

We also conducted research in Northwestern Indiana and Southwestern Minnesota to map stakeholders involved in remediation. This work identified gaps in local response capacity and highlighted the need for stronger coordination and investment, particularly to build accessible networks of specialised support services.

Together, these resources aim to strengthen companies' ability to respond by supporting partnerships with community organisations and establishing more robust, rights-aligned remediation processes within the US context.

Case Story

Strengthening responsible sourcing for homeworkers in Bangladesh

For Nadia*, the day begins at 5:00 a.m. While the world is still quiet, she is already navigating the complex juggle of domestic life and labour. Her morning is a blur of cooking and preparing her child, who lives with a disability, for specialised therapy.

Three days a week, Nadia travels to a local rehabilitation centre for disabled children. While her child is in class, Nadia doesn't rest. She spends those three to four hours braiding, eventually hauling 10–20 kg of materials back to her home. On the days she isn't at the centre, the braiding continues in the small pockets of time between caregiving and chores: late morning, a brief afternoon session and finally two hours from 8:00 p.m. to 10:00 p.m.

Nadia is not an outlier. At the rehabilitation centre, 71% of these mothers are the primary breadwinners for their families. For mothers like Nadia, this informal work is a lifeline, but one held by a fragile thread. The case for supporting homeworkers is rooted in the unique needs of vulnerable families. For parents of children with disabilities, traditional factory roles with rigid shifts are often impossible. Homeworking offers:

- Care-integrated income, where mothers can set their own hours around therapy, schooling and medical needs
- Family-friendly environments, so that mothers caring for their children can take breaks as needed
- A path to financial contribution for those who would otherwise be excluded from the workforce, and empowerment for women to earn their own incomes

In 2025, we worked with Waitrose to better understand and address risks linked to home-based work in its supply chain in Bangladesh.

Homeworking is a significant but often hidden part of global supply chains. In Bangladesh alone, an estimated two million workers are engaged in home-based production, many of them women balancing income generation with family responsibilities. For mothers caring for children with disabilities or other caregiving needs, homeworking can provide a critical source of income that traditional factory jobs cannot accommodate.

However, the informal nature of homeworking also presents significant challenges for companies seeking to uphold responsible sourcing standards. Without adequate transparency and oversight, homeworkers may fall outside formal monitoring systems, increasing risks related to poor working conditions, low wages, lack of grievance mechanisms and potential child labour.

Through a targeted risk assessment, we helped Waitrose gain deeper visibility into these conditions within its supply chain. The assessment identified both the important role homeworkers play in production and the gaps in protections and working conditions that need to be addressed to ensure responsible sourcing.

Following the assessment, Waitrose took steps to strengthen oversight and support for homeworkers. This included increasing funding channelled back to women in the supply chain through local partners, extending production lead times, and helping suppliers secure additional orders to support more stable incomes for homeworkers. Planned improvements also include better ventilation, ergonomic workspaces, health and safety training, and clearer guidance on appropriate tasks for children to help prevent child labour risks.

For brands sourcing from complex and informal production environments, addressing risks related to homeworking is an important part of credible human rights due diligence. We are proud of our collaboration with Waitrose to better protect vulnerable workers while contributing towards more resilient and responsible sourcing models.

**A pseudonym is used to protect the individual's identity.*



03

Manage supply chains responsibly

Manage supply chains responsibly

In 2025, we continued to support companies in strengthening how they manage risks and responsibilities across their supply chains. Through capacity building, training and collaborative platforms, we worked with factories, subcontractors, suppliers and brands to improve policies and practices related to child labour prevention, family-friendly workplaces, responsible recruitment and human rights due diligence. We also saw our Child Rights in Business (CRIB) Working Group expand, with close to 50 major brands and retailers participating in this confidential platform to exchange experiences, address shared challenges and advance best practices for children, young workers and families in global supply chains.

A mother and her children under a shaded structure at a sugarcane-harvesting site, India, Dec 2025.



“Managing supply chains responsibly requires moving beyond policies to practical, on-the-ground implementation, particularly in complex, lower-tier contexts where risks are highest and visibility is weakest. As expectations under human rights due diligence continue to evolve, companies increasingly recognise that they cannot do this alone. The growth of the CRIB Working Group reflects this shift: a platform where businesses openly exchange challenges and solutions in a proactive, collective way. These insights directly inform our wider work, enabling us to design more grounded, actionable approaches that strengthen responsible supply chain management.”

Gerard Valls
Senior Business Development Manager



Zooming in on our work in 2025



90 clients

enhanced their commitment to child rights and business



42 companies

strengthened their child labour policy and procedures through The Centre’s consultancy work



48 Training-of-Trainers

conducted in **9** countries



469 trainers

trained by The Centre

Focus areas

- CRIB Working Group
- Consulting governments
- Guidelines and toolkits
- Training-of-trainers
- Tailored capacity building training for suppliers
- Responsible recruitment policies



814 in-house trainings

conducted by trained trainers, reaching **40,260** individuals



379 management staff

trained to responsibly recruit and manage young workers

Clients and partners

Our programmes strengthened responsible supply chain management by engaging nearly 300 suppliers, factories and buyers across formal and informal sectors, building capacity through training, systems and partnerships to better protect children, young workers and families.



292 suppliers, factories and buyers

reported improved business relationships as a result of the initiatives

Putting due diligence to work in sugarcane

India is the world's second-largest sugarcane producer, producing over 400 million tonnes annually. This vast industry relies on millions of seasonal and migrant workers who often receive limited protection or social support. Migrant sugarcane workers in India often travel long distances for the harvest season and live in temporary settlements with little access to safe housing, sanitation or childcare — conditions that create significant human rights risks, including child labour. Seasonal migrant women form nearly half of this workforce, necessitating gender-sensitive interventions to promote decent work.

In 2025, Nestlé and its supplier partnered with The Centre to address these risks. Following an initial human rights risk assessment, the partners chose to move quickly from analysis to engagement by working directly with workers and communities to understand their needs first-hand, and thereby helping to avoid additional lengthy assessment processes. Through a series of “Under-the-Tree Workshops”, the process began with informal “under-the-tree” worker engagement sessions conducted directly in the harvesting sites. These informal sessions allowed workers, especially women, to share lived realities regarding water access, sanitation and childcare. These insights informed a human rights risk review that identified practical improvements to protect worker dignity.

The insights gathered from these field discussions were combined with a focused human rights risk review of the harvesting environment. The exercise helped identify practical improvements needed to protect workers' dignity and well-being, particularly for women workers, who often bear disproportionate unpaid caregiving responsibilities while engaged in agricultural labour. This step ensured that the intervention aligned with a human-rights-based and gender-sensitive approach to supply chain management. The next phase involved action planning workshops with Nestlé suppliers. During these workshops, The Centre facilitated dialogue between Nestlé representatives and supplier management, presented worker insights from the field to ground the discussion in real experiences and encouraged suppliers to identify improvement areas themselves, rather than having solutions imposed externally.

While Nestlé demonstrated an early commitment by providing resources, technical guidance and strategic support, the process emphasised that suppliers would take primary responsibility for implementing improvements in their operations. This collaborative approach ensured that solutions were not designed as short-term projects, but as practical improvements that the supplier could integrate into its ongoing management and support of sugarcane workers. Following the workshops, suppliers committed to specific actions to improve working conditions for harvesting workers.

The results are already visible. Open-air temporary tents are being replaced with permanent all-weather structures and shared living spaces, implemented directly by the supplier, equipped with electricity, clean water and gender-segregated toilets, providing workers and their families with safer and more dignified living conditions. To reduce the risks of heat stress during long hours in the fields, the supplier has also established shaded rest areas with access to clean drinking water and storage cans for workers and their children in the harvesting areas. A particularly significant milestone was the launch of the first-ever Child Friendly Space for sugarcane harvesting workers. Located away from the fields and equipped with learning and play materials, the space provides supervised care for children while their parents work and helps prevent children from entering hazardous agricultural work.

Health camps were organised to provide early diagnosis, treatment and advice on injury prevention and hydration. Through these camps, 487 workers received medical consultations, treatment and essential medicines. Some of the most common health risks identified as part of the camp included musculoskeletal disorders (back, joint and neck pain), dehydration, heat stress and exhaustion, as well as cuts, injuries and infections. Importantly, these improvements are being implemented directly by the supplier, with The Centre providing technical support and guidance where needed. This increases the likelihood that the improvements will continue beyond the initial intervention and become embedded in how workers are supported during future harvest seasons.

For a sector where migrant agricultural workers have long been overlooked by formal support systems, this initiative marks an important shift. By combining Nestlé's commitment and support with supplier ownership and worker engagement, the programme is helping to drive more sustainable improvements in the management and support of sugarcane workers across the supply chain. We're proud to see how Nestlé's investment in human rights due diligence, together with the supplier's leadership in implementing these changes, is making a tangible difference in the lives of India's sugarcane workers.

Case Story

Building lasting protection for children through supplier-led community solutions and financial support

In 2025, a Child Friendly Space (CFS) established two years earlier in a rural rattan-producing community in Muara Pulau, Indonesia, continued to demonstrate how locally rooted initiatives can create lasting benefits for children and families connected to global supply chains.

Launched in 2023, the CFS in Muara Pulau was designed to provide a safe, structured environment for the children of rattan farmers and workers — offering educational support, supervised activities and a space where children could learn and develop while their parents worked. Since its establishment, the initiative has become an important resource for the community, supporting children's learning and well-being while helping reduce pressures that can contribute to child labour risks.

A key milestone in 2025 was the initiative's long-term sustainability. The supplier, Findora Internusa, has now taken full financial responsibility for operating the CFS, embedding the programme directly within its operations. This transition from an externally supported pilot to supplier-funded community infrastructure helps ensure the space remains a stable, lasting resource for families in the area.

The success of this model was also recognised at the national level. In March 2025, Findora Internusa received the PAACLA Award for its impact, innovation and scalability. Presented by the Partnership for Action Against Child Labour in Agriculture, in collaboration with the ILO and Indonesia's Ministry of National Development Planning (Bappenas) and the Ministry of Manpower, this award recognises organisations that demonstrate outstanding creativity and commitment to tackling child labour.

Two years on, the Muara Pulau Child Friendly Space illustrates how community-based solutions, supported by committed suppliers and international partners, can create durable systems that protect children and strengthen families connected to global supply chains.

By taking direct financial ownership, the supplier has woven child welfare into the core of the production process, with clear and measurable outcomes:

70%

of children have improved their literacy and numeracy skills

63%

of children demonstrate enhanced social and emotional intelligence

53%

of parents report feeling less worried at work, which directly enhances focus and productivity



04

Advance child rights
in supply chains

Advance child rights in supply chains

In 2025, efforts to advance child rights in supply chains increasingly moved upstream into the complex lower tiers where risks are often hardest to see. Our work continued to focus on child labour prevention and remediation (CLPR), with more children identified in supply chains being connected to longer-term remediation programmes supported by global buyers.

More companies also engaged with upstream supply chains, including subcontracting networks and sectors such as mineral extraction. Through collaborative initiatives like our Child Rights Action Hubs, brands, civil society organisations and government partners worked together to address shared risks and strengthen systems that protect children.

Challenges remain. Securing timely commitments to remediation programmes and addressing limited buyer leverage in lower tiers continues to require sustained effort. Even so, the growing engagement from companies in these hard-to-reach parts of the supply chain marked an important step forward.

At the same time, companies increasingly recognised Access to Decent Work for Youth (AD-Y) as an important tool to prevent child labour by creating safe and legal pathways for young workers.



Young workers in safe, decent work under the Child Rights Action Hub AD-Y programme, Bangladesh, Apr 2025.

“What stood out in 2025 was not just the growth of the Action Hub, but the depth of its impact, supporting children, young people, siblings and parents together, and strengthening collaboration across companies, communities and partners to build brighter futures.”

Chadrack Kanyingu

Project Manager, Democratic Republic of the Congo (DRC)



Zooming in on our work in 2025



213 children

enrolled in remediation programmes in **11** countries



133 young workers

now work in safe, fair and decent conditions



99 siblings

returned to school through the Action Hub Siblings Education Fund



55 child labour prevention initiatives

initiated globally



77 child rights focal points and 83 case managers

trained to identify and manage at-risk children within communities



45 global companies, government and CSOs

supported the Action Hubs through financial and non-financial means

Focus areas

- Child labour prevention training
- Child labour remediation
- Access to decent work for youth
- Child Rights Action Hubs

Clients and partners

In 2025, we worked with over 50 international clients, alongside 98 lower-tier suppliers and plantations to identify, mitigate, prevent and remediate child labour, as well as to support youth with access to decent work and skill building.



98 lower-tier suppliers and plantations

trained to improve their capacity on child labour prevention and remediation

This young girl has returned to school following her withdrawal from hazardous work through the Action Hub's remediation programme, Bangladesh, Apr 2025.



Advance child rights in supply chains

Addressing child labour and youth employment support through our global Child Rights Action Hubs

In 2025, our Child Rights Action Hubs expanded as a collaborative initiative for companies to address child labour risks in complex sourcing regions. By uniting brands, suppliers, civil society organisations and public partners, the Action Hubs translate human rights due diligence into practical risk management, capacity building and coordinated, long-term on-the-ground impact.

A major milestone in 2025 was the launch of three new Action Hubs: two in Pakistan (textiles and leather) and one in India (agriculture). These additions enhance support in high-risk sectors where local child protection systems and labour oversight are under-resourced. Across all Action Hubs, capacity building remained a central focus in 2025. The programme empowered suppliers, subcontractors and local partners to identify, prevent and remediate child labour risks, particularly in lower supply chains tiers where visibility is lowest. Through targeted training, suppliers improved their understanding of child labour prevention, responsible supply chain management and practical response mechanisms.

At the same time, the Action Hubs continued to support children and families directly. In 2025, 201 children enrolled in remediation programmes, receiving education and financial support. For those of working age, the Access to Decent Work for Youth (AD-Y) programme provided 74 young workers with the transition away from hazardous work environments into safe, fair and age-appropriate jobs with skill-building opportunities. The launch of Youth Clubs in Bangladesh and the DRC further strengthened engagement with young people and communities, creating spaces where families can learn about children's rights, share experiences and raise awareness on risks and opportunities in their communities.

System strengthening was another key priority. In 2025:

- 33 accredited case managers were trained and active in communities
- 81 child rights focal points were trained to identify and support at-risk children
- 231 lower-tier suppliers and plantations strengthened their capacity on child labour prevention and remediation
- 7 upper-tier factories improved their know-how on human rights due diligence and responsible supply chain management

The growth of the Action Hubs also reflects increasing commitment from companies and public partners. In 2025, 45 brands and partners supported the global network through financial and non-financial contributions, while partnerships with local civil society organisations continued to expand, strengthening locally grounded systems of prevention, identification and remediation.

Locations and industries of our child labour prevention and remediation services and Child Rights Action Hubs

Bangladesh	Agriculture, apparel and recycling
Cambodia	Agriculture and apparel
China	Apparel, cosmetics, home decor and toys
DRC	Mining and extractives
Egypt	Agriculture and cosmetics
India	Agriculture, apparel and toys
Indonesia	Cocoa, rattan and textile
Madagascar	Minerals and extractives
Malaysia	Palm oil
Mexico	Toys
Myanmar	Apparel
Pakistan	Home goods, leather, recycling and textile
Sri Lanka	Tea, textile and tourism
Tunisia	Garments
Türkiye	Apparel, flowers and textile
Vietnam	Apparel, coffee, pepper and textile
United States	Agriculture and meat processing



Spotlighting companies that are proactively tackling child labour in their upstream supply chains

For many years, The Centre has been working in the DRC to address child labour risks in the artisanal and small-scale mining (ASM) sector. As global demand for copper and cobalt continues to grow, so too does the need for meaningful engagement in the communities where these minerals are mined. In recent years, our work in the DRC has continued to expand through the Child Rights Action Hub, a collaborative platform that brings companies together to address risks collectively.

In 2025, 15 companies, organisations and government funds supported the Action Hub's work, including dormakaba, Tenke Fungurume Mining (TFM) and IXM. In this two-part article, we explore how and why these partners chose to engage. We hear directly from TFM and IXM, both part of the CMOC Group, about their involvement, alongside reflections from dormakaba on the value of collective action to address child labour risks upstream in mineral supply chains.

IXM and TFM

Since 2024, IXM and TFM, both companies of the CMOC Group, have been investing in the Action Hub, joining other companies committed to strengthening protections for children and youth in ASM communities. Their support helps scale programmes that protect children and strengthen the capacity of local civil society organisations working on the ground. Through the Action Hub, children identified in surrounding mining communities and working with ASM are enrolled in long-term remediation programmes that provide education support, healthcare, case management and a monthly living stipend for their families.

ME* is one of 20 children brought into the TFM-funded remediation programme in 2024, where he will receive long-term support. When he was identified at age 15, after leaving school at a young age to support his family, he had already worked for years under hazardous working conditions, without oversight or personal protective equipment (PPE). He was exposed to serious risks. Today, he has finished primary school and is training to be a motorcycle mechanic. His family receives a small allowance that helps alleviate the financial hardship that had once driven him to work in the illegal ASM mines. "I know how to diagnose engine problems and do basic repairs. I would like to continue working in the workshop to further develop my skills," ME said.

By investing in collective action through the Action Hub, companies such as IXM and TFM are helping translate human rights due diligence into practical action in one of the world's most complex sourcing environments.

Our commitment to preventing and remediating child labour is a voluntary initiative, entirely independent from our supply chain. Through this pilot project, we demonstrate our determination to meaningfully improve the well-being of children in the DRC and to sustainably reduce the risks they face. Our partnership with The Centre of Child Rights and Business reflects this ambition. It not only underscores our commitment to the fundamental principles of child protection but also reaffirms our alignment with the most rigorous international ESG standards for a truly responsible extractive industry.

Edouard Swana
Community Relations Manager, TFM

*A pseudonym is used to protect the individual's identity.



In June 2024, dormakaba entered into a partnership with Save the Children Switzerland to support them in their goal to overcome child labour in cobalt mining in the DRC. This partnership connected dormakaba to the Child Rights Action Hub DRC, developed and implemented by The Centre. Beginning in 2024 and continuing over a 10-year period, dormakaba will invest around one million Swiss francs to support the project's objectives. We spoke with dormakaba to better understand the motivation behind this long-term commitment and how it connects to the company's approach to human rights due diligence.

Why did you decide to invest in this initiative?

Our engagement with the Child Rights Action Hub in the DRC is grounded in our broader commitment to human rights and in the findings of the cobalt traceability study conducted by the University of St. Gallen, Switzerland. The study confirmed that child labour risks in the region are systemic and that no company sourcing electronic components can fully exclude the possibility that some of the cobalt in its products originates from the DRC. It also highlighted that these challenges cannot be addressed by individual actors alone but require coordinated, long-term action across the entire industry. Against this background, we became the first company in Europe to join this initiative and entered into a ten-year partnership to help establish a community-centred remediation system for affected children and families. Through this collective effort, we aim to provide direct support to those impacted today while also contributing to the structural conditions needed to prevent child labour from re-emerging in the future.

What progress or outcomes are you most proud of so far?

What we feel most proud of during these first three years is the strong and consistent progress achieved through the programme. Attendance rates among participating children have remained high, and no child enrolled has returned to mining, demonstrating the stability and effectiveness of the support model. Each child and their family is supported and closely monitored by a dedicated case manager, a component we consider essential to the programme's success, as it ensures continuous guidance, tailored support and early intervention when needed. The opening of the Siblings Fund has further expanded the programme's reach by enabling brothers and sisters of enrolled children to access education and protection services as well. Capacity-building efforts have strengthened local organisations, contributing to a sustainable, community-led system that can continue this work over the long term. In addition, the Action Hub has collaborated with other actors active in the region to identify synergies and avoid duplication of efforts, thereby increasing the overall impact of the initiative.

How does it align with your HRDD approach?

Our investment in the Action Hub aligns directly with our human rights due diligence approach, which recognises that companies have a responsibility to contribute to the remediation of severe impacts connected to their value chains. Regulators, investors and civil-society stakeholders increasingly expect companies not only to identify risks but also to play an active role in addressing them. Our contribution to this initiative is therefore a natural extension of our broader due-diligence strategy on conflict minerals and cobalt, which combines transparency efforts, responsible sourcing practices and close engagement with multi-stakeholder initiatives. By supporting a collective, long-term remediation mechanism, we are strengthening the effectiveness and integrity of our HRDD system while helping to drive sector-wide improvements.

What message, if any, would you share with companies that potentially are using DRC-sourced copper or cobalt?

Given the significant share of global cobalt production coming from the DRC and the complexity of international supply chains, leading experts and organisations agree that no company sourcing electronic components can confidently state that it is entirely unconnected to the DRC. This reality underscores that responsibility does not depend on confirmed sourcing but on recognising that systemic risks can exist far upstream, beyond any individual company's direct operations. Through proxy remediation schemes such as the one provided by the Action Hub, companies can contribute meaningfully to solutions that support affected children and communities, even when they are far removed from mining sites themselves. We encourage other companies to embrace this collective responsibility: systemic issues of this scale cannot be addressed by any single actor, but coordinated, long-term action can help build credible remediation systems that strengthen the entire sector.

Formerly in hazardous work, this boy is now enrolled in vocational training to become a mechanic, supported by the Action Hub child labour remediation programme, DRC, Dec 2025.



Advance child rights in supply chains

Opening pathways to decent work for youth

In 2025, we continued to implement our Access to Decent Work for Youth (AD-Y) programme — a practical response to a persistent challenge in global supply chains: what happens to young people who are out of school but too vulnerable to safely enter the workforce without support.

Across many sourcing regions, young people face limited options. When education falls out of reach or is no longer an option and formal employment opportunities are scarce, hazardous work can quickly become the default. The AD-Y programme helps change that equation by working with brands and suppliers to create structured, legal pathways into decent work, while strengthening the systems factories need to employ young workers responsibly. This approach is also an important part of tackling child labour. Under international standards, minors engaged in hazardous work is considered a form of child labour. By helping youth transition out of dangerous work and into safe, regulated employment, AD-Y provides a practical pathway for companies to address these risks while supporting young people's long-term prospects.

Since its launch, AD-Y has been implemented in 109 factories and production sites across eight countries, helping more than 500* young people access safe employment while building the management capacity needed to sustain these opportunities over time.

In 2025, AD-Y programmes were implemented through Child Rights Action Hub initiatives as well as through standalone partnerships in Pakistan, Bangladesh, Vietnam and the United States. In Bangladesh, the programme supported 51 out-of-school youth to transition from hazardous roles into regulated factory positions in Tier-1 facilities, giving them safer working conditions and opportunities for longer-term career development.

But creating decent work for youth requires more than simply opening employment opportunities. It requires employers who understand how to support young workers safely and fairly. For this reason, supplier capacity building remained a central part of the programme in 2025. In Bangladesh, for example, we worked with 28 Tier-1 factories and their nominated Tier-2 suppliers to strengthen their understanding of human rights due diligence and responsible youth employment practices. Through these sessions, 46 management staff strengthened their ability to address the root causes of child labour while providing safe and legal work opportunities for adolescents.

At the same time, 248 key personnel from 157 factories in Bangladesh received training on child labour prevention and remediation, helping improve internal systems to identify risks and better protect vulnerable workers. Factories also strengthened health and safety standards tailored specifically to young and at-risk workers, ensuring that employment opportunities are both safe and compliant.

**This figure represents the confirmed number of young workers from the initial year of the AD-Y programme. These figures do not account for ongoing implementation or factories that have continued the initiative independently, suggesting a higher actual total.*

Case Story

Building strong systems for young workers

In 2019, after a risk assessment highlighted various recruitment risks, a Myanmar garment factory faced a choice: view young workers as a compliance risk or as a strategic asset. Rather than perceiving young workers as a liability, the factory chose the latter by investing in long-term systemic change.

Guided by The Centre's recommendation, the factory implemented systems to create a structured environment tailored for young workers. This included a rigorous recruitment process that strengthened HR teams' capacity to lawfully hire young workers, using clear ID tags to differentiate young workers and ensure hazard-free work assignments, and holding quarterly training sessions for young workers, including reproductive health workshops.

Five years later, The Centre conducted a follow-up assessment of the factory's progress and found that the investment in providing access to decent work opportunities for youth has transformed the factory's operations into clear systems that reassured buyers and strengthened supplier-brand relationships. The structured support has also significantly reduced turnover and built a more loyal, motivated workforce that values stable, formal employment in a workplace that protects and supports them.

"These opportunities have significantly improved the lives of young workers by fostering self-confidence and financial independence," explains the factory's HR Manager. "It is a model that contributes positively to both individual development and broader business stability."

The factory's journey demonstrates how The Centre's model for systemic investment in young worker management can benefit both people and business. Since 2019, following the implementation of our programme, the factory has hired 702 young workers and 3,156 young adult workers* and integrated these practices into its long-term operations. In Myanmar's current context, where economic uncertainty and limited opportunities make stable employment increasingly scarce, access to a formal job has taken on even greater significance for young people. For many, a safe workplace that provides regular income, training and supportive supervision offers a rare source of stability and an opportunity to build skills for the future.

By prioritising safe recruitment and structured support for young workers, the factory has shown that The Centre's approach to responsible youth employment is not only a matter of compliance, but a practical approach to building a stable workforce and long-term supplier relationships. For 17-year-old Tay**, the job has been life-changing:

“

At first, I found the work challenging, but supervisors were patient and kind. Now, I feel more confident, I've made friends, and our family has paid off debts and started saving. One day, I hope to become a supervisor too.

**Within this context, young workers are defined as those aged 16 to 18, and young adult workers are defined as those aged 19 to 25.*

*** A pseudonym is used to protect the individual's identity.*

A young worker wearing a distinct orange ID tag, designed to distinguish her from adult staff and ensure her tasks remain hazard-free, Myanmar, Jul 2025.



05

Create family-
friendly workplaces

Create family-friendly workplaces

In 2025, our work on family-friendly workplaces (FFW) validated our ongoing belief: this is not a “nice-to-have”, but a practical foundation for worker wellbeing, business performance and more resilient, sustainable supply chains. Through Training-of-Trainers and ongoing capacity building, factory teams began to embed these practices into daily operations. Workers felt more secure—less worried about their children and more confident navigating pregnancy and returning to work. The result was clear: stronger retention, lower turnover and more stable production. When workers feel supported and protected, they stay engaged and that consistency strengthens supplier performance and builds confidence for global buyers.



Workers attending a Parenting Training, Cambodia, Mar 2025.

"What struck me most in 2025 was seeing our FFW programmes not only reach more workers, families and children across new countries, but truly take root within the factories themselves. Watching supplier teams proudly step up, confidently roll out internal training following our rigorous Training-of-Trainers, embed FFW principles into their own systems and organise their family day events independently—it was a powerful shift. They are not just participating, they also gradually become the drivers, confirming the impact will be truly sustainable."

Dongbo Liu
Director of Services and Products, China



Zooming in on our work in 2025



56 suppliers

implemented family-friendly initiatives



14 initiatives to advance family-friendly workplaces

conducted in **9** countries



4,008 individuals

engaged through **159** training sessions to advance family-friendly workplaces, gender equality and responsible recruitment



951 parents

reported improved communication with their children

Focus areas

- WeCare FFW programme
- Child Friendly Spaces
- Parent trainings
- Migrant parent trainings



5 Child Friendly Spaces

newly established or upgraded in **3** countries, bringing the total to **107** so far



4 Seal members

implemented family-friendly initiatives through the Mother and Child-Friendly Seal for Responsible Business initiative

Clients and partners

In 2025, we partnered with 12 global companies and close to 600 suppliers across 10 countries to embed family-friendly workplace practices. Tea producers and plantations also took initiative through the Seal, driven not by buyer pressure, but by a commitment to strengthen workforce wellbeing and the long-term sustainability of the industry.

Stronger families build stronger supply chains

At its heart, the family-friendly workplaces (FFW) programme (which includes WeCare), focuses on a simple but often overlooked reality: workers perform better when their lives outside the factory are more stable and supported. Many workers in global supply chains are parents balancing long hours and migration with family responsibilities. When that balance improves, the benefits are felt both at home and at work.

Through improved workplace policies, parenting training, activities like Family Day, Child Friendly Spaces, mental health support and other support programmes, FFW initiatives help workers strengthen relationships with their children and manage family responsibilities with greater confidence. This, in turn, reduces stress that often follows workers onto the factory floor and affects productivity, morale and attendance.

Evidence from one global brand that implemented FFW initiatives across its supply chain illustrates the scale of this impact. 97% of surveyed parents reported significantly improved communication and better relationships with their children after participating in parenting training at the factory. As workers feel more supported in their role as parents, job satisfaction increases and relationships with supervisors and management often improve as well. This sense of support is reflected in FFW impact assessments, which show a 12-percentage-point improvement in workers' trust in factory management.

Stories from our work reflect these trends. In Vietnam, a mother described how she moved away from constantly scolding her child and adopted a calmer approach to parenting after the training.

"I used to rely on punishment, but now I react to my son with positive understanding. It is a relief to manage my daily life without that constant weight of parenting stress. Seeing my husband become more involved and my son grow more obedient has changed everything for us. We have all become a calmer, more supportive family unit, which has made me much happier both at home and at my job." With her husband becoming more involved and her son happier, the heavy emotional burden she once carried to the factory lifted, giving her the confidence to work more productively.

Meanwhile, in China, another mother adapted her communication approach with her teenage children after attending a parenting training, which has helped improve their relationship.

"I have learned to control my temper and instead dedicate my spare time to truly talking with my children. During our morning walk to school, my son feels comfortable enough to tell me when he is exhausted by his studies. Rather than pushing him harder, I now listen to his concerns and encourage him to find balance through relaxation, even if that means letting him play video games for a while."

Family-friendly workplaces are not just beneficial for mothers; they support fathers, too. In Cambodia, one father spoke about replacing harsh discipline with more supportive parenting, which helped rebuild trust with his son and improve his school performance. That change at home, he said, made him a calmer and more effective team leader at work. Over in Indonesia, a father used parenting and mental health sessions to connect more deeply with his daughter, even from afar. Building these stronger bonds, even through video calls, gave him the stability and joy of balancing his roles as a caring father and a dedicated worker. Increased paternal involvement in domestic life helps create a more balanced distribution of gender roles within the household. When fathers take on a greater share of childcare and household responsibilities, the burden traditionally carried by women is reduced. This stronger support system means female workers are often less exhausted by the demands of unpaid care work, allowing them to come to work more rested, engaged and satisfied in their roles.

When businesses invest in parent workers, they are far more likely to enjoy a more stable, motivated and productive workforce – the key ingredients of a sustainable, resilient supply chain.

Case Story

How Ramatex Garment Factory drives business success by supporting families with the WeCare programme

What motivated your factory to join the WeCare Family-Friendly Workplace programme, and what were your priorities at the start?

We joined WeCare because a supportive, family-friendly work environment is essential to employee well-being, productivity and retention. As a manufacturing company with a large workforce, many of our staff struggle to balance work and family responsibilities. The programme offers the structured framework and practical tools we need to improve workplace practices and better support our workforce.

How has the WeCare programme been integrated into your factory's internal systems and teams over time?

WeCare is now embedded into our daily operations, overseen by a dedicated team, including Human Resources and Trade Union representatives. These initiatives are part of our regular work plans, specifically focusing on employee welfare, staff engagement and internal communication. To ensure success, we use notice boards and staff meetings to raise awareness and encourage employee participation.

What business benefits have you seen since implementing the programme — for example, in employee engagement, productivity or retention?

The programme has delivered clear business outcomes. Engagement and morale have risen as workers feel their well-being and work-life balance are prioritised. Improved communication and support initiatives have boosted productivity, while a more family-friendly environment has significantly strengthened employee retention.

What role has internal capacity building played in making the programme successful and sustainable?

Internal capacity building is the foundation of the programme's sustainability. Through training, managers and key staff now better understand the programme's objectives, allowing them to integrate activities into internal systems. By reducing our reliance on external support, we ensure the programme continues to deliver long-term benefits for both the business and our employees.

How have initiatives such as maternity protection, parenting training or mental health support improved the working environment for your workforce?

These initiatives have fostered a more inclusive environment and demonstrate our commitment to well-being, especially for employees with family responsibilities. Maternity protection policies provide security for female workers, while parenting training offers skills that reduce parenting stress. In addition, mental health support promotes open communication and helps manage work-related pressure. Collectively, these initiatives enhance workplace culture, boost satisfaction and strengthen the trust between workers and the factory.

Looking ahead, why do you see family-friendly workplace practices as important for the long-term success of your business?

Family-friendly workplace practices are essential for sustainable growth and long-term business success. Supporting employees in balancing work and family responsibilities increases engagement, productivity and motivation. In an increasingly competitive labour market, these practices also enhance the company's reputation and employer brand, helping to attract and retain talent. This focus on well-being ultimately improves overall efficiency and ensures the business remains sustainable and competitive.



06

Clients, partners
and our staff

Advancing child rights across industries

Businesses have a responsibility to the people whose work sustains their global supply chains. We partner with companies that recognise this responsibility as a part of how modern businesses must operate. In 2025, our partnerships spanned close to 20 major industries, reflecting how these challenges cut across sectors and geographies. We also saw an 82 per cent increase in Fortune 500 companies engaging with our programmes, signalling growing recognition among global business leaders that protecting children’s rights and strengthening supply chain systems are fundamental to building more resilient and sustainable businesses.

Client profiles



93

international brands and organisations



20

brands listed as Fortune 500 companies



12

non-government organisations



3

government/national organisations

Industries



Agriculture



Food and beverage



NGOs/foundations



Apparel



Government/national organisations



Pharmaceuticals



Automotive and energy



Home decor



Retail



Business and consulting



I.T. and telecommunications



Sportswear



Cosmetics



Media



Tea



Digital learning



Mining and extractives



Tobacco



Extractives and Energy



Natural stone



Toys

Our clients and partners

Our partnerships

Protecting children’s rights in global supply chains requires strong collaboration and solutions rooted in the communities closest to the challenges. We believe lasting change depends on local, community-based systems that can sustain support for children, youth and families over time. In 2025, we continued to grow our partnerships with a diverse network of civil society organisations and local experts, whose knowledge and on-the-ground presence strengthen our programmes and help ensure our work responds to real community needs. To everyone who has partnered with us in 2025, thank you for your great support. We hope to continue our collaboration in the years to come.

- Action pour le Développement Régional Intégré (ADERI)
- AIM-Progress
- Alternatives for Action
- Association of Professional Social Compliance Auditors (APSCA)
- Association des Femmes Pour Le Développement Communautaire (AFEDECO)
- Association des Femmes pour le Développement du Congo (AFEMDECO)
- Bangladesh Labour Foundation (BLF)
- Bangladesh Label Manufacturers & Exporters Association
- Bangladesh Woven Label Warping Association
- Blue Moon
- BuyYourWay
- Child Labor Coalition
- CORE – The Human Side of Business
- CREM
- Dalberg
- Equiception
- Ethical Trading Initiative (ETI)
- Ethical Supply Chain Program (ESCP)
- European Union (EU)*
- Fair Cobalt Alliance (FCA)
- Fair Wear
- Foreign, Commonwealth and Development Office (FCDO)
- Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)
- Humanitarian Emergency Rescue Action for People in Need (HERAPIN)
- Institut Congolais des Droits de l’Homme (ICDH)
- International Trade Centre (ITC)
- Kshitij Associates
- Löning- Human Rights & Responsible Business
- LRQA
- National Peasant League for Human Rights (UNAPEDHO)
- Our Journey
- Panagia Lualabaise
- PDS
- PREPEC
- Proforest
- Quizrr
- Rainforest Alliance
- Réseau Communautaire de Protection de l’Enfance (RECOPE)
- Reverse Resources
- REWA
- Serikat Migrant Indonesia (SMI)
- Shenandoah Valley Workforce Development Board
- Social Accountability International (SAI)
- Save the Children
- SPARC
- Synergy Technofin
- Tanager
- The Remedy Project
- UN Global Compact
- UNICEF
- Wild Asia
- WWF-Malaysia

* The project “Strengthening Respect for Human Rights and Decent Work for Youth in Pakistan’s Textile and Leather Industry” is funded by the European Union.



The Centre's India team, Mar 2025.



The Centre's DRC team, Apr 2025.



The Centre's Sri Lanka team, Feb 2025.

A diverse, international team

In 2025, our workforce grew to 60 members, growing in step with the demand for our specialised child rights and HRDD services. Our team of 21 nationalities from 21 countries brings together deep professional experience and strong local knowledge across key sourcing regions, creating a powerful network of global expertise to address complex supply chain challenges.

The heart of our work is a shared commitment to ensuring businesses identify, prevent and address risks to children in global supply chains. Whether our staff are conducting risk assessments, developing guidance or implementing practical programmes on the ground, their work underpins The Centre's impact. We are grateful for the professionalism and dedication shown by our entire team.

The people behind The Centre

At The Centre, our people are the driving force behind our work. Their passion, expertise and commitment to child rights fuel our mission of strengthening business practices to protect the most vulnerable within global supply chains.



Average years of work experience

Our team averages 15 years of experience in the social compliance, child rights, forced labour, legal and research sectors, with some members bringing over 33 years of expertise



Languages spoken by staff members

Our global team speaks a total of 30 languages, enabling us to connect more effectively with local stakeholders



Diversity

Our team comprises individuals from 21 nationalities, bringing a diverse range of perspectives and cultures to our work



Hai Yen delivering a training to coffee farmers on young worker management, Vietnam, Mar 2025.



Mahesh (in cap) leading a focus group discussion with sugarcane harvesting workers, India, Nov 2025.



Erick and a case manager, DRC, May 2025.



Entering my fourth year as a project manager at The Centre, I have seen the sustainable impact of our tailored services on human and child rights. From agriculture to manufacturing and construction, we have strengthened supply chains by improving policies and building internal capacity through Training-of-Trainers programmes. Seeing the radiant faces of children at our Family Day events makes me proud to represent The Centre and contribute to these important improvements.

Pham Thi Hai Yen
Project Manager, Vietnam



Working with The Centre aligns perfectly with my 18-year commitment to rights-based programming. Drawing on my experience—including work with the Karnataka State Commission for Protection of Child Rights—I have always believed that addressing child labour requires more than just identifying violations. The Centre’s focus on moving beyond compliance to prioritise meaningful, survivor-centric remedies makes our work truly transformative.

Mahesh Kumar
Project Manager, India



Working at The Centre allows me to translate my convictions into action. Every day, I contribute to tangible change for children and families alongside an inspiring, expert team. I am proud to work for an organisation where dignity and protection are central to every decision, and where human impact truly guides our mission.

Erick Kitungwa
Project Manager, DRC

Celebrating our people: Growth, loyalty and impact

Our strength lies in the experience and commitment of our team. We currently maintain an average tenure of six years, and we are proud to recognise long-standing team members whose knowledge and dedication have helped shape our work over time. As we continue to grow, we remain focused on supporting the individuals whose daily efforts make our work possible.



5

5-year milestone
Nine team members



10

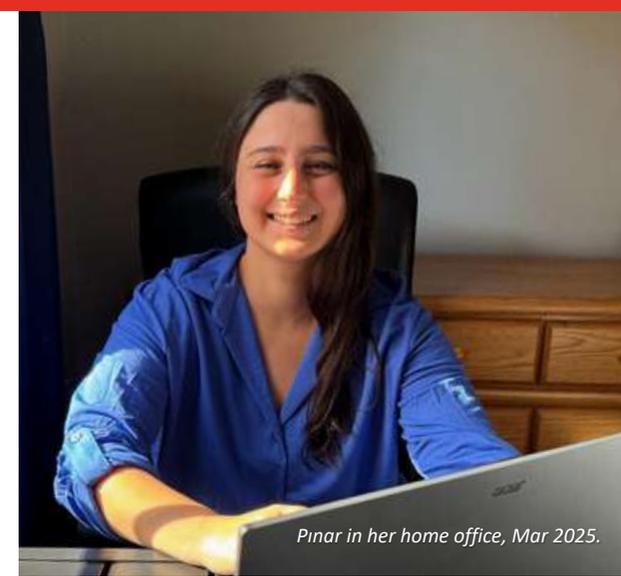
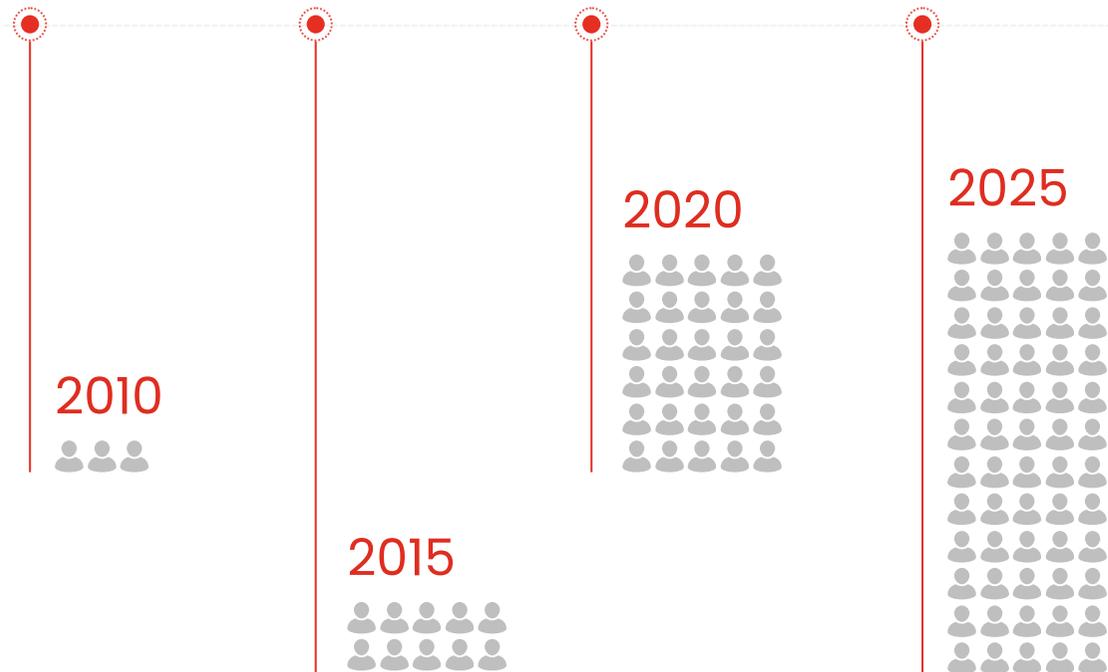
10-year milestone
Seven team members



15

15-year milestone
One team member

Staff growth over the years



Pinar in her home office, Mar 2025.



Since joining The Centre in the US and then relocating to Türkiye, I have been impressed by The Centre's approach. I initially doubted that child well-being and business interests could be easily reconciled, but the team here finds creative solutions that reflect real conditions on the ground.

Working here, I know I will never have to present work I do not fully believe in.

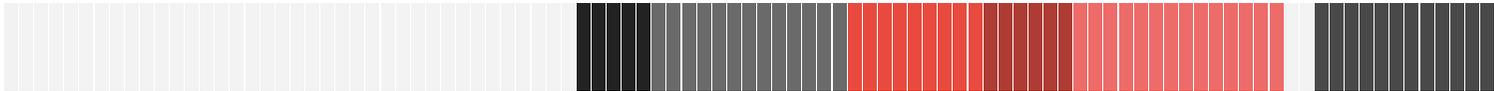
Pinar Yüksel Dursun
Project Manager, Türkiye

07

Finances

Where the money came from

Revenue breakdown by services



- Child Labour-related training and services (38%)
- Young worker development (5%)
- Research and child rights impact assessments (13%)
- Consultancy and technical advisory (9%)
- CRIB Working Group (6%)
- Child labour rapid assessment and remediation (14%)
- Other projects (2%)
- Family-Friendly Workplaces (12%)

Revenue breakdown by stakeholders



- Private sector (80%)
- Joint projects (15%)
- NGOs/business associations (5%)

Where the money went



- Child labour-related training and services (24%)
- Young worker development (4%)
- Research and child rights impact assessments (8%)
- Consultancy and technical advisory (5%)
- CRIB Working Group (2%)
- Child labour rapid assessment and remediation (13%)
- Other projects (2%)
- Family-Friendly Workplaces (7%)
- Business development (14%)
- Communications (6%)
- Admin and management (15%)

2025 financial report

In 2025, The Centre recorded a revenue of USD 3.25 million.

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