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The Business Case for Sexual and Reproductive Health Programmes in the Workplace

Indonesia

Empowering and aiding employees and communities to succeed.
*At **Hop Lun**, everyone matters!*

At a glance

This case study highlights the key potential outcomes of Sexual and Reproductive Health & Rights (SRHR) interventions and programmes at **Hop Lun** in Indonesia, illustrated using the UNFPA Return-on-Investment Tool (ROI-T). Hop Lun is a significant force in the global fashion industry, with its headquarters in Hong Kong,

Key estimated outcomes:

- **Productivity:** increases **varying from 5% to 15%** depending on programme
- **Late-coming: 62% decrease** through the provision of Life Skills Training programme
- **Staff turnover: decrease of 23%** through the Life Skills Training programme
- **Positive feedback** from employees on programmes already implemented
- **ROI:** returns varying from **US$ 0.61 to US$ 20.76 for every US$ 1.00 invested**, depending on programme

*Learn more about the **UNFPA ROI-T***

ROI-T

SCAN ME

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Background

Indonesia has made remarkable progress in advancing sexual and reproductive health and rights (SRHR), gender equality and women empowerment over the past three decades. Nonetheless, some parts of the country can still experience a lack of adequate SRHR service provision, especially those outside of Java and in rural areas.

In this context, the private sector has an important role to play in addressing existing gaps observed in both public and private SRHR provision, by delivering targeted and complementary SRHR services via the workplace. These services can contribute to better employee well-being, gender equality and workplace inclusivity, and have demonstrated positive impacts on key business performance indicators.

The UNFPA Asia and the Pacific Regional Office (APRO) ***Workplace Access to Sexual and Reproductive Health and Rights (SRHR) programme***, part of the UNFPA-led Coalition for Reproductive Justice in Business, demonstrates to businesses and private sector actors that they can become **agents of change by expanding access to sexual and reproductive health services and ensuring that more women have the means to realise their sexual and reproductive rights**, while still obtaining positive economic and business returns.

The UNFPA Return-on-Investment Tool (ROI-T) was developed by UNFPA APRO, in collaboration with Good Business Lab, to support businesses and private sector stakeholders to meaningfully contribute to improving the health and well-being of their employees, by demonstrating the economic and financial impacts of implementing SRHR programmes in the workplace.

By using the ROI-T, companies can estimate the return-on-investment for implementing a range of SRHR programmes in their own workplaces, if these programmes achieved similar health and business improvements in terms of productivity, absenteeism and staff turnover as evidenced in available academic literature and studies.

This business case – developed in collaboration with Better Work Indonesia – explores the expansion of the current SRHR interventions and programmes developed by Hop Lun in the country, leveraging the ROI-T to estimate the potential returns of implementing two additional SRHR-related workplace programmes.

The Company

Hop Lun was founded in 1992, with its headquarters in Hong Kong, and a dedicated workforce of 25,000 people spread across 10 factories in Bangladesh, China and Indonesia, producing 16 million pieces each month, specialising in lingerie and swimwear.

"I feel fresher, stronger and fitter in my daily health condition, especially when working in the factory. My co-workers also said the same."

-Sewing Operator/Health & Safety Committee member
Hop Lun Indonesia

As a company, Hop Lun is highly committed to both equity and equality, and to the health and well-being of its employees. It offers several services and training initiatives on health-related issues, from free monthly medical check-ups to training on family planning and HIV/AIDS.

By providing SRHR services and products, Hop Lun believes that it is **empowering individual employees to make informed decisions about their reproductive health, with positive outcomes on talent attraction and retention, as well as on equality.** Seventy per cent of supervisors are women. This in turn fosters a culture of dignity and respect where everyone is valued for their unique contribution.

SRHR programmes analysed

The Hop Lun factory in Indonesia already provides several programmes included in the ROI-T, from SRHR training to the provision of sanitary pads and iron tablets. Whilst the free sanitary pads programme, which started in 2021, provides sanitary pads for women employees who experience their first day of menstruation at the factory, the provision of free iron tablets is a collaborative programme with the local Public Health Department, started in 2022.

The factory is now exploring ways to add a comprehensive life skills training programme to the training initiatives onsite, and financial skills trainings have been offered to date. They are also exploring the possibility of having some SRHR services and products, many of which are currently available at the factory clinic, provided under a mobile clinic approach, through partnering with local government and NGOs.

"As a nurse involved in the execution of health programmes in the factory, my observation is that these health programmes have contributed to decreased absenteeism among workers, based on feedback from workers during their visits to the factory clinic for consultations."

-Nurse at Hop Lun Indonesia

Working alongside the factory's team, and with the support of Better Work Indonesia, this business case will estimate the impact of introducing these two new programmes to the factory:

Subsidised SRHR Products & Services

Life Skills Training

ROI-T projections

For the development of this business case for the two selected programmes, administrative data was collected from the company to run ROI-T projections, and interviews were conducted with several factory employees, from managers to factory workers and health programme implementers.

The estimated improvements in productivity, absenteeism and staff turnover illustrated in this business case are based on assumptions built within the ROI-T, administrative data[1] and other conservative inputs, not on randomized trials or causal evaluations, and should therefore be interpreted with those limitations in mind.

Hop Lun offers health checkups onsite.

[1] All amounts were inputted in Indonesia Rupee (IDR), later converted into US$ using the exchange rate: IDR 1 = US$ 0.00006.

Subsidised Sexual and Reproductive Health Products & Services (Mobile Clinic)

Hop Lun Indonesia already has a clinic that covers workers' health, that monitors well-being of pregnant employees and breastfeeding, that provides medical checkups and family planning services and that takes blood donation. It is staffed by in-house doctors and nurses.

"I am one of the beneficiaries of the health programme. I felt some positive impact from supporting my well-being as a woman worker and also a mother. These programmes also help to reduce absenteeism and increase productivity as production targets are consistently achieved over time."

-Feeder sewing machine operator at Hop Lun Indonesia

Introducing the SRHR Mobile Clinics programme had been identified as a valuable initiative for the factory, to provide subsidized SRHR services and products such as family planning services and subsidized contraceptive methods, through collaboration with local government and NGOs.

Research backing the ROI-T has now shown that this programme has been able to **increase a company's productivity by 15%**, by supporting improvement of employees' health and well-being.

Outcomes of the *Subsidised SRHR Products & Services (Mobile Clinic)* programme

Annual Cost of Programme:	US$ 29.1k
Annual Savings from Programme:	US$ 604.2k

Projected ROI
US$ 20.76
for every US$ 1 invested

Although no positive impacts on absenteeism and staff turnover have been reported yet for the *Subsidised SRHR Services and Products* programme, the opportunity of accessing certain SRHR services without taking time off work, and of making better sexual and reproductive choices, can also have positive impacts on these metrics, as illustrated by qualitative interviews with Hop Lun's employees.

"Production quality has significantly improved, and the rejected production level has decreased from 2.5% in 2023 to 2.3% in 2025."

-Production supervisor at Hop Lun Indonesia

[2] These reported improvements are based on the company's internal operational monitoring.

Life Skills Training

The factory has not yet provided a life skills training programme, except for one dedicated to financial skills. Comparable to SRHR training, but broader in nature, life skills training focuses on valuable topics, including general health and well-being sessions, nutrition sessions, some information on SRHR health issues and access to services, as well as information on gender issues and safety and occupational health in the workplace. Life skills training programmes should be adapted to the specific context of the factory's employees, prioritising relevance and simplicity, with emphasis on examples that workers can relate to.

SRHR training on site.

Research backing the ROI-T has shown that implementing life skills training could **increase a company's productivity by 5%**, **reduce late-coming by 62%** and **reduce staff turnover by 23%**, stemming from improvements in employees' health and well-being.

Outcomes of the *Life Skills Training* programme

Annual Cost of Programme:	US$ 334. 8k
Annual Savings from Programme:	US$ 204.1k

Projected ROI
US$ 0.60
for every US$ 1 invested

There are two key considerations about the lower observed ROI for this intervention. First, for this projection standard baseline values from the ROI-T were used when estimating the costs of the programme, which might not be in line with actual costs in Indonesia. Second, the intervention still returns a positive impact on key performance metrics, and the company would be able to recover 60% of its investments. This projection is an estimated model, and by providing an insight into potential savings, it can help define costs for the programme that would allow it to deliver a higher ROI.

"Workers' turnover decreased from 2021 to 2024, from 4% to 2.8%. Workers' absenteeism decreased by around 2 to 4% per month."

-People & Culture Manager at Hop Lun Indonesia

Finally, it is important to note that training programmes are linked to some production loss given that these are typically provided during working hours, which the ROI-T does account for. An adequate programme design, leveraging factory downtime and end of shifts to provide the training, can have a significant impact on the return that these programmes deliver, aligned with short and easy-to-deliver training modules.

Conclusion

This business case illustrates the potential value of investing in employees' health and well-being, as well as the need for careful planning when doing so, focusing on one of **Hop Lun**'s factories in Indonesia. The analysis shows that **by ensuring women and the broader workforce can achieve better health outcomes and realise their sexual and reproductive rights, both workers and their employers can reap positive health and business benefits.**

The current estimates in this business case highlight that **over US$ 800,000 in potential savings** could arise from the implementation of two additional SRHR programmes at this factory, by improving productivity and absenteeism. These findings align with the feedback received from both factory employees and from programme implementers.

With estimated **ROI amounts varying from US$ 0.60 to US$ 20.76 for every US$ 1.00 invested**, depending on the programme, this business case suggests that investing in employees' health and well-being is not just the right thing to do, it can also be a sound investment with positive impacts on key operational metrics. Adequate programme design, implementation and monitoring, backed by qualitative and quantitative data, would effectively support the maximisation of the estimated returns linked to these interventions.

If implemented together, these programmes would deliver an ROI of US$ 2.22 for every US$ 1.00 invested.

And although the Life Skills Training did not deliver a profitable ROI, this can be explained by data issues, pointing to the need for better tailoring using direct data collection instead of standard baseline inputs from the ROI-T.

A new projection using context-specific intervention costs would provide a better understanding of actual cost and of the results of the intervention. It is also important to note that the ROI-T does not take into consideration long-term benefits, so all the provided information on estimated ROI and savings should take this into account.

Nonetheless, and after the positive feedback received on the financial management programme already tested in the factory and delivered to only Bipartite and Health and Safety Committee members, Hop Lun Indonesia is highly motivated to implement the Life Skills training programme. This would help employees, especially women, to build confidence, improve communication and develop practical skills such as financial planning, stress management and decision-making. These skills not only support workers in their personal lives but also help them become more focused and confident at work.

Even with lower than anticipated ROI, this illustrates that companies do not invest in the health and well-being of their employees solely because they want to improve profits, but because they understand that a healthier and safer workplace is naturally translated into results.

This business case also suggests that investing in finding the best way to implement SRHR interventions in the workplace, through careful design and monitoring, is the best way to ensure that these initiatives are resulting in a healthier, more empowered and more productive workforce. This will contribute to the **achievement of improved SRHR for all**, enhanced employees' well-being as well as improved and sustainable business benefits.

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