



Eradicating forced labour: What works in practice.

The two toolboxes provide a summary of actions that have been identified as gaining ground on the eradication of forced labour by contributing towards identification, prevention and remediation of forced labour. The actions have been categorized according to which of the 11 indicators of forced labour they address. Toolbox 1 focusses on indicators which typically manifest during employment, although they can also occur during recruitment. While toolbox 2 focusses on indicators generally associated with recruitment and proposes a broad range of actions to address unfair recruitment practices.

You can explore the examples in two ways. Firstly, by clicking on the indicator. Secondly by clicking on the toolbox tabs. Each indicator has examples of effective actions, evidence of impact, and actors involved.

The examples are non-exhaustive but provide an indication of promising approaches. It should be noted that eradicating a single indicator of forced labour on its own does not necessarily entail successful eradication of a forced labour situation. For more information, please see the full [research report](#).

Last updated: July 2022



Toolbox 1

This toolbox focusses on the nine indicators which typically manifest during employment: abuse of vulnerability, restriction of movement, isolation, physical and sexual violence, intimidation and threats, retention of identity documents, withholding of wages, abusive living and working conditions, and excessive working hours. As some of these may also occur during recruitment (e.g. retention of identity documents or restriction of movement), toolbox 2 addresses these risks while covering approaches to prevent deception and debt bondage.



1.1

1.2

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1.4

Review recruitment and employment practices to identify potential abuse of vulnerability and implement solutions.

Example Actions



A company implemented an improved system for logging work permit expiry dates and allocated responsibility for keeping renewals up to date.

Evidence of Impact



Actors

Companies

Labour recruiters



1.1

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1.4

Review recruitment and employment practices to identify potential abuse of vulnerability and implement solutions.

Example Actions



Evidence of Impact



Follow-up assessments showed this reduced the number of undocumented workers.

Actors

Companies

Labour recruiters



1.1

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1.4

Provide awareness-raising training to workers both during recruitment and employment to ensure they are aware of their rights and how to seek assistance in case rights are violated.

Example Actions

For example, Migrant Resource Centres (MRCs) provide information on migrating for work and offer assistance to workers seeking justice and remediation. MRCs are run by entities, including local labour departments, trade unions and other civil society organizations, and they are located in countries of origin and destination.

MRCs in countries of origin provide referrals for returned migrants who may want to pursue legal claims against their recruiters or employers, or assist those looking for jobs, either locally or in another country. MRCs may additionally partner with other types of service providers to offer language lessons, medical or health checks, and vocational or financial skills training. For migrants who have been victims of violence, abuse, exploitation or trafficking, MRCs can offer services and referrals for particular rights violations. MRCs provide an essential service to women, particularly those who have experienced gender-based violence or harassment.

Evidence of Impact

Actors

Governments

Companies

Labour recruiters



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1.4

Provide awareness-raising training to workers both during recruitment and employment to ensure they are aware of their rights and how to seek assistance in case rights are violated.

Example Actions



Evidence of Impact



An MRC with the General Federation of Jordan Trade Union worked with the Jordanian Ministry of Labour to provide legal assistance in 182 cases in 2019. The cases mainly involved physical and sexual abuse by employers or recruitment agencies and/or withholding of salaries and confiscation of passports.

Actors

Governments

Companies

Labour recruiters



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1.4

Establish individual and collective grievance mechanisms which are available to workers during recruitment and employment, as well as social dialogue at the workplace.

Example Actions

For example, Impactt piloted a programme focused on building individual and collective grievance mechanisms for migrant workers across numerous worksites. These workers were excluded from formal collective bargaining processes by law.

- Helplines were in eight languages and a social dialogue programme supported the development of a workers committee with representatives of all nationalities, freely and democratically elected by workers.
- The programme included RESTART training, which uses approaches from social psychology to help management, supervisors and workers understand each other's perspectives.



Actors

 Governments

 Companies

 Labour recruiters

Evidence of Impact





1.1

1.2

1.3

1.4

Establish individual and collective grievance mechanisms which are available to workers during recruitment and employment, as well as social dialogue at the workplace.

Example Actions



Evidence of Impact



Interviews with workers showed that:

- ▶ The helpline provided individualized support to resolve cases in collaboration with management. It was considered particularly useful for sensitive individual issues, including disagreements with supervisors.
- ▶ The workers committee raised systemic issues across nationality groups and provided space for workers and management to brainstorm solutions.

Management reported that having the same issues reported across nationalities conveyed the systemic nature of labour conditions on site.

- ▶ Strengthened social dialogue mechanisms had the following results:
- ▶ Workers had increased ability to speak up and get support to resolve issues, both individually and with peers.
- ▶ Abusive behaviour by supervisors, including threats and intimidation, was reduced. Workers who had been isolated now had direct and frequent contact with management.
- ▶ Feelings of safety at the workplace and respect between workers, supervisors and management increased. "Rehumanization" exercises enabled workers and managers to swap roles and "walk a mile" in each other's shoes.

Actors

-  Governments
-  Companies
-  Labour recruiters



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Provide life skills training to workers (e.g. on financial management, negotiation skills, computer literacy, cultural knowledge, language skills, health and nutrition, leadership, etc.)

Example Actions

UP! financial literacy programme

Evidence of Impact

Actors

 Governments

 Companies



1.1 1.2 1.3 1.4

Provide life skills training to workers (e.g. on financial management, negotiation skills, computer literacy, cultural knowledge, language skills, health and nutrition, leadership, etc.)

Example Actions



Actors

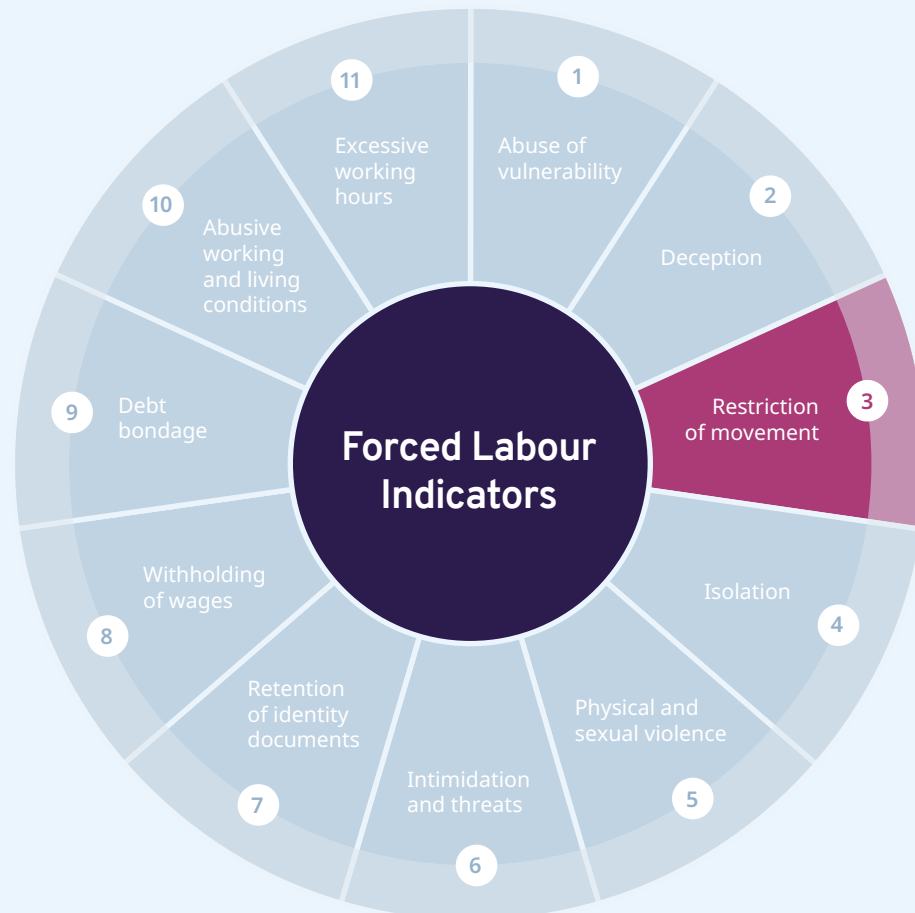
Governments

Companies

Evidence of Impact



As a result of the UP! financial literacy programme the number of women who felt like they have some control over their finances has risen from 67 to 99 per cent, with the number saying they have no control dropping from 22 to 1 per cent. See the link to the case study below for further evidence of impact.



3.1

Review recruitment, employment and worker management practices to identify and remove any potential restrictions on workers' freedom of movement. This includes the use of government mandated movement control orders (e.g. due to COVID-19) if these are being used in a manner to exploit a workforce exposed to vulnerabilities. Engage in social dialogue between workers and site management to identify reasonable safety measures.

Example Actions

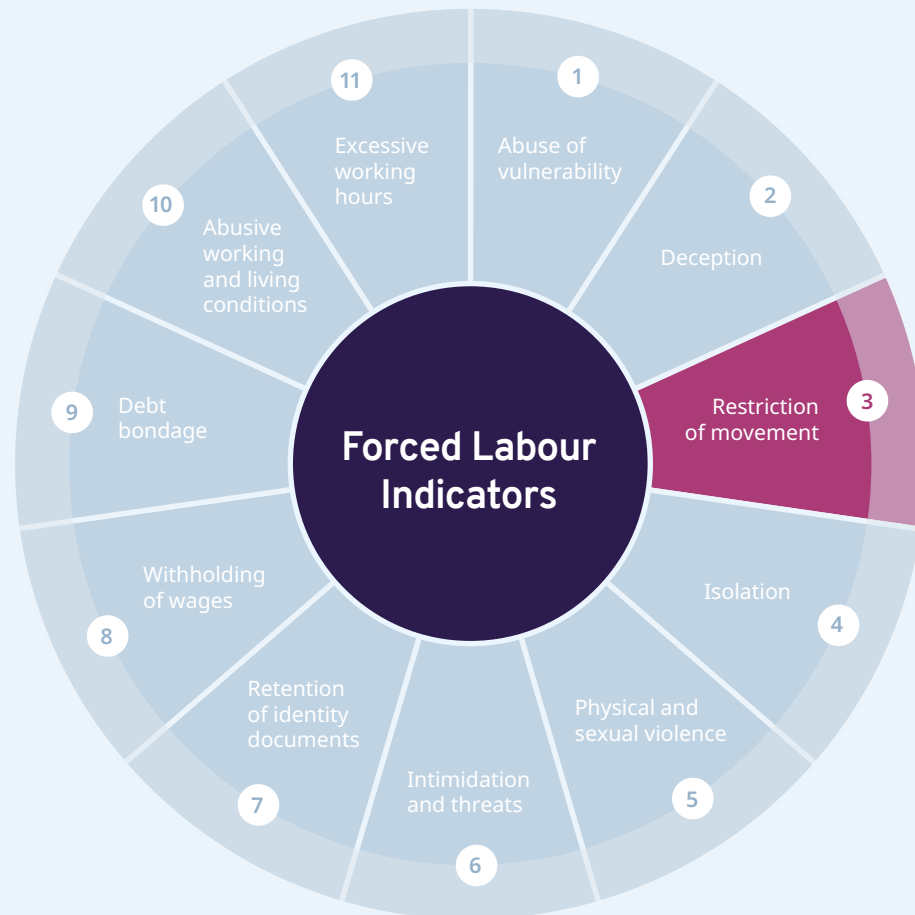
For example:

- At the workplace: use of "exit" or "toilet break" passes or other restrictions should be removed, instead identifying other mechanisms to address any production pressures which are typically the root cause of restrictions.
- At workers' accommodation, if provided: ensure workers can enter and exit freely, identifying mechanisms (e.g. sign-in/out logs) and providing safety advice to workers where concerns exist.

Evidence of Impact

Actors

- Companies
- Labour recruiters



3.1

Review recruitment, employment and worker management practices to identify and remove any potential restrictions on workers' freedom of movement. This includes the use of government mandated movement control orders (e.g. due to COVID-19) if these are being used in a manner to exploit a workforce exposed to vulnerabilities. Engage in social dialogue between workers and site management to identify reasonable safety measures.

Example Actions



Evidence of Impact



Impactt engaged in constructive dialogue with an employer to understand why they imposed restrictions, and then supported the employer to engage in social dialogue with workers to identify solutions suitable to their context, and this resulted in success.

Actors

Companies

Labour recruiters



4.1

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4.4

Set up effective grievance mechanisms and provide access to worker representatives or workers organizations (with relevant language skills) to reduce isolation.

Example Actions

Access to trusted grievance mechanisms in workers' own languages (e.g. helplines, worker representatives), enables workers to seek help when they need it, even when they are based in remote and isolated locations.

Evidence of Impact

Actors

Governments

Companies

Labour recruiters



4.1

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4.4

Set up effective grievance mechanisms and provide access to worker representatives or workers organizations (with relevant language skills) to reduce isolation.

Example Actions



Evidence of Impact



N/A

Actors

Governments

Companies

Labour recruiters



4.1

4.2

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4.4

Set up social dialogues to address low access to education and awareness of rights among communities that face vulnerability.

Example Actions

This approach was used in agricultural contexts.

- ▶ Most participants recognized workers' lack of access to education and skills-development opportunities limit livelihood choices.
- ▶ Lack of knowledge and awareness of their rights exacerbates workers' vulnerability to exploitation. A lack of unified and strategic approaches for effectively disseminating rights-based information, including through mainstream teaching curricula and nation-wide information campaigns, is a key barrier to reducing vulnerability.
- ▶ Workers and management should identify structured mechanisms to enable workers to leave the premises on a regular basis, free of company chaperones. For premises in isolated locations, employers can provide workers with regular free transport to the nearest towns and amenities.



Actors

Companies

Evidence of Impact





4.1

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Set up social dialogues to address low access to education and awareness of rights among communities that face vulnerability.

Example Actions



Actors

Evidence of Impact



 Companies

Anecdotal evidence and worker testimony suggests that having open dialogue on isolation and providing inputs on ways in which it could be relieved has enhanced their sense of agency.



4.1

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4.4

Engage with government and business partners to improve infrastructure access such as information technology network and roads that will enable workers to have contact with family and friends, as well as access to transportation, cultural activities and health benefits.

Example Actions

Workers perceive access to the Internet and phone network as a key factor that helps to decrease levels of isolation and vulnerability, as they feel they are able to contact family and friends.



Actors

Governments

Companies

Evidence of Impact





4.1

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Example Actions



Evidence of Impact



N/A

Actors

 Governments

 Companies



4.1

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4.4

Integrate businesses and communities where possible, as opposed to developing isolated industrial areas.

Example Actions

By integrating businesses in existing communities, workers are less isolated, as they can remain with their families, and/or can access better infrastructure and support networks. In Uzbekistan, for example, the government is creating textile clusters, wherein companies vertically integrate agricultural harvesting and industrial production in one location within existing communities.

While recognizing that Uzbekistan's efforts to eradicate state-imposed forced labour are relatively unique, this report draws on examples which may be applicable in other countries/contexts.

Evidence of Impact

Actors

Governments

Companies



4.1

4.2

4.3

4.4

Integrate businesses and communities where possible, as opposed to developing isolated industrial areas.

Example Actions



Evidence of Impact



Anecdotal evidence suggests that this model may be promising for countries that can set up similar structures. As a result of the vertically integrated approach, workers will be able to continue living at home, significantly reducing their risk of vulnerability. Employers, reliant on and integrated within the local community will be incentivized to promote good relationships, which creates increased social dialogue and engagement overall.

Actors

 Governments

 Companies



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5.6

Introduce specific company policies on violence and harassment and socialize these with all employees.

Example Actions

Various model codes, guidelines and policies have been adopted by governments, sometimes the judicial system and increasingly, employers' and workers' organizations.



Actors

Companies

Labour recruiters

Evidence of Impact





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5.2

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5.6

Introduce specific company policies on violence and harassment and socialize these with all employees.

Example Actions



Evidence of Impact



Although only limited information is available, the number of employers having introduced policies on sexual harassment appears to have increased in both industrialized and developing countries, especially in larger enterprises. A survey conducted in 1999 found that since the amendment of the laws in Japan to cover sexual harassment, 71 per cent of respondent companies with 1,000 or more employees had implemented measures against sexual harassment.

Actors

Companies

Labour recruiters



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Identify gender risks through gender-specific impact assessments.

Example Actions

For example, Suitsupply conducted impact assessments and gender and sustainability performance of top ten suppliers.

Evidence of Impact

Actors

Governments

Companies

Labour recruiters



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5.6

Identify gender risks through gender-specific impact assessments.

Example Actions



Evidence of Impact



The impact assessments, conducted by Suitsupply, identified certain issues but no further detail on impact is available at the company level.

Actors

Governments

Companies

Labour recruiters



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Use disaggregated data to inform initiatives and targets that aim at reviewing and removing unequal power dynamics in recruitment and employment processes and throughout the supply chain, as well as the specific risks by sector.

Example Actions

For example, Esprit analysed workforce profile data to better understand the gender distribution of employees and management in factories in India, Bangladesh, and Ukraine. The baseline study revealed that factories in India have 6 per cent female line supervisors, whereas the total female workforce is 31 per cent. The company set a goal to help their suppliers achieve a percentage of female line supervisors that aligns with its overall percentage of female workers.

Evidence of Impact

Actors

Governments

Companies

Labour recruiters



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5.6

Use disaggregated data to inform initiatives and targets that aim at reviewing and removing unequal power dynamics in recruitment and employment processes and throughout the supply chain, as well as the specific risks by sector.

Example Actions



Evidence of Impact



N/A

Actors

Governments

Companies

Labour recruiters



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5.6


Prevent and address sexual harassment and abuse in factories through the development and establishment of independent investigative organizations or gender committees to receive complaints from workers, carry out investigations and assessments, and enforce appropriate remedies in consultation with workers, workers' organizations, and in accordance with the law.

Example Actions

Where specific gender committees are not feasible, worker representatives that are part of broader worker committees can be trained to engage on gender perspectives (issues and solutions).

The Van Den Berg RoseS implemented gender committees.

Actors

 Companies

Evidence of Impact

 See the approaches used by [Van Den Berg RoseS](#) (Kenya) and [Levi Strauss & Co](#) (Lesotho) and case studies on the [Gender-Responsive Due Diligence platform](#).



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Example Actions



Actors

Evidence of Impact



 Companies

The Van Den Berg RoseS gender committees had the following results:

- ▶ All cases of sexual harassment and other gender-based violence get fully investigated by the committee;
- ▶ More disciplinary action is taken against perpetrators;
- ▶ Employees report better working conditions and reduced cases of gender-based violence;
- ▶ Reduced absenteeism;
- ▶ There is an increased number of women in leadership positions as they are not frequently being harassed and overlooked for promotions.

 See the approaches used by [Van Den Berg RoseS](#) (Kenya) and [Levi Strauss & Co](#) (Lesotho) and case studies on the [Gender-Responsive Due Diligence platform](#).



5.1 5.2 5.3 5.4 5.5 5.6

Prevent and address physical and sexual violence through capacity-building programmes.

Example Actions

For example, BSR HERproject in Asia, Africa and Latin America reached 1,225,000 low-income women across 17 countries working in 1,000 factories and farms, and in partnership with over 60 international companies.

Evidence of Impact

Actors

Governments

Companies

Labour recruiters



5.1 5.2 5.3 5.4 5.5 5.6

Prevent and address physical and sexual violence through capacity-building programmes.

Example Actions



Evidence of Impact





BSR HERproject had the following results:

- ▶ 65 per cent increase across 40 farms in Ethiopia in number of farms drafting and establishing a Gender Policy;
- ▶ 85 per cent increase across 40 farms in Ethiopia in number of farms establishing a Gender Committee;
- ▶ 40 factories enrolled in the HERfinance payroll digitization programme, reaching nearly 100,000 women.

Actors

 Governments

 Companies

 Labour recruiters



5.1 5.2 5.3 5.4 5.5 **5.6**

Provide awareness raising and sensitization activities on physical and sexual violence to all workers and staff.

Example Actions

The Alliance for Filipino Workers negotiated agreements which included training and awareness raising and new guidelines to tackle third-party violence. This illustrates how a strategy to reframe violence and harassment as an occupational health issue and a business performance issue could emphasize this as a priority issue.



Actors

- Governments
- Companies

Evidence of Impact



Training guidance is highlighted in the ILO report on [action against sexual harassment at work in Asia and the Pacific](#); see also [Organizing women migrant workers: Manual for trade unionists in ASEAN](#).



5.1 5.2 5.3 5.4 5.5 5.6

Provide awareness raising and sensitization activities on physical and sexual violence to all workers and staff.

Example Actions




Evidence of Impact




Direct evidence of reduction of physical and sexual violence as a result of training could not be identified, but recommendations from the ILO suggest that such activities are valuable.

Actors

 Governments

 Companies

 Training guidance is highlighted in the ILO report on [action against sexual harassment at work in Asia and the Pacific](#); see also [Organizing women migrant workers: Manual for trade unionists in ASEAN](#).



6.1

Train and/or brief workers to recognize intimidation and build an environment in which they feel confident to report it. As practices related to worker intimidation can often be hidden and difficult to identify, spending time talking to workers in a confidential environment, and through various social dialogue channels to understand whether any intimidation is taking place is most likely to support effective identification. Where intimidation practices are identified, take disciplinary action against the relevant perpetrators and ensure workers are protected from further harm.

Example Actions

Impactt piloted a project to build social dialogue.

Evidence of Impact



Actors

Governments

Labour recruiters





6.1

Train and/or brief workers to recognize intimidation and build an environment in which they feel confident to report it. As practices related to worker intimidation can often be hidden and difficult to identify, spending time talking to workers in a confidential environment, and through various social dialogue channels to understand whether any intimidation is taking place is most likely to support effective identification. Where intimidation practices are identified, take disciplinary action against the relevant perpetrators and ensure workers are protected from further harm.

Example Actions



Actors

Governments

Labour recruiters

Evidence of Impact



An assessment of the Impactt pilot social dialogue mechanisms found that it resulted in a reduction of abusive behaviour (including threats and intimidation) from supervisors across numerous sites. Workers believe this is largely because those who had been isolated now have direct channels to report to management.



7.1

7.2

Require all companies to ensure workers hold their own identity documents, and provide them with safe storage which they can access at any time. Governments should enshrine this requirement in laws which prohibit and penalise retention of identity documents and require provision of safe storage.

Example Actions

See for example Malaysia's Workers' Minimum Standards of Housing and Amenities (Amendment) Act 2019 (Act 446) which requires: "A locked cupboard (measuring a minimum 0.35 m long, 0.35 m wide, 0.9 m high) for an employee's valuables, including their passport. The employee must be able to access their possessions at any time."

Earthworm Foundation started a Passports in their Palms initiative in 2017, supporting SMEs to provide all workers with lockers for safekeeping of their passports.



Actors

 Governments

Evidence of Impact





7.1

7.2

Require all companies to ensure workers hold their own identity documents, and provide them with safe storage which they can access at any time. Governments should enshrine this requirement in laws which prohibit and penalise retention of identity documents and require provision of safe storage.

Example Actions



Actors

Evidence of Impact



Governments

Anecdotally, workers report feeling greater peace of mind, more engagement and less discrimination.

Evidence across several sources suggests that when passports are returned, workers feel safer and freer. Although employers fear that workers will run away once their passports are returned, in practice the number of workers that run away is very small, even where effective remediation programmes are not yet in place. Workers provided with a secure locker are much happier to keep these documents.



7.1

7.2

Awareness-raising campaigns for employers on why passport retention is prohibited and how they can provide appropriate safe and accessible storage.

Example Actions

Awareness-raising campaign by the Malaysian Employers Federation.

Evidence of Impact



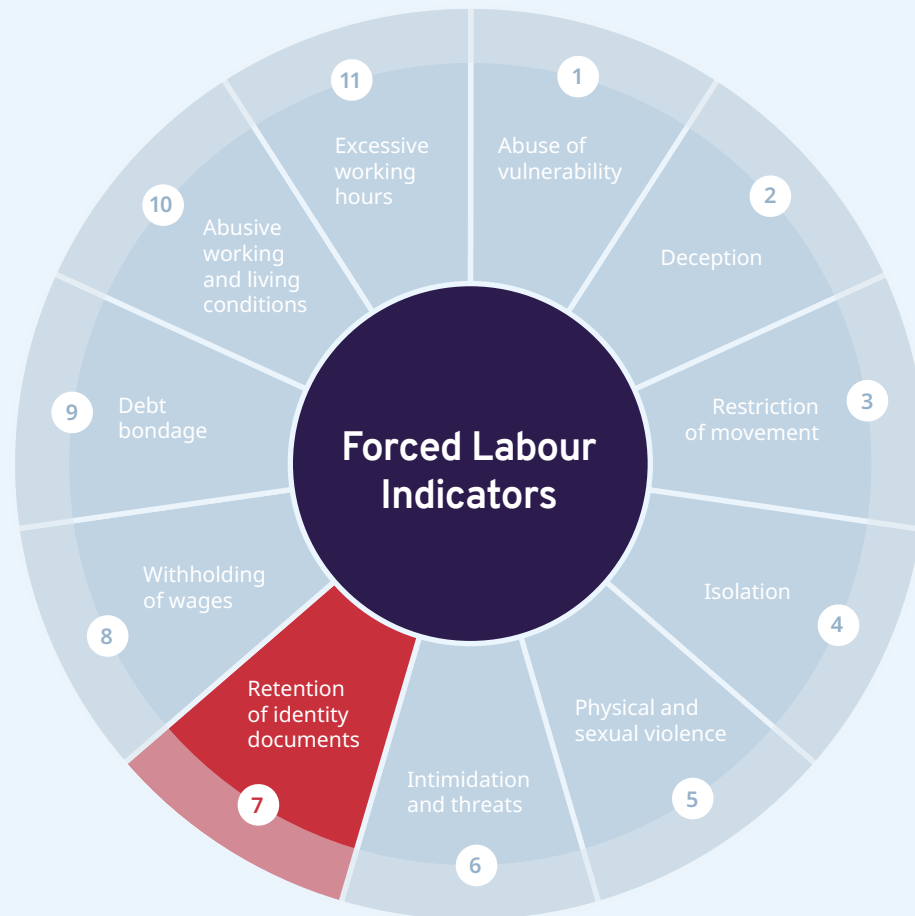
Actors

Governments

Companies

Labour recruiters

Other stakeholders including EBMOs



7.1

7.2

Awareness-raising campaigns for employers on why passport retention is prohibited and how they can provide appropriate safe and accessible storage.

Example Actions



Evidence of Impact



Anecdotal evidence suggests that awareness raising activities by the Malaysian Employers Federation has gained ground and an increasing number of employers are taking appropriate measures to address document retention.

Actors

- Governments
- Companies
- Labour recruiters
- Other stakeholders including EBMOs



8.1

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8.6

Implement digital wage payment systems and/or mobile applications to accurately register working records and payments.

Example Actions

For example, the Wages Protection System (WPS), a digital mechanism for government oversight of payments, was introduced in 2009 in the United Arab Emirates. All employers covered by labour law are required to transfer employees' wages through the WPS ensures that workers are paid fully and on time.

For employees without a bank account, money exchanges provide cost-effective WPS-compliant payroll solutions. Employers can transfer funds for salary disbursement to the exchange. The exchange provides WPS cards to employees, which they can then use to access their salary.

Evidence of Impact

Actors

- Governments
- Companies
- Labour recruiters

See MFASIA, "[Crying out for Justice: Wage theft against migrant workers during COVID-19 – An analysis report on wage theft cases documented by MFA members and partners](#)" (2021).



8.1

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8.5

8.6

Implement digital wage payment systems and/or mobile applications to accurately register working records and payments.

Example Actions



Evidence of Impact



Qatar has implemented WPS, and audits show a 10 per cent improvement in wage-related compliance between 2018 and 2021.

Actors

Governments

Companies

Labour recruiters

See MFASIA, "[Crying out for Justice: Wage theft against migrant workers during COVID-19 – An analysis report on wage theft cases documented by MFA members and partners](#)" (2021).



8.1 8.2 8.3 8.4 8.5 8.6

Use alternative mechanisms for digital payments where workers do not have personal bank accounts.

Example Actions

In 2021, Saudi Arabia implemented a process for SMEs to deposit workers' salaries in e-wallets instead of bank accounts. SMEs need to register in the ministry-approved Madad platform and deposit salaries of workers who are not registered in the WPS and do not have personal bank accounts.

Evidence of Impact

Actors

Companies

Labour recruiters



8.1

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8.6

Use alternative mechanisms for digital payments where workers do not have personal bank accounts.

Example Actions



Actors

Companies

Labour recruiters

Evidence of Impact



The Madad platform performs multiple roles including proactively detecting violations of WPS, following up on the status of salaries, and exploring the possibility of paying salaries more than once in a month. The fee for registration and utilization of the platform services amount to SR460 per year for small establishments with nine workers or less.



8.1

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8.6

Ensure copies of payslips are provided to workers, with full information on hours worked, wages and rates paid, and any deductions.

Example Actions


N/A

Evidence of Impact

Actors

 Governments

 Companies

 Labour recruiters



8.1 8.2 **8.3** 8.4 8.5 8.6

Ensure copies of payslips are provided to workers, with full information on hours worked, wages and rates paid, and any deductions.

Example Actions



Evidence of Impact



Experience and interviews with workers across regions shows that providing payslips which are clearly understood is critical in supporting workers to verify that their pay is correct, and empowering them to raise grievances if they find it is not.

Actors

- Governments
- Companies
- Labour recruiters



8.1 8.2 8.3 **8.4** 8.5 8.6

Engage with suppliers that are withholding wages to identify root causes and solutions. Buyers, as well as civil society organization partners are often

Example Actions

In many cases withholding of wages is a result of cash-flow challenges faced by the employer. Engagement with such employers (for example by buyers) can support the identification of the cause of cashflow issues. These might include for example poor business management, or underfunding of contracts.

Through engagement buyer(s) and suppliers can identify a long-term plan for ensuring such issues do not reoccur together.

Where appropriate, and where state mechanisms do not exist, buyers may fund repayment of workers' wages pending the ability of the supplier to pay these out.

Evidence of Impact

Actors

Governments

Companies

Labour recruiters

See "[Annual External Compliance Report of the Supreme Committee for Delivery and Legacy's Workers' Welfare Standards](#)", February 2020 (p. 33).



8.1 8.2 8.3 **8.4** 8.5 8.6

Engage with suppliers that are withholding wages to identify root causes and solutions. Buyers, as well as civil society organization partners are often well placed to do this.

Example Actions



Actors

Governments

Companies

Labour recruiters

Evidence of Impact



In Qatar, for example, Impactt verified that main contractors made outstanding wage payments while their sub-contractors were unable to.

Anecdotal evidence further suggests that demands to pay everything back in one go may not be feasible. Where this is the case, and no other support mechanisms exist, phased repayment plans can be agreed upon, for example repaying minimum wages at first, following by overtime and benefits once financing becomes available.

See ["Annual External Compliance Report of the Supreme Committee for Delivery and Legacy's Workers' Welfare Standards"](#), February 2020 (p. 33).



8.1 8.2 8.3 8.4 **8.5** 8.6

Provide destination country government support to pay withheld wages in an expedited manner via a resourced government-facilitated insurance fund.

Example Actions

According to the ILO, insurance funds can directly compensate workers in case of non-payment, subsequently seeking reimbursement from companies responsible, through separate proceedings. Effective provision of justice to workers requires action by ministries of labour and ministries of justice in strengthening their administrative capacity, ensuring access to free translation and interpretation, facilitating power of attorney procedures, providing legal aid, and encouraging workers to come forward to register their labour complaints.



Actors

Governments

Evidence of Impact





8.1 8.2 8.3 8.4 **8.5** 8.6

Provide destination country government support to pay withheld wages in an expedited manner via a resourced government-facilitated insurance fund.

Example Actions



Actors

Evidence of Impact



Governments

The mobile court of Abu Dhabi recently paid 261 million Dirhams worth of unpaid wages to 26,000 workers for grievances filed from January to June of 2020.



8.1 8.2 8.3 8.4 8.5 **8.6**

Ring-fence end-of-service benefits over the course of the worker's service in a separate account that the employer cannot use and is easily accessible when the worker departs.

Example Actions

Employers withholding end-of-service benefits or wages is a common abuse of workers, as recently identified by the ILO. Buyers can engage with their suppliers to request payment systems whereby these benefits are ring-fenced, creating payment security.



Actors

Governments

Labour recruiters

Evidence of Impact





8.1 8.2 8.3 8.4 8.5 **8.6**

Ring-fence end-of-service benefits over the course of the worker's service in a separate account that the employer cannot use and is easily accessible when the worker departs.

Example Actions



Actors

Evidence of Impact



Governments

Labour recruiters

No documented evidence of impact was identified.



10.1

10.2

Improve housing so that standards are in line with local legislation or international norms.

Example Actions

The ILO has provided guidance on workers housing in addition to national legislation.

Impactt audits in Qatar assessed the quality of workers' accommodations.

Evidence of Impact

Actors

Governments

Companies

Labour recruiters

See [ILO on workers' housing](#).

See "[Annual External Compliance Report of the Supreme Committee for Delivery and Legacy's Workers' Welfare Standards](#)", February 2020 (p. 32)



10.1

10.2

Improve housing so that standards are in line with local legislation or international norms.

Example Actions



Actors

Governments

Companies

Labour recruiters

Evidence of Impact



In Qatar, where food, laundry services, wireless Internet access and other free services were provided, there was a 16 per cent increase in workers reporting that they could cover their families' basic needs.

See [ILO on workers' housing](#).

See "[Annual External Compliance Report of the Supreme Committee for Delivery and Legacy's Workers' Welfare Standards](#)", February 2020 (p. 32)



10.1

10.2

Carry out training to enhance effective and respectful communication between workers and supervisors, including around workplace safety risks.

Example Actions

Impactt trainings across several construction sites focused on building improved respect and communication between supervisors and workers.

Evidence of Impact

Actors

Companies



10.1

10.2

Carry out training to enhance effective and respectful communication between workers and supervisors, including around workplace safety risks.

Example Actions



Actors

Evidence of Impact



 Companies

At one site in the Middle East, training of 24 health safety, security and environment supervisors and 32 supervisors resulted in:

- ▶ Increase in reporting of unsafe behaviour (31 per cent)
- ▶ Decrease (65 per cent) in the number of observed unsafe behaviours (hand injury prevention)
- ▶ Increase in workers' feeling of respect and confidence to speak up about safety concerns.



11.1

11.2

Increase productivity and wages while reducing working hours, based on consultations with workers and management, through process improvements, production incentives, and human resource management, including a workers' committee.

Example Actions

For example, New Look enabled its suppliers to bring in industrial engineering experts to help streamline manufacturing processes at factories. New Look also enhanced its own buying practices through improved forecasting, thereby providing longer lead times for factory managers.



Actors

Companies

Evidence of Impact





11.1

11.2

Increase productivity and wages while reducing working hours, based on consultations with workers and management, through process improvements, production incentives, and human resource management, including a workers' committee.

Example Actions



Actors

Evidence of Impact



Companies

New Look actions helped to prevent last-minute orders that often required employees to work longer hours to meet short deadlines.

In turn, this enabled the factories to better manage production. After consultations with factory workers, Bangladeshi suppliers also introduced benefits packages to workers – including measures such as additional medical care, childcare facilities, a matching provident fund, better quality meals, bonuses for improved attendances and a production incentive scheme. The direct benefits for the Bangladeshi suppliers were greater efficiency and productivity, reduced absenteeism and reduced staff turnover.



11.1

11.2

Analyse and revise working hours systems to deal with embedded high overtime culture.

Example Actions

For example, excessive overtime at Unilever site resulted in long work hours and high sickness levels.

Working Time Solutions used shift planning, rostering and workforce management software and consultancy to design shift patterns that met seasonal peaks in demand and stated the hours to be worked over a year instead of each week, building in 'reserve hours' to meet unexpected peaks in demand.

Evidence of Impact

Actors

Companies



11.1

11.2

Analyse and revise working hours systems to deal with embedded high overtime culture.

Example Actions



Actors

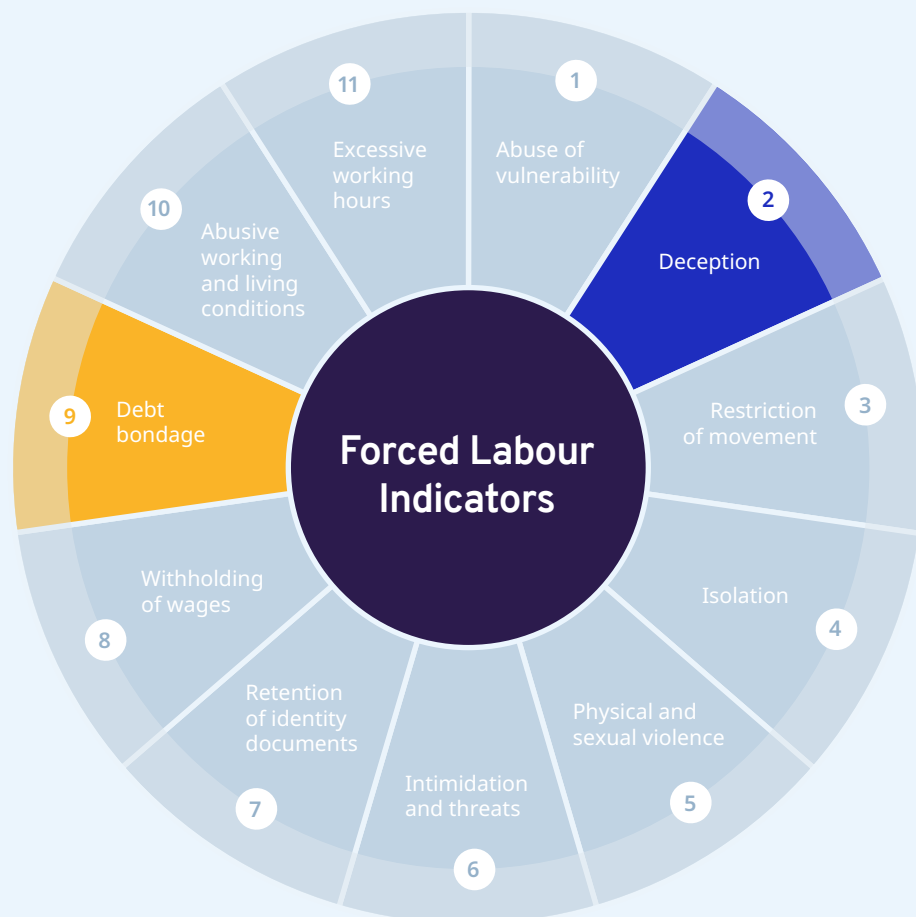
Evidence of Impact



Companies

As a result of implementing Working Time Solutions:

- ▶ Manufacturing efficiency increased by 30 per cent
- ▶ Production waste was reduced by 50 per cent
- ▶ Employee absences were halved
- ▶ Workforce management administration time was reduced by 25 per cent
- ▶ Reduced overtime resulted in cost savings
- ▶ Clocking on/off procedure was abolished

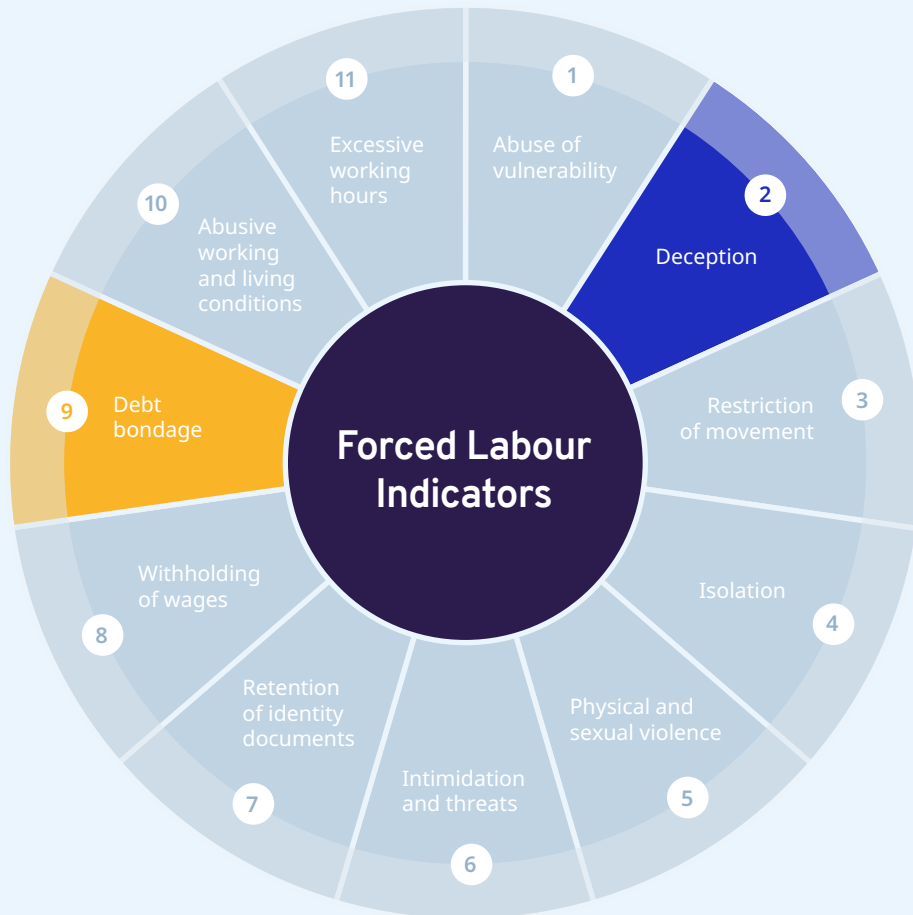


Toolbox 2

This toolbox focusses the two indicators generally associated with recruitment, debt bondage and deception, and proposes a broad range of actions to address unfair recruitment practices.

Migrant workers are more likely to be in forced labour than non-migrant workers. Migrant workers are often found in situations of debt bondage as a result of worker-borne recruitment fees and related costs and deception typically concerns the terms and conditions of their employment.

Since the majority of fair recruitment pilots take a systems-based approach, including various combinations of actions, it is challenging to point to the specific impacts of any single action taken. Instead, therefore, toolbox 2 presents a range of actions that can be combined to effectively address systemic unfair recruitment practices.



Company policies and procedures



Strengthen due diligence



Establish contracts or service-level agreements with recruitment business partners



Provide candidates with clear information on the recruitment process and their prospective employment

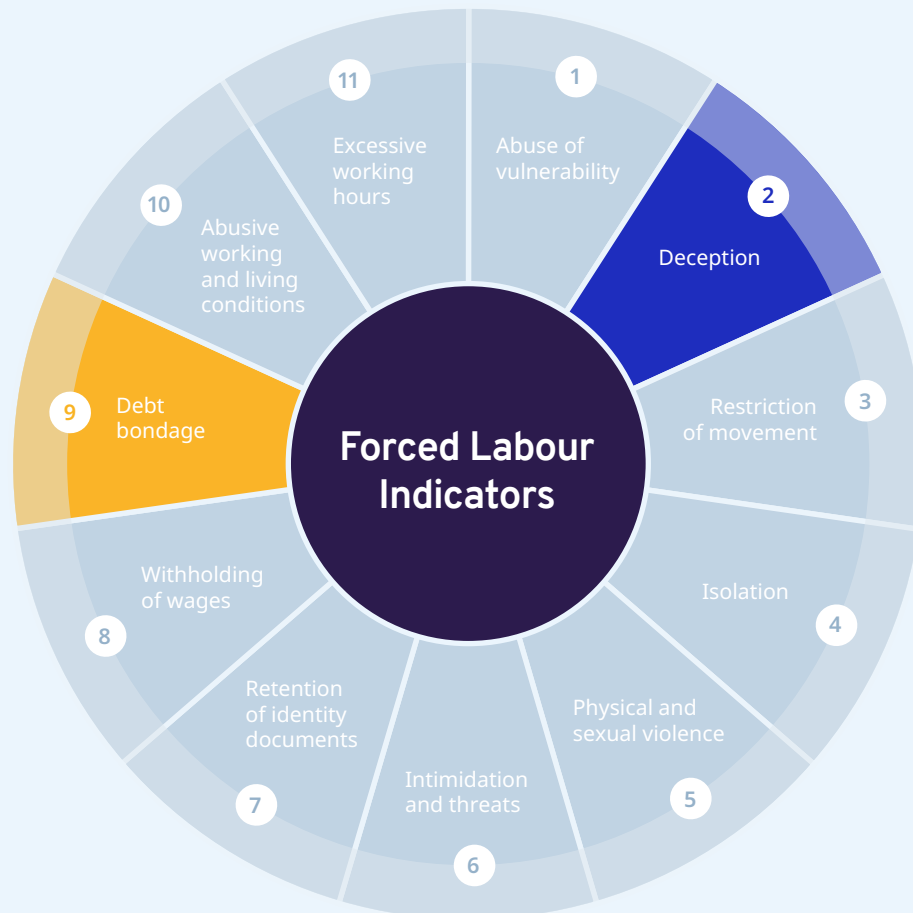


Provide access to grievance mechanisms during recruitment



Remediate debt bondage caused by worker-paid recruitment fees





Company policies and procedures

Example Actions

Adopt a fair recruitment (including a zero recruitment fees and related costs) policy which is aligned to the ILO General Principles and Operational Guidelines for Fair Recruitment and includes clear guidelines for implementation. The policy should be communicated externally via guidelines and other means, including contracts to all prospective and current business partners and relevant stakeholders. It should clearly stipulate that workers do not pay recruitment fees pre-, during or post-employment.

[ILO, Promising Practices: Zero Recruitment Fee Policy for \(Migrant\) Workers in Jordan and Mexico: Fair Recruitment Practice by Recruitment Agency adapted to COVID-19.](#)

Actors

- Companies
- Suppliers
- Labour recruiters

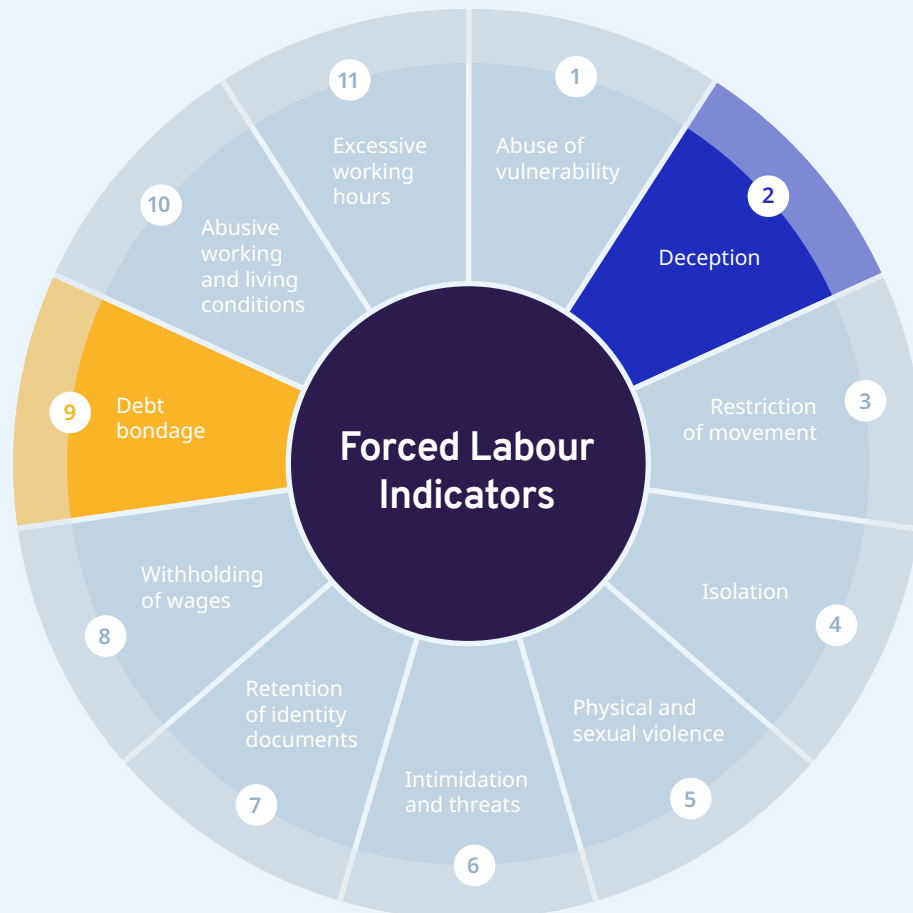
Strengthen due diligence

Establish contracts or service-level agreements with recruitment business partners

Provide candidates with clear information on the recruitment process and their prospective employment

Provide access to grievance mechanisms during recruitment

Remediate debt bondage caused by worker-paid recruitment fees



Company policies and procedures



Strengthen due diligence



Ex. 1

Ex. 2

Ex. 3

Ex. 4

Ex. 5

Ex. 6

Ex. 7

Example Actions


Build a transparent overview of all actors involved in the recruitment of workers.
The first step is mapping all actors involved in the supply chain (e.g. labour recruiters in destination and origin country, sub-agents). For companies and labour recruiters, this can include requiring business partners to provide a list of all labour recruiter or sub-agents involved in the process (and evidence that they are legally registered businesses).

Actors

 Companies

 Suppliers

 Labour recruiters

 See Ellen Zimiles, Alma Angotti, Tim Mueller and Balki Aydin, "Using Technology to Battle Forced Labor in Supply Chain", Guidehouse (2020).

 Tools such as [Diginex's LUMEN tool](#).

Establish contracts or service-level agreements with recruitment business partners



Provide candidates with clear information on the recruitment process and their prospective employment

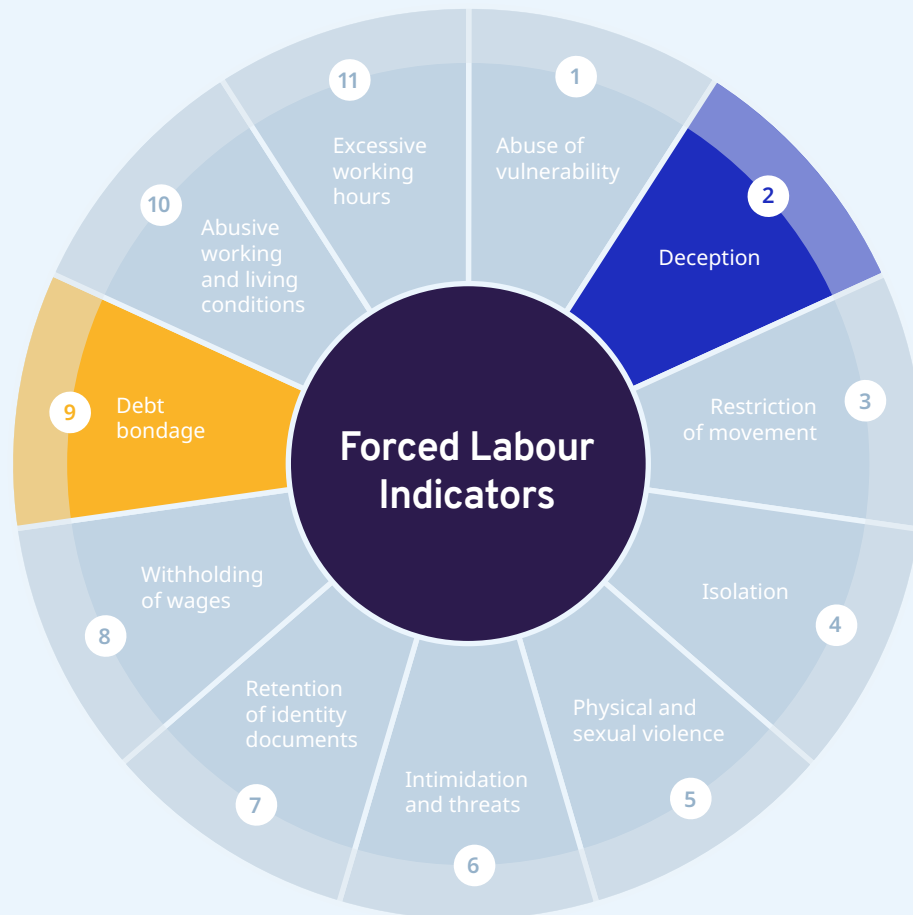


Provide access to grievance mechanisms during recruitment



Remediate debt bondage caused by worker-paid recruitment fees





Company policies and procedures



Strengthen due diligence



Ex. 1 Ex. 2 Ex. 3 Ex. 4 Ex. 5 Ex. 6 Ex. 7

Example Actions

Carry out comprehensive human rights due diligence assessments of recruitment business partners. Such assessments should focus on assessing whether or not business partners' recruitment practices rely on any unfair practices (e.g. charging of recruitment fees, document retention, deceiving workers about the terms and conditions of employment).

Actors

- Companies
- Suppliers
- Labour recruiters

[Responsible Business Alliance](#) provision of training and tools to support members to identify and address risks.

Establish contracts or service-level agreements with recruitment business partners



Provide candidates with clear information on the recruitment process and their prospective employment

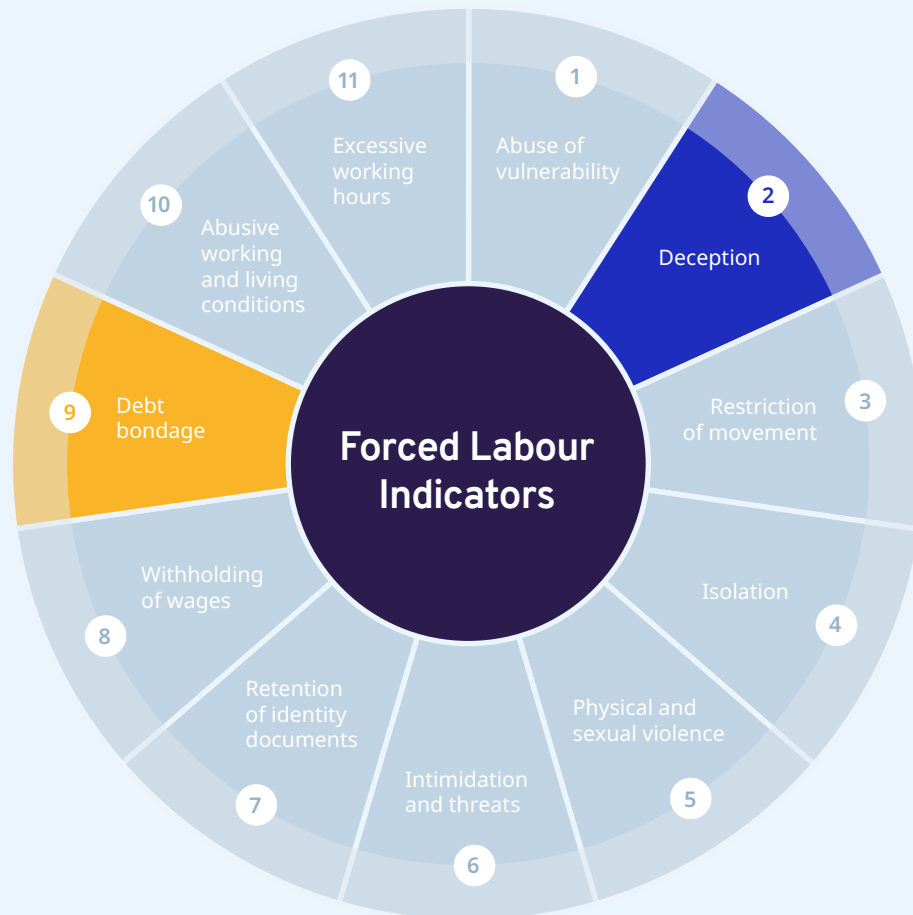


Provide access to grievance mechanisms during recruitment



Remediate debt bondage caused by worker-paid recruitment fees





Company policies and procedures



Strengthen due diligence



Ex. 1 Ex. 2 **Ex. 3** Ex. 4 Ex. 5 Ex. 6 Ex. 7

Example Actions

Evidence of Impact

Support company, labour recruiter and sub-agent capacity-building. Providing capacity-building support to companies and labour recruiters based on gaps identified during human rights assessments is critical to achieving long-term improvements.

Actors

Companies

Suppliers

Labour recruiters

[ILO Promising Practices: Piloting Fair Recruitment From Bangladesh To Qatar In The Construction Sector](#)

Establish contracts or service-level agreements with recruitment business partners



Provide candidates with clear information on the recruitment process and their prospective employment

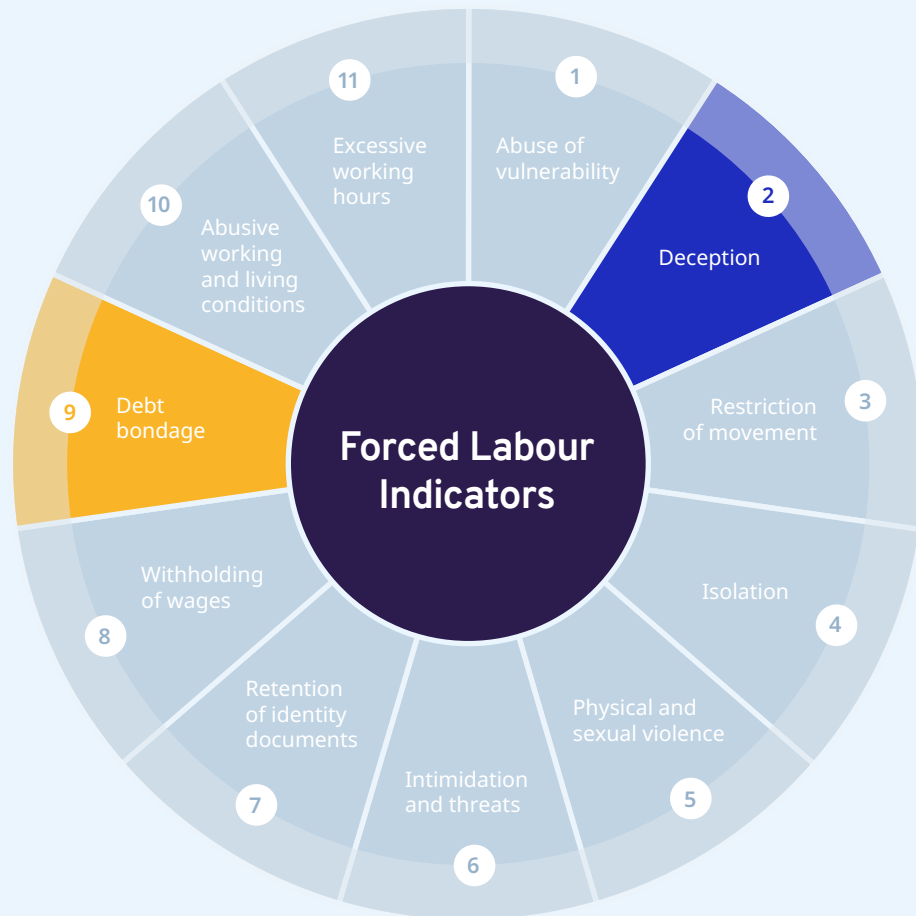


Provide access to grievance mechanisms during recruitment



Remediate debt bondage caused by worker-paid recruitment fees





Company policies and procedures



Strengthen due diligence



Ex. 1 Ex. 2 **Ex. 3** Ex. 4 Ex. 5 Ex. 6 Ex. 7

Example Actions Evidence of Impact

A pilot by ILO showed that technical support provided to labour recruiter and sub-contractor management and staff regarding the implementation of a fair recruitment system led to a 92 per cent reduction in the average costs of worker-paid recruitment fees.

Actors

- Companies
- Suppliers
- Labour recruiters

[ILO Promising Practices: Piloting Fair Recruitment From Bangladesh To Qatar In The Construction Sector](#)

Establish contracts or service-level agreements with recruitment business partners



Provide candidates with clear information on the recruitment process and their prospective employment

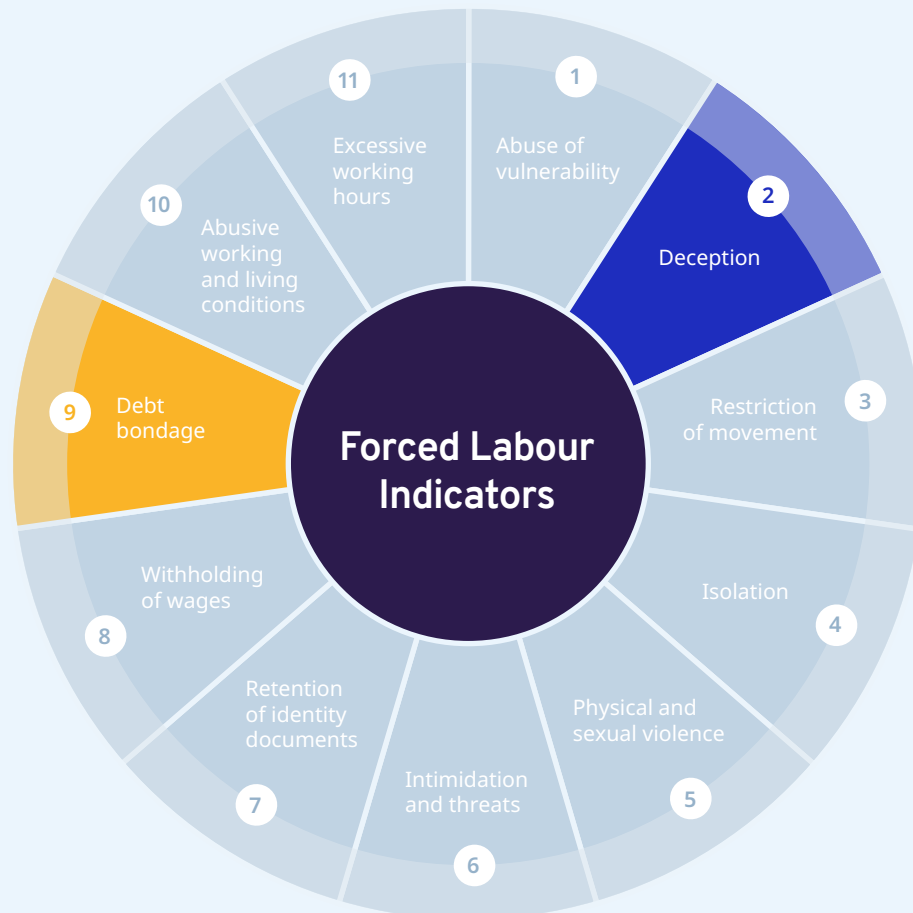


Provide access to grievance mechanisms during recruitment



Remediate debt bondage caused by worker-paid recruitment fees





Company policies and procedures



Strengthen due diligence



Ex. 1 Ex. 2 Ex. 3 **Ex. 4** Ex. 5 Ex. 6 Ex. 7

Example Actions

Evidence of Impact

Increase direct involvement and closely monitor every step of the recruitment process.

Send human resources and technical teams to recruitment drives to monitor partners' compliance with company policies and expectations, communicate directly with applicants about the absence of recruitment fees, and review and participate directly in recruitment interviews and trade tests. Where companies do not have capacity to do this, partnerships with civil society organizations, or other companies with shared labour recruiters are also possible.

Actors

Companies

Suppliers

Labour recruiters

Establish contracts or service-level agreements with recruitment business partners



Provide candidates with clear information on the recruitment process and their prospective employment

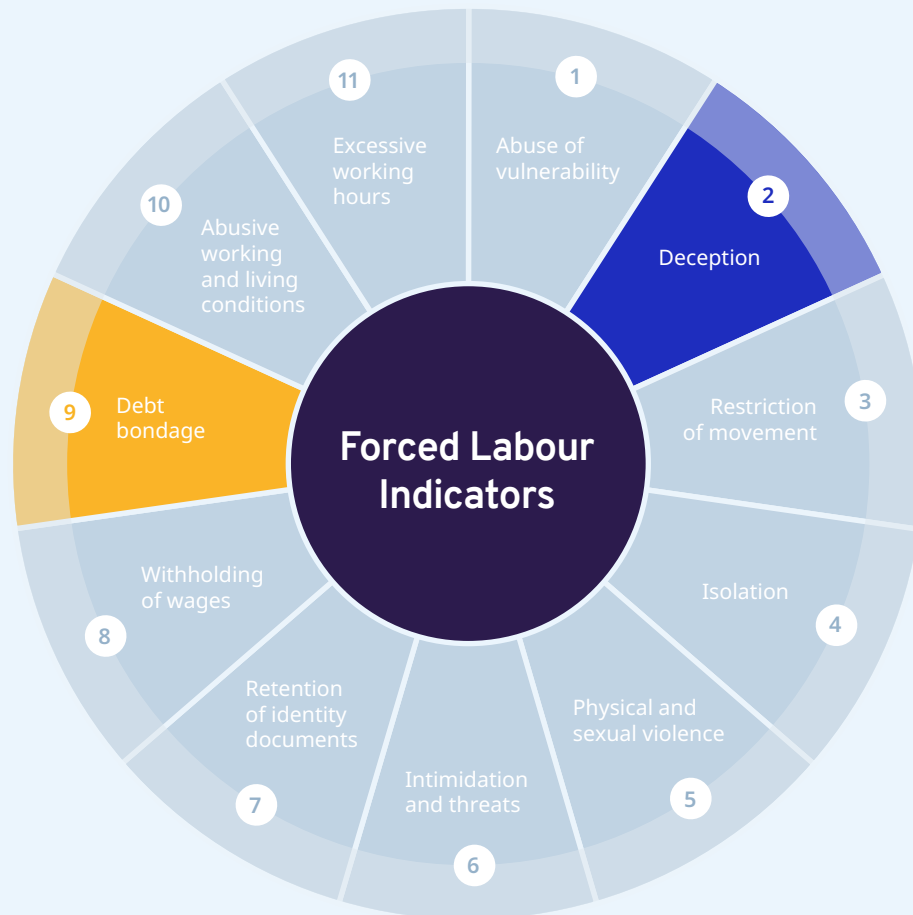


Provide access to grievance mechanisms during recruitment



Remediate debt bondage caused by worker-paid recruitment fees





Company policies and procedures



Strengthen due diligence



Ex. 1 Ex. 2 Ex. 3 **Ex. 4** Ex. 5 Ex. 6 Ex. 7

Example Actions Evidence of Impact

Supplier companies noted this was particularly effective.

Actors

Companies

Suppliers

Labour recruiters

Establish contracts or service-level agreements with recruitment business partners



Provide candidates with clear information on the recruitment process and their prospective employment

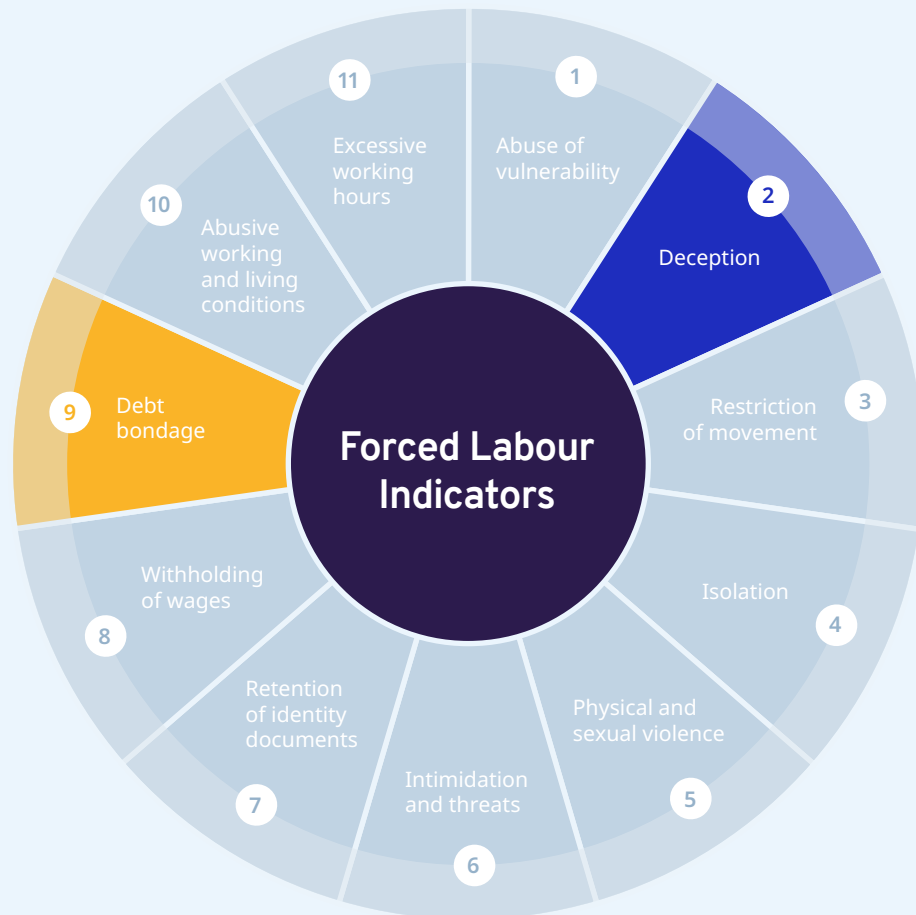


Provide access to grievance mechanisms during recruitment



Remediate debt bondage caused by worker-paid recruitment fees





Company policies and procedures



Strengthen due diligence



Ex. 1 Ex. 2 Ex. 3 Ex. 4 **Ex. 5** Ex. 6 Ex. 7

Example Actions

Evidence of Impact

Develop third-party independent, human rights based monitoring of recruitment within communities of origin.

Partnerships with civil society, community or faith-based organizations in migrant workers' home countries can be an effective means of monitoring the recruitment process and providing a dedicated grievance mechanism pre-departure, especially where companies or suppliers are not able to dedicate resources on the ground themselves. Involvement of such organizations, where trusted by migrants, increases the likelihood that exploitation will be reported.

Actors

Companies

Suppliers

Labour recruiters

See the report of the [Ethical Recruitment pilot](#)

Establish contracts or service-level agreements with recruitment business partners



Provide candidates with clear information on the recruitment process and their prospective employment

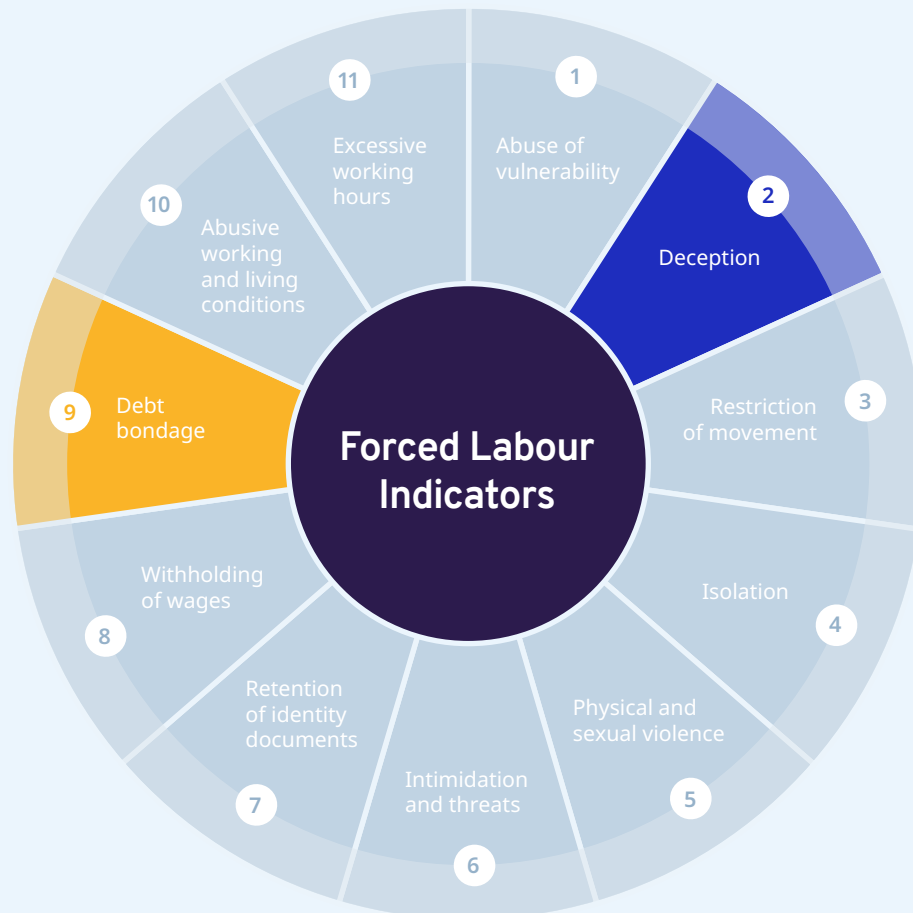


Provide access to grievance mechanisms during recruitment



Remediate debt bondage caused by worker-paid recruitment fees





Company policies and procedures



Strengthen due diligence



Ex. 1	Ex. 2	Ex. 3	Ex. 4	Ex. 5	Ex. 6	Ex. 7
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Example Actions Evidence of Impact

Thai Union engaged with Migrant Workers Rights Network, a membership-based civil society organization for migrant workers from Myanmar.

Actors

- Companies
- Suppliers
- Labour recruiters

[See the report of the Ethical Recruitment pilot](#)

Establish contracts or service-level agreements with recruitment business partners



Provide candidates with clear information on the recruitment process and their prospective employment

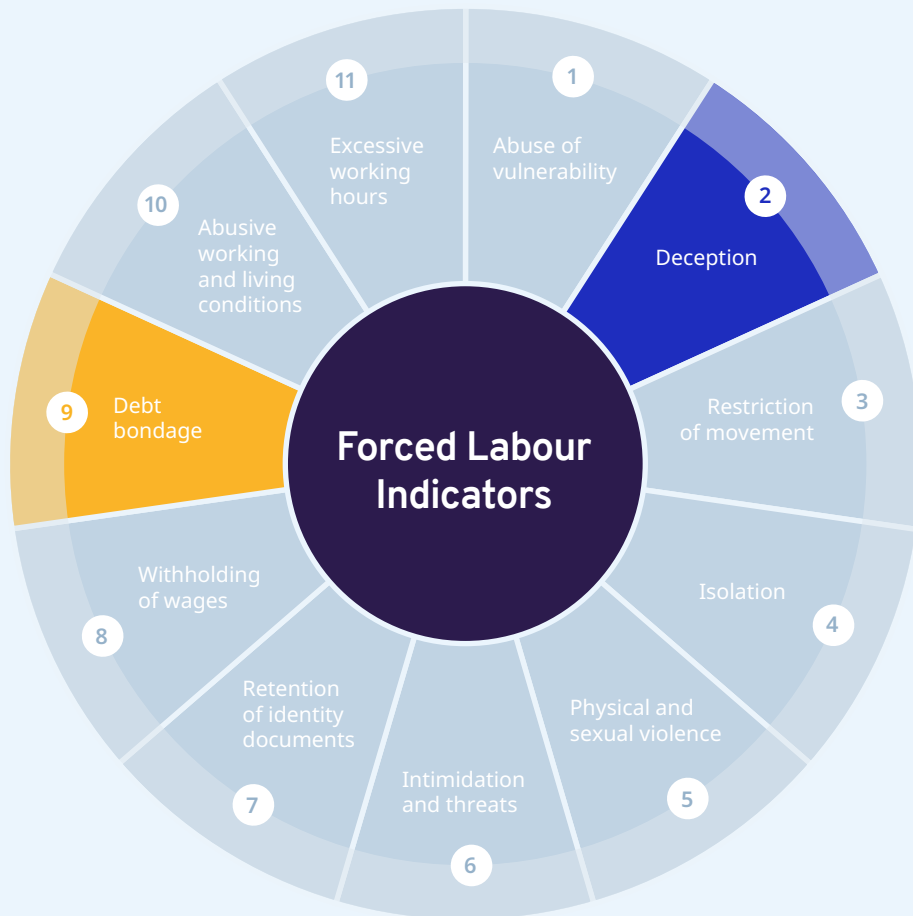


Provide access to grievance mechanisms during recruitment



Remediate debt bondage caused by worker-paid recruitment fees





Company policies and procedures



Strengthen due diligence



Ex. 1 Ex. 2 Ex. 3 Ex. 4 Ex. 5 **Ex. 6** Ex. 7

Example Actions

Require disclosure of recruitment partners and key practices.

Request disclosure of names and licenses of all affiliated labour recruiters, agents and sub-agents to increase transparency.

Suppliers may request labour recruiter or sub-agent partners to share all job adverts used to promote jobs and check these to ensure correct information is provided.

Actors

Companies

Suppliers

Labour recruiters

Establish contracts or service-level agreements with recruitment business partners



Provide candidates with clear information on the recruitment process and their prospective employment

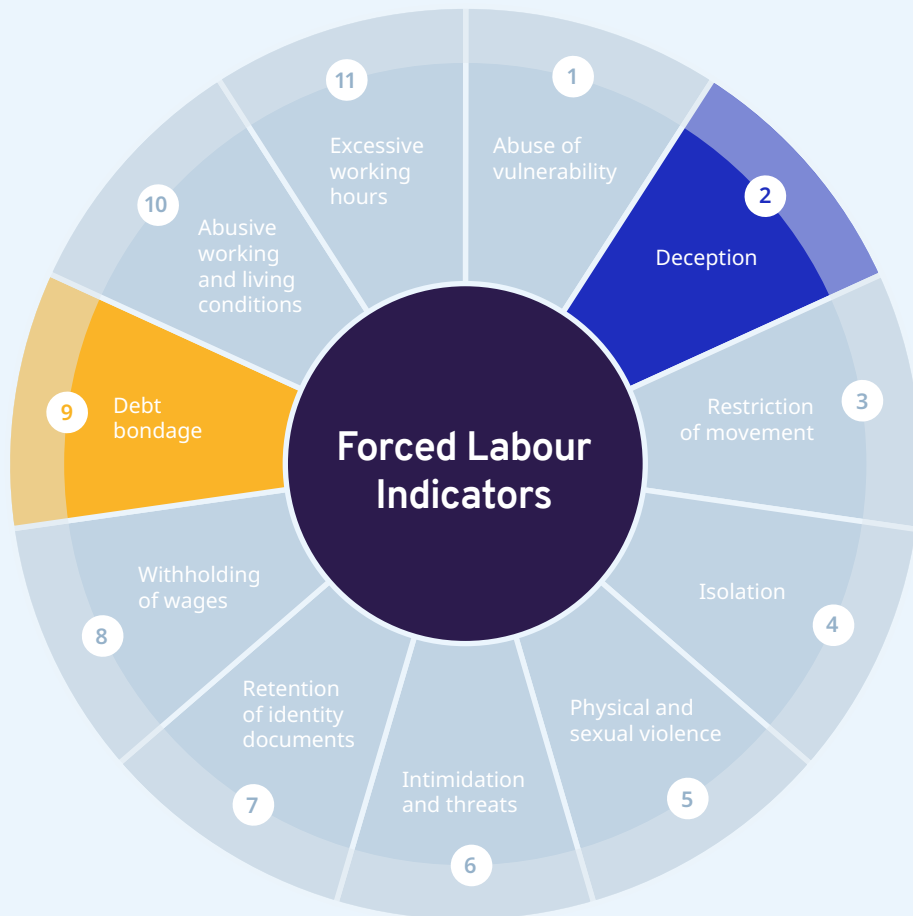


Provide access to grievance mechanisms during recruitment



Remediate debt bondage caused by worker-paid recruitment fees





Company policies and procedures



Strengthen due diligence



Ex. 1 Ex. 2 Ex. 3 Ex. 4 Ex. 5 Ex. 6 **Ex. 7**

Example Actions

Evidence of Impact

Interview workers on arrival and post-arrival (within 3-6 months) in a safe and confidential environment, to provide them the opportunity to disclose details around any recruitment fees and costs paid, and/or any intimidation faced.

Since companies rarely achieve “zero recruitment fees” within one recruitment cycle, such interviews provide valuable insights which can improve overall engagement with labour recruiter partners.

Actors

Companies

Suppliers

Labour recruiters

Establish contracts or service-level agreements with recruitment business partners



Provide candidates with clear information on the recruitment process and their prospective employment

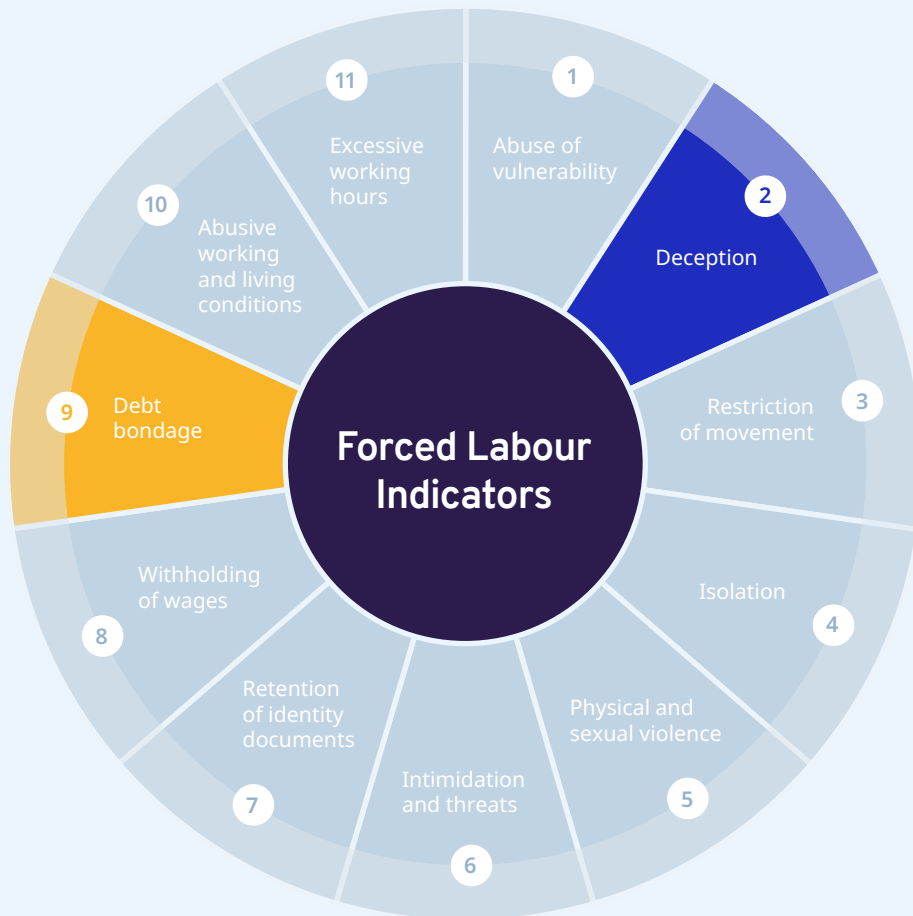


Provide access to grievance mechanisms during recruitment



Remediate debt bondage caused by worker-paid recruitment fees





Company policies and procedures



Strengthen due diligence



Ex. 1 Ex. 2 Ex. 3 Ex. 4 Ex. 5 Ex. 6 **Ex. 7**

Example Actions Evidence of Impact

Impactt experience shows that many workers do not feel comfortable disclosing fees paid when they first arrive, for fear of losing their job. Clients that carried out post-arrival interviews after several months found that workers felt more secure and were more likely to open up.

Actors

- Companies
- Suppliers
- Labour recruiters

Establish contracts or service-level agreements with recruitment business partners



Provide candidates with clear information on the recruitment process and their prospective employment

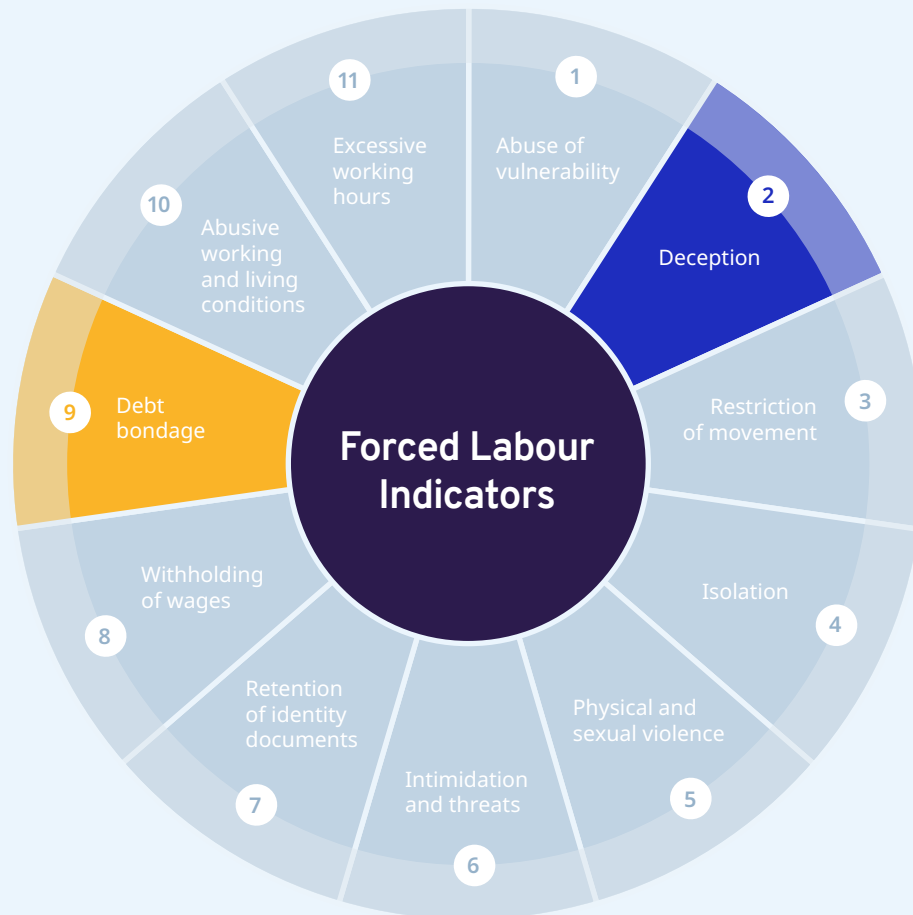


Provide access to grievance mechanisms during recruitment



Remediate debt bondage caused by worker-paid recruitment fees





Company policies and procedures



Strengthen due diligence



Establish contracts or service-level agreements with recruitment business partners



Ex. 1

Ex. 2

Ex. 3

Ex. 4

Example Actions

Suppliers may contract directly with source country labour recruiters where possible.

Eliminate use of sub-agents or intermediaries to reduce the number of actors involved.

Actors

Companies

Suppliers

Labour recruiters

See [ILO Promising Practices: Nepal – Jordan Corridor Fair Recruitment Pilot](#)

Provide candidates with clear information on the recruitment process and their prospective employment



Provide access to grievance mechanisms during recruitment



Remediate debt bondage caused by worker-paid recruitment fees





Company policies and procedures



Strengthen due diligence



Establish contracts or service-level agreements with recruitment business partners



Ex. 1

Ex. 2

Ex. 3

Ex. 4

Example Actions

Evidence of Impact

Establish service-level agreements with suppliers, labour recruiters and sub-agents which clearly communicate that the costs of recruitment are covered by the company and that workers should not pay fees as part of the recruitment process.

Actors

Companies

Suppliers

Labour recruiters

Provide candidates with clear information on the recruitment process and their prospective employment

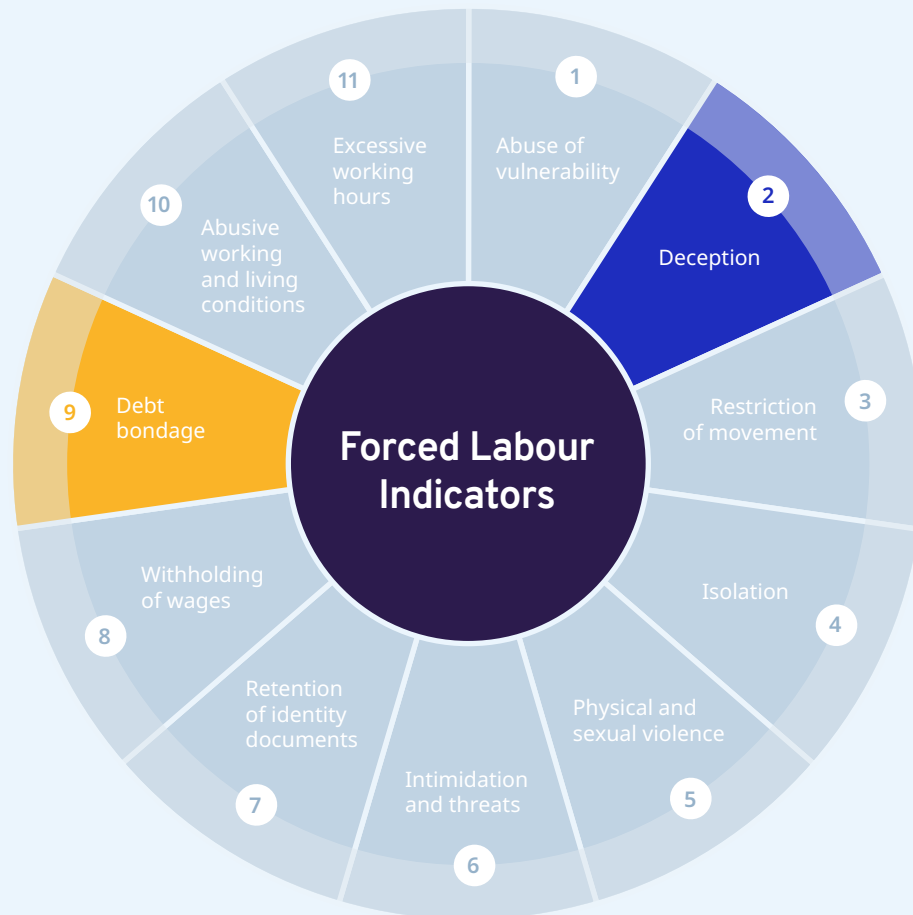


Provide access to grievance mechanisms during recruitment



Remediate debt bondage caused by worker-paid recruitment fees





Company policies and procedures



Strengthen due diligence



Establish contracts or service-level agreements with recruitment business partners



Ex. 1

Ex. 2

Ex. 3

Ex. 4

Example Actions

Evidence of Impact

Impactt experience suggests that revision of contracts has significantly contributed to the reduction of fees and other exploitative practices.

Actors

Companies

Suppliers

Labour recruiters

Provide candidates with clear information on the recruitment process and their prospective employment

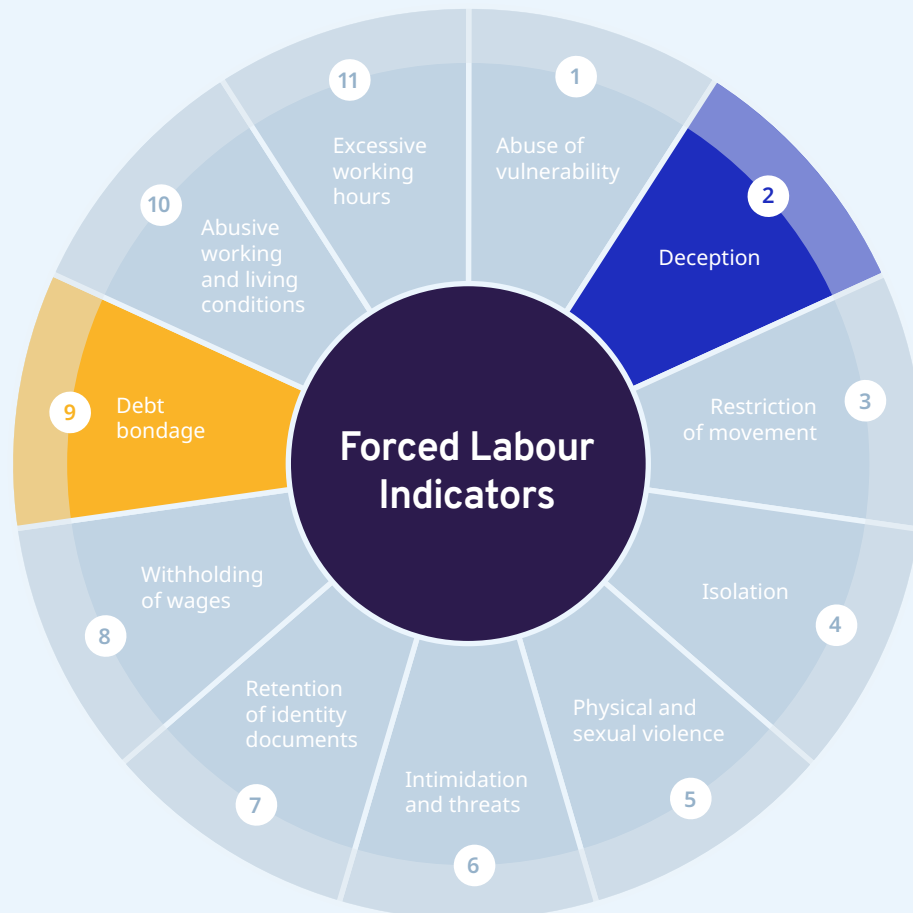


Provide access to grievance mechanisms during recruitment



Remediate debt bondage caused by worker-paid recruitment fees





Company policies and procedures



Strengthen due diligence



Establish contracts or service-level agreements with recruitment business partners



Ex. 1

Ex. 2

Ex. 3

Ex. 4

Example Actions

Evidence of Impact

Engage with labour recruiters and/or sub-agents to understand their costs and profit margin in detail and pay agents sufficient service fees (administration and/or profit margins) to reduce risk of fee-charging to workers.

Actors

Companies

Suppliers

Labour recruiters

See [VINCI/QDVC](#)

Provide candidates with clear information on the recruitment process and their prospective employment

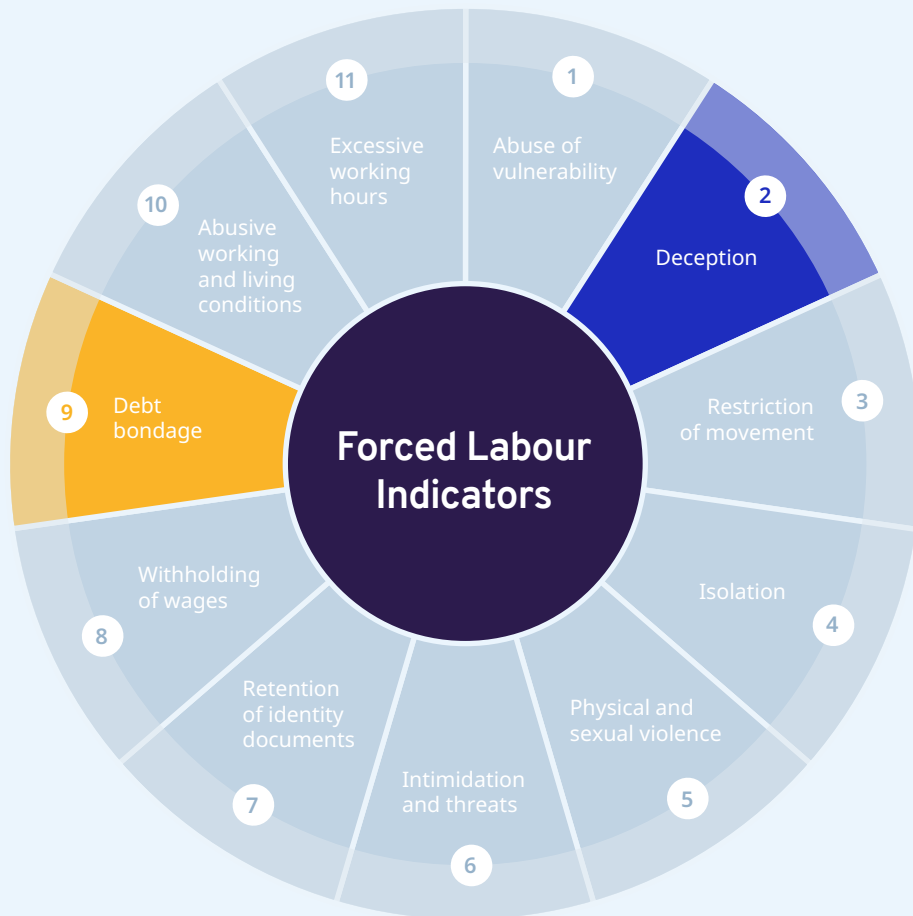


Provide access to grievance mechanisms during recruitment



Remediate debt bondage caused by worker-paid recruitment fees





Company policies and procedures



Strengthen due diligence



Establish contracts or service-level agreements with recruitment business partners



Ex. 1

Ex. 2

Ex. 3

Ex. 4

Example Actions

Evidence of Impact

For example VINCI/QDVC financial analysis justified including the cost of workers' resignation and/or early repatriation in a trusted partner's service fee.

See [VINCI/QDVC](#)

Actors

Companies

Suppliers

Labour recruiters

Provide candidates with clear information on the recruitment process and their prospective employment



Provide access to grievance mechanisms during recruitment



Remediate debt bondage caused by worker-paid recruitment fees





Company policies and procedures



Strengthen due diligence



Establish contracts or service-level agreements with recruitment business partners



Ex. 1

Ex. 2

Ex. 3

Ex. 4

Example Actions

Pay service fees to labour recruiters up front to reduce risk of fee charging to workers
– as all costs are borne by the recruitment agency prior to the candidates starting work.

Actors

Companies

Suppliers

Labour recruiters

Provide candidates with clear information on the recruitment process and their prospective employment

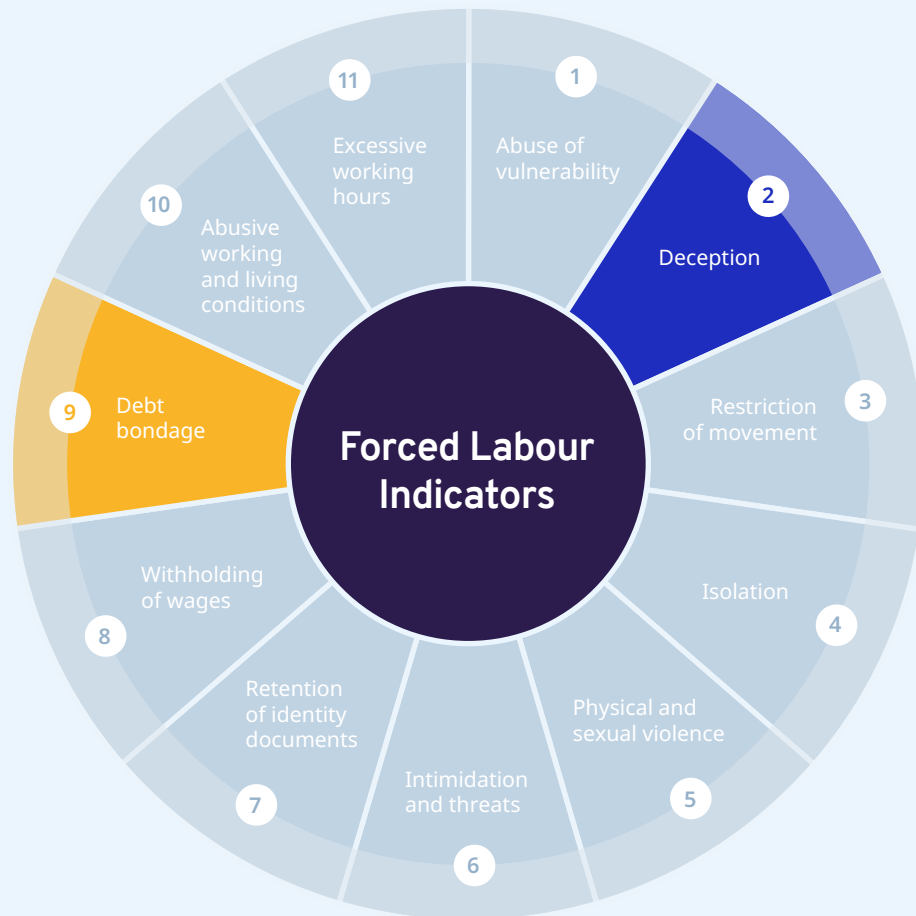


Provide access to grievance mechanisms during recruitment



Remediate debt bondage caused by worker-paid recruitment fees





Company policies and procedures



Strengthen due diligence



Establish contracts or service-level agreements with recruitment business partners



Provide candidates with clear information on the recruitment process and their prospective employment



Ex. 1

Ex. 2

Ex. 3

Ex. 4

Example Actions

Raise migrant workers' awareness of their right to fair recruitment through community engagement.

See [ILO Promising Practices: Raising Pakistani migrant workers' awareness of their right to fair recruitment](#).

Actors

Governments

Trade Unions

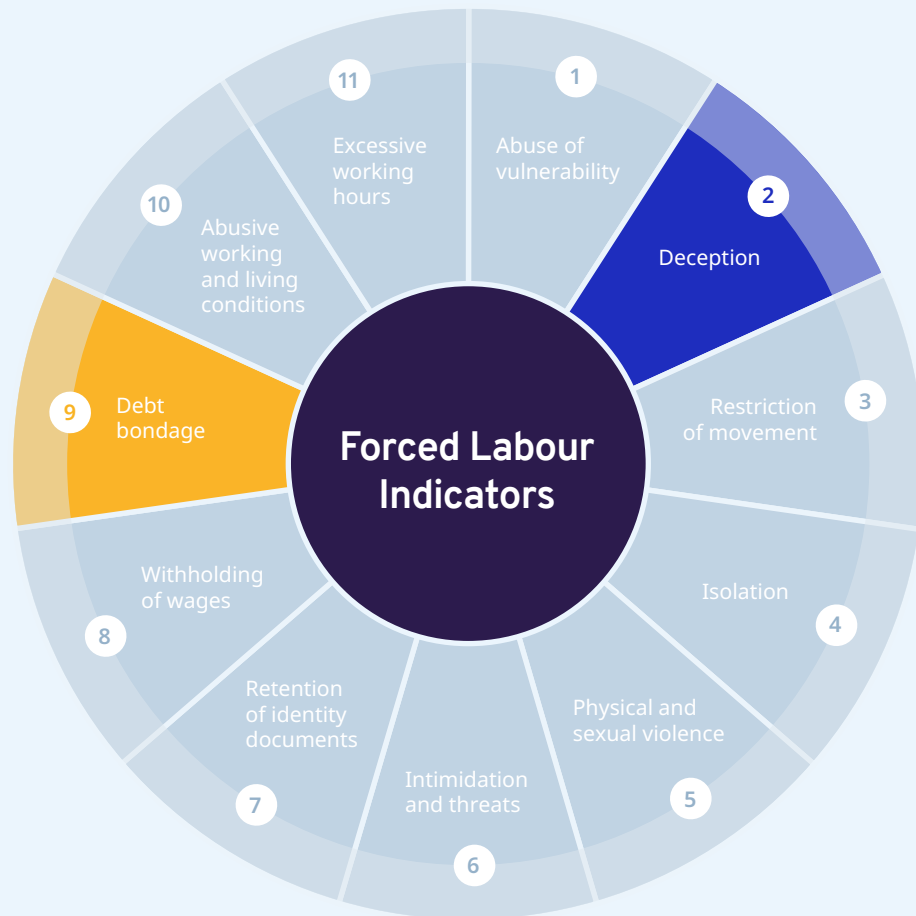
Civil society organizations

Provide access to grievance mechanisms during recruitment



Remediate debt bondage caused by worker-paid recruitment fees





Company policies and procedures



Strengthen due diligence



Establish contracts or service-level agreements with recruitment business partners



Provide candidates with clear information on the recruitment process and their prospective employment



Ex. 1

Ex. 2

Ex. 3

Ex. 4

Example Actions

Evidence of Impact


Raise migrant workers' awareness of their rights and how to seek support both pre- and post-arrival by introducing mandatory orientation programmes.

Mandatory post-arrival orientation can help to raise awareness of workers' rights, cultural information and access to grievance mechanisms, however, the quality of programmes must be aligned to ensure effectiveness.

Actors

 Governments

 Companies

 Labour recruiters

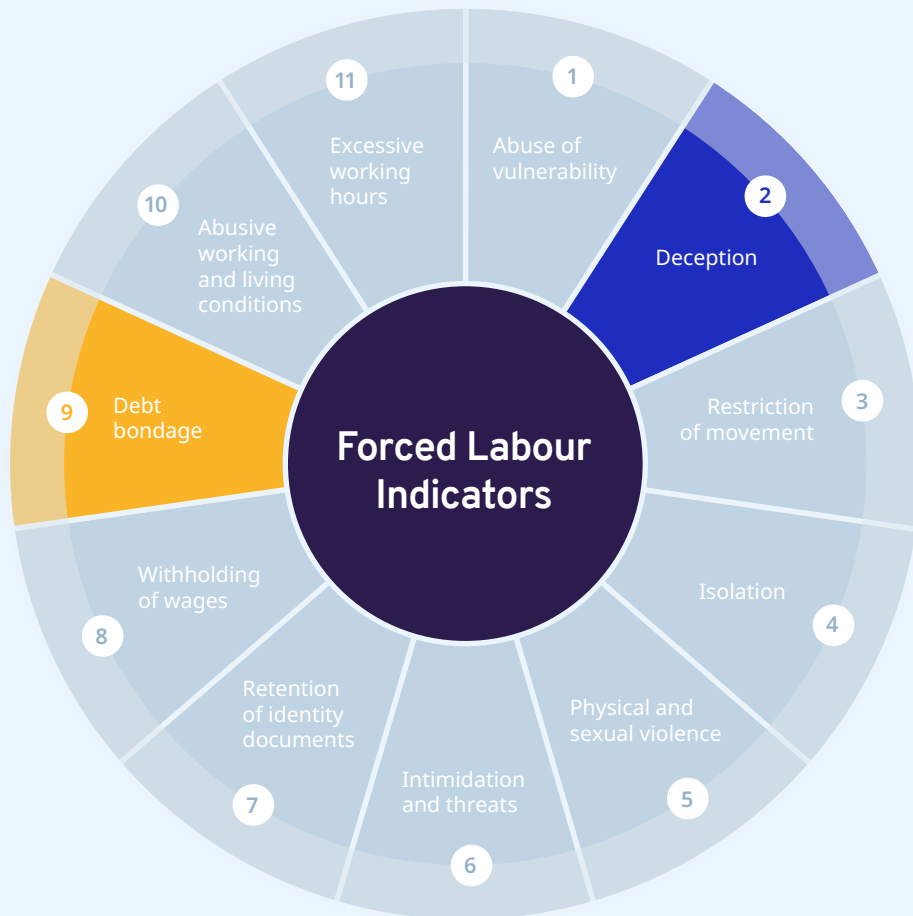
 See [Government of Singapore Settling-in Programme](#).

Provide access to grievance mechanisms during recruitment



Remediate debt bondage caused by worker-paid recruitment fees





Company policies and procedures



Strengthen due diligence



Establish contracts or service-level agreements with recruitment business partners



Provide candidates with clear information on the recruitment process and their prospective employment



Ex. 1

Ex. 2

Ex. 3

Ex. 4

Example Actions Evidence of Impact

For example, the Government of Singapore only issued work permits to migrant workers who completed mandatory one-day orientation within two weeks of arrival.

See [Government of Singapore Settling-in Programme](#).

Actors

Governments,

Companies

Labour recruiters

Provide access to grievance mechanisms during recruitment



Remediate debt bondage caused by worker-paid recruitment fees





Company policies and procedures



Strengthen due diligence



Establish contracts or service-level agreements with recruitment business partners



Provide candidates with clear information on the recruitment process and their prospective employment



Ex. 1

Ex. 2

Ex. 3

Ex. 4

Example Actions

Provide clear communication to workers on recruitment and employment:

- ▶ Prepare flyers for candidates which show timelines of all stages in the recruitment process.
- ▶ Improve offer letters provided to workers by labour recruiters, and train labour recruiters and sub-agents on how they should communicate key terms and conditions with workers.
- ▶ Ensure that written contracts of employment are provided to workers, and that these are transparent and understood. Prevent contract substitution by increasing transparency of recruitment and employment processes, including through use of technology solutions.

Actors

- Companies
- Suppliers
- Labour recruiters

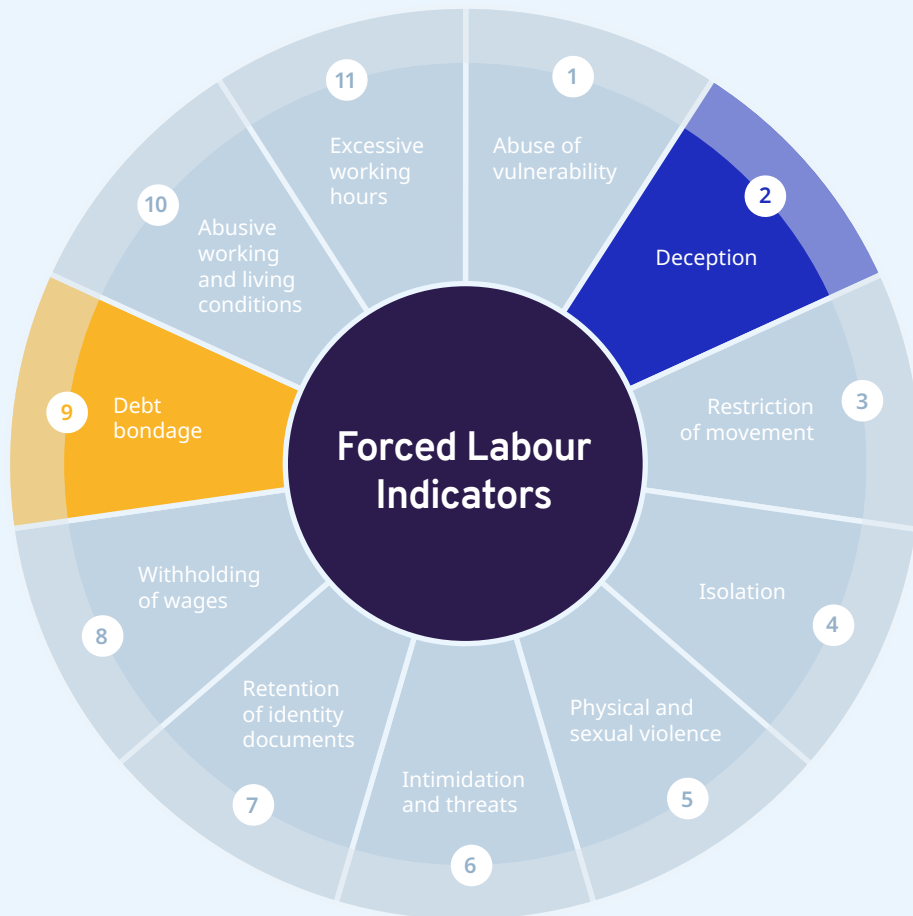
Ellen Zimiles, Alma Angotti, Tim Mueller and Balki Aydin, [“Using Technology to Battle Forced Labor in Supply Chain”](#), Guidehouse (2020). Examples of technology solutions include [eMin](#) (blockchain), or Diginex’s [LUMEN](#) tool.

Provide access to grievance mechanisms during recruitment



Remediate debt bondage caused by worker-paid recruitment fees





Company policies and procedures



Strengthen due diligence



Establish contracts or service-level agreements with recruitment business partners



Provide candidates with clear information on the recruitment process and their prospective employment



Ex. 1

Ex. 2

Ex. 3

Ex. 4

Example Actions

Maintain involvement with workers after recruitment is completed, to provide them with opportunities to disclose the payment of fees, if applicable.

Actors

⚙ Suppliers

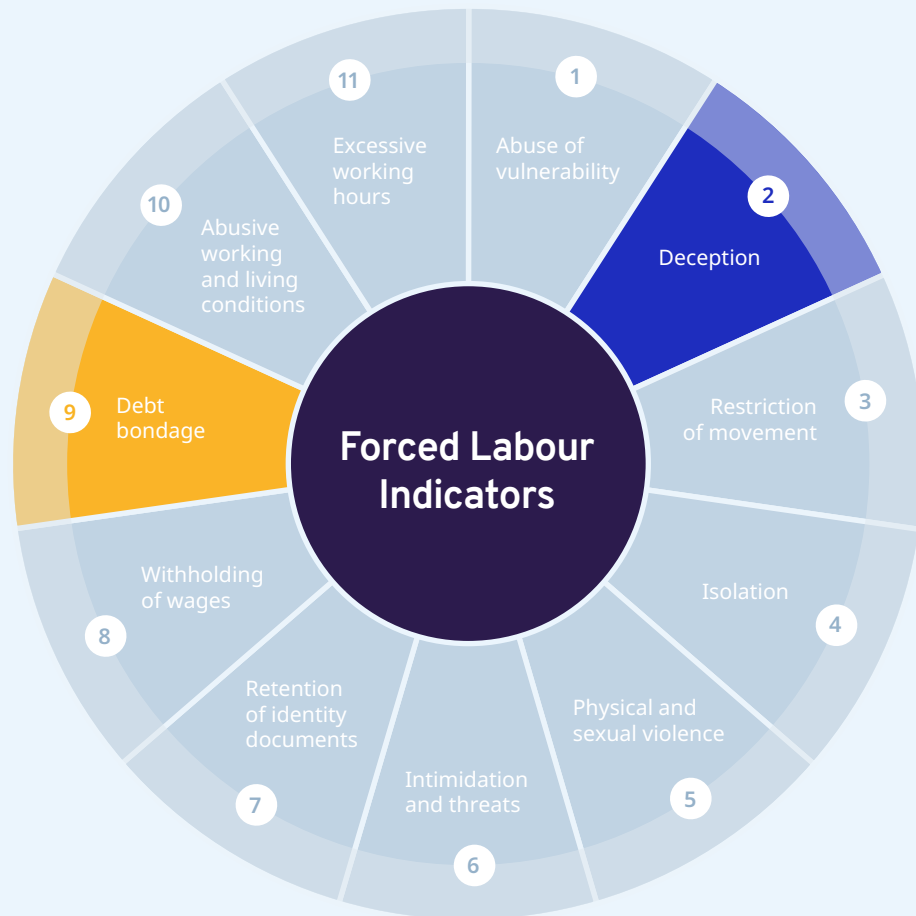
🔍 Labour recruiters

Provide access to grievance mechanisms during recruitment



Remediate debt bondage caused by worker-paid recruitment fees





Company policies and procedures



Strengthen due diligence



Establish contracts or service-level agreements with recruitment business partners



Provide candidates with clear information on the recruitment process and their prospective employment



Provide access to grievance mechanisms during recruitment



Example Actions

Evidence of Impact

Provide access to a third-party helpline to all candidates during their recruitment journey, and ensure that they know to report any fee payment requests or other forms of recruitment-related exploitation to the helpline.

During recruitment drives, some companies provide a number that leads directly to a designated contact or human resources. Candidates were encouraged to call the number to prove it works.

Actors

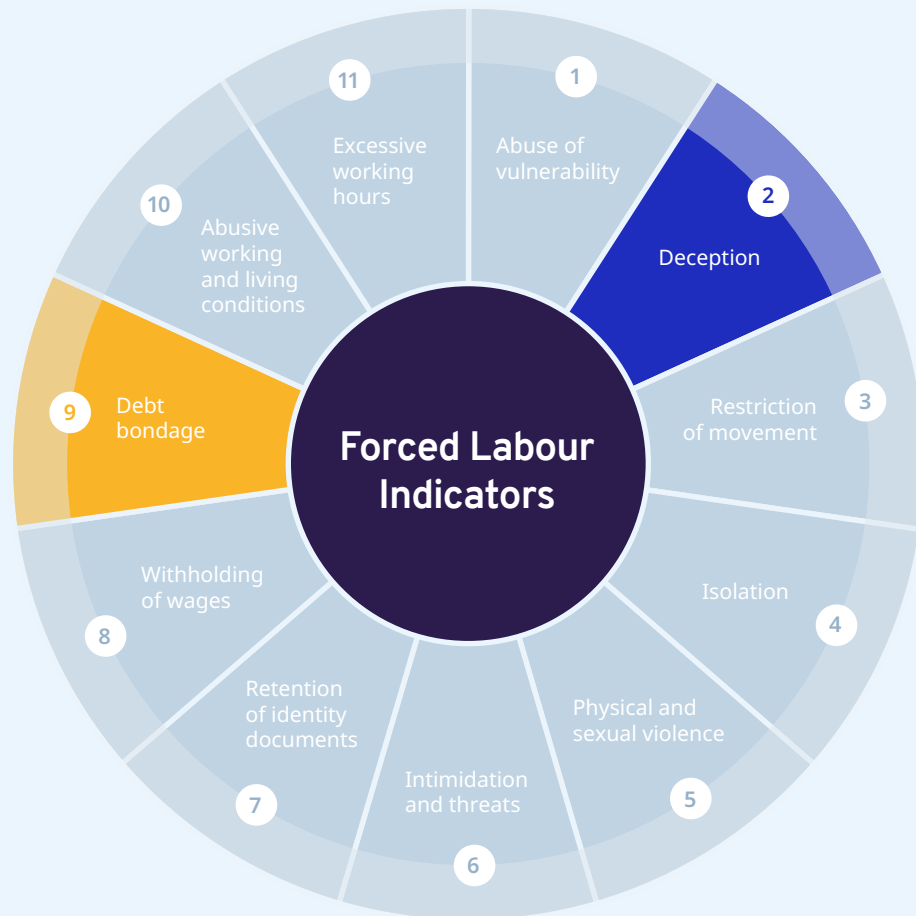
Companies

Suppliers

Labour recruiters

Remediate debt bondage caused by worker-paid recruitment fees





Company policies and procedures



Strengthen due diligence



Establish contracts or service-level agreements with recruitment business partners



Provide candidates with clear information on the recruitment process and their prospective employment



Provide access to grievance mechanisms during recruitment



Example Actions

Evidence of Impact

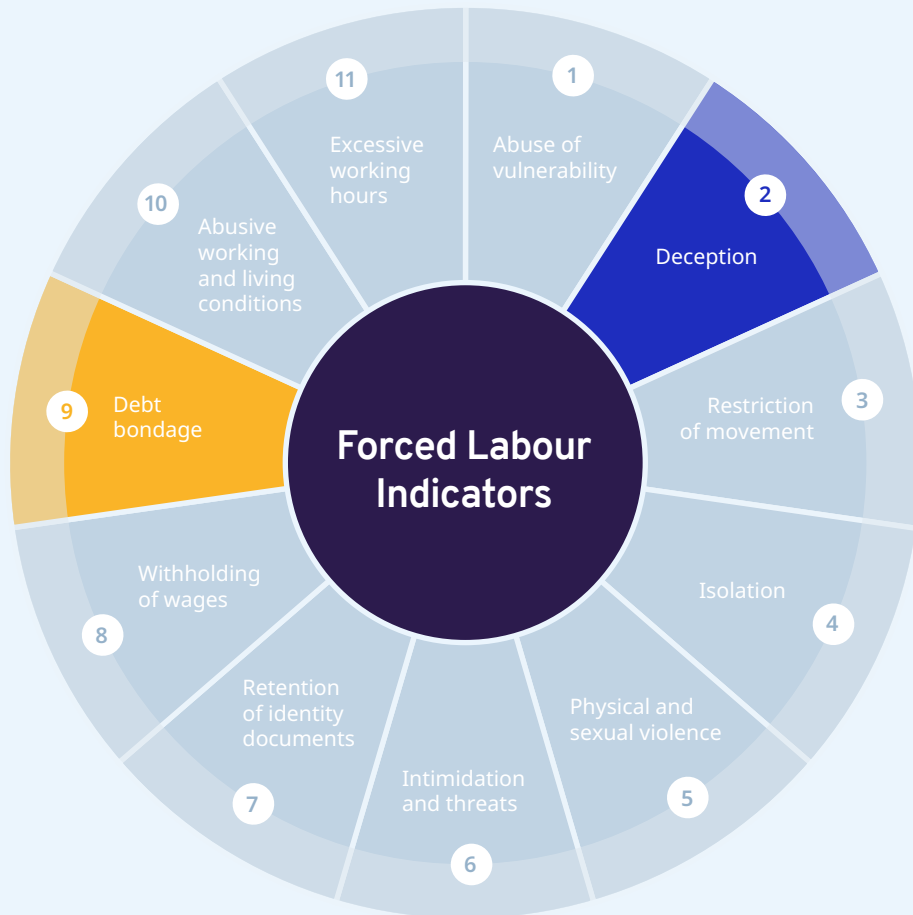
Anecdotal evidence from companies suggests that the provision of such a helpline (either by the company, or a third party) enables better identification of fee-charging and other exploitative practices, early on in the recruitment process..

Actors

- Companies
- Suppliers
- Labour recruiters

Remediate debt bondage caused by worker-paid recruitment fees





Company policies and procedures



Strengthen due diligence



Establish contracts or service-level agreements with recruitment business partners



Provide candidates with clear information on the recruitment process and their prospective employment



Provide access to grievance mechanisms during recruitment



Remediate debt bondage caused by worker-paid recruitment fees



Example Actions Evidence of Impact

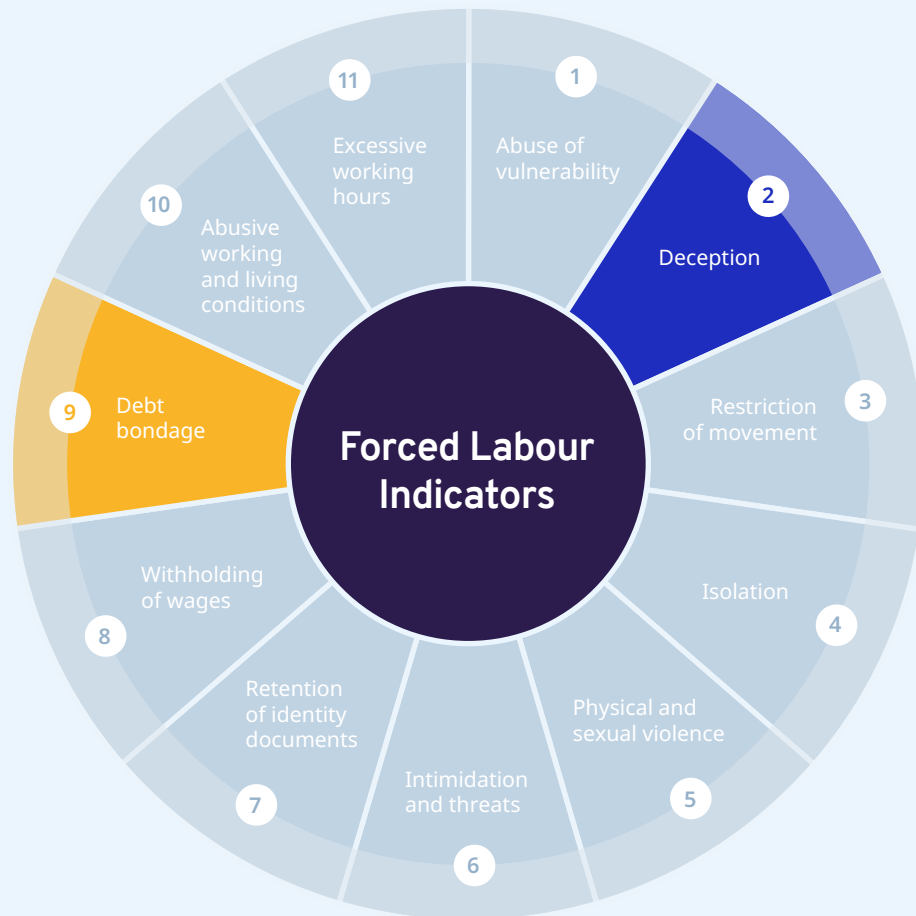
Reimburse recruitment fees and related costs to all affected workers. The repayment of recruitment fees and costs ameliorates or even eliminates severe debt bondage that contributes to forced labour.

Actors

Companies

Suppliers

Labour recruiters



Company policies and procedures



Strengthen due diligence



Establish contracts or service-level agreements with recruitment business partners



Provide candidates with clear information on the recruitment process and their prospective employment



Provide access to grievance mechanisms during recruitment



Remediate debt bondage caused by worker-paid recruitment fees



Example Actions Evidence of Impact

Evidence from Impactt remediation programmes shows that workers felt:

- Able to repay outstanding debts and recruitment fees, and/or invest and save for a better future.
- Increased respect at the workplace and, crucially, they understood what the repayments were for.
- Able to report issues more freely because they saw positive impacts from repayment remediation.

Actors

Companies

Suppliers

Labour recruiters