



**INVESTOR ALLIANCE  
FOR HUMAN RIGHTS**  
AN INITIATIVE OF ICCR



Leadership  
Group for  
Responsible  
Recruitment



INTERFAITH  
CENTER ON  
CORPORATE  
RESPONSIBILITY

# INVESTOR BRIEFING

**The Importance Of Responsible Recruitment in Assessing Modern Slavery Risk**

*24th January 2020, New York City*

# INVESTOR BRIEFING

## The Importance of Responsible Recruitment in Assessing Modern Slavery Risk

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### **David Schilling**

Senior Program  
Director, Interfaith  
Center on  
Corporate  
Responsibility  
(ICCR)



### **Sara Blackwell**

Associate  
Director, Investor  
Alliance for  
Human Rights

# WELCOME & INTRODUCTIONS

# INVESTOR BRIEFING

## The Importance of Responsible Recruitment in Assessing Modern Slavery Risk

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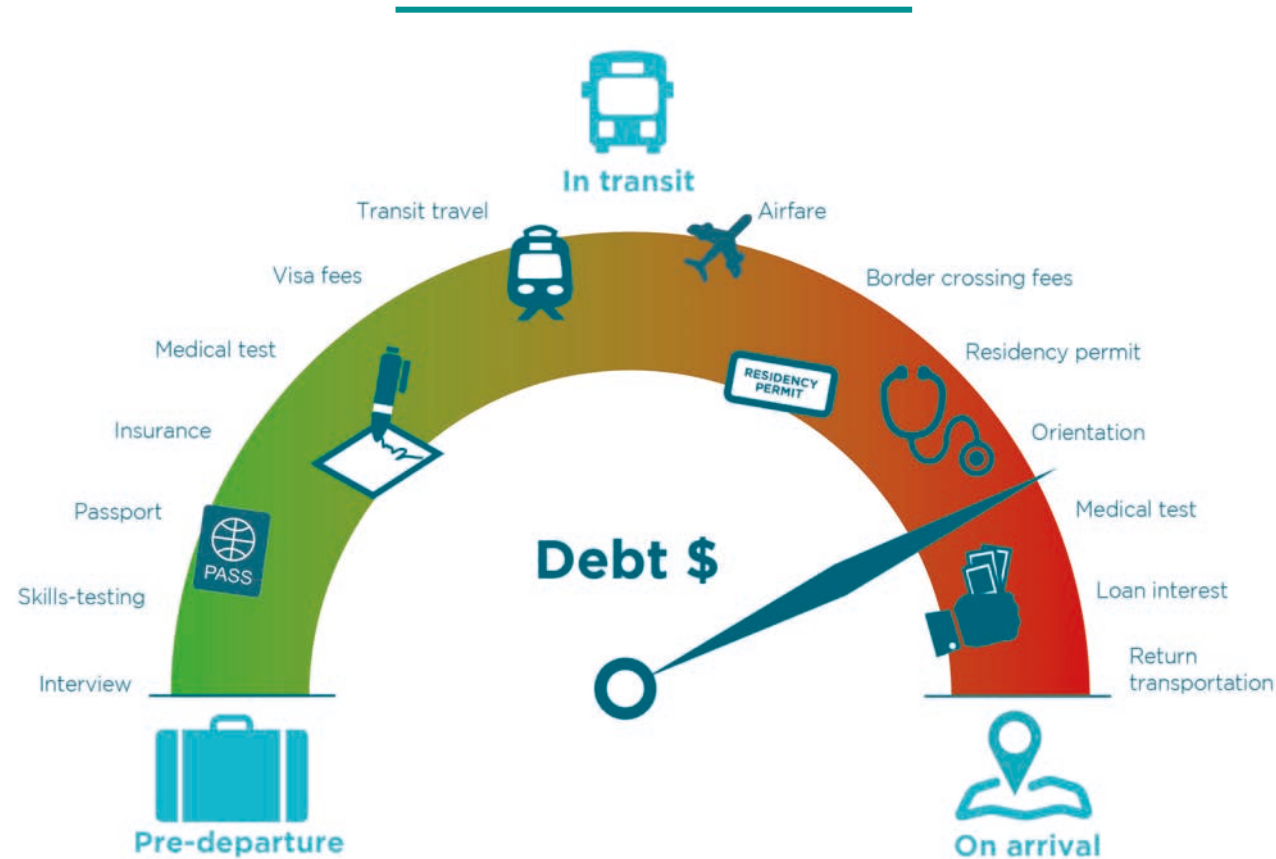
**Kevin Hyland**  
Chair, Leadership  
Group for  
Responsible  
Recruitment



# THE “EMPLOYER PAYS” PRINCIPLE

# INVESTOR BRIEFING

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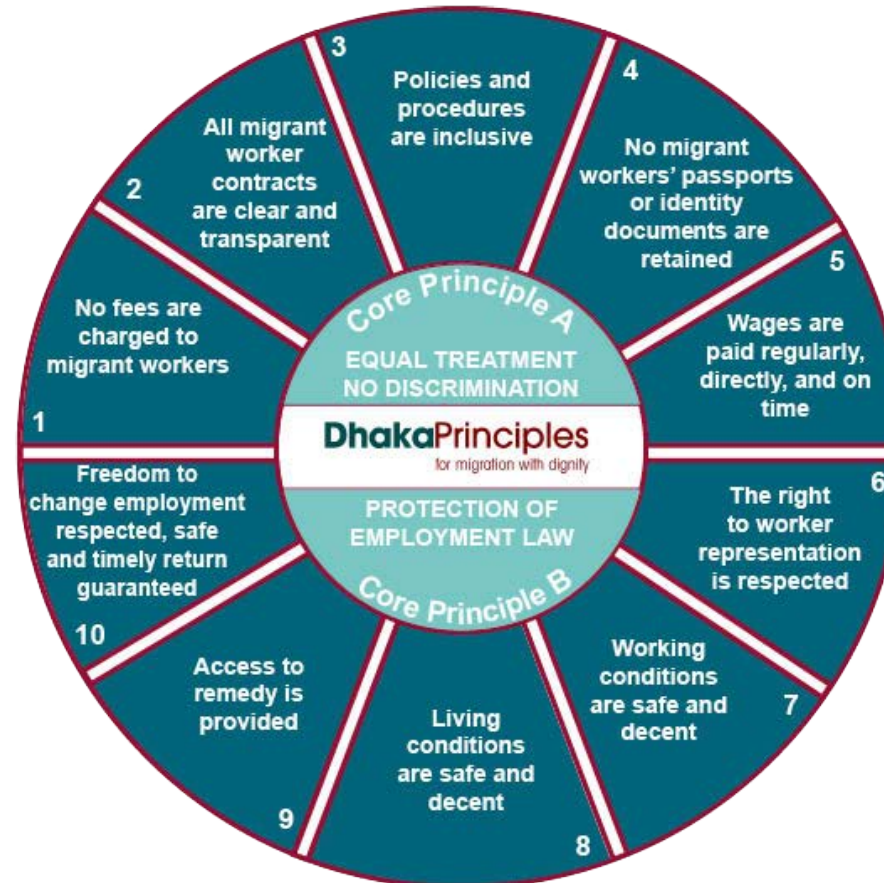


### THE MIGRANT WORKER DEBT BURDEN



# INVESTOR BRIEFING

## The Importance of Responsible Recruitment in Assessing Modern Slavery Risk



**BASED ON THE DHAKA PRINCIPLES**

Leadership  
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Responsible  
Recruitment



*The Coca-Cola Company*



  
Hewlett Packard  
Enterprise



**MARS**  
incorporated

**M&S**  
EST. 1884



**TESCO**



 **PEPSICO**



**VINCI** 

**Walmart** 



 **INTERFAITH  
CENTER ON  
CORPORATE  
RESPONSIBILITY**

  
International Organization for Migration (IOM)  
The UN Migration Agency

  
International  
Labour  
Organization

  
**VERITÉ**





## Eradicating worker fees by 2026...

### **The Employer Pays Principle**

No worker should pay for a job - the costs of recruitment should be borne not by the worker but by the employer.





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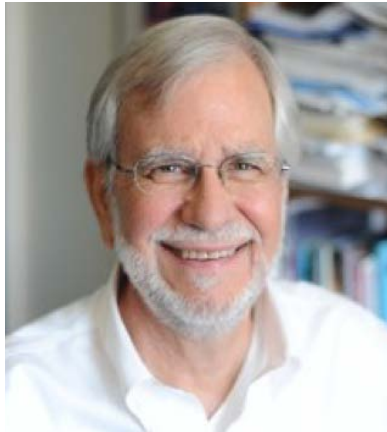
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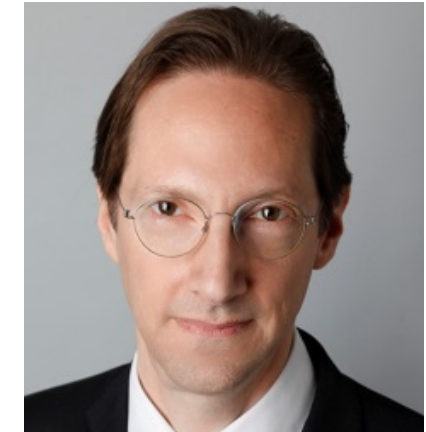
**Greg Priest**  
Head of Social Impact  
and Human Rights,  
Inter IKEA Group



**Marcela Manubens**  
Global Vice President  
for Integrated Social  
Sustainability, Unilever



**Kilian Moote**  
Project Director,  
KnowTheChain



**Adam Kanzer**  
Head of Stewardship-  
Americas, BNP Paribas  
Asset Management

# THE STATE OF PLAY

# INVESTOR BRIEFING

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**Greg Priest**  
Head of Social  
Impact and Human  
Rights, Inter IKEA  
Group



# THE STATE OF PLAY

# Responsible Recruitment of Migrant Workers



## ***Charging recruitment fees and related costs to people***

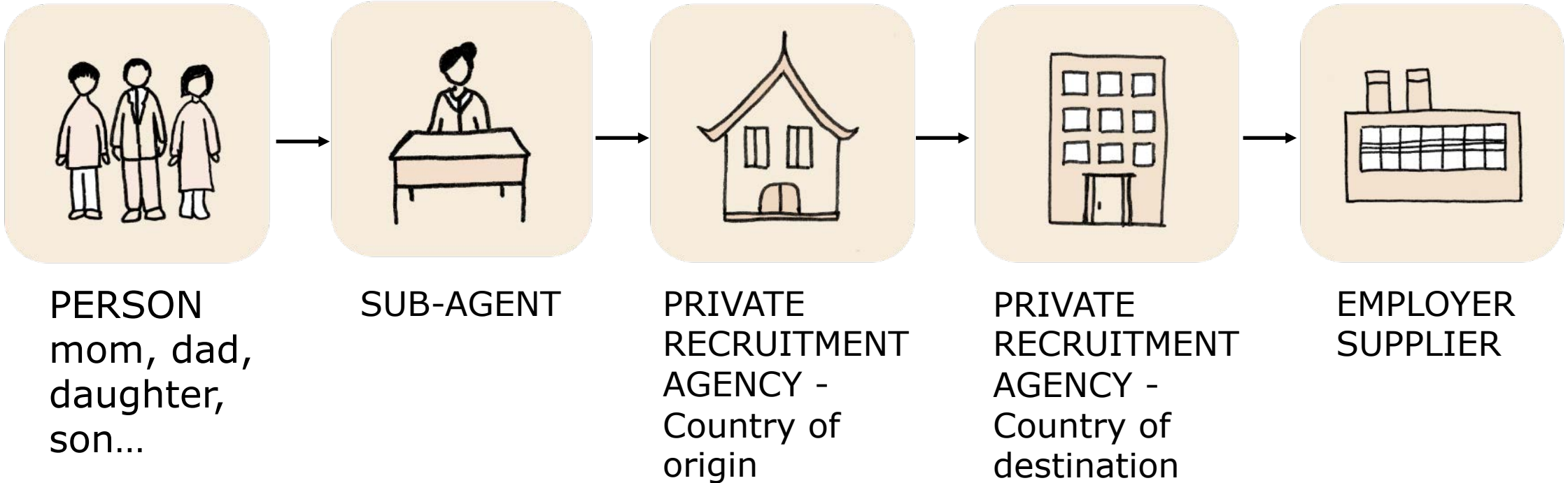
*A drivers of forced labour and debt bondage*

### ***Other factors:***

- *Passport confiscation*
- *Employer-based visa*
- *Deposit charging*
- *Confiscation of personal documents*
- *Physical isolation*
- *Violence, threat, fraud*
- *Etc.*



# *Lack of transparency in recruitment process*







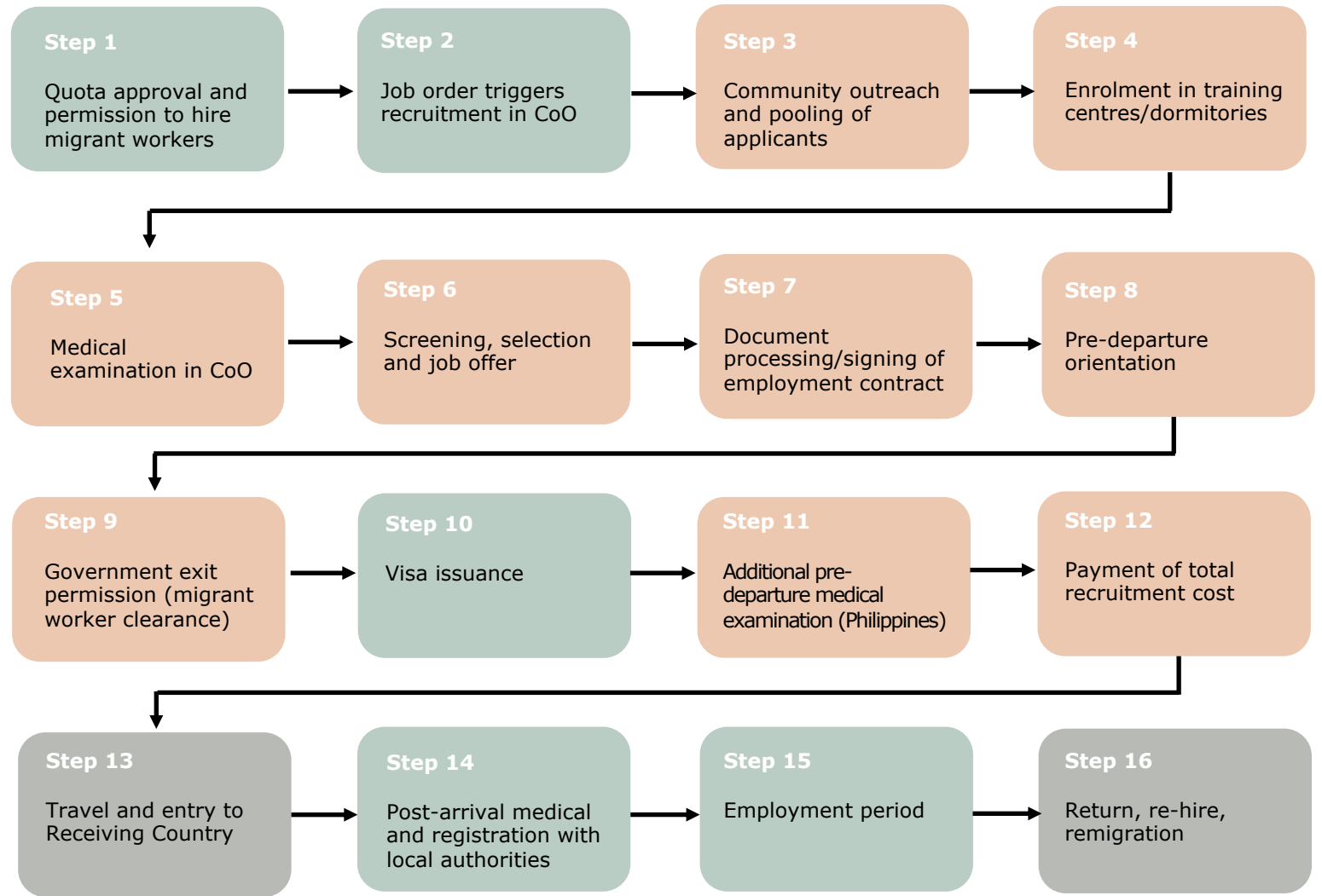
# What did we do?





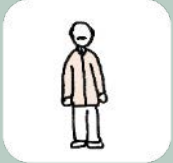
# Complexity

-  Responsibility of employer
-  Facilitated in countries of origin
-  Actors in destination and country of origin



# The Cost of a Job:

## Pre-selection Costs



INFORMAL AGENTS  
**100-200 USD**



PROVINCIAL AGENTS  
**0-200 USD**



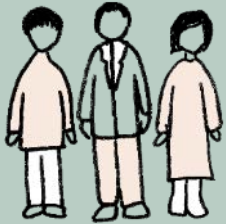
PASSPORT/NBI  
**10 USD**



TRAINING CENTER  
**152 USD**

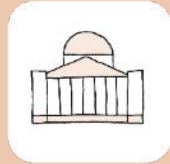


MEDICAL FACILITY  
**31 USD**



FOREIGN CONTRACT WORKERS

## Post-selection Costs



FIXED DOCUMENTARY AND PROCESSING COSTS/ AIRFARE  
**377 USD**

## Agency Service fees



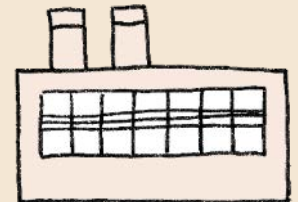
Agency  
**1930 USD**



MANPOWER AGENCY  
**2500 -3500 USD**



DEPOSIT  
**500 -1000 USD**



EMPLOYER

**COST TO THE INDIVIDUAL:  
5600-7400 USD**



# *Outcomes and current steps*

## **Internal Actions**

- Education and awareness
- Connections between suppliers
- Progressive requirements
- Extensive support material
- Engage locally
  
- Further mapping and training

## **Supporting Structural and Systemic Change**

- Education and awareness
- Advocacy
- Support capacity building
- Support other initiatives
  
- International Organization for Migration - IRIS





# INVESTOR BRIEFING

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### **Marcela Manubens**

Global Vice  
President for  
Integrated Social  
Sustainability,  
Unilever



# THE STATE OF PLAY

# Panel: The State of Play: Driving Responsible Recruitment through Corporate Action

Marcela Manubens  
Global VP of Integrated Social Sustainability



Unilever

23/01/2020



# UNILEVER IS A GLOBAL COMPANY

Circa  
**60,000**  
suppliers

**€51 billion**  
2018 turnover

**190**  
Countries where  
our products are sold

**2.5 BILLION**  
consumers use our products each day

**155,000**  
Employees worldwide



# At a Glance...

Promoting respect for human rights in our business and value chain is an important way of transforming people's lives and furthering Unilever's contribution to the UN's Sustainable Development Goals.

2010



Launch of the Unilever Sustainable Living Plan (USLP).

2013

Global VP Social Impact appointed.  
Set up Human Rights Strategy (3 Phases).  
Oxfam Vietnam Report (2 years Action plan).

2014

Creation of the Unilever Human Rights Policy Statement.  
Launch of the Responsible Sourcing Policy (RSP).  
Strengthening of the Enhancing Livelihoods ambition of the USLP.

**FAIRNESS IN THE WORKPLACE**  
By 2020 we will advance human rights across our operations and extended supply chain.

**OPPORTUNITIES FOR WOMEN**  
By 2020 we will empower 5 million women.

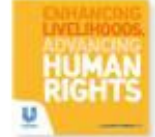
**INCLUSIVE BUSINESS**  
By 2020 we will have a positive impact on the lives of 5.5 million people.



Launch of the Responsible Sourcing Policy (RSP).

2015

Created URSA.  
We also piloted our Responsible Business Partner Policy.



Unilever becomes the first company to produce a standalone human rights report.

2016

Myanmar HRIA.  
Founding member of the Leadership Group for Responsible Recruitment.  
Signed Joint IUF/Unilever Commitment to Fight Sexual Harassment.  
Internal Capacity Building Workshops on Land Rights.  
Led establishment of CGF Social Sustainability ambition.



Creation of the Integrated Social Sustainability Team in Supply Chain.

2017

Unilever Responsible Sourcing Policy 2017 launched.  
Human Rights Progress Report published.  
New guidance on M&A.



Publication of Modern Slavery Statement.



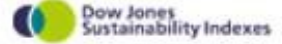
2018

Know the Chain – top scoring company.  
Ethical Corporation Awards winner – Human Rights and Supply Chain Management.  
Dow Jones Sustainability Indexes.  
CHRBC Corporate Human Rights Benchmark – ranked No2 company overall in the Agricultural Sector.  
Land Rights Policy.



2019

RSP before PO.



Dow Jones Sustainability Indexes.



RSP before PO.

**2020 TARGET**  
**ENHANCING LIVELIHOODS FOR MILLIONS**

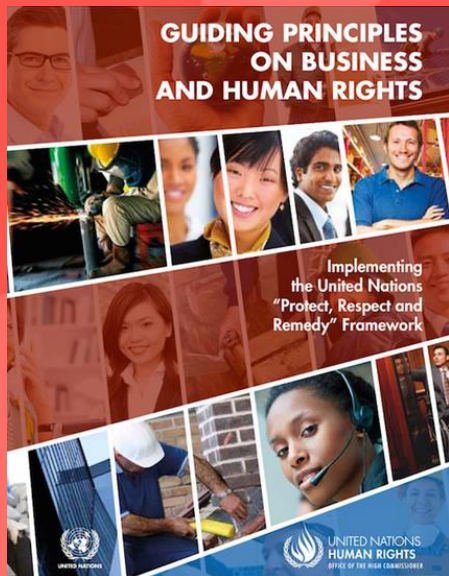
We have made steady progress across our Enhancing Livelihoods commitments.

On track to achieve Fairness in the Workplace.

Our work on human rights has particular relevance to the goals highlighted here.



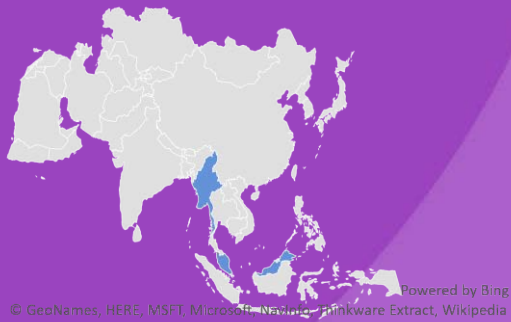




Identifying our salient human rights issues required issue prioritisation, integration of the perspectives of affected stakeholders and verification with expert stakeholders of the salient issues identified. We implemented the UNGP reporting framework to understand and manage our human rights risk.

**THREE PILLARS of the UN GUIDING PRINCIPLES HUMAN RIGHTS**





**Drove action & engagement through events with LGRR, Consumer Goods Forum, Humanity United, & Responsible Labor Initiative in Myanmar & Malaysia**



**Temp Labour Work: enhanced vetting process for third party labour agencies in Unilever factories**



**Turkey:**

- Action plan following assessment of recruitment journey of migrant workers in tomato industry
- Participation in multi-stakeholder cross-agricultural Program with Fair Labour Association



**Malaysia: Recruitment fee prevention & remediation. One supplier deep-dive leading to rolling out training & toolkits across all high-risk suppliers**



**Dubai: Ethical Recruitment Training for HR, Procurement & suppliers**



**Improve working conditions by collaborating with Transport Workers Federation (ITF), the IUF & FNV-Stichting VNB**



**Examples of Our Current Work to Eradicate Recruitment Fees & Improve Working Conditions**



# How does participation in the Leadership Group help?

- ❑ **Critical mass – enables engagement and influence**
- ❑ **Insightful discussions – enables effective and informed action**
- ❑ **Coalition of the Willing – Enables and drives collaboration in partnership with other groups such as CGF & RBA**
- ❑ **Enables alignment**
- ❑ **Transparency commitment – what gets measured, gets done.  
Enables effective action and verification**
- ❑ **Division of labour**
- ❑ **GloCal – Global and Local chapters to create a community**

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**Kilian Moote**  
Project Director,  
KnowTheChain



# THE STATE OF PLAY



KnowTheChain benchmarks current corporate practices and provides practical resources that enable companies to operate more transparently and responsibly

***Analysis of 119 large global companies across 3 high-risk sectors (electronics, food, apparel)***

January 29



HUMANITY  
UNITED



Business & Human Rights  
Resource Centre



SUSTAINALYTICS

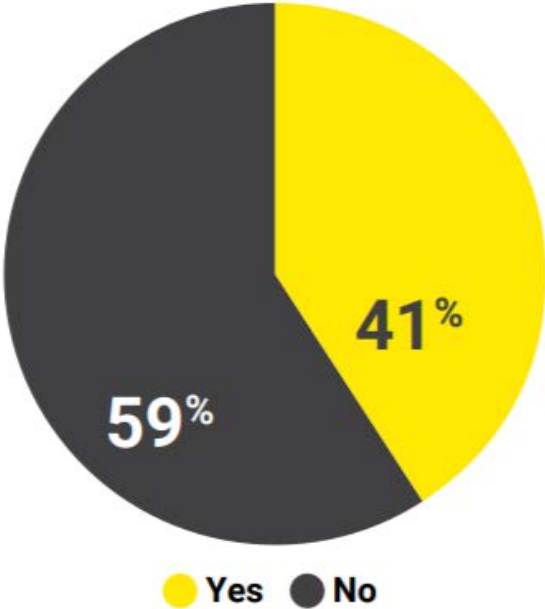


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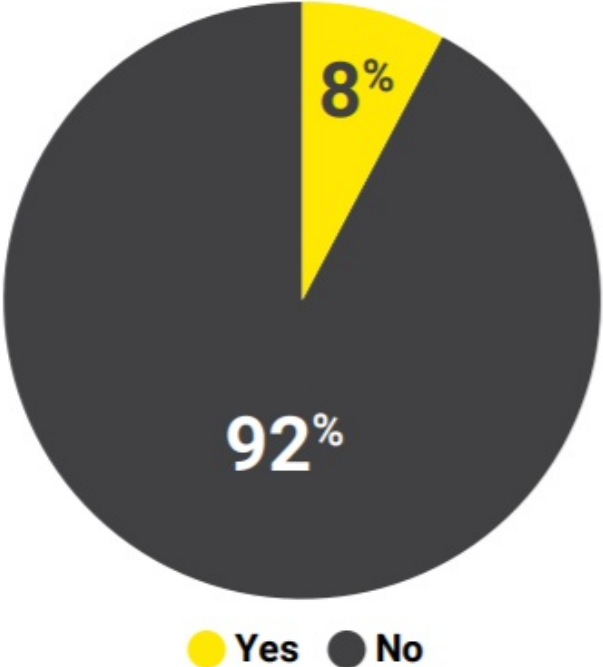


# Recruitment: Disparity between policy and practice

POLICY PROHIBITING WORKER-PAID RECRUITMENT FEES

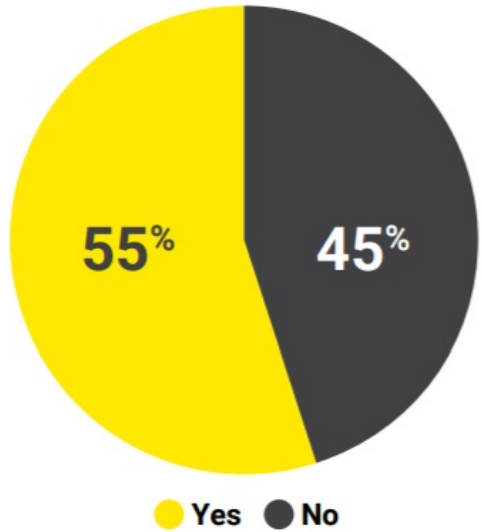


EVIDENCE THAT FEES HAVE BEEN REIMBURSED

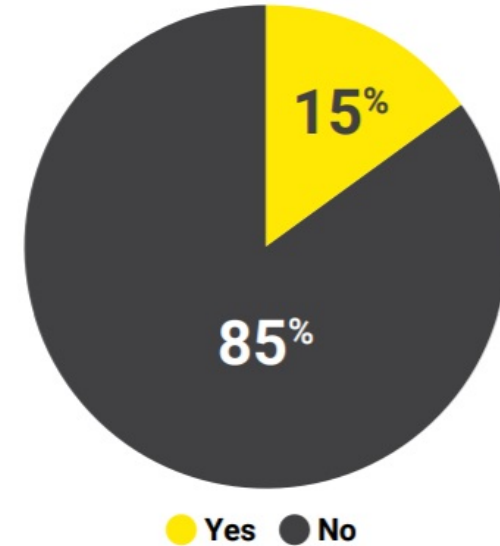


# Recruitment

POLICY PROHIBITING THE RETENTION OF WORKERS' PASSPORTS

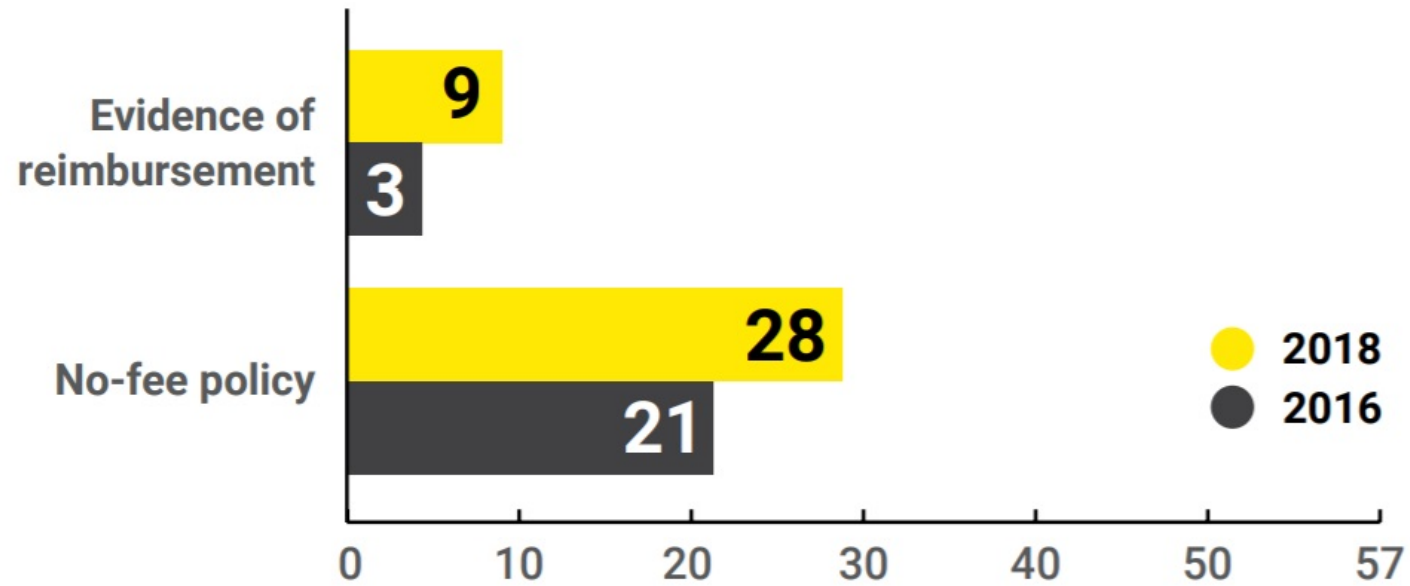


SUPPORT ETHICAL RECRUITMENT IN THEIR SUPPLY CHAINS



# Direction of travel: Companies improve, but slowly

IMPROVEMENTS SINCE 2016



Companies benchmarked in 2016 and 2018 (57)



# The Investor Perspective

**“Issues such as modern-day slavery...can be material to the financial performance of these companies and they may risk restricted access to capital due to reputational damage and regulatory backlash.”<sup>48</sup>**

– Steve Waygood, Chief Responsible Investment Officer, Aviva Investors.



## KnowTheChain Investor Statement

### *Investor Expectations on Addressing Forced Labor in Global Supply Chains*

As investors representing \$5 trillion in assets under management and with a duty to act in the best interests of our beneficiaries, we believe that environmental, social and governance issues can affect long-term performance and financial returns for portfolio companies.

As investors we promote responsible business conduct as outlined in the OECD guidelines and support the United Nations’ Sustainable Development Goal 8.7 to eradicate forced labor:

fastFT G4S PLC [+ Add to myFT](#)

## Norway’s \$1tn oil fund to sell G4S shares after ethical review

Sovereign investor’s decision follows investigation into group’s Qatar and UAE operations

Attracta Mooney and Gill Plimmer in London NOVEMBER 14 2019



Norway’s \$1tn oil fund, the world’s largest sovereign wealth fund, is selling its shares in G4S over concerns the security company is responsible for alleged human rights violations in the Middle East.

It found that migrant workers in the Middle East were being harassed, had their passports confiscated and were being paid lower wages than agreed.

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### **Adam Kanzer**

Head of  
Stewardship-  
Americas, BNP  
Paribas Asset  
Management



# THE STATE OF PLAY

# Leadership Group for Responsible Recruitment: Investor Briefing

FOR PROFESSIONAL INVESTORS



ADAM KANZER  
HEAD OF STEWARDSHIP – AMERICAS  
CLIFFORD CHANCE, NEW YORK, JANUARY 2020

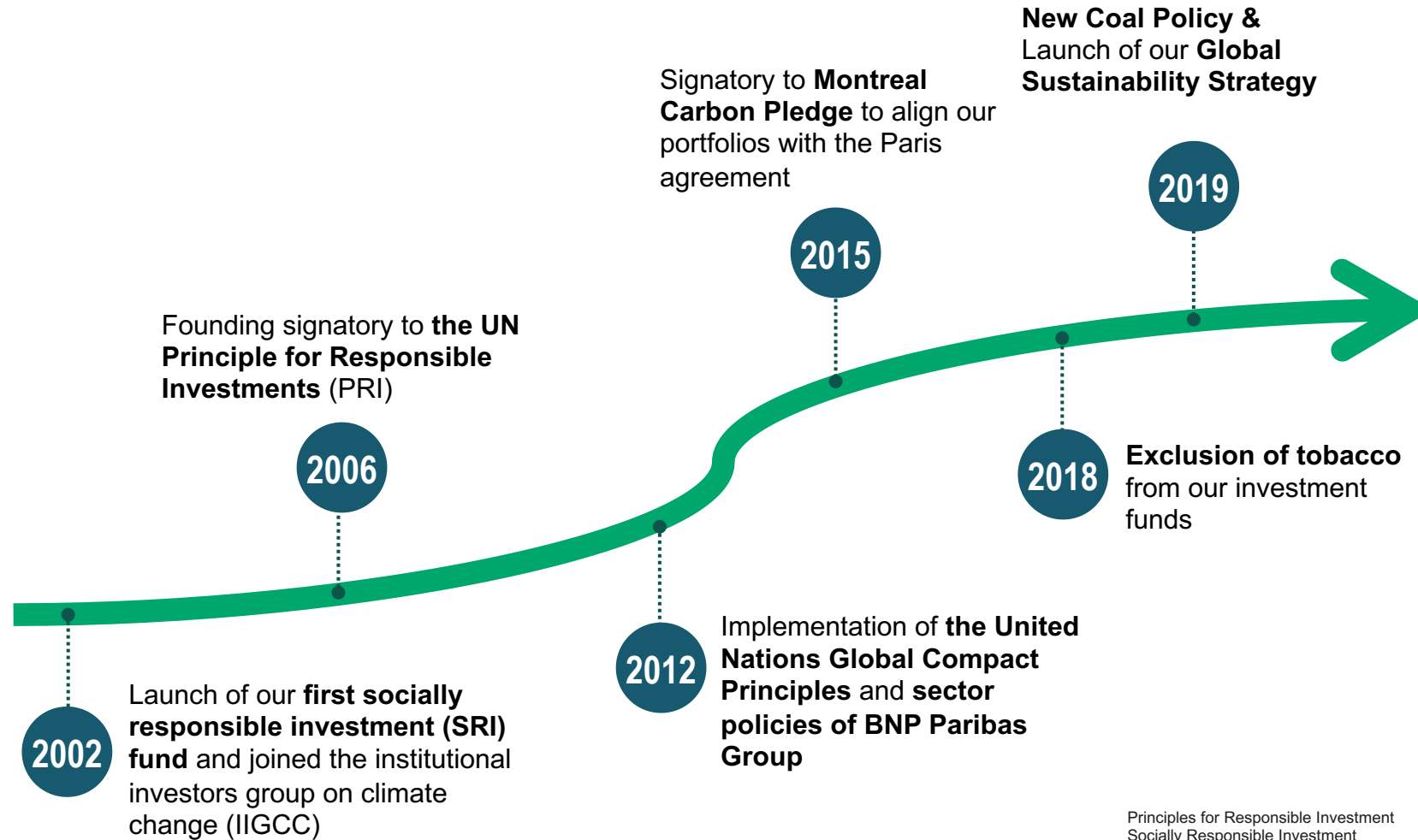


**BNP PARIBAS**  
**ASSET MANAGEMENT**

The asset manager for a changing world



# A long term commitment toward sustainability since 2002



Source: BNP Paribas Asset Management - As of April 2019

Principles for Responsible Investment  
 Socially Responsible Investment  
 Institutional Investors Group on Climate Change

# Stewardship is central to our strategy



## Public Policy

Actively engage with regulators, helping to shape the markets in which we invest and the rules that guide and govern company behaviour.



## Engagement (voting, governance and quality of management)

Our key priority is to promote good governance practices.



## The Three E's

**Energy Transition, Environmental Sustainability** and **Equality** serve as the focus for our global sustainability engagement efforts.



## Responsible Business Conduct

Committed to engage or exclude companies that appear on our watch list for serious controversies, including those deemed to be in violation of the Global Compact Principles.

Source: BNP Paribas Asset Management - As of April 2019

## Forced Labor is a Market Failure

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**“In an ideal free market resting on private property, no individual can coerce any other, all cooperation is voluntary, all parties to such cooperation benefit or they need not participate. There are no values, no ‘social’ responsibilities in any sense other than the shared values and responsibilities of individuals.”**

Milton Friedman

*The Social Responsibility of Business is to Increase its Profits*

The New York Times Magazine (September 13, 1970)



# Open Questions

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## For Companies

- Why are the highest ranked KTC performers sourcing from lowest ranked?
- When does it make sense to consider direct employment? What are the obstacles?
- How much disclosure is enough?

## For Investors

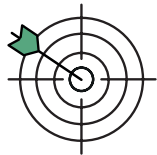
- Are supply chain recruitment practices included under “Human Capital Management”?
- Is forced labor in a blind spot? Investors are generally not focused on legal compliance, but forced labor is illegal.
- How can we do more effective human rights due diligence?

# We are a “future maker” not a “future taker”



As the world changes around us, we will maintain an unwavering focus on **achieving long-term sustainable returns** for our clients. We believe integrating sustainable practices allows us to enhance and **preserve value for clients**

We have set a target to be **sustainable across our investment strategies by 2020**



**Overarching objective**

**Create value** for clients through ESG integration and stewardship in our investment processes

**Protect future performance** by using our influence with companies and governments to advocate for a low-carbon, inclusive economy

# Disclaimer

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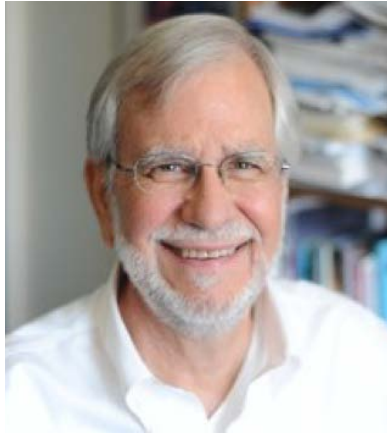
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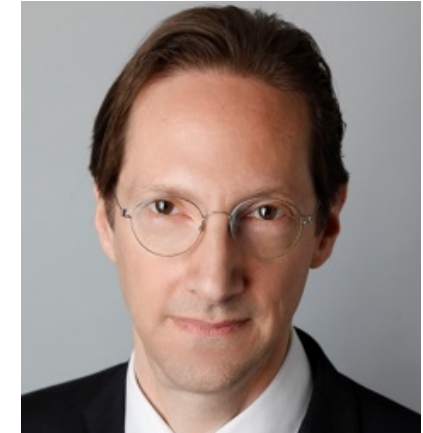
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**Q&A**



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*24th January 2020, New York City*

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**Shawn MacDonald**  
Executive Director,  
Verité



**Alex Cech**  
Senior Project  
Manager, Responsible  
Business Alliance



**Rachel Micah-Jones**  
Founder and Executive  
Director, Centro de los  
Derechos del Migrante



**Anbinh Phan**  
Director, Global  
Government Affairs,  
Walmart

# CHANGING THE RECRUITMENT MODEL



# INVESTOR BRIEFING

## The Importance of Responsible Recruitment in Assessing Modern Slavery Risk

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**Alex Cech**  
Senior Project  
Manager,  
Responsible  
Business Alliance



# CHANGING THE RECRUITMENT MODEL



Promoting the Rights of Workers  
Vulnerable to Forced Labor Globally

# Responsible Labor Initiative

*January 2020*



# RBA Initiatives

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## Responsible Business Alliance

Formerly the Electronic Industry Citizenship Coalition

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Advancing Sustainability Globally





# RLI Overview

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Multi-industry, multi-stakeholder initiative

End-to-end ethical recruitment and employment due diligence

Primary focus on forced labor in supply chains

Based on leading Responsible Business Alliance standards and programs

Launched June 2017







# Vision and Mission

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## Vision

The rights and dignity of workers vulnerable to forced labor in global supply chains are consistently respected and promoted through responsible recruitment and employment practices

## Mission

Members, suppliers, recruitment partners and stakeholders use their collective influence and application of due diligence to drive the transformation of recruitment markets and reduce the risk of forced labor in global supply chains



# RLI Membership





# RLI Member Services: OECD Aligned Due Diligence

OECD	Action	Tools and Resources
STEP 1	Establish Strong Company Management Systems	RBA Code of Conduct: Freely Chosen Employment RBA Definition of Fees Practical Guide to Implementing No Fees Policy
STEP 2	Identify and Assess Risks in the Supply Chain	Responsible Labor Initiative (RLI) Risk Assessment Platform Supplemental Validated Audit Process (SVAP) on Forced Labor
STEP 3	Cease, prevent and mitigate adverse impacts	RLI eLearning Academy RLI Community of Practice Responsible Workplace Program Responsible Recruitment Program
STEP 4	Track implementation and results	SVAP Corrective Action Plans
STEP 5	Communicate how impacts are addressed	RBA-RLI Reporting Resources Model Disclosure Templates

**STEP 6:**  
Provide for or cooperate in remediation when appropriate

Labor Migration Corridor Database  
RLI Community of Practice  
Shared Remediation



# Responsible Recruitment Program (RRP)



**THE RESPONSIBLE RECRUITMENT PROGRAM**  
Transforming the Market for Ethical Recruitment and Employment

Supporting Program Partner: **ELEVATE**

**THE CHALLENGE**  
Malaysia has a large employment base for international production in a variety of industries, creating jobs for millions of workers. However, some unethical recruitment practices can put workers, especially foreign migrant workers, at risk for exploitation or even forced labor. This challenge also represents a tremendous business risk for companies.

**RESPONSIBLE RECRUITMENT PROGRAM**  
The Responsible Business Alliance Foundation will implement the Responsible Recruitment Program, which aims to transform the market for ethical recruitment practices targeting labor recruitment agencies.

Program elements include:

- A three-step system development path
- Ethical recruiter training and verified self-assessments
- Forced labor audits
- Certification equivalency

**YOUR COMMITMENT**

- Complete application, including:
  - Submission of a "Declaration of Commitment" form signed by the owner or company representative at an executive/ senior management level with decision-making authority
  - Questionnaire on basic information about your company's set up and operations, such as source and countries where you source or supply workers
- Designate a company point of contact to liaise with program manager
- Commit to sending staff to in-person training
- Participate in self-assessment, audit and corrective action activities to demonstrate adherence to ethical recruitment standards.
- Advertise helpline and promote its use among workers recruited through your channels
- Share success stories and key program learnings

**LABOR RECRUITER BENEFITS**

**GET ON A PROGRESSIVE PATH TO MEET ETHICAL RECRUITMENT EXPECTATIONS**  
You will participate in a progressive improvement path to meet the ethical recruitment standards of today's leading, quality customers, regardless of your current experience and capacity.

**DEVELOP AND SUSTAIN LONG-TERM BUSINESS RELATIONSHIPS:**  
By meeting higher customer expectations, you can enhance your potential to develop and sustain long-term business relationships.

**DIFFERENTIATE YOUR BUSINESS:**  
Differentiate your operations from competitors to attract more workers and customers.

**GAIN PUBLIC RECOGNITION:**  
Your company will gain brand visibility and public recognition for your efforts.

*"We anticipate that what RBA Foundation learns and implements through the grant project in Malaysia will be transferable to other countries and regions that rely on foreign migrant workers, thereby greatly expanding the reach and impact of this program to the potential benefit of millions of workers."*  
Karin Davidson, Senior Director  
Walmart Foundation

Made possible by a grant from **Walmart Foundation**

The Responsible Recruitment Program (RRP) provides a development path, with public recognition for progress, to labor providers to meet ethical recruitment standards of today's leading industry customers. Program elements include:

## Three-Step System

- Ethical Recruiter Training & Verified Self-Assessments
- Forced Labor Audits
- Certification Equivalency





# Current Context of Responsible Recruitment & Employment

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- Companies want to be confident they can achieve their policy commitments.
- Incentives and regulations can influence company action; however engagement needs to be understood as a long-term commitment.
- Collaboration through initiatives and third-party actors can help provide tools, insight and programmatic support to companies.
- Addressing and remediating issues often requires the appropriate leverage and may demand that companies go beyond local law, if specific worker-paid fees are legally allowable.
- Companies can demonstrate evidence of their commitment and progress through internationally accepted due diligence, including policy commitments, on-the-ground action, external engagements and reporting.

# INVESTOR BRIEFING

## The Importance of Responsible Recruitment in Assessing Modern Slavery Risk

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### **Rachel Micah-Jones**

Founder and  
Executive Director,  
Centro de los  
Derechos del  
Migrante



# CHANGING THE RECRUITMENT MODEL



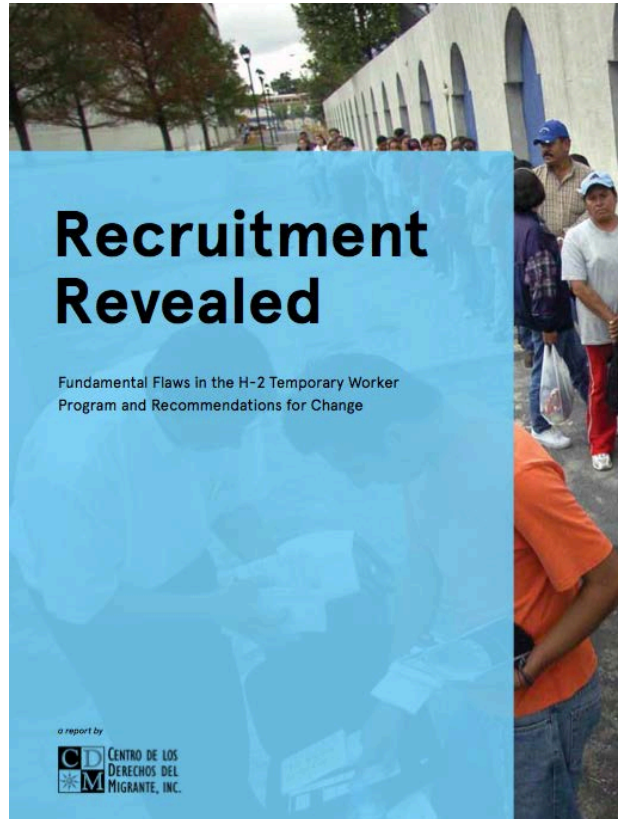
CENTRO DE LOS DERECHOS DEL MIGRANTE  
ADVANCING JUSTICE  
IN INTERNATIONAL LABOR  
RECRUITMENT

## Government Policy and Impact

- **Expansion of guestworker programs with few regulations leads to increased vulnerability**
- **Lack of effective government oversight creates an environment where recruiters and employers act with near impunity for recruitment abuses**
- **Lack of transparency makes it difficult to hold employers and recruiters accountable for problems in their recruitment chain**



# Recruitment Transparency





# CONTRATADOS

VOY CONTRATADO, VOY INFORMADO



**Participation in  
Policy Debates**



**Organizing**



**Multiplying  
Reach**



**Tracking  
Actors**



**Connecting to  
Remedy**

# INVESTOR BRIEFING

## The Importance of Responsible Recruitment in Assessing Modern Slavery Risk

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**Anbinh Phan**  
Director, Global  
Government Affairs,  
Walmart



# CHANGING THE RECRUITMENT MODEL

# Walmart Government Relations and Advocacy to Address Forced Labor and Advance Responsible Recruitment

Why, What and How

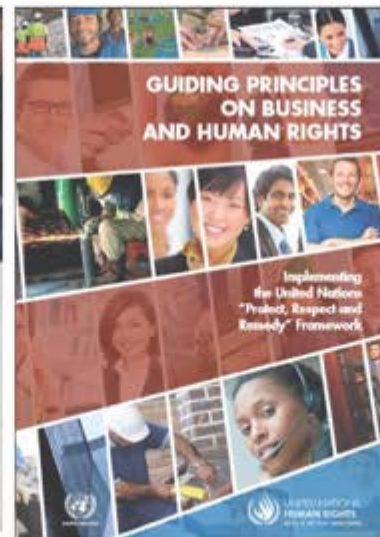


# Why: Values

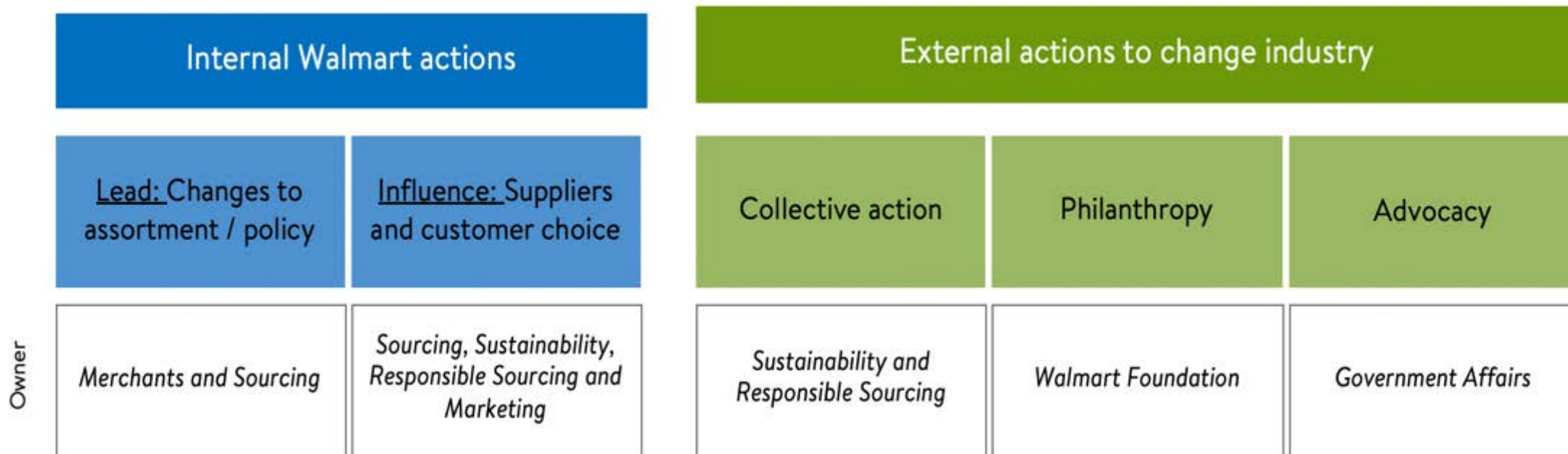
**Worker  
Dignity**

**Human Rights  
Statement**

**Most Trusted  
Retailer**



# What: Stewardship and Shared Value



# What: Leadership

- **Lead policy advocacy and government engagement to (1) promote responsible recruitment of migrant workers and (2) combat forced labor in high risk supply chains.**
- CEO Doug McMillon/ ESG Report public commitment: “By the end of 2026, we want responsible recruitment to be the standard business practice for employers throughout the global supply chain.”

# How: Systems Focus



Approach	FY20 Goals
Industry Initiatives	To provide <u>strategic guidance</u> regarding government relations for industry initiatives such as the Leadership Group for Responsible Recruitment or the Seafood Task Force.
Multilateral	To engage multilateral forums to develop a legal and policy <u>framework to advance responsible recruitment</u> . To develop <u>business recommendations</u> for governments regarding supply chain public policy and law (i.e. advance AAA recommendations for the Bali Process Government and Business Forum).
Bilateral/ Roundtables	To promote laws that strengthen fines and penalties for forced labor; to ask that laws be resourced effectively. To advance legislation and policy that advance responsible recruitment (i.e. formal MOU systems – i.e. Thailand and Cambodia do not have a formal MOU).
CoO Strategy	Align with Global Sourcing strategy and <u>emphasize Walmart's high labor and sustainability standards, and commitment to responsible recruitment</u> to key govt. officials and influencers in countries like Vietnam and India.
Business Collaboration	To <u>bring together companies</u> to engage the USG and foreign governments to promote best supply chain policy and practice, share about business supply chain initiatives, including responsible recruitment.



# How: Dialogue and Alignment



# INVESTOR BRIEFING

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**Shawn MacDonald**  
Executive Director,  
Verité



**Alex Cech**  
Senior Project  
Manager, Responsible  
Business Alliance



**Rachel Micah-Jones**  
Founder and Executive  
Director, Centro de los  
Derechos del Migrante



**Anbinh Phan**  
Director, Global  
Government Affairs,  
Walmart

**Q&A**





**INVESTOR ALLIANCE  
FOR HUMAN RIGHTS**  
AN INITIATIVE OF ICCR



Leadership  
Group for  
Responsible  
Recruitment



INTERFAITH  
CENTER ON  
CORPORATE  
RESPONSIBILITY

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*24th January 2020, New York City*

# INVESTOR BRIEFING

## The Importance of Responsible Recruitment in Assessing Modern Slavery Risk

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**John Morrison**  
Chief Executive,  
Institute for Human  
Rights and Business  
(IHRB)



# REFLECTIONS





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