



# The Leadership Group for Responsible Recruitment

Strategic Plan 2019-2020



Leadership  
Group for  
Responsible  
Recruitment



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Strategic Plan 2019-2020

November 2018



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# Background

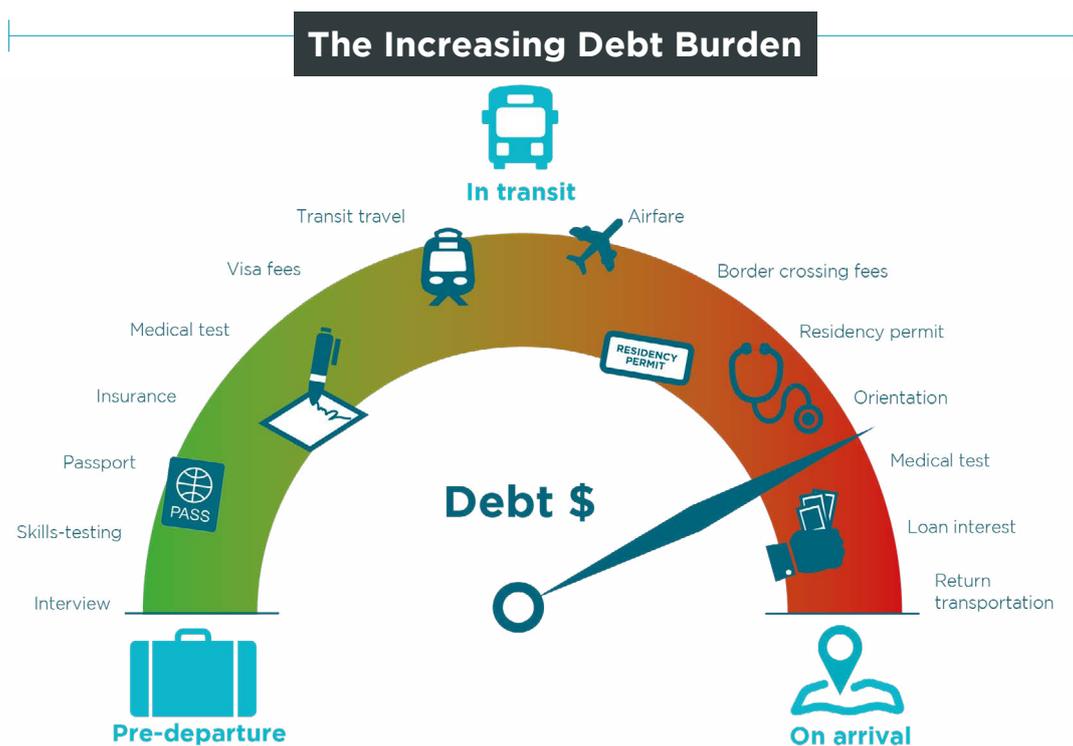
## About

This document sets out the strategic plan for the Leadership Group and includes in annexes specific activities planned for 2019. For more information, please contact IHRB's Neill Wilkins, Programme Manager, Migrant Workers at neill.wilkins@ihrb.org.

## Context

A major cause of forced labour in today's global supply chains is the charging of recruitment fees to migrant workers. Such payments can create situations of debt bondage and leave low-wage workers vulnerable to human trafficking and further exploitation. It also severely restricts the development potential of remitted earnings. This abusive and inefficient recruitment model is deeply entrenched and allowed to persist due to corruption, weak enforcement practices, and poor access to information.

Action to prohibit the charging of recruitment fees to migrant workers can be clearly aligned with advancing the UN Sustainable Development Goals (SDGs) and their associated targets. In particular SDG Goal 8.7 seeks to ensure that workers are not subject to forced labour, modern slavery or human trafficking.





**Launched in May 2016, the Leadership Group for Responsible Recruitment is a collaboration between leading companies and expert organisations to drive positive change in the way that migrant workers are recruited.**

Developed as an initiative of the Institute for Human Rights and Business, the Leadership Group operates as a company-led collective advocacy platform harnessing the leverage of major international brands to promote responsible recruitment practices amongst business, the recruitment industry, and government. All members of the Leadership Group are publicly committed to the Employer Pays Principle and its implementation throughout their supply chains. Together, our mission is bold - the total eradication of recruitment fees being charged to workers anywhere 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.

## About the Employer Pays Principle

Reflecting the Dhaka Principles for Migration with Dignity, the Employer Pays Principle is a commitment to ensure that no worker should pay for a job and is increasingly being adopted by companies across a range of industry sectors and locations. Adoption of the Employer Pays Principle across all industries is fundamental to combatting exploitation, forced labour, and trafficking of migrant workers in global supply chains and represents an important step in achieving the UN Sustainable Development Goal of decent work for all.

## Goals

### 1. Create demand

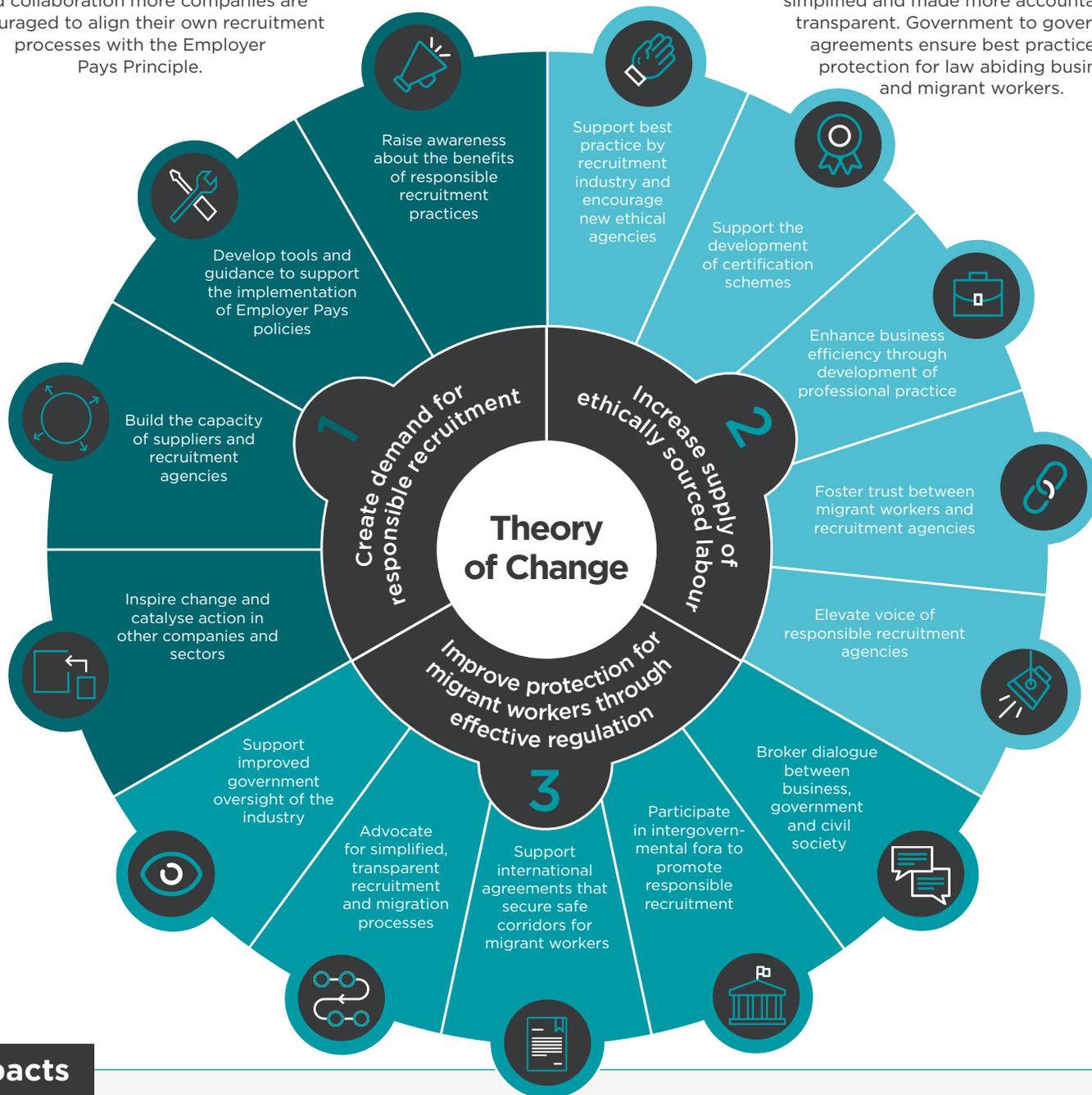
Leadership Group members develop leading systems and processes and work with suppliers and other stakeholders to ensure best practice. Through advocacy and collaboration more companies are encouraged to align their own recruitment processes with the Employer Pays Principle.

### 2. Increase supply

An enabling environment for ethical and professional recruitment agencies develops to service increased business demand for responsible recruitment.

### 3. Improve protection

Governments develop and enforce appropriate regulations for recruiters in both countries of origin and destination. Visa and other government processes are simplified and made more accountable and transparent. Government to government agreements ensure best practice and protection for law abiding business and migrant workers.



## Impacts

### For workers:

Prevention of debt bondage and associated vulnerability to exploitation through the payment of recruitment fees

Development potential of remittances is better realised

Better standards abroad improve conditions at home due to competition for labour

### For companies:

Recruitment processes are simplified and become more transparent

The development of more professional recruitment services delivers increased business efficiency

Risk of association with forced labour or other criminal activity diminished

### For recruitment agencies:

A new market begins to develop for recruitment agencies

Level playing field based on ethical practice allows investment in systems, training and management processes

The voice of the recruitment industry is enhanced with business and governments

### For governments:

Safe and secure recruitment corridors between countries protect citizens at both origin and destination

Enhanced international reputation ensuring access to new markets or labour forces

Increased remittance flows in countries of origin Increased productivity in countries of destination



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## Secretariat and Chair

The activities of the Leadership Group are co-ordinated and managed by the Institute for Human Rights and Business (IHRB) in its role as secretariat.

The Leadership Group is led by an independent Chair. Kevin Hyland OBE, former UK Independent Anti-Slavery Commissioner has been appointed as Chair for an initial 2-year term from November 2018. The Chair will play an ambassadorial role and provide independent guidance on the Leadership Group's strategy.

## Membership

Membership of the Leadership Group is comprised of a mix of corporate members and of leading expert organisations. Members meet quarterly - twice per year in person, and twice by webinar, to align strategic priorities and collaborate to deliver Leadership Group activities.

### Leadership Group members



## Non-Corporate Membership

The non-corporate members of the Leadership Group are: International Organisation for Migration (IOM), Interfaith Center for Corporate Responsibility (ICCR), Migrant Forum in Asia (MFA), and Verité. The Leadership Group also has close links with the International Labour Organization (ILO) and the International Trade Union Confederation (ITUC).

## Corporate Membership

The goals of the Leadership Group are best served through a limited membership (circa 20 - 25 members) of larger companies who add significant weight to collective brand leverage with governments and within business engagements by virtue of their corporate reputations and consumer-facing brands.

A broad membership of companies across a range of sectors (including apparel, hospitality and extractives) will add significant value. Although membership of the Leadership Group is limited to those who can best contribute to the strategic goals of the group, the Secretariat offers support to the efforts of any company to implement the Employer Pays Principle and ensure responsible recruitment throughout their operations.

All corporate members of the Leadership Group are publicly committed to the Employer Pays Principle and its implementation throughout their supply chains. Membership is by invitation to multinational brands committed to the aims of the Leadership Group, who serve its strategic purpose and strengthen its collective advocacy. Membership requirements are provided in Annex 3.

Leadership Group member companies are encouraged to undertake executive-level advocacy to raise the profile of responsible recruitment within the business community and with key governments by speaking on senior global advocacy platforms (including CEO speeches where appropriate).

## Steering Committee

The Leadership Group's strategic priorities are determined by a Steering Committee comprising six corporate members, three non-corporate members, and the secretariat. The Steering Committee will meet quarterly by conference call or webinar in advance of the full meetings of all members. Current Steering committee members as of November 2018 are:

- The Coca Cola Company
- Hewlett Packard
- HPE
- Ikea
- Unilever
- Walmart
- International Organisation for Migration (IOM)
- Interfaith Center for Corporate Responsibility (ICCR)
- Verité
- Institute for Human Rights and Business (IHRB) (Secretariat)

## Partnerships

The Leadership Group seeks shared platforms and joint advocacy to raise the profile of the Employer Pays Principle and grow the number of ‘adopter’ companies and membership base of the Leadership Group, contributing towards the 10-year goal of eradication of worker fees. This takes the form of working in partnership and alliance with industry associations and multi-stakeholder initiatives.

Industry associations play an important role in catalysing collective efforts to raise standards across their sectors. They can be instrumental in supporting the wider adoption of the Employer Pays Principle within their membership and wider industry, as well as advocating with governments for improved regulation of the recruitment industry. The Leadership Group engages actively with strategic industry allies who have endorsed the Employer Pays Principle with a view to its incorporation into their codes of conduct/membership terms and activities.

The Leadership Group also aligns and works closely with initiatives that offer a significant opportunity to increase the take-up of Employer Pays Principle and strengthen the advocacy platform across several industry sectors and other important stakeholder groups.

Business Initiatives	Multi-stakeholder Initiatives
<ul style="list-style-type: none"><li>• Consumer Goods Forum</li><li>• Aluminium Stewardship Initiative</li><li>• ICTI Ethical Toy Programme</li><li>• International Tourism Partnership</li><li>• Aluminium Stewardship Initiative</li><li>• Bonsucro</li><li>• Building Research Establishment</li><li>• Building Responsibly</li><li>• World Employment Confederation</li></ul>	<ul style="list-style-type: none"><li>• Clearview</li><li>• ETI Mauritius Working Group</li><li>• IOM IRIS</li><li>• Issara Institute</li><li>• Responsible Business Alliance</li><li>• Stronger Together</li></ul>

## Funding

The work of the Leadership Group is funded by a mixture of grant-based funding and fixed-fee donations from member companies.

The costs associated with the annual Global Forum for Responsible Recruitment are raised separately, and to date has been supported by the Leadership Group’s strategic partner Humanity United.



## Member Co-ordination

IHRB will coordinate quarterly webinars (90 minutes) for all Leadership Group members for the purpose of:

- Updating on activities from the Secretariat
- Sharing suggestions for new activities or opportunities
- Receiving feedback from members about their own activities to promote the Employer Pays Principle, with the intention of providing a means by which members can hold each other to account.

## Regional Convenings

Central to the work of the Leadership Group are regional convenings bringing together brands, suppliers, recruitment agencies and civil society. These typically take the form of 'Dilemma Fora', with IHRB curating a safe and constructive space for challenging multi-stakeholder dialogue. Such convenings have two main aims:

1. Continue to deploy the collective leverage of international brands to raise awareness and engagement around responsible recruitment by a wide pool of suppliers and recruitment agencies. To make clear to suppliers and recruitment agencies that adoption of employer pays models of recruitment will provide a sustainable future and potentially, enhanced business opportunities.
2. Drill down into specific issues and challenges via facilitated table discussions allowing frank debate between all stakeholders about where points of challenge lie and how they might be addressed.

An example of previous engagement in this way can be seen in the [meeting report Driving Responsible Recruitment in Southeast Asia - Regional Roundtables in Bangkok and Kuala Lumpur](#). Further details of convenings in 2019, as part of a regional focus on South East Asia, are provided in Annex 1.

## Sector-Specific Interventions

The Leadership Group will work to promote the Employer Pays Principle in specific sectors targeted on an annual basis. Proposals for 2019 are included in Annex 1.

## The Global Forum for Responsible Recruitment

An annual Global Forum is an important part of the Leadership Group's strategy to promote, develop and accelerate action in mainstreaming the responsible recruitment agenda with business and government.

Bringing together representatives from global brands, suppliers, recruitment agencies, industry associations, governments and civil society, the Global Forum serves two fundamental purposes:

1. To focus attention on the importance of mainstreaming responsible recruitment of migrant workers in the fight against forced labour and trafficking in supply chains.
2. To provoke debate, share challenges, insights, dilemmas and examples of best practice in order to build momentum and mutual accountability towards mainstreaming the 'Employer Pays' Principle.

These business-focused fora also provide a platform for other organisations to showcase their work and ensure alignment and cooperation. IHRB see this as a very useful role to play - catalysing engagement and collaboration between different organisations and ensuring that consistent and amplified messages are going to suppliers, recruitment agencies and governments.

Following fora in Berlin in 2017 and Singapore in 2018, the next Global Forum will take place in Bangkok in 9-10 July 2019. Further details for the event concept are provided in Annex 2.

## Sharing Knowledge and Building Capacity

The Leadership Group acts as a vehicle for collaboration and serves as a knowledge hub for sharing good practice, tools and guidance in relation to responsible recruitment. The main component of this is the [Responsible Recruitment Resource Bank](#), maintained by IHRB as an up to date collection of key practical resources accessible through the [Responsible Recruitment Gateway](#).



## Internal Resources

IHRB supports Leadership Group members by developing:

- A Leadership Group message house and communications plan
- A regularly updated slide-deck for members to use for internal and external advocacy
- A briefing guide on the inclusion of responsible recruitment in company reporting

## Published Resources

### Commentaries

**Commentaries** on key developments in responsible recruitment will be published regularly on IHRB's website by IHRB Staff, Research Fellows, and external experts.

### Tools and briefings

IHRB has **published** a range of tools – including:

- **Six Steps to Responsible Recruitment: Implementing the Employer Pays Principle**
- **Briefing on Recruitment Fees** (May 2018)
- **Briefing on Forced Labour** (May 2016)

Further briefings and tools will be a regular output of the Leadership Group.

### Reports

A main function of the Leadership Group will be to collate and share knowledge developed by a range of actors. In addition, IHRB will continue to look for gaps in the existing literature where value can be added. Key reports on substantive recruitment issues developed by IHRB in the past have included:

- **Addressing Gaps in Protections for Migrant Workers** (May 2018)
- **Dhaka Principles - Implementation Guide** (December 2017)
- **Remediating Worker-Paid Recruitment Fees** (November 2017)
- **Corporate Liability for Forced Labour and Human Trafficking** (October 2016)
- **Employment and Recruitment Agencies Human Rights Sector Guide** (June 2014)

One area where IHRB will actively publish is to focus on concise and practical meeting reports. Past examples include:

- **Meeting Report:** Global Forum for Responsible Recruitment and Employment (Singapore, 2018)
- **Meeting Report:** Driving Responsible Recruitment in Southeast Asia - Regional Roundtables in Bangkok and Kuala Lumpur (2018)
- **Meeting Report:** Annual Leadership Forum for Responsible Recruitment (Berlin, 2017)

## Statements and submissions

On behalf of the Leadership Group, IHRB has and will continue to issue statements and submissions highlighting responsible recruitment issues, particularly as pertain to government legislation. Past examples include:

- **Submission** to UK Government Home Affairs Committee Inquiry on Progress since the Introduction of the UK Modern Slavery Act (September 2018)
- **Submission** to the Australian Joint Standing Committee on Foreign Affairs, Defence and Trade Inquiry into Adopting an Australian Modern Slavery Act (May 2017)
- Joint **Public Letter** to G20 Employment Working Group (March 2017)
- **Submission** to the Independent Anti-Slavery Commissioner Concerning the Consultation on a Central Repository for Statements under S 54 of the Modern Slavery Act 2015 (March 2017)
- **Comments** to the US Government Regulatory Secretariat on FAR Case 2015-017: Combating Trafficking in Persons - Definition of "Recruitment Fees" (June 2016)

## Website

IHRB maintains and administers the "Responsible Recruitment Gateway" at [www.employerpays.org](http://www.employerpays.org). This website functions as an online portal on:

- The Employer Pays Principle
- The Leadership Group for Responsible Recruitment
- The Global Forum for Responsible Recruitment
- The Responsible Recruitment Resource Bank

## Social Media

IHRB's twitter account (@ihrb) will push all relevant content using the hashtags:

- #EmployerPays
- #ResponsibleRecruitment
- #MigrantWorkers



# Annex: 2019 Activity Plan

## Objectives

1. To increase membership of the Leadership Group to approximately 20 multinational brands - including minimum 1 hotel company, 1 apparel company and 1 extractive company.
2. To better include the perspective of migrant workers and their advocates in our programmes through the inclusion of Migrant Forum in Asia.
3. To continue to build relationships and brand engagement with the Governments of Thailand and Malaysia.
4. To extend Leadership Group activities to Myanmar and Cambodia corridors into Thailand, and Vietnam to Taiwan corridor.

## Regional Activities – South East Asia Focus

In 2019 the Leadership Group will focus its collective efforts on countries with:

- Leadership Group member supplier presence;
- Significant problems encountered;
- Documented abuses;
- Implementation challenges;
- Opportunities for success and ‘quick wins’.

In particular this means a geographic focus for brand-supplier-recruitment agency roundtables on:

- Malaysia (palm oil focus)
- Thailand
- Myanmar
- Vietnam
- Cambodia
- Taiwan
- Nepal (recruitment industry focus)

Government advocacy 2019 will major on Thailand as Chair of ASEAN.

The following Dilemma Fora are planned in 2019:

Country	Notes	Prospective Partners	Date
Thailand	Building on previous event, March 2018	IOM / Issara	Q1 2019
Malaysia	Depending on interest	RSPO	Q1 2019
Taiwan	Initial exploratory event, with possibility to influence ECCT position paper to government	European Chamber of Commerce in Taiwan (ECCT)	TBC
Vietnam	Initial exploratory event	IOM/VAMOS/VCCI (TBC)	Q2 2019
Cambodia	Initial exploratory event	TBC	Q3 2019
Myanmar	Initial exploratory event	Myanmar Centre of Responsible Business / Issara	Q3 2019

## Sector Specific Activities

Proposed sector specific activities in 2019:

### Recruitment Sector

- 1/2 day roundtable meeting between Leadership Group companies, representatives from the World Employment Confederation and major (big 7) employment agencies to take place in Brussels in December 2018.
- Production of IHRB Briefing Paper on the International Recruitment Industry - September 2018
- Support for the IOM IRIS certification scheme

### Palm Oil Sector

- Initial meeting with representatives from the Responsible Palm Oil Organisation (RSPO) in London
- Responsible recruitment and the Palm Oil Industry initial seminar in Malaysia for brands, plantation owners, processors and traders. Prospective partners include Nestle and RSPO.

### Apparel Sector

- Apparel focussed panel at Global Forum for Responsible Recruitment, Bangkok 2019
- Continued IHRB involvement in ETI / ASOS Mauritius Working Group
- South East Asia focussed apparel seminar in Vietnam

## Hospitality and Events Sector

- Support the International Tourism Partnership 3 Priority Principles to prevent forced labour, with a focus on Qatar (including construction of hotels) and Thailand
- Inclusion of ITP in IHRB-brokered Qatar business engagement
- IHRB to follow up on engagement with individual hotel companies
- IHRB to work with Positive Impact to promote Leadership Group objectives in International Conference / Events industry, including:
  - Initial industry survey (being undertaken by Positive Impact)
  - Industry webinar with Positive Impact and ITP
  - London Seminar
  - Draft guidance document

## The Investment Sector

- Investor event on Responsible Recruitment New York (TBC)
- Work with ICCR to add investment focus to all other Leadership Group activities

## Event Concept Note

**Location and Date** – Bangkok, 9-10 July 2019

**Partners** - Humanity United and Migrant Forum in Asia

**Duration** - 1.5 days + additional Government Strategic Dialogue for Leadership Group members

**Audience** - Approximately 120 attendees (minimum 80 business representatives)

Building on two previous events in Berlin and Singapore the 2019 Global Forum for Responsible Recruitment will be a business focussed convening bringing together global brands, suppliers, recruitment agencies, governments and civil society organisations. Based on feedback from stakeholders the forum will:

- Develop a workshop format with facilitated table discussions seeking to drill down into key challenges for different stakeholders.
- Positively promote the experience of migrant workers through deep involvement in the planning and delivery of the event by Migrant Forum in Asia

Key topics for workshop discussion:

- 1. Remediation of recruitment fees to migrant workers** (led by Impactt TBC)
  - What constitutes a recruitment fee – ILO consultation
  - Identifying where fees have been paid
  - The responsibilities of brand and suppliers
  - Working with suppliers
  - Examples of company practice
  - The Universal Payment Model
- 2. Undertaking due diligence on recruitment agencies** (led by Ergon Associates TBC)
  - Understanding recruitment processes
  - Licensing
  - The role of National Associations and codes of conduct
  - Training / oversight mechanisms for hiring managers
  - Certification
  - Building capacity of recruiters

# Annex: Membership Requirements

# 3

The goals of the Leadership Group are best served through a limited membership (circa 20 - 25 members) of larger multi-national enterprises who add significant weight to collective brand leverage with governments and within business engagements by virtue of their corporate reputations and consumer-facing brands.

To be eligible for membership of the Leadership Group, companies must:

1. **Commit** to the Employer Pays Principle with a public policy on eradicating worker fees from supply chains, demonstrating clear progress through systematic due diligence, including ensuring access to effective remedy.
2. **Implement** the Employer Pays Principle by undertaking specific activities in the company's supply chain to include:
  - a) Mapping supply chains for recruitment risk.
  - b) Briefing suppliers and offering specific guidance and training for hiring managers.
  - c) Auditing recruitment practices / agents.
3. **Share** tools and guidance on the Responsible Recruitment Gateway, and contribute to a growing body of good practice.
4. Include **reference** to recruitment in company modern slavery statements and other transparency reporting.
5. **Demonstrate** business leadership by promoting the Employer Pays Principle with all stakeholders.
6. **Promote** the Employer Pays Principle within respective industry sectors and within industry collaborations and initiatives

The Leadership Group is committed to the premise that transparency and reporting has been a strong driver of change around the modern slavery agenda. As leaders and advocates for change to adopting the Employer Pays Principle we would expect all companies who are members of the Leadership Group to include in their Modern Slavery statements, and in other reporting, reference to the work that they are undertaking to promote the Employer Pays Principle.

IHRB propose that a statement from a Leadership Group company should include:

- A reference or link to their explicit policy on the Employer Pays Principle
- Actions they have taken alone or with others to promote responsible recruitment in their supply chains

This may include:

- Awareness training and capacity building within company buying teams and other functions
- Engagement with suppliers
- Training delivered to suppliers
- Engagement with recruitment agencies
- Actions taken alone or with others to advocate for the Employer Pays Principle within business associations or governments, including:
  - Promotion of responsible recruitment in other business associations
  - Speaking engagements to promote the Employer Pays Principle
  - Direct engagement with government representatives including collectively as part of the Leadership Group
  - Participation in intergovernmental processes where the Employer Pays Principle can be promoted including outcomes of that participation

# Annex: The Employer Pays Principle

# 5

Reflecting the Dhaka Principles for Migration with Dignity, the **Employer Pays Principle** is a commitment to ensure that no worker should pay for a job.

Launched in May 2016, the Employer Pays Principle states that:

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

Adoption of the Employer Pays Principle across all industries is fundamental to combatting exploitation, forced labour, and trafficking of migrant workers in global supply chains and represents an important step in achieving the UN Sustainable Development Goal of decent work for all.

The Principle is increasingly being adopted by companies across a range of industry sectors and locations. It is endorsed by the Leadership Group for Responsible Recruitment, a collaboration between leading companies and expert organisations driving positive change in the way that migrant workers are recruited.

## The Employer Pays Principle

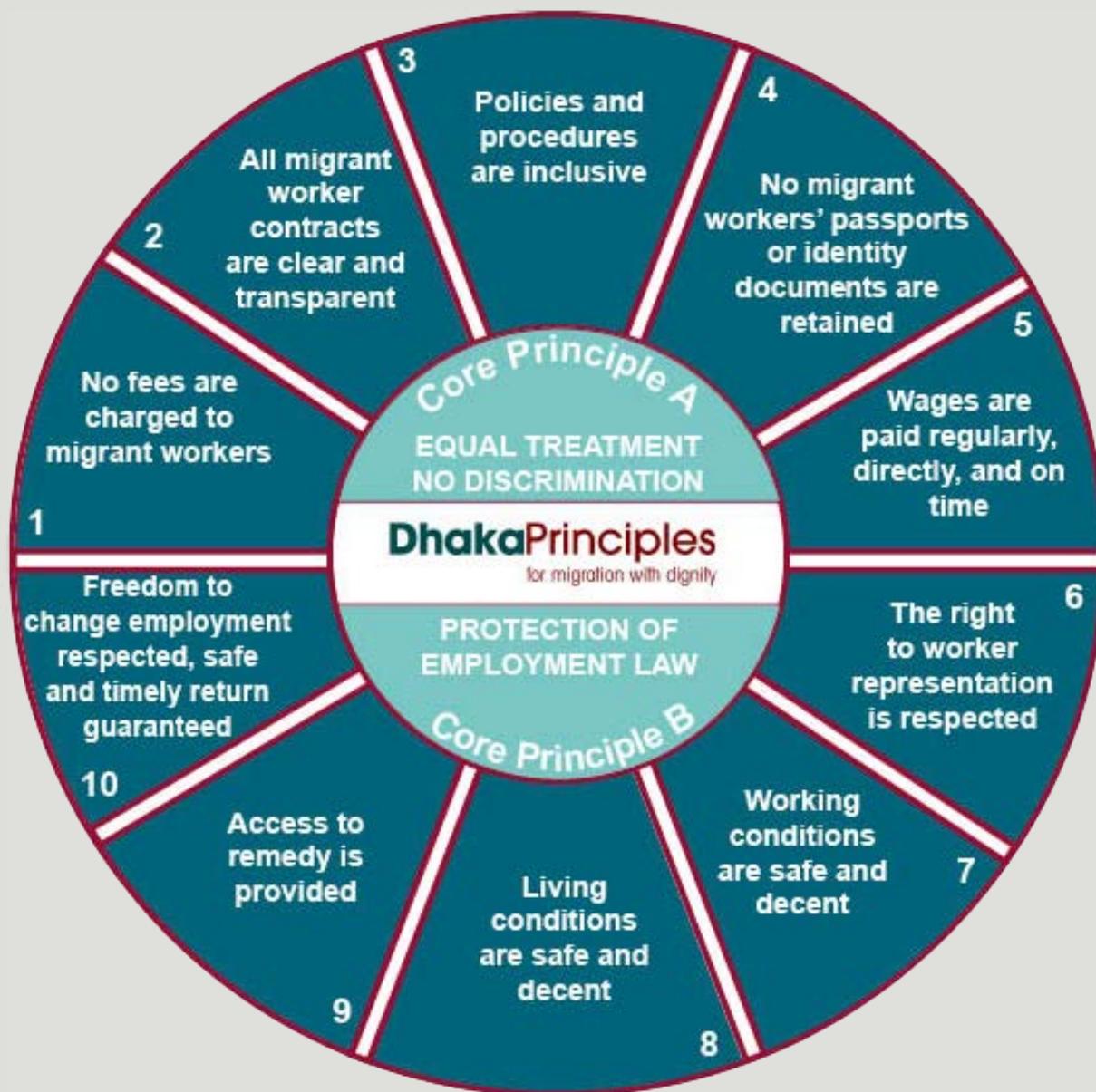
No worker should pay for a job -  
the costs of recruitment should be  
borne not by the worker but by the  
employer.

[www.employerpays.org](http://www.employerpays.org)

# Annex: The Dhaka Principles

# 6

For more detail and implementation guidance, visit the Dhaka Principles website:



[www.dhakaprinciples.org](http://www.dhakaprinciples.org).

# Annex: Six Steps to Responsible Recruitment

# 7

A six step guide to implementing the Employer Pays Principles, in alignment with the UN Guiding Principles on Business and Human Rights.

## Six Steps to Responsible Recruitment

Implementing the Employer Pays Principle











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