

Masterclass: PRACTICAL GUIDANCE
FOR ADDRESSING MODERN SLAVERY

22 July, 2025

Collaborative
Advantage 

Deloitte.

Sustainable
Business Council 

WALK  FREE

Karakia and Acknowledgements

Meredith Dawson-Lawry
Deloitte

Tūtawa mai i runga, tūtawa mai i raro,
Tūtawa mai i roto, tūtawa mai i waho,
Kia tau ai te mauri tū, te mauri ora ki te katoa.
Hāumi e, hui e, tāiki e!

*I summon from above, below,
within, from the outside environment,
to calm and settle the vital inner essence,
the well-being of everyone, be joined, together, united!*



This Collaborative Advantage
“Masterclass” series is designed to
help businesses take the next step
in addressing modern slavery risks.
It’s a safe space to learn. Please
use the **chat to share** with all and
use the **Q&A for speaker questions.**

Introducing the Modern Slavery
Benchmarking Tool
“Masterclass”

Charlotte Gwynn

Walk Free

Collaborative Advantage MSBT Masterclass

Session 1: Governance and Policy

Charlotte Gwynn, 22 July 2025



- 1. WALK FREE**
- 2. OUR TOOLS AND THIS SERIES**
- 3. DEFINITIONS**
- 4. TODAY'S SESSION**
- 5. INSIGHTS**

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MODERN SLAVERY BENCHMARKING TOOL

This tool is designed to help companies establish good practices to assess and address modern slavery risks in their operations and throughout their value chain. It provides companies with a preliminary score of their current performance and a list of steps they can take to improve it, including information that should be disclosed to their stakeholders.

[Download the complete list of questions](#)

Select language to start

English
OPEN SURVEY

ภาษาไทย
เริ่มการประเมิน

Español
ABRIR ENCUESTA

GUIDANCE ON MODERN SLAVERY RISKS FOR THAI BUSINESSES

If your company is based in Thailand, read our Guidance on Modern Slavery Risks for Thai Businesses. It explains what makes workers vulnerable to modern slavery, outlines specific industry risks in Thailand and provides a checklist on what businesses should do to identify, address and report on these risks.

READ NOW

SECTION A: GOVERNANCE & POLICY

Has your company committed to addressing forced labour?

SECTION B: RISK ASSESSMENT & DUE DILIGENCE

Does your company assess its risks and make sure its practices are not placing workers at risk?

SECTION C: GRIEVANCE MECHANISMS, RESPONSE & REMEDIATION

How do you hear from and respond to workers?

Is your organisation currently addressing and reporting on modern slavery risks or actions:

- (i) to meet legal requirements,
- (ii) to satisfy customer or investor expectations,
- (iii) to align with your own values or
- (iv) to prepare for upcoming legislation?



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MODERN SLAVERY

- Worker cannot refuse or cease work because of coercion, threats or deception.
 - Worker may also be deprived of personal freedom.
-

DANGEROUS OR SUB STANDARD WORKING CONDITIONS

- Worker can refuse or cease work but doing so may lead to detriment.
 - Worker not paid fairly and does not receive some or all entitlements.
 - Worker may be required to work excessive hours.
 - Workplace is unsafe.
-

DECENT WORK

- Workers' rights respected.
- Worker free to refuse or cease work.
- Worker paid fairly (at least minimum wage).
- Workplace is safe.

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New Zealand Results

Modern Slavery Benchmarking Tool

Lowest: 3 / 30

Highest: 28 / 30

Average: 13.9 / 30

Average, Section A : 3.85 / 10

Each section has a total possible score of 10. The section that relates to today's session is section A.



Setting the Policy Context

Annette Gittos

Ministry of Business, Innovation
and Employment (MBIE)



**MINISTRY OF BUSINESS,
INNOVATION & EMPLOYMENT**
HĪKINA WHAKATUTUKI

Practical Guidance for addressing modern slavery: OECD Guidelines and the New Zealand National Contact Point

Collaborative Advantage- Modern Slavery Benchmarking
Tool Masterclass Planning



Governance and Policy

International Instruments on Responsible Business Conduct



International Instruments on Responsible Business Conduct



OECD Guidelines for Multinational Enterprises on Responsible Business Conduct (1976)



International Labor Organization (ILO) Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy (1977)

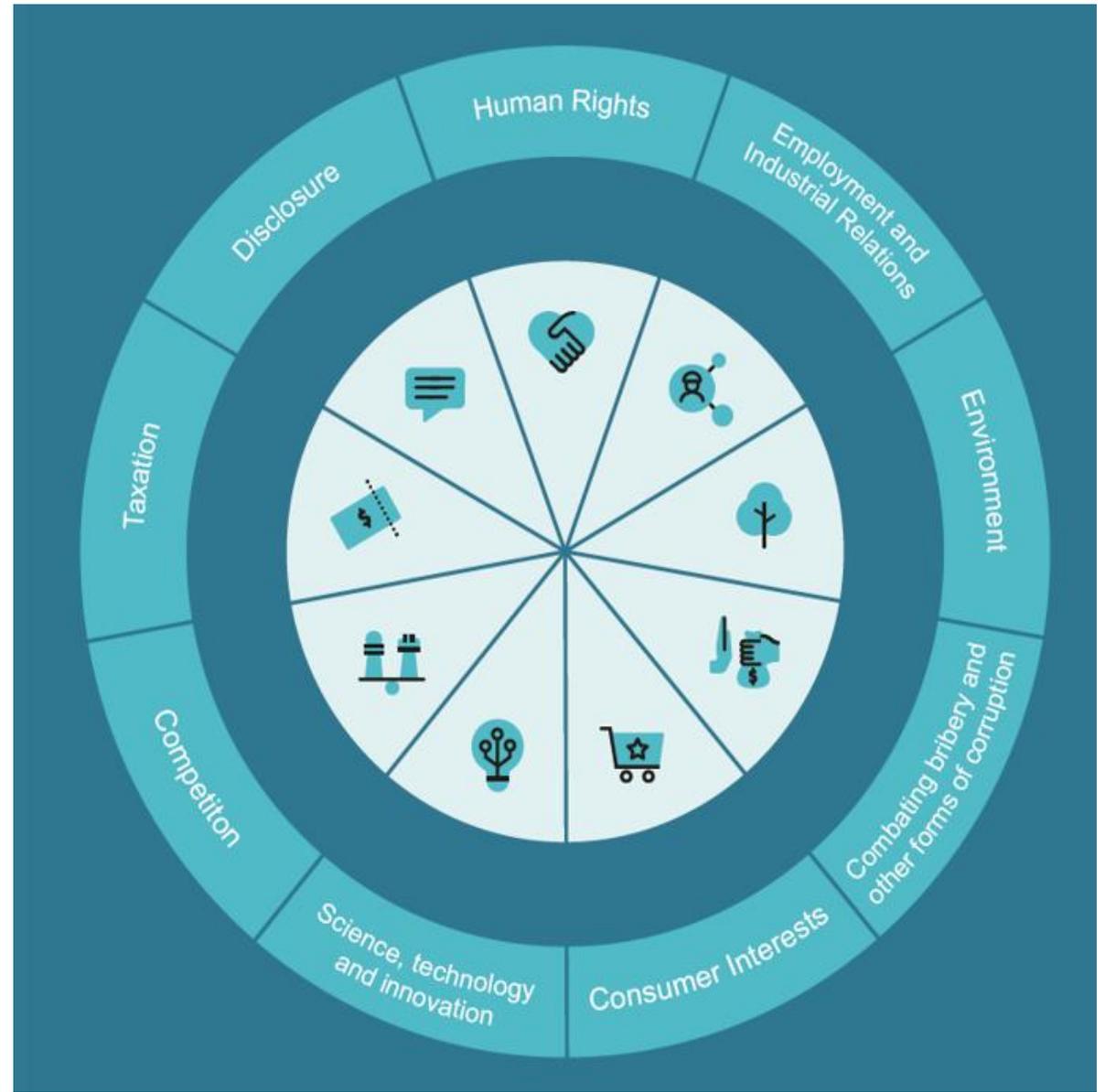


United Nations Guiding Principles on Business and Human Rights (2011)

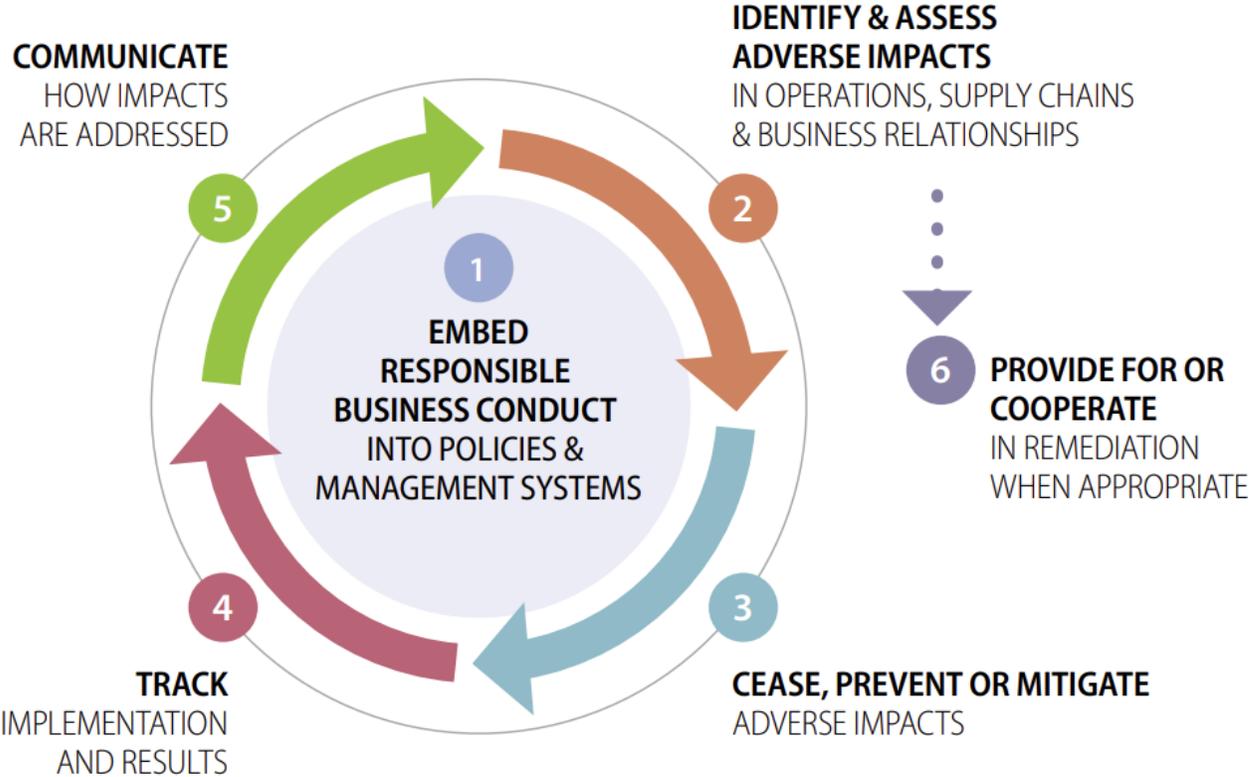


OECD Guidelines for MNEs on Responsible Business Conduct ([Link here](#))

User –friendly summary
([Link here](#))



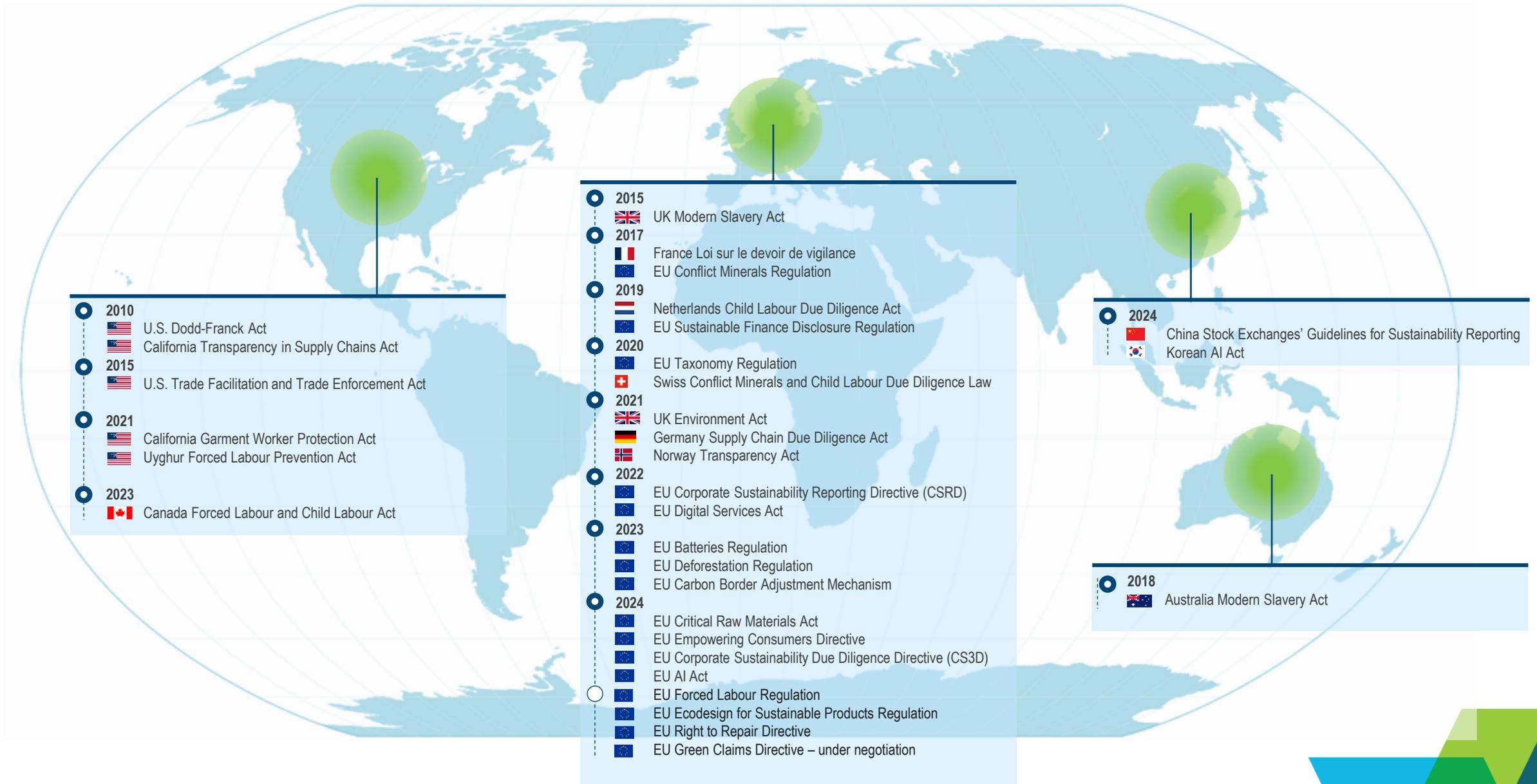
OECD Guidelines risk-based due diligence framework



[LINK: OECD Due Diligence Guidance for Responsible Business Conduct](#)



Examples of recent regulatory developments on responsible business conduct



New Zealand ethical and sustainable work practices resources

- [About ethical and sustainable work practices | Employment New Zealand](#)
- [Employer self-assessment checklist](#)
- [Ethical and Sustainable Work Practices: Risk Factors to Manage](#)
- [MartinJenkins-Supply-chain-mapping-and-risk-identification.pdf](#)
- [Docket – Sustainable Supply Chain Toolbox - SBN](#)



Role of the National Contact Point

- Promote the OECD Guidelines
- Operate a non-judicial grievance mechanism for complaints, termed 'specific instances', that involves handling allegations of breaches of the OECD Guidelines by multinational enterprises.
- Voluntary participation in the process. Offers mediation between the parties to help resolve issues.
- Support policy coherence



Global network of National Contact Points

52 National Contact Points (NCPs) across all adherent countries

650+ cases have been handled by NCPs across more than 100 countries.

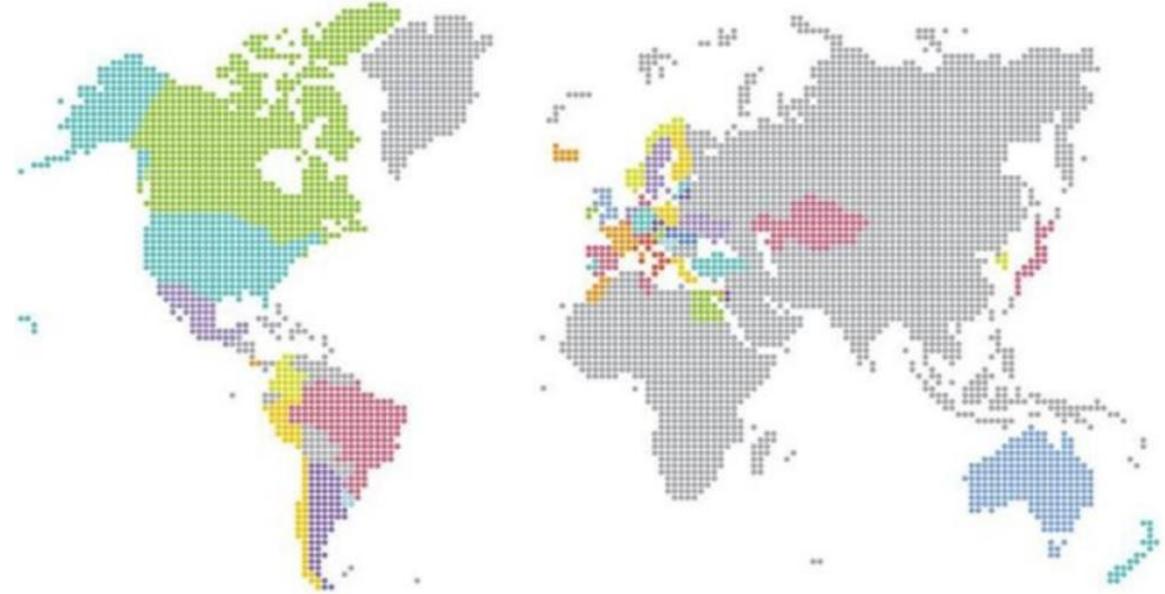
- Majority of cases deal with human rights (62%), general policies including expectations related to due diligence (54%). Employment and worker issues (39%), environment (24%) and disclosure (24%) are cited frequently.

NCPs reported in 2024

- 56 cases in 37 countries
- 57% of cases with mediation led to agreement
- 52 specific instances concluded
- 35% of NCPs have not received a case in the last five years

OECD supports NCPs with capacity building

- Providing guidance, conducting peer reviews, e-training, and a mentoring system.



Examples of modern slavery cases considered by NCPs



ANZ Bank (Australia NCP, 2014)

- Allegation: ANZ accused of financing a Cambodian sugar plantation involved in land grabs and forced labour.
- Outcome: ANZ had not met its due diligence obligations. ANZ agreed to contribute to a grievance mechanism for affected community. ANZ agreed to compensate Cambodian families who were forcibly evicted from their land to make way for a sugar plantation and refinery.



C&A, KiK, and Karl Rieker (Germany NCP 2013)

- Allegation: Brands had failed to ensure safe working conditions, amounting to forced labour and modern slavery. Fire in Tazreen Fashion factory in Bangladesh killed over 100 workers.
- Outcome: Companies denied direct responsibility. Companies agreed to compensate victims families. Underscored need for stronger supply chain due diligence.



New Zealand National Contact Point

Specific Instance Process



3 months* or

5 months* if coordination with other NCPs is required

Initial Assessment

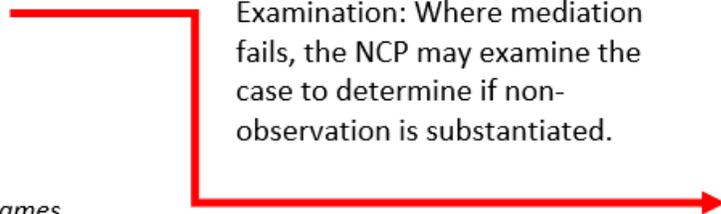
Analysis if the issues raised merit further examination

Coordinate with other NCPs if relevant

Yes: To Stage 2



No: To Stage 3



6 months*

Good Offices

Mediation: Where relevant, offer and facilitate access to consensual and non-judicial mechanisms (such as mediation to help resolve issues).

Examination: Where mediation fails, the NCP may examine the case to determine if non-observation is substantiated.

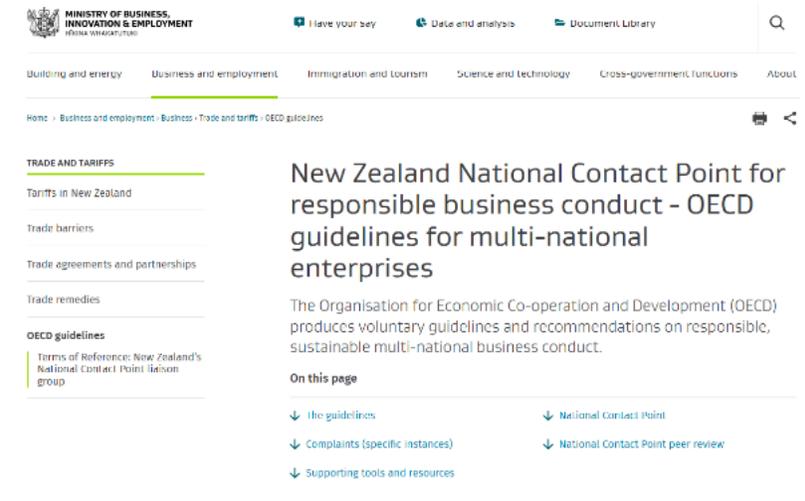
3 months*

Conclusion

The NCP will draft and publish the outcome of the specific instance.

Follow up: The NCP may follow up with Parties one year after the final statement is published.

*Approximate timeframes



Thank you.

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Legislative update

Rebecca Kingi

ANZ

Embedding responsible business practices in company culture

Charlotte Gwynn

Walk Free

EMBEDDING RESPONSIBLE BUSINESS PRACTICES IN COMPANY CULTURE



- 1. RESPONSIBILITY**
- 2. STRATEGY**
- 3. POLICY**
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Check in question: Do you have a clear, resourced plan for identifying and managing modern slavery risks?

- 1. RESPONSIBILITY**
- 2. STRATEGY**
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Check in question: Is our commitment public?

- 1. RESPONSIBILITY**
- 2. STRATEGY**
- 3. POLICY**
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Check in question: Have your commitments been integrated into your day-to-day operations?

- 1. RESPONSIBILITY**
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Check in question: Are there internal mechanisms in place to monitor whether your policies are followed?



To learn more about our work visit walkfree.org or scan the QR code



EST

Case Study

Sum Green

Westpac

Small Group Discussions

Jay Crangle

Sustainable Business Council



1. What would **stronger governance** look like in your organisation? Where could you start?
2. What is your organisation's **current understanding** of modern slavery and its associated risks?



Thursday, 31 July at 2pm NZT

Session 2: Risk Assessment & Due
Diligence

Kia tau kia tātou katoa
Te āio, te aroha me te marutau
Tihei Mauri Ora

May peace, love and safety be upon us all through the breath of life.

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