

Masterclass: PRACTICAL GUIDANCE  
FOR ADDRESSING MODERN SLAVERY

31 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 and ask**  
**questions anytime.**

# MSBT Guidance: Risk Assessment

Charlotte Gwynn

Walk Free

# Collaborative Advantage MSBT Masterclass

*Session 2: Risk Assessments and Due Diligence*

Charlotte Gwynn, 31 July 2025



# 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**

- 1. SESSION 1 RECAP**
- 2. INSIGHTS: MSBT SCORES**
- 3. DEFINE RISK**
- 4. YOUR ORGANISATION**
- 5. YOUR SUPPLIERS**

# HOW DO I EMBED RESPONSIBLE PRACTICES IN COMPANY CULTURE?

## *Session 1 - Recap*

- **Assign responsibility**
- **Build a strategy**
- **Make it visible through policy**
- **Embed it throughout your organisation**
- **Make sure it's working**



# RISK ASSESSMENTS & DUE DILIGENCE

An aerial photograph of a port at night. A large container ship is docked at a pier, with a tall blue crane positioned over its deck. The ship's deck is filled with stacks of colorful shipping containers in shades of blue, red, and yellow. The pier is illuminated by bright lights, creating a high-contrast scene against the dark water and sky. The overall atmosphere is industrial and busy.

Session 2



- 1. SESSION 1 RECAP**
- 2. INSIGHTS: MSBT SCORES**
- 3. DEFINE RISK**
- 4. YOUR ORGANISATION**
- 5. YOUR SUPPLIERS**

## **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?*

# New Zealand Results

## *Modern Slavery Benchmarking Tool*

**Lowest:** 3 / 30

**Highest:** 28 / 30

**Average:** 13.6 / 30

**Average, Section B:** 4.36 / 10

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



Where have you assessed for labour risks in your operations and supply chain?

*i. Nowhere yet*

*ii. Our own operations and workforce*

*iii. Our direct suppliers in NZ*

*iv. Our direct offshore suppliers*

*v. Beyond Tier 1 suppliers*



- 1. SESSION 1 RECAP**
- 2. INSIGHTS: MSBT SCORES**
- 3. DEFINE RISK**
- 4. YOUR ORGANISATION**
- 5. YOUR SUPPLIERS**



## **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.

# International Labour Organization's Indicators of Forced Labour

## Abuse of vulnerability

*"I'm an irregular migrant and was told that my contract was updated. I'm now required to work longer hours but paid less."*

## Deception

*"This work is completely different than what I was told."*

## Restriction of movement

*"I'm not allowed to leave or communicate with anyone outside."*

## Isolation

*"I am taken to work every morning and work by myself until I'm collected in the evening. I can't speak the local language."*

## Physical and sexual violence

*"I didn't expect to be physically and sexually abused."*

## Intimidation and threats

*"My employer won't allow me to quit and has threatened to hurt my family if I do."*

## Retention of identity documents

*"My employer confiscated my identity papers and passport and won't allow me to access them."*

## Withholding of wages

*"I still haven't been paid."*

## Debt bondage

*"I owe the recruitment agent money for placing me and am working to pay them back."*

## Abusive working and living conditions

*"I'm not safe at work."*

## Excessive overtime

*"I have no choice but to work excessive overtime."*

## Who:

- Migrant workers
- Low wage workers
- Women
- Young workers
- Minority groups

## Work arrangements:

- Short-term contracting
- Outsourcing
- Temporary and seasonal
- Informal

## Companies:

- Labour recruiters
- Labour hire providers
- Service providers
- Accommodation providers

## Geographies:

- Conflict and displacement
- State sanctioned forced labour
- Weak rule of law
- Corruption
- Limited labour protections

- 1. SESSION 1 RECAP**
- 2. INSIGHTS: MSBT SCORES**
- 3. DEFINE RISK**
- 4. YOUR ORGANISATION**
- 5. YOUR SUPPLIERS**

# RISK ASSESSMENT

## *Your Organisation*

- **Location of operations**
- **Employee data:**
  - **Age**
  - **Gender**
  - **Contract type**
  - **Job title**
  - **Citizenship or visa status**
  - **Migrants: nationality and information on recruitment**



- 1. SESSION 1 RECAP**
- 2. INSIGHTS: MSBT SCORES**
- 3. DEFINE RISK**
- 4. YOUR ORGANISATION**
- 5. YOUR SUPPLIERS**

# RISK ASSESSMENT

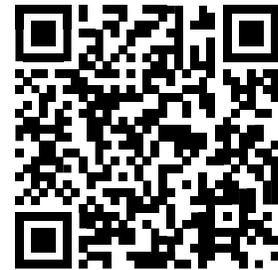
## *Your Suppliers*

- **Group suppliers**
- **Assign high / medium / low risk**
- **Focus efforts**
- **Your purchasing practices**





To learn more about our work visit [walkfree.org](https://walkfree.org) or scan the QR code



ES1

# Panel Conversation

Phil Cumming, The Warehouse Group

Tanya Pouwhare, NZ Ethical Employers

David Rutherford, Tūhana Business &

Human Rights

# Small Group Discussions

Jay Crangle

Sustainable Business Council



1. How do you identify risk in your operations - where is your **visibility weakest**?
2. How do you **engage your suppliers**, particularly those who are reluctant or resource limited?
3. What are your remaining questions?



Thursday, 7 August at 2pm NZT

Session 3: Grievance Mechanisms  
Response & Remediation

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.

Collaborative  
Advantage 

**Deloitte.**

Sustainable  
Business Council 

WALK  FREE