

Masterclass Session 3: PRACTICAL
GUIDANCE FOR ADDRESSING MODERN
SLAVERY

7 August, 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
and realities.

It’s a safe space to learn. Please
use the chat to share and ask
questions anytime.

Introduction to Remedy and Grievance Mechanisms

Charlotte Gwynn

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Collaborative Advantage MSBT Masterclass

Session 3: Grievance Mechanisms, Response and Remediation

Charlotte Gwynn, 7 August 2025



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

POLICY & GOVERNANCE

Session 1

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

RISK ASSESSMENT & DUE DILIGENCE

Session 2

- **Understand risks**
- **Assess your operations**
- **Reflect on your purchasing practices**
- **Identify priority suppliers**
- **Engage suppliers to assess risks**

- 1. RECAP**
- 2. MSBT SCORE**
- 3. REMEDY**
- 4. RESPONSIBILITY**
- 5. GRIEVANCE MECHANISMS**

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?

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

New Zealand Results

Modern Slavery Benchmarking Tool

Average: 13.5 / 30

Average, Section C: 4.4 / 10

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



GRIEVANCE MECHANISMS, RESPONSE & REMEDICATION

Session 3



- 1. RECAP**
- 2. MSBT SCORE**
- 3. REMEDY**
- 4. RESPONSIBILITY**
- 5. GRIEVANCE MECHANISMS**

What is Remedy?

Remedy is the provision of redress and resolution for human rights impacts incurred as a result of business activities.

Remedy may involve a range of actions, such as facilitating access to health, legal or psychosocial services, repatriation, financial compensation and taking actions to prevent future harms.

Ultimately remedy should “make good” the harm that has occurred.

These actions may be taken unilaterally by a company, or in cooperation with other stakeholders,

such as suppliers, customers or other companies involved.

When is it my responsibility to provide remedy?

The UNGPs framework provides guidance on how a company should respond depending on its relationship to the harm – that is, whether it has caused, contributed to or is directly linked to the harm.



- 1. RECAP**
- 2. MSBT SCORE**
- 3. REMEDY**
- 4. RESPONSIBILITY**
- 5. GRIEVANCE MECHANISMS**

ADVERSE IMPACT



Degree of Involvement



CAUSE



Action



Company A

Affected person

CONTRIBUTE



Third Party

Affected person

DIRECTLY LINKED



Third Party

Affected person



**Appropriate Action -
Prevention and Mitigation**

Business should cease
or prevent the impact

**Appropriate Action -
Prevention and Mitigation**

Business should cease or prevent
contribution, and use leverage
to mitigate remaining impact

**Appropriate Action -
Prevention and Mitigation**

Business should seek to prevent and
mitigate the impact. Appropriate action
determined by a range of factors: leverage;
how crucial the relationship is; severity;
and consequences of termination

**Appropriate Action -
Remediation**

Provide for or cooperate in remediation
through legitimate processes

**Appropriate Action -
Remediation**

Provide for or cooperate in remediation
through legitimate processes

**Appropriate Action -
Remediation**

Business may take a role in remediation

- 1. RECAP**
- 2. MSBT SCORE**
- 3. REMEDY**
- 4. RESPONSIBILITY**
- 5. GRIEVANCE MECHANISMS**

DESIGNING AND IMPLEMENTING EFFECTIVE GRIEVANCE MECHANISMS

UNGPs criteria: Accessible, trusted, predictable, rights-compatible, transparent, equitable, and a source of continuous learning.

Examples include hotlines, mobile apps, QR codes, third-party systems, in-person channels (e.g. community liaison officer)

Considerations:

- Did you engage with stakeholders to design it?
- Should grievance mechanisms link with other functions (e.g. Legal, HR, Risk)?
- If zero complaints are received: is the system functioning, or failing to be trusted?

Potential disclosures:

- Description of grievance mechanism including applicability to modern slavery complaints, accessibility for internal and external stakeholders, and involvement of external stakeholders in development
- No. of complaints made and how they were received, resolved and remedied
- No. of complainants that were satisfied with the remedy
- Lessons learned from communicating and using grievance mechanism and changes made to improve it



Interview with an investigator

Cam Bower, Managing Director at AIMCRI

Remedy Action Plan

Charlotte Gwynn

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REMEDIATION FRAMEWORK

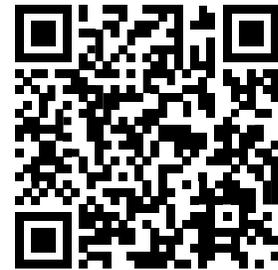


Protect People First | Take Responsibility | Listen to Victims





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



EST

Case Study: Morrison

Amy Sparks, Manager, Sustainable
Investment

Sam Shephard, Investment Executive,
Sustainability



Advocacy Update:

Campaign from World Vision

Small Group Discussions

Jay Crangle

Sustainable Business Council



1. Think of one mechanism you've seen or heard of. What worked well and what didn't? Would you personally feel safe using it **if you were a worker in trouble?**
2. Imagine a **credible modern slavery allegation** is raised through your grievance mechanism. What are the first three steps your organisation should take? Who needs to be involved? ?



Continue conversations in
between meetings in the

Collaborative Advantage LinkedIn
group.

Questions and mailing list
updates:

NZCollabAdvantage@deloitte.co.nz

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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