



ANNUAL REPORT

Edition 2021

Human Resources Without Borders

*"Acting so that everyone can live with dignity
from their work, here and there."*

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EDITORIAL



Martine COMBEMALE
Founder and
President of RHSF

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2020 will remain for all of us a year of rupture, when limitations and uncertainty prevailed. If we have all been affected, everyone has not been affected in the same way. The most vulnerable populations suffered all the more as they already had to face a critical and gruesome situation. International Labour Organization (ILO) just revealed child labour had increased for the first time and twenty years. 160 million children and teenagers are now concerned by child labour. ILO also underlines millions of others are in jeopardy because of the pandemic, thus making our efforts more compulsory than ever.

This exceptional year nonetheless opened a brand-new range of possibilities. Since it was impossible to lead actions in the field, RHSF members decided to dedicate these special times to strengthen the collaborative work that had already been achieved so far. Two major collaborations were formalised, namely with the French Minister of Europe and Foreign Affairs (MEAE) and with ILO. The Ministry of Europe and Foreign Affairs is represented within the Lab 8.7, our operational solutions incubator and RHSF already organised many training sessions with embassy staff. Quite a partner to enable us to upgrade to a new scale! In order to support our new ambitions and the two new experiments in the industry and in the agriculture, RHSF also submitted a request for a financial support to AFD (French Agency for Development). The first draft of the project was accepted in 2020 and the final decision will be known by summer 2021.

The collaboration with ILO is deployed under two aspects. On the one side, a report on policies to prevent child labour to help the companies has been produced conjointly. On the other side, RHSF and ILO organized the second edition of the international cartoon competition RHSF had already initiated in 2015. This competition, whose results will be known during summer, is already a success.

Moreover, 2020 opened a new page for the "RHSF Movement". After a dynamic membership campaign, we are now happy to be able to count on more than 200 new members to support our actions and sensitize those they encounter. RHSF also developed a new resource centre in order to share expertise and to enable everyone to get information and thus contribute to the elimination of child labour and forced labour. In our resource centre, you may find a new tool, the Explorer, which is dedicated to a wide public who is not used to complex issues in order to ease the discovery.

2021 will be a year of action. The preparatory work started in 2020 will thus be developed in order to bring the year for the elimination of child labour what it deserves. National and international backgrounds are encouraging, our partnerships are strong,

our members are involved, our tools are implemented and will be strengthened by our RHSF reference framework and the map of risks and stakeholders. All in all, everything is in place to enable each and every one of us to take action. ”

CONTRIBUTING TO FRANCE'S ACTION AS A PATHFINDER COUNTRY

In 2019, France took over the presidency of Alliance 8.7, the global partnership for the eradication of child labour and forced labour (target 8.7 of the UN sustainable development goals).

Logically, this leading position has led France to apply for the rank of "pathfinder country", in order to "go further and faster" with all the actors concerned.

To meet this challenge, the French Ministry of Europe and Foreign Affairs has recognized RHSF and its Lab 8.7 as "a unique initiative in France" capable of deploying its ambitions in the field.





RHSF in 2020

PART 1: RHSF IN 2020

OUR ROADMAP

Target 8.7 of the UN Sustainable Development Goals aims to eliminate child labour by 2025 and forced labour by 2030. This is a target that RHSF has logically adopted to define its own roadmap (see previous annual report).

RHSF is thus contributing directly to the international effort to achieve target 8.7 by combining in-depth awareness-raising of all audiences with experimentation in collaboration with impacted stakeholders.

In 2020, the Covid-19 pandemic severely limited work in the field. Nevertheless, RHSF was able to adapt to this unprecedented situation and create opportunities.

Thus, faced with the limitations of field experiments, RHSF focused its energy in 2020 on mobilising stakeholders, capitalising on knowledge and skills, designing resources and preparing the launch of several experiments.

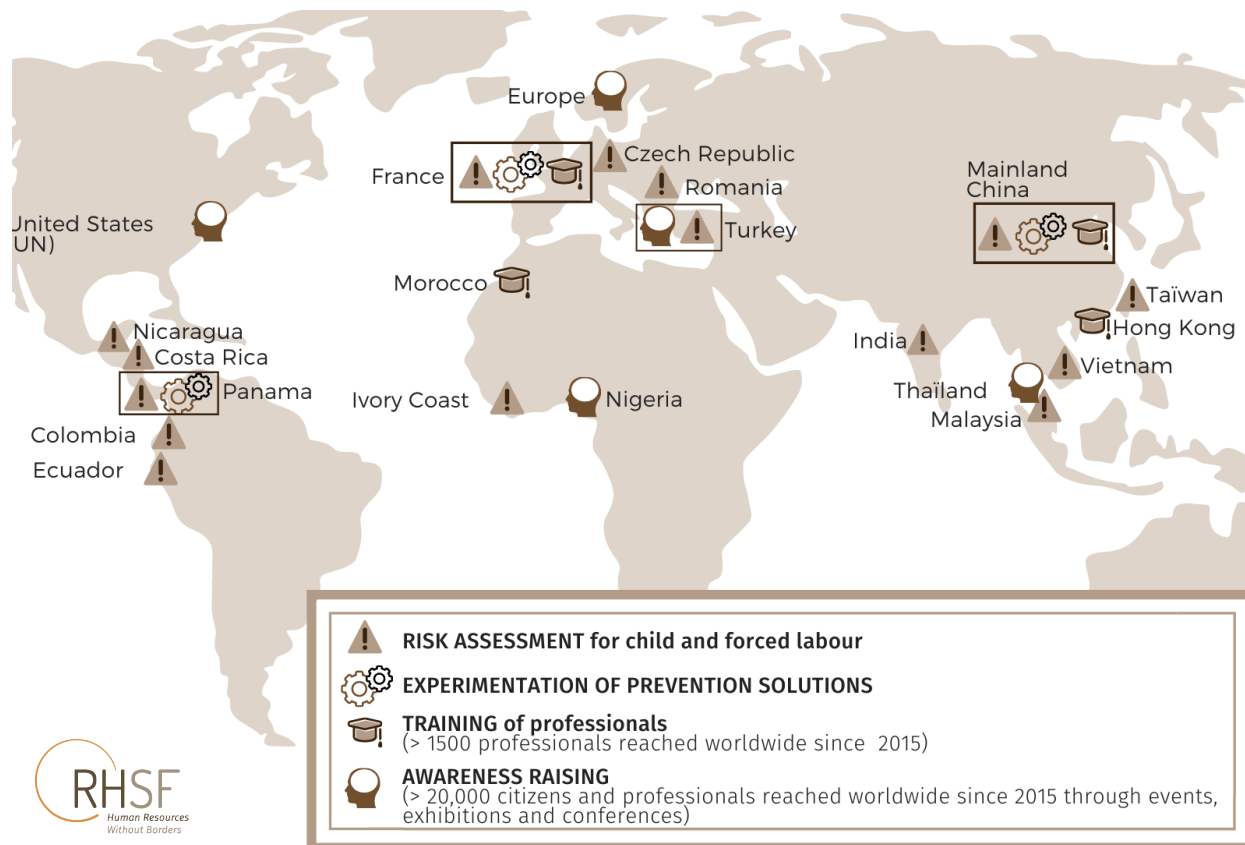
RHSF continues to build a network of partners who are aware of the complexity of the issues surrounding child labour and forced labour. These strong collaborations, built around the triptych of public, private and civil society, are essential to experiment and implement relevant, efficient and sustainable solutions.

RHSF also launched a major membership campaign with great success. The "RHSF Movement" now has over 200 individual members.

Finally, RHSF has designed and launched the online Explorer to complement the resources it makes available to the various actors. Associated with a new website, the resource centre is enriched as the experiments carried out under the Lab 8.7 programme are completed.

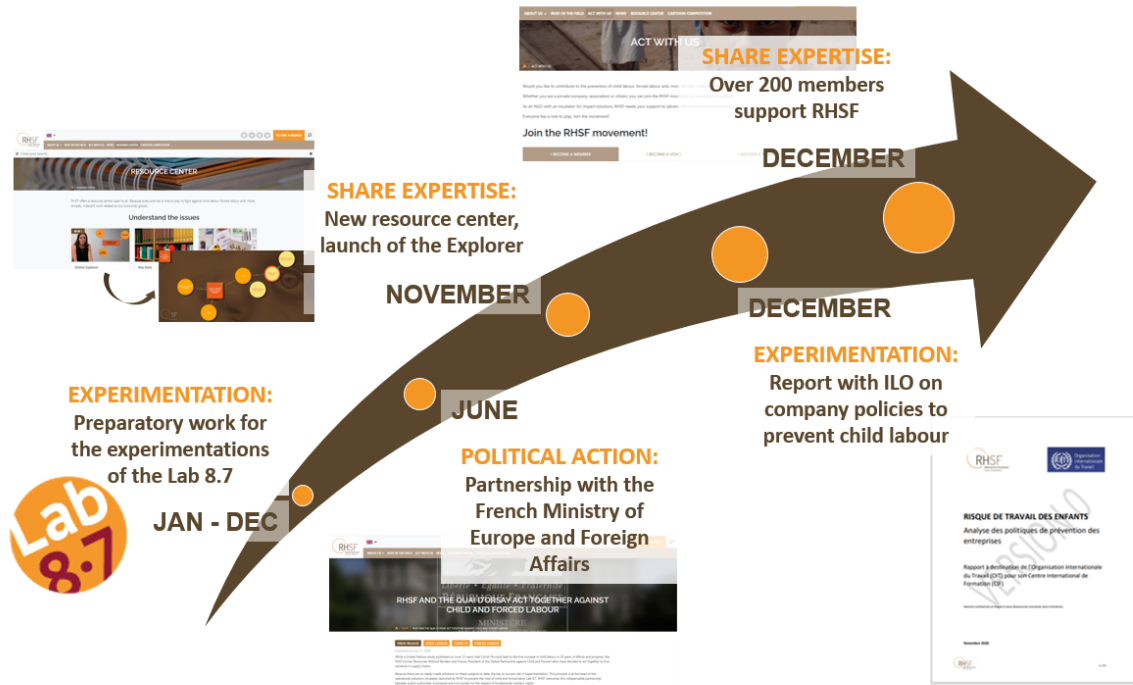
Year after year, RHSF tests and disseminates concrete solutions and strengthens its collaboration to prevent the risks of child labour, forced labour and, more generally, indecent labour in supply chains.

ACHIEVEMENTS AROUND THE WORLD SINCE ITS CREATION



ACTIONS IN THE FIELD IN 2020

ACHIEVEMENTS IN A NUTSHELL



WORK IN CO-CONSTRUCTION

To be able to ensure relevant and efficient action, to guarantee the ownership of the issues by the players and to mobilise everyone in a voluntary and constructive manner, RHSF has over the years established a specific partnership working method. The principle at the heart of its method: co-construction. RHSF maintains ongoing collaboration with numerous international and local stakeholders, and involves all stakeholders when analysing issues. Appropriate actors are then mobilised at specific stages to ensure ownership and impact. RHSF systematically ensures that all parties share a common understanding of the facts and issues. Dialogue and knowledge transfer are essential to achieve this.

2020 was a rich year for RHSF's collaborations. Several major partnerships have been initiated, continued or strengthened and will lead to significant achievements in 2021.

► Partnership with French Ministry of Europe and Foreign Affairs (MEAE)

Political action is crucial to create the conditions for the private sector to take action, as well as to support the awareness and information of consumers and citizens.

On 15 June 2020, the MEAE announced its partnership with RHSF to act together and bring about solutions in supply chains.

In concrete terms, the MEAE is a stakeholder in the experiments carried out under Lab 8.7, a programme for the incubation of operational solutions led by RHSF. This programme is based on a partnership between public authorities, companies and civil society, which is essential for advancing the respect of workers' fundamental rights.

"In June 2019, France took over the presidency of the global partnership, Alliance 8.7. And we wish to obtain the status of "pioneer country" to achieve this target. In this context, the Ministry of Europe and Foreign Affairs is delighted to work with Human Resources Without Borders, drawing on your recognized and unique expertise of more than 20 years in designing, testing and validating new approaches(...).

I look forward to our cooperation to effectively and sustainably eliminate the risks of child labour and forced labour in supply chains.

François DELATTRE, Secretary General of the Ministry of Foreign Affairs

Besides, RHSF provides expertise to the Ministry's departments. Within the framework of this partnership, RHSF has provided training to Ministry staff, including embassy staff (see also Part 1 - Dissemination - Competence Centre). RHSF has also initiated cooperation with embassies in its countries of operation. The aim is to identify joint actions in which each can contribute its expertise, to act with local governments in the interest of those most vulnerable to child and forced labour.

Following on from this partnership, in 2020 RHSF applied for co-financing from the French Development Agency (AFD) for two Lab 8.7 experiments, one in industry in Malaysia, the other in agriculture in Costa Rica. The first project note was accepted, and the final application was submitted in February 2021. The answer is expected in July 2021 for a 3-year co-financing. AFD support requires a specific project structure, which RHSF took the time to familiarise itself with in 2020 in a thorough preparatory work (details in Part 1 - Experimenting).

► Partnership with International Labour Organization

For years, RHSF has been liaising with the ILO on its field projects. In 2020, two joint projects took shape, sealing a complementarity of expertise and a common vision in the fight against child labour and forced labour. The ILO is the guarantor of the tripartite dialogue between States, employers' representatives and workers' representatives, as well as the definition of international laws. With its expertise in the field and its approach based on co-construction, RHSF brings its capacity to propose, test and disseminate solutions based on experimentation.

Together, the ILO and RHSF worked on two projects in 2020:

- The analysis of the policies of prevention of the risk of child labour carried out by companies, in the light of the French law on the duty of vigilance (*details in Part 1 - Experimenting*);
- The second edition of the international cartoon competition that RHSF launched in 2015. This collaboration gives the cartoon contest a higher profile and aims to raise awareness of the realities of forced labour. The drawing competition will be held in 2021 (*see our [website](#) for more information*).

► Partnership with French National Institute on Consumption (INC)

Aware of the limits of its resources to reach all consumers, RHSF has made a strategic decision to work with consumer information organisations to raise awareness of the complex realities of child labour and forced labour and the levers for action.

60 millions de consommateurs is the magazine published by the French Institut national de la consommation (INC). This public institution, placed under the supervision of the Minister for Consumer Affairs, carries out public service missions through comparative tests of products and services, legal and economic studies, training and awareness campaigns.

In 2020, RHSF initiated a collaboration with 60 millions de consommateurs: training of analysts and journalists, advice on a study published in the magazine in November 2020, development of a framework for a first assessment of companies' policies on the prevention of child labour and forced labour.

These initial actions have led to a strong decision by the INC to integrate the risks of child labour and forced labour into the criteria for responsible consumption with the support of RHSF. Several actions will follow in 2021: [public commitment](#) in the framework of the International Year against Child Labour, publication of a study specifically dedicated to companies' policies to prevent the risks of forced labour and child labour, and construction of a public awareness campaign project.

► Partnership with companies

RHSF continued the dialogue with its partner companies within Lab 8.7. The preparatory work for the future experiments allowed for a fundamental alignment on the orientations and modes of action (*see the Experimenting section below*). RHSF also continued to disseminate its expertise to companies by training Lab 8.7 organisations, and by offering awareness-raising and information tools in its resource centre as well as a series of online "Newsflashes" (*see Dissemination section below*).

► Partnership with local NGOs

RHSF has also maintained and deepened its relationships with local NGO partners in its countries of operation (*see Part 3 - The RHSF community - Our partners*).

In Malaysia and Costa Rica, in particular, RHSF and its partners have identified the capacities to be strengthened in each organisation and how best to combine their expertise and skills to carry out the experiments planned for 2021. On this basis, RHSF has involved the Malaysian workers' rights NGO Tenaganita, founded by Irene Fernandez (2005 Alternative Nobel Peace Prize winner), in the risk analysis of a pilot factory in 2020. This action is a step towards strengthening Tenaganita's capacity to engage constructively with employers in order to improve working conditions and migration of workers.

The work carried out with Tenaganita in Malaysia and with the social enterprise Flora Nueva in Costa Rica will lead to two joint experiments in 2021.

EXPERIMENT

There is currently no turnkey solution to the risks of child labour and forced labour in supply chains. Therefore, operational solutions need to be tested in a pragmatic and experimental approach.

Launched in 2019, "Lab 8.7" is the programme dedicated to experimenting with new solutions to prevent child labour and forced labour (*see Lab 8.7 insert in Part 3 of this document*). In 2020, four orientations have been agreed upon:

- building a knowledge and skills base on child labour and forced labour for all actors in the supply chain,
- experimenting with fair recruitment¹ channels,
- experimenting with education and skills development solutions for the future in agriculture,
- replication of the responsible management of the workforce approach in different countries and sectors.

In 2020, although the majority of field actions had to be postponed, RHSF carried out the necessary preparatory work for the deployment, in 2021, of several major experiments responding to these orientations. The analyses carried out by RHSF in 2020 at its partners' sites in Costa Rica (coffee growing), Malaysia (manufacturing industry) and France (perfume, aromatic and medicinal plants) made it possible to carry out an in-depth analysis of the risks of child and forced labour at the pilot sites, to meet with stakeholders and to specify the outlines of the projects that will be deployed from 2021.

This preparatory work and the analysis carried out with the ILO, presented below, have made it possible to collect numerous observations which will feed the RHSF reference framework, formalised in 2021 for the attention of stakeholders in the supply chain and particularly companies and their observers, such as investors. This framework will constitute a common reference that will allow everyone to act to prevent risks (*see extracts on the complexity of forced labour and child labour in Part 2; full framework available in the second half of 2021 in our resource centre, and on request before then*).

¹ Following the ILO General principles and operational guidelines for Fair Recruitment

► Experimenting with an evaluation method: RHSF analysis for the ILO on the integration of child labour prevention in the corporate duty of vigilance

RHSF conducted a qualitative analysis of companies' child labour risk prevention policies.

To this end, RHSF has structured what a prevention approach should cover in line with the French law on duty of vigilance.

8 French multinational companies and 2 French companies with a supply chain abroad were interviewed for this study. RHSF also asked 6 evaluating organisations about their own analysis method as well as the interview guide developed by RHSF to interview companies. A preliminary feedback of the analysis to the companies of the panel was conducted in a collective workshop in order to consolidate it and to make a first diagnosis of the axes of reinforcement to be privileged.

In the final study, RHSF proposed a summary of the challenges faced by companies in identifying and preventing the risk of child labour, as well as recommendations (*see dedicated news on the RHSF website*). This study is the starting point for the RHSF reference framework which will be published in 2021.

Interim Ver

MODE OF ACTION OF LAB 8.7

1. IDENTIFY experimentation projects :

“Experimentations 0” allow for the testing and validation of one or more hypotheses to sustainably reduce the risks of child labour and forced labour to which workers are exposed.

The "replication projects" make it possible to test and validate the replication of a selected solution (after the “experimentation 0”) to ensure that can be easily transferred and spread on a larger scale.

2. EXPERIENCING in the field :

RHSF, in close collaboration with its partners, is testing the chosen solution with a pilot site (factory/operation) to :

- *Measure the operational feasibility and impact on the risks to which workers are exposed,*
- *Validate and adjust to share.*

3. MUTUALISING experience and knowledge

Pooling allows for the structuring of operational, transferable solutions, including with the support of academic experts and experts from the network of international organisations (ILO, IOM).

Mutualisation takes place at several levels:

- *between experiments in the same country*
- *between experiments in the same sector*
- *between experiments that require the same basic tools and training (prevention base)*

It enables the design of tools and training to support the application and dissemination of solutions.

4. COOPERATE

To ensure the success and sustainability of the deployed solution, RHSF cooperates with

- *The French government,*
- *the governments of the countries hosting the experiments,*
- *civil society organisations including local NGOs.*

► Preparation for the South East Asia experiments

Orientations "Responsible management of the workforce" and "Fair recruitment channels".

Findings

In Malaysia, in the manufacturing industry, the risks of forced labour particularly affect young migrant workers, especially young women.

Malaysia depends on nearly 2 million legally registered low-skilled foreign workers. This economic dependence on migrant labour for jobs considered dirty, dangerous and demeaning was particularly highlighted by the closure of the borders during the Covid-19 crisis.

The study conducted by RHSF in February and March 2020 on the migration path of Indonesian workers to a pilot factory in Malaysia confirmed that the complexity and opacity of the recruitment chain leads to situations of debt bondage. Despite existing regulations, agencies continue to charge migrant workers excessive fees. Faced with legal amounts that they consider too low, they opt for circumvention strategies, imposing abusive fees on workers (transport and accommodation for training in the country of origin, translation, bedding, etc.). Workers can pay the equivalent of a few months to a year and a half of salary.

Added to the indebtedness of workers is the lack of transparency about their future working conditions. Once in Malaysia, migrant workers may be subject to abuses by the employer or the local recruitment agency, which are associated with the four families of indicators of forced labour: lack of consent, coercion, isolation and restriction of movement.

Experimental project

Key issue: reducing the vulnerability of people to child labour and forced labour in the legal supply chain.

Tested solutions: reducing internal and external risk factors at the pilot plant by combining the method for responsible management of the workforce with the testing of a fair recruitment channel with a profitable and sustainable business model for all stakeholders along the value chain.

► Preparation for the Central American experiments

Orientations "Responsible management of the workforce" and "Education and skills for the future in agriculture"

Findings

In Costa Rica, coffee growing no longer attracts young people. The harvest depends on pickers, 60% of whom are foreigners, primarily Nicaraguans. As legal immigration is considered too long and too costly by producers, Nicaraguans are most often recruited illegally, through intermediaries who charge them high fees.

The field analysis carried out in 2020 identified the mechanisms by which these migrant workers are particularly exposed to the risks of abusive labour - risks of discrimination and health and safety violations (which took on a special significance in the context of the epidemic), but also risks of forced labour and abusive child labour.

In particular, as Nicaraguans migrate with their families, child labour is a major concern. RHSF has observed Nicaraguan children working as young as 4 years old, often in hazardous conditions. At the same time, the children of local planters may also be exposed to abusive child labour (including hazardous work) during school holidays, which coincide with the harvest.

The employers we met were mostly small-scale planters who were not trained in labour management and the risks of abusive work.

Experimental project

The key issue is to get children and their families out of the cycle of abusive work and poverty by valuing the work of parents and the education of children, to give parents pride and empower children.

Experienced solutions: developing a sustainable local alternative to abusive child labour while reducing risk factors on the plantations through the responsible management of the workforce approach. This includes the following results:

- The possible contribution of children to the food security of their families, under protective learning conditions and within the law, is analysed;
- Children not of working age experience a recreational and educational programme during their holidays (harvest time) that promotes the discovery of tomorrow's agriculture and the means to self-sufficiency.

► Preparation of the experiments in France

Orientations "Responsible management of the workforce", "Fair recruitment channels" and "Education and skills for the future in agriculture".

Findings

The lack of attractiveness of agricultural work makes it difficult to recruit workers in agriculture and increases the sector's dependence on foreign labour. This phenomenon has an impact on the dynamism of the sector and causes the loss of know-how listed as a UNESCO world heritage.

These recruitment difficulties are not new, and the Covid 19 crisis has particularly exacerbated them. The use of foreign recruitment channels is unfortunately associated with risks of abusive employment for individuals. In the face of recruitment difficulties, employers may also be led to recruit minors under the same conditions as adults, whereas work that can be carried out by children should be subject to specific conditions that ensure their health, integrity and development.

RHSF carried out an analysis in 2020 on the perfume plant sector in the Grasse region.

Experimental project

The major challenge is to contribute to an agricultural sector that is respectful of workers, a source of pride, attractive to young people, and capable of perpetuating and developing its professions and know-how in line with the economic and environmental challenges of today and tomorrow.

Experienced solutions: a model of social, environmental and quality excellence that makes it possible to:

1. Revalue the skills and occupations of agricultural workers, as well as their impact (both on product quality and on environmental, social, economic and societal levels), in a global vision of the chain from finished product to seed;
2. Recruit via a farm group bringing together clients, farmers, young people and apprentices, to pool costs and resources and sustain the model of excellence, with associated tools and training;
3. Build the capacity of farmers and young people based on their specific needs, in particular by improving the quality of training and mentoring skills of farmers;
4. Establish and sustain responsible management of the workforce that ensures decent work and retains workers, especially youth and women.

► Continued experimentation in mainland China and Taiwan

► In mainland China

Orientations "Responsible management of the workforce" and "Fair recruitment channels".

Reminder of ongoing experiments

Five years ago, RHSF successfully changed the labour management system of a Chinese factory. The project reduced excessive overtime as well as the vulnerability of workers to hazardous work, and prevented the risk of child labour and forced labour due to the extremely high turnover rate. These results were achieved while improving quality and productivity. This pilot project, which won two international awards, is being replicated since 2019 with other suppliers in the country.

Advances in 2020

Darren Li, the Polyunion factory manager, believes that the lessons learned from the 2015 experiment at his factory have been particularly beneficial in managing the impact of the global health crisis. "The responsible HR project implemented with RHSF played a positive role on three levels: the social dialogue established facilitated the implementation of health measures, the training of multi-skilled workers allowed for a more flexible division of labour, and the remuneration system limited the impact on workers' wages. »

The pandemic severely limited RHSF's activities in China. The experimentation underway at a supplier was resumed remotely as soon as the factory was able to resume operations.

► In Taiwan

Orientation "Fair recruitment channels".

Reminder of ongoing experiments

In Taiwan, forced labour is systemic in nature where there is a shortage of local labour. As in many countries around the world, the business model of recruitment agencies is based solely on the indebtedness of low-skilled migrant workers, who are forced to pay up to 30 months' salary in order to work.

Existing initiatives are failing to change this business model: when they successfully made the employer bear the costs (no more than 2 months' salary), recruiters continue to charge workers a fee to achieve the same level of income as before.

Today, no turnkey solution meets this challenge.

This is why RHSF has developed a fair recruitment project in Taiwan in partnership with the local association Serve the People Association (SPA).

The major challenge: to reduce the vulnerability of populations to child labour and forced labour in companies in Taiwan by deploying a fair recruitment value chain model with a profitable and sustainable business model for all stakeholders along the value chain.

In 2019, Taiwan's Vice Minister of Labour confirmed his support for the project. RHSF designed the experimental plan on two corridors: Indonesia-Taiwan and Philippines-Taiwan.

Advances in 2020

As part of its analysis of recruitment of migrant workers in Asia, RHSF has identified partners in the Philippines willing to test a recruitment channel. In 2021, RHSF will seek and validate the participation of a local company to test this channel.

Interim Version

SPREAD OUR EXPERTISE

Everyone, at their own level, can take action against child labour and forced labour in supply chains. RHSF is working to raise awareness and train all stakeholders in these chains.

► Resource Center

In 2020, RHSF created a new resource centre dedicated to the prevention of child labour and forced labour, which will bring together its tools for all audiences.

The aim of this new resource centre is to be a reliable source of information, open to all those who want to work for decent work along the supply chains (*see more details in Part 3 - Disseminating to the widest possible audience*).

RHSF is continuously enriching it. Work in 2020 focused on the launch of a new resource for all audiences, the Explorer, and on a major overhaul of the flagship operational tool for companies: the country vigilance and stakeholder maps.

► Explore

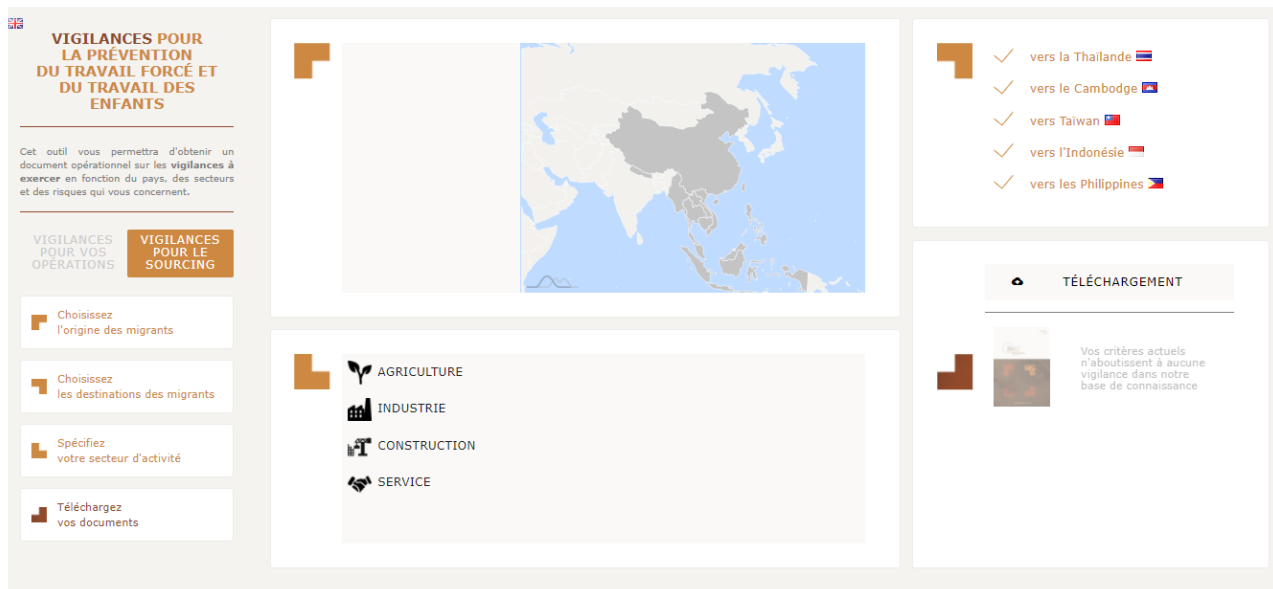
The Explorer is intended for all audiences. This digital platform provides a first level of understanding of the complex phenomena of child labour and forced labour.

In the Explorer, the Internet user navigates according to his or her questions, taken effortlessly, with the help of short videos, into the fascinating world of the workings of the global economy.

This "exploration" gives us the keys to take part in this fight each at our own level.

► Vigilance and stakeholder country maps

Since its inception, RHSF has mapped the risks of human rights violations against workers and stakeholders in 16 countries. In 2020, the tool underwent a complete overhaul to focus on the operational concept of vigilance. The objective is to provide a working tool that allows users (companies, civil society organisations, public services) to understand all the risks related to forced labour and child labour in the mapped countries. Users will find a list of vigilances with, for each of them, the indicators that should alert them, information on how to exercise this vigilance in practice, the specific context of the country (economic and social as well as legal and political) and, if necessary, useful contacts. The tool will be available in 2021.



Overview of the new RSHF vigilance and stakeholder country maps - 2021

► Competence Centre

► Training

Since 2019, RSHF has been working to structure its training offer. The training courses are adapted to the targeted professions and to the desired approach - from raising awareness among professional networks, for example, to more advanced training for companies around practical cases.

- **Public actors:** services of the Ministry of Europe and Foreign Affairs, including posts abroad

As part of its partnership with the Ministry of Europe and Foreign Affairs, RSHF has shared its expertise with the Ministry's departments, including embassies, to facilitate joint action and bring about solutions in supply chains.

- **Private companies:** RSHF partner companies, and employers in France via the European action MIRA

Within the framework of the Lab 8.7 programme, it is essential for the development and deployment of the experiments that all the players have the same level of understanding of the issues and speak the same language. In order to ensure this homogeneity of knowledge, RSHF offers each year a one-and-a-half-hour training session on the risks of child labour and forced labour in the supply chain in which two employees from each partner company can participate. This training offers a complete and concrete definition of child labour and forced labour. Participants develop their ability to identify the risks of forced labour and child labour to which workers and their families may be exposed through knowledge of certain risk factors.

Based on the ILO's General Principles of Fair Recruitment and its field experience, RSHF also trains on the importance of fair recruitment to prevent the risks of abusive work. This is especially true in sectors in tension, where foreign workers are particularly at risk. In 2020, as part of the European MIRA project to facilitate the integration of third-country nationals into European labour markets under decent conditions, RSHF raised

awareness of responsible recruitment of foreign workers among 11 partner organisations responsible for training employers in 8 European countries. RHSF then prepared training modules dedicated to this issue for SMEs (employers and HR professionals). These modules were deployed in 2021 in partnership with the French National Association of Human Resources Directors.

- ***Investors: webinar for members of the Forum for Responsible Investment***

Investors play a key role in the decision of companies to take action to prevent the risks of child labour and forced labour. To help them better understand these issues, RHSF hosted a webinar on the theme: "Forced labour and child labour: better understanding the risks to encourage impactful prevention policies" for the Forum for Responsible Investment. Created in 2001, this multi-stakeholder association aims to promote and develop responsible investment and its best practices. The webinar was attended by around 20 live participants and had over 180 views on YouTube (<https://www.youtube.com/watch?v=UEc9N-jpjcs&t=7s>).

► Awareness raising

- ***Towards members: membership campaign***

In 2020, RHSF, a "public interest" association, conducted a major membership campaign to strengthen citizen mobilisation on the prevention of child labour and forced labour. Raising awareness of these phenomena, the issues at stake and RHSF's action to put an end to them is a decisive step in obtaining its "public interest" status. The "public utility" status is an essential guarantee to advance and spread our commitment, in particular in the framework of the partnership with the Ministry of Europe and Foreign Affairs. This membership campaign was an opportunity to raise awareness on social networks.

The challenge was great. RHSF had to gather 200 members before the end of 2020. RHSF is proud to have reached this milestone and has over 220 members to date. Thank you to all of them for joining us!

- ***Towards consumer groups: consumer information with the National Consumer Institute***

As part of its collaboration with the consumers' magazine 60 millions de consommateurs, RHSF has trained the magazine's analysts and journalists (see Part 1 - partnership with the National Consumer Institute). We strive to give them the keys to understanding so that their product analysis integrates the prevention of child labour and forced labour. They will thus be able to guide consumers and companies in their respective questions and roles.

- ***Towards young people***

At the same time, RHSF is continuing to raise awareness among young people, to lay the foundations at school onwards, to educate them about the risks of child labour and forced labour and the first steps to take action.

► Monitoring, research and debate

▪ **Contribution to the global platform "Delta 8.7"**

In addition to its field experiments, RHSF keeps a constant watch on child labour and forced labour prevention initiatives around the world and cooperates on several research projects.

The United Nations University (UNU) has created Delta 8.7, a global platform to help policy actors understand and use data responsibly to inform policies that contribute to the eradication of child labour and forced labour. Delta 8.7 brings together the most useful data, evidence, research and information, analyses cutting-edge data and helps actors understand that data so it can be translated into effective policy. RHSF is one of 25 contributors to the Market Policy Guide for the elimination of child labour and forced labour developed by Delta 8.7. Work began in September 2020. The guide was published in spring 2021:

http://collections.unu.edu/eserv/UNU:8066/Delta87_MarketsPolicyGuide.pdf.

▪ **Contribution to the European project Social Innovation Zone**

In 2019 and 2020, RHSF and 5 partner organisations from Bulgaria, Austria, Romania, Spain and the UK conducted a study on social entrepreneurship as a means of sustainably integrating vulnerable people into the labour market. For these people who might be exposed to exploitation risks, particularly in Eastern Europe, social enterprise is seen as a sustainable alternative that benefits both society as a whole and its creators.

Based on this study, RHSF and its partners have created a training kit for future social entrepreneurs from vulnerable populations.

▪ **News flash**

As of October 2020, RHSF has set up a monthly newsflash for companies that are members of the RHSF Club. The first Thursday of each month, the RHSF team decodes a news item on child labour and forced labour. This flash info takes the form of a 30-minute meeting on Zoom.

► Conferences

RHSF shares its experience and solutions at public events, including international conferences and meetings. In 2020, RHSF spoke at the following events:

- Conference of the Observatory of Corporate Social Responsibility (ORSE) (13/03): "Companies facing challenges to their social responsibility".
- Salon Prourable (8/09): "Human rights, global trade and decent work: the key role of the fashion industry!"

- International NGO network of Caritas Internationalis (10/09): presentation of the exhibition "Forced Labour: Behind the Bar Code".
- Sciences Po Toulouse and Toulouse 1 University (18/12): conference on forced labour and child labour, the consequences of Covid and the levers of action for students.

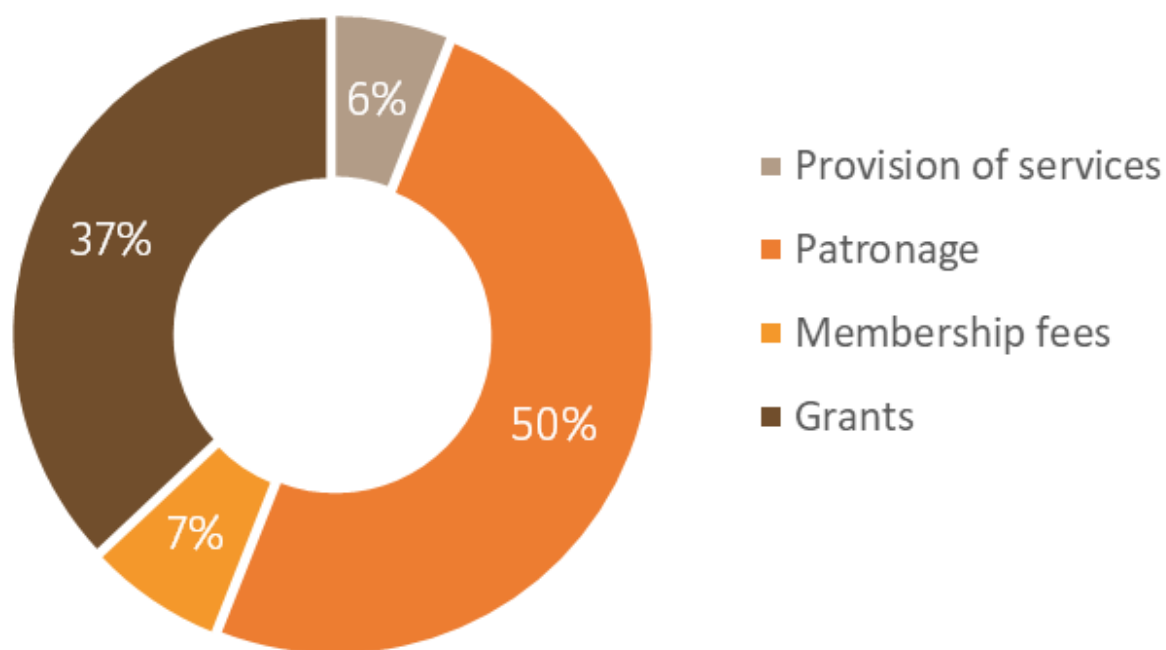
Interim Version

FINANCIAL SUMMARY

SOURCES OF INCOME

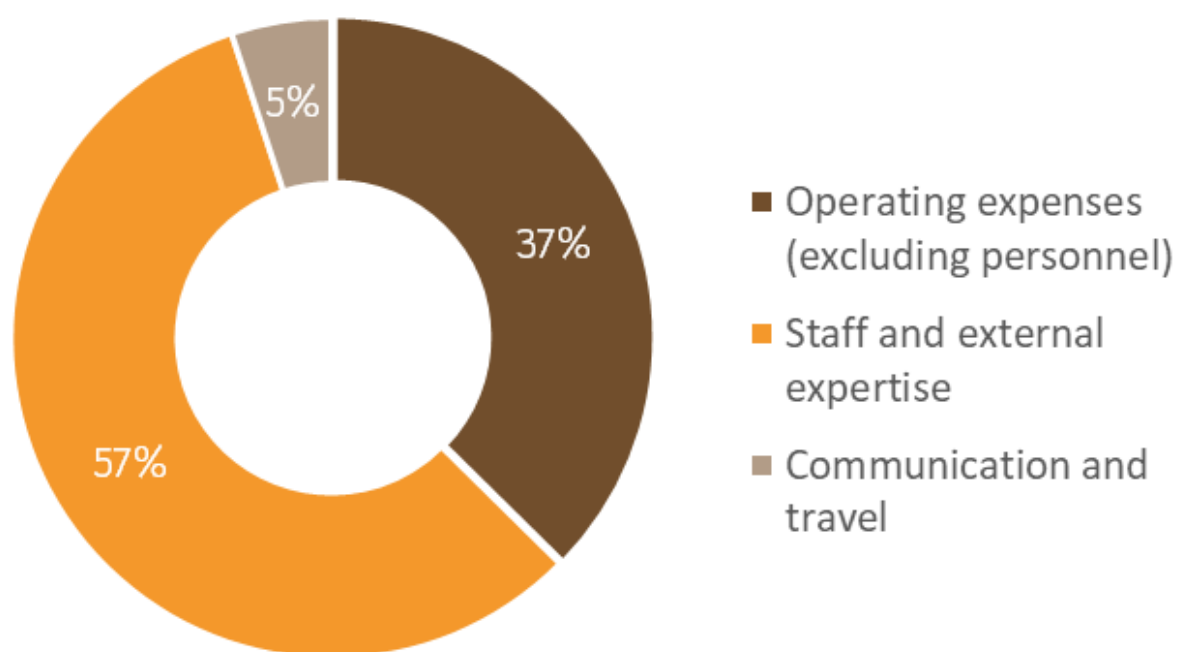
In 2020, the resources of the RHSF association amount to €191,930, a significant increase compared to the previous year (€130,175 in 2019 including write-backs on provisions), thanks to the support of the Ministry of Foreign Affairs (€33,000).

Services have been reduced again in 2020 in line with 2019 and since the creation in November 2018 of the subsidiary "RHSF-HRWB Consulting" (SAS), of which RHSF is the sole partner. This subsidiary, which is part of the social and solidarity economy, carries out consulting missions that enable RHSF to achieve concrete objectives for the implementation of its recommendations.



USE OF FUNDS

After the decline observed in 2019, following the transfer of consulting activities to the subsidiary HRWB Consulting, operating expenses increased significantly in 2020, this change corresponding to the resources needed to carry out the new missions of RHSF, which are themselves increasing sharply.





DOSSIER

PART 2: DOSSIER

REVIEW AND CHALLENGES OF FORCED LABOUR AND CHILD LABOUR

This brief is the first part of the framework that RHSF has developed from 2020 onwards to guide supply chain actors towards a more sincere and sustainable prevention of child labour and forced labour.

It allows us to understand the complexity of these realities in order to better act.

To access the full RHSF Terms of Reference, see the end of this file.

EXECUTIVE SUMMARY

Preventing forced labour and child labour in supply chains is a real challenge.

The existence and persistence of forced labour and child labour is indeed a manifestation of a highly complex reality (see "The challenge of complexity").

But this reality is not only complex, it is generally hidden and poorly known.

For this reason, the issue of forced labour should be addressed primarily in terms of signs and indicators (see "Understanding forced labour").

As for child labour, the age approach alone quickly shows its limitations and the issue must be approached in a way that takes into account all the ambiguities of the multifaceted realities (see "Understanding child labour").

Finally, it is necessary to understand how and why the preventive actions that have been carried out so far by companies, although with the best intentions, have not reduced the vulnerability of people to child labour and forced labour. We offer a series of concrete examples, drawn from our field experience, of these actions, their limitations, and the lessons that can be learned from them (see "Actions, disappointments and prospects").

THE CHALLENGE OF COMPLEXITY

WHAT IS COMPLEXITY?

Here we can consider as complex any situation that:

- Results from multiple causes, none of which is both necessary and sufficient,
- Is characterised by multiple interactions not only between actors, but also between causes and between causes and their own effects,
- Manifests itself in a multiplicity of realities that are often difficult to define and highly ambiguous.

Complex systems are often very stable and resilient, the multiplicity and diversity of interactions giving them a great capacity to adapt to disturbances and aggressions.

Multiple causes, multiple actors, multiple interactions, multiple realities: the phenomena of forced labour and child labour fit exactly into this framework.

Complexity leads to discouragement.

Yet, while forced labour and child labour are manifestations of complex realities, they are not inevitable.

But acting to prevent them requires embracing this complexity.

COMPLEXITY AS A STARTING POINT

Understanding the phenomenon of forced labour and child labour is not about showing that the phenomenon is complex.

Complexity must be posited as an axiom, as a self-evident fact, something that is self-evident and that one does not seek to prove or conclude.

Understanding means exploring, dissecting and trying to unravel the very arcana of this complexity: the realities, the actors, their positions and strategies, the causes, the mechanisms, the effects, and as far as possible, the interactions.

UNDERSTANDING FORCED LABOUR

*"...all work or service which is exacted from any person
under the menace of any penalty,
and for which the said person has not offered himself voluntarily".
(International Labour Organization Convention No. 29).*

A STORY OF MIGRATION

In the agricultural sector or in sectors in tension such as construction, certain unskilled and low-paid jobs have become unattractive to local workers. The countries concerned then sign migration agreements with countries that have too much unskilled labour.

Under these agreements, a company in need of labour contacts a recruitment agency, which in turn contacts a recruitment agency in the country of origin. This allows workers to migrate legally with the assurance of a job and food and shelter. The contract is often signed for three years and is renewable.

According to the ILO's Fundamental Conventions 29 and 30 and the ILO's fair recruitment guidelines, the worker should not pay a fee to be recruited: the employer should bear the costs of recruitment.

Unfortunately, in the absence of an international labour inspectorate to ensure the rights of these workers, an economic system has been set up which places the financial burden of recruitment on the employee alone, whose costs can represent up to one or two years' salary. Everyone seems to be happy with this system, the consumers at the end of the chain who pay less for their products, the companies faced with competition and performance requirements, and the agencies that rely on networks to find workers even in their villages.

Even the worker accepts this because, although he pays, he is much better off than he was at home. He has to work a lot of overtime and accepts it because he needs to pay off the debts he incurred to migrate.

A worker who agrees to leave gives his consent, and freely works overtime without being forced to do so... apparently the labour relations are normal and formalized.

4 FAMILIES OF FORCED LABOUR INDICATORS

► 1 and 2: Defects in consent and coercion

Can we say that the worker has given his consent when he/she is not free and informed because he/she has been lied to about the burden of the charges to be paid and the living and working conditions?

Can it be said that there is no compulsion when the worker wants to work overtime to pay off debts that he or she should never have incurred?

The lack of free and informed consent and coercion are two of the families of indicators of forced labour situations.

► 3: Deprivation of freedom of movement

Once in the company, the workers will either try to run away because the debt burden is too great, or change employers because their employer does not pay them or because the working conditions are indecent...

But the worker has a contract with the company and his/her work permit is linked exclusively to this contract. The employer, in order to prevent the worker from leaving, takes away his passport and even access to his savings.

The worker is therefore not allowed to leave the factory and the place where he or she lives. Sometimes they have a local identity card so that they are not arrested when they leave.

He is therefore deprived of freedom of movement, which is the third family of indicators of forced labour situations.

► 4: Isolation

These workers have left their family and their country - or region in the case of internal migration. They cannot complain, they have no trade union, their only local contact is their employer, or the agency and sometimes a government agency phone number that they do not dare to call for fear of losing their jobs.

These workers are isolated: Isolation is the fourth and final family of indicators of forced labour situations.

UNDERSTANDING CHILD LABOUR

*"Child labour" is an established term
more than a rigorous concept.*

INTERNATIONAL STANDARDS

International child labour standards are based on a notion of childhood based on age limits.

- According to Article 1 of the International Convention on the Rights of the Child "A child means every human being below the age of eighteen years unless under the law applicable to the child, majority is attained earlier."
- According to ILO Convention 138 (1973), the minimum age for admission to employment is 15 years, and the Convention provides for some special cases:
 - A derogation is provided under certain conditions for developing countries, which may set the minimum age at 14.
 - The minimum age for "light work" is 13 years.
 - The minimum age is set at 18 for "dangerous work", with a stipulation of "16 years under certain conditions".
- As for Convention 182 (1999):
 - It requires in Article 1 that "Each Member which ratifies this Convention shall take immediate and effective measures to secure the prohibition and elimination of the worst forms of child labour as a matter of urgency."
 - Article 3 of the Convention specifies what is meant by "the worst forms of child labour", i.e. forms of slavery (sale, trafficking, debt bondage, child soldiers), sexual exploitation (prostitution, pornography), illicit activities (drugs, etc.) and, more generally, "work which, by its nature or the circumstances in which it is carried out, is likely to harm the health, safety or morals of children."
 - The Convention has been universally ratified.

THE LIMITS OF THE SINGLE AGE APPROACH

Compliance audits or even labour inspections guided only by age do not take into account the best interests of the child as defined by Article 3 of the Convention on the Rights of the Child. "In all actions concerning children, (...) the best interests of the child shall be a primary consideration".

However, child workers have many faces. The diversity of forms of work, their contexts and their consequences, must call for nuanced and adapted responses.

Thus, in accordance with the spirit of the law on the duty of vigilance, the question to be asked to assess a real situation should no longer be

"Is there child labour?"

but well :

"Does children's activity contribute to their future?"

COMPLEXITY AND AMBIGUITIES

During its missions, RHSF has often been confronted with the ambiguity of the child labour phenomenon.

► Child labour and poverty: which one fuels the other?

Poverty is, of course, one of the fundamental causes of child labour, which is "justified" by it. Children work because their communities are poor, but work undermines children's development and keeps them and their families poor. Abruptly removing child labour from the workplace exacerbates poverty. The challenge is to break out of this vicious circle by valuing education and instruction, which should give parents pride and children emancipation.

► Work vs. education?

This is because the education system, due to its poor quality, is often perceived by families as having a low 'return on investment': following a school course does not guarantee a well-paid job in the formal sector.

Another factor, highlighted by several studies, also plays a decisive role in the trade-off between work and education: the level of education of parents, and of the mother in particular.

Finally, there are structural factors of exclusion that affect parents and children. They affect access to school and the type and amount of work done. They may thus relegate the child, through cumulative effects, to harmful forms of work.

► Invisibility of child labour

Why are we spontaneously much more revolted by the idea of children working in mines or factories than in the fields, when the work is frequently just as unsuitable for children, hard and dangerous?

Perhaps because agriculture is seen as a state and a way of life, and a child in a field is therefore in his biotope, which cannot be the case for a child in a factory. The idea of children working in the fields with their parents seems to be very easily accommodated, to the point of... not seeing them.

Yet 70%, or 112 million children, work in agriculture, mainly in the family.

This is why agriculture is the priority field for reflection, understanding and prevention of child labour: it forces us to analyse the complexity of the realities by going beyond emotions, preconceptions and caricatures.

► Abusive work or family support?

Is child labour among small-scale producers aid or work?

A child who does the dishes at home, or who works with his father, or who sits at school for hours listening to an adult on the blackboard with the prospect of having to learn his lessons that evening, is working. And yet no one protests.

Is a child who helps his or her parents by helping to harvest a cash crop working or helping his or her parents? If he or she is seen to be helping his or her parents, would we have the same reaction if that child was working to help his or her parents in a factory or mine?

Yet children of small-scale farmers have been working since childhood to "help" their parents all year round, or during holidays and weekends for cash crops.

However, child labour by small-scale producers does fall within the limits set by law. The issue is not settled by the ILO because its contours are very vague: ILO declarations are ambiguous in this respect.

The dangerous, time-consuming tasks that impact on their health are, however, of particular concern to these children, who are made all the more vulnerable by the unregulated nature of the agricultural sector and the private nature of the family sphere.

ACTIONS, DISAPPOINTMENTS AND PROSPECTS

Current practices to prevent forced labour and child labour in supply chains have proven to be disappointingly weak and precarious.

The following are some examples from RHSF field observations.

Excerpts...

Interim Version

PAY TO WORK?

► The reality of the facts

Many workers have to pay sometimes very large sums of money to be able to work. Yet they are hired in their home country by a company through a temporary employment agency and migrate legally.

International law (Convention 30 and the Fair Recruitment Operational Guidelines) prohibits charging migrants a fee for the opportunity to work. It is therefore up to the recruiting companies to pay the recruitment fees, not the employees.

► A symptomatic response...

Some companies, alone or in coalition with other companies, have sought to demonstrate their compliance with the law and have set up "zero fees" programmes, with codes of conduct imposing costs to be borne by the employer and audits in the sending and receiving countries to ensure that recruitment costs are not paid by workers.

It must be taken into consideration that a whole economic system has been set up around recruitment, which involves multiple levels of informal (in the migrant's village of departure) or formal agencies and which places the burden of migration on the worker.

In general, the company that agrees to pay for the recruitment of its workers - whether or not under a programme such as "zero fees" - will pay the equivalent of one and a half months' salary to the main recruitment agency, usually that of the host country.

► ... that doesn't work

In the past, the worker routinely paid 12 months' wages, when he alone bore the costs of recruitment. How can the economic system of recruitment and its actors survive if the revenue of recruitment intermediaries is cut by 80%? (Remember that to eradicate slavery in the 19th century, France and the UK had to compensate the slave owners).

The interviews with workers that RHSF was able to carry out show that although they no longer officially pay fees, they are now subject to deductions from their salaries, such as "translation costs" or "cover and cushion costs"... Recruitment costs are therefore deducted elsewhere and in other ways. The recruitment chain is adapting and organising itself, and intermediaries are deploying new strategies for partnerships and billing for services.

In the end, nothing has really changed...

► Things to remember before taking action

The risk of forced labour is not reduced by applying standards on recruitment transactions that ignore the established system and the interests of its stakeholders. Such a system can only be changed if:

- The interests of each of these parties are analysed,
- The new system is based on stakeholders who each have a role and a particular interest in making it work.

AN ON-SITE SCHOOL

► The reality of the facts

In Panama, the low appetite of local workers for agricultural work leads coffee farmers to recruit migrant workers who travel with their families. The US government had red-listed Panama because of child labour in coffee. Some farms then sought solutions.

► A symptomatic response...

One farm wanted to set an example: it created a school on its site. This enabled it to obtain national and international recognition and certification that its coffee was not produced using child labour.

At this plantation, which RHSF visited, the workforce has grown from around 40 to over 700 employees in a matter of weeks. This seasonal harvesting workforce comes from the Ngöbe and Buglé tribes of Amerindians living on a nearby reserve in Chiriqui province. In teams of two, often as a family, the pickers harvest the precious coffee "cherries" and throw them into baskets that can hold 20 kilos. Then they are transferred into large bags, up to 50 kilos when fully loaded, which the men, usually the youngest, sling onto their backs and carry to the gathering point, sometimes more than a kilometre away.

There, without shelter, these pickers will have to wait until the end of the day for the weighing of their harvest. "We're cold, but we're fine," they assure us, waiting silently. They will only be able to return to their homes once the harvest is gone, at nightfall, after 12 to 14 hours of work. The nursery and the farm school take in all the workers' children up to the age of 14. The sign in the main plantation building clearly states: "No child labour". "If we see a child, we send them home and the parents are fined," says Ricardo, one of the managers. "They do inspections and they fine if they find a child," confirms a picker a few days later.

► ... that doesn't work

When we ask what young people from migrant families aged between 14 (end of secondary school) and 18 do, the answers are evasive. In fact, we come across them among the pickers, and they say they are at least 14 years old. They also say that they have been working on the plantation for several years... And as for the school programme for children between 10 and 14, it does not exist on paper. How can this school on the farm offer an appropriate and relevant education to children of all ages, and during school holidays? School is in fact often day care. However, from the age of 8/10, families will prefer to work with their children because the benefit of the day-care school is much less for the families than the benefit of the extra labour to fill the buckets when the payment depends on the weight of the harvest.

However, working on a coffee plantation is dangerous for children. They may be required to carry loads that are too heavy for their age and, above all, come into contact with the

pesticides that are applied to the coffee plants. On this farm, the tasks at risk for children (and pregnant women) have not been assessed. This is the way to control the work of young people and to get children out of dangerous work. Here, it is not credible that children up to 14 years old are all in school (or on educational activities outside school), and children between 14 and 18 years old are given to work, which is considered dangerous. At all ages on this farm, and particularly from 8/10 years of age, children are exposed to child labour. The remuneration system is still based on the number of kilos of coffee cherries picked. This system pushes families to make children work on the plantation. Schools, where they exist, cannot prevent this phenomenon of family (or community) participation if adult work is not sufficient to provide a decent living for the families.

► Things to remember before taking action

Creating a school is not a bulwark against child labour. Each age group of children exposed to child labour requires appropriate educational support, which can only be complementary to decent working conditions for adults. The solutions implemented must therefore integrate the system of recruitment, remuneration and protection of adult workers.

WHAT SHOULD WE LEARN FROM THESE CASES?

It is important for companies to ensure that the rules they have formulated and formalised are effectively applied, both internally and by their direct suppliers, who they have required to comply with them during commercial negotiations.

They therefore carry out audits (social audits in this case).

Very logically, audits verify in the audited entity the adequacy between the rules, standards and procedures actually implemented and a reference derived from the sources: the law and the commitments.

The audited entity is deemed to be compliant if the adequacy is effective at the time of the audit.

In the event of deviation, an order to comply is issued, together with the necessary requirements and possible sanctions.

The examples shared above show, however, the limits of compliance audits as they are currently practised and the confusion between the assessment of risk to the company and the assessment of risk to individuals. The audit acts on symptoms without identifying levers for long-term action. It protects the company in the short term but by eliminating the symptoms rather than addressing the causes, companies have little positive and lasting impact on populations vulnerable to child labour and forced labour.

It is clear that despite all the ethical charters and repeated compliance audits, child labour and forced labour persist, especially at the end of the supply chain.

However, only by addressing the causes will workers and their families be protected in the long term, and in doing so, the company will be able to ensure compliance with its rules in the long term.

The RHSF Reference Framework will be available in the second half of 2021 in our resource centre. Until then, we can send it to you on request at contact@rhsansfrontieres.fr. It includes six other examples and additional sections.

RHSF : THE BASICS



PART 3: RHSF: THE BASICS

AMBITION AND CONVICTIONS

FACE FACTS



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Behind our goods and services, young people, women and men are too often in situations of forced labour or child labour.

While the complexity of child labour and forced labour can be discouraging, it is not inevitable. Acting to prevent them requires embracing this complexity.

Human Resources Without Borders (RHSF) is a field NGO that has been working on these

THE RHSF APPROACH

► A mission directed towards vulnerable populations

Preventing the risks of child labour, forced labour and, more broadly, indecent work in supply chains: this is the mission of Human Resources Without Borders (RHSF). To achieve this, the NGO RHSF:

- EXPERIMENTS with pilot prevention solutions with stakeholders,
- SHARE ITS EXPERTISE with all those working for decent work throughout the supply chains (companies, public actors, consumer organisations, trade unions, etc.).

► Refuse, understand, act

RHSF's commitment is based on three convictions:

- **REFUSE:** There is no need to exploit the misery of others in order to live well: the history of the developed countries bears witness to this. Similarly, the globalized economy can and must eradicate forced and child labour.
- **UNDERSTAND:** It is not a matter of judging or lecturing. For practices to evolve, we need to understand and recognize the legitimate expectations of everyone, from the ordering company to the worker at the other end of the world.
- **ACT:** Everyone, at their own level, can make a contribution.

RHSF IN THE FIELD

► Reconciling the legitimate interests of all stakeholders

The expectations expressed by the two extreme links in the supply chain are legitimate.

► **The ordering company** must remunerate its employees, invest, provide consumers with good quality products at affordable prices...

► **The worker at the other end of the world** has the right to health and safety, to decent wage without excessive overtime... and to all other rights recognized by international law.

Between these two links, the supply chain can be long. And the more extensive it is, the greater the risk of exploitation, forced labour or child labour.

RHSF strives to reconcile the legitimate expectations of the two extreme links in the supply chain, the ordering company and the worker at the other end of the world.

► The need to experiment

The risks of child labour and forced labour in supply chains are complex and systemic. Therefore, the response can only be progressive, comprehensive and resolute. There are no turnkey solutions to these risks.

A situation that requires experimentation.

This is precisely where RHSF's expertise lies: experimenting with pilot solutions, which combine innovation and pragmatism to act at the root of abusive work.

Based on this mode of action, RHSF has created a framework dedicated to the experimentation of new solutions, the "Lab 8.7", its incubator of field solutions. With the support of companies willing to test solutions and the [French Ministry of Europe and Foreign Affairs](#), Lab 8.7 brings together pioneering actors to invent and disseminate new solutions (read the full report in [the 2020 edition](#) of our activity report).

THE LAB 8.7

An operational solutions incubator to act at the heart of supply chains with stakeholders

To prevent forced and child labour and thus contribute to the UN Sustainable Development Goals (SDGs) n°8.7, RHSF launched the Lab 8.7, son operational solutions incubator.

Lab 8.7 brings together pioneering actors in the experimentation of operational solutions to prevent forced and child labour. Lab 8.7's experiments will make it possible to validate, with the support of academic experts and international organisations, its solutions, which will then be disseminated to all the players concerned.*

To give itself the means to achieve its mission, Lab 8.7 is supported by a trio of complementary actors:

- *RHSF, a pilot role;*
- *French Ministry of Europe and Foreign Affairs;*
- *Companies involved alongside RHSF, seeking solutions to take concrete action against child and forced labour.*

Lab 8.7 acts in close cooperation with:

- *Companies experimenting with solutions,*
- *Universities,*
- *Governments of the countries hosting the experiments,*
- *Representative civil society organisations, including local NGOs, the network of international organizations (Alliance 8.7, International Labour Organization, International Organization for Migration, etc)*

Until 2025, the experiments carried out in the subcontracting chains of our partner companies will cover three main orientations:

- *Building a knowledge and skills base on child labour and forced labour for all actors in the supply chain,*
 - *Experimentation of fair recruitment channels,*
 - *Experimentation of education and skills for the future in agriculture,*
 - *And duplication of responsible management of the workforce in new countries and sectors.*
-

► **Spread our expertise to the greatest number of people**

RHSF shares its knowledge of the field and its expertise with all actors (companies, trade unions, citizens, public actors, etc.).

Everyone has a role to play in ensuring that the fundamental rights of the workers who produce our goods and services are respected. It is therefore necessary to raise awareness, train and disseminate solutions from the field.

RHSF advocates awareness-raising work to provide accurate and educational information to citizens, particularly young people, and to companies. Without making people feel guilty or judged and without giving lessons, RHSF offers awareness-raising tools that give all audiences the keys to understanding the systemic problems of child labour and forced labour. RHSF deciphers the myths, explains what is at stake and describes the points to watch out for in order to identify and prevent the risks.

The resource centre, available on the new RHSF website, was redesigned in 2020 to facilitate access to all RHSF resources (*see also Part 1 Action in the field/Disseminate*).



RHSF dissemination tools

The online resource centre

When it comes to child labour and forced labour in our consumer goods, we all have a role to play. The first step is to understand the issues.

In its resource centre, RHSF offers a series of freely-shared tools for all audiences, organised according to their level of familiarity with the issues and their position in the value chain.

To understand the issues, RHSF provides:

- *An innovative and interactive platform: the Explorer (see Part 1 - Action in the field - Disseminate),*
- *Simple access to the reference texts of international law,*
- *Quizzes and educational tests,*
- *An exhibition of drawings and its educational catalogues.*

To accompany companies with operational tools, RHSF offers:

- *A questionnaire to prepare for exercising their duty of vigilance, "Plan de vigilance - êtes-vous prêt? " (in French),*
- *Country and stakeholder risk maps, (work carried out in 2020 explained in Part 1 - Action on the ground -Display),*
- *A guide on forced labour.*

Training on the fundamentals of child labour and forced labour

To go further and acquire skills in the prevention of child labour and forced labour risks, RHSF has developed a training programme for auditors, professionals from ordering companies (purchasing, CSR, HR, etc.) and suppliers, investors, public and political actors and consumer associations. Catalogue soon available in the resource centre.

Targeted monitoring for members and partners

To facilitate access to the latest information on child labour and forced labour, RHSF maintains a constant watch in the media worldwide and via reliable sources.

- *Press review: twice a month, RHSF sends its members and partners a summary of the most important news on child labour and forced labour in the world.*
 - *Flash info: launch of a new monthly meeting for RHSF Club companies on the latest news on forced labour and child labour.*
 - *Newsletter: re-launch of a shorter and more effective newsletter to present RHSF news and share the expertise of the RHSF network.*
-

THE RHSF COMMUNITY

EXPERTISE

Organization at 31 December 2020



Martine COMBEMALE
Founder & President



Magali CROESE
General Management and
Experimentation Division



Aziz AHAMMOUT
Research Division



Estelle EECKEMAN
Training and Raising
Awareness Division



Hui CHEN
Services Activities



Corinne ADAM
Experts network



Sabrina BOSSON
Experts network

MOVEMENT

The RHSF movement is also a diversity of organisations and individuals committed to decent work in supply chains.

► Local partners and RHSF Business Club

To ensure relevant, efficient and sustainable projects, RHSF places cooperation with committed actors at the heart of its action. Discover the detailed list of our partners in the next part.

► Volunteers

Among these citizens and professionals, RHSF have the reliable support of volunteer members whose help, skills and time are extremely valuable.

Jean-Marc AUDOUIN

Guy CLAVEL

Marianne MAILLOT

Jean-Pierre AUDOUIN

Maxime GOUALIN

Sabine PROUVOST

Susan BAINES

Stéphanie HENRION

Marion BLASQUEZ

Majda LAMKHIOUED

Et tous les jeunes volontaires engagés pour notre cause en France.

GOVERNANCE

RHSF's Board is composed of independent individuals from various backgrounds who structure and guide RHSF's development according to pragmatic and sustainable principles.

Representatives of NGOs, experts and local authorities also participate in Board meetings to enrich the debate and enable board directors to make informed decisions.

As of 31 december 2020

Administrateur.es

Martine Combemale (France), President

Isabelle Combemale (France), Treasurer

Andgie Gautheron (France), Secretary

Lydie Laloum (France)

Kabir Ahm Lutful (France)

Karine Arcache (France)

Catherine Calmettes (France)

Lise Petitjean (France)

Comité consultatif

Corinne Adam (Canada), expert

Sabrina Bosson (Suisse), expert

Joseph Paul (Malaisie), NGO Tenaganita

Davuluri Venkateswarlu (Inde), expert

Lennon Ying-Dah Wong (Taïwan), ONG SPA

OUR PARTNERS

► Governmental institutions and public bodies



**MAIRIE DE
TOULOUSE**
www.toulouse.fr

► The Business Club RHSF, engaged partner companies

The companies of the Business Club RHSF are patrons of the Endowment Fund created by the NGO. The latter is dedicated to the financing of projects for decent work, whether carried out by RHSF or other organisations.

“The Business Club RHSF is a privileged place for sharing experiences and best practices between professionals with the same convictions and values. It stands out from other clubs because of its field orientation and its pragmatic approach. We talk about concrete facts that make things happen and improve the situation of workers in subcontracting chains.”

Maxime Goualin, President of the RHSF Endowment Fund

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DU MONDE**
MEUBLES & DÉCORATION



And other committed companies that do not wish to communicate

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ecovadis

To join the RHSF Club, contact us:
m.combemale@rhsansfrontieres.fr

► The partners of the civil society

Because it is essential to remain in direct contact with the realities in the field and to be able to build solid and sustainable solutions, RHSF maintains ongoing collaboration with numerous international and local stakeholders.

► International non-profit organisations



► Local non-profit organisations



Serve the People Association



TENAGANITA





Ressources Humaines Sans Frontières
9 rue du Capitaine Escudié, 31000 Toulouse
0033 5 32 60 73 29 / contact@rhsansfrontieres.fr



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