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Achievements at a Glance

**TRAINING AND AWARENESS RAISING**
- **187** Presentation/Training Sessions
- **16,000+** Participants
- **800+** Companies Reached
- **17** Countries Visited

**COMMUNITY AND COLLABORATION**
- **7** Strategic Partnerships
- **38** Member Companies
- **8** New Members
- **7** Working Groups

**NEWS AND PUBLICATIONS**
- **7** Publications
- **44** Times in the News

**PROJECTS**
- **17** Corporate Tools
- **5** Data and Technology Projects
- **3** Shortlisted for Awards
### Strategic Approach

The foundation of the Mekong Club strategy is based on the following approach:

| BUSINESS RISK | Increased legislation, litigation, media coverage, and consumer interest has compelled companies to improve their understanding of and response to the issue of modern slavery. |
| MOBILISATION | The Mekong Club Association encourages its members, companies within the financial services, manufacturing, retail, and hospitality industry, to share their experiences and work together in a safe environment to address the issue of modern slavery. |
| ENGAGEMENT | Members of the Mekong Club Association attend quarterly meetings to review available information, identify industry priorities and provide suggestions on what can be done to identify risk and add value to a collective response. |
| OPERATIONALISATION | The Mekong Club reviews and operationalises member recommendations, e.g. develop toolkits, training programs, data updates and webinar series. |
| DISSEMINATION | Once developed and tested, these outputs are offered to businesses to improve their understanding and response to the modern slavery issue. |
| OUTREACH | The Mekong Club takes the lessons learned from this process on the road to other countries to help raise awareness and encourage private sector participation. |
| ON-GOING SUPPORT | The Mekong Club provides expert advice and guidance on policy and operational requirements and issues to refine and improve the modern slavery responses. |
| OUTCOMES | By offering this support, the business community achieves the following: increased private sector involvement, increased private sector buy-in, and an expansion in the overall counter-trafficking response. |
| IMPACT | A reduction in forced labour |

An Elevate study that tracked sustainability topic trends in Asia-Pacific found that “supply chains, labour and human rights” was the top priority for businesses in 2019, replacing climate change for the first time. This issue is gaining momentum, and it is crucial to harness the power of the private sector in a collaborative way that can bring about change. Working with the private sector is an efficient and cost-effective way to complement existing public sector programs. This approach helps to increase our collective impact on reducing modern slavery. By working with major businesses with extensive supply chains to improve practices and strengthen their roles in addressing modern slavery, The Mekong Club can reach and positively impact the lives of millions of workers globally.
Theory of Change

IMPACT
REDUCED MODERN SLAVERY

LONG-TERM OUTCOME
The private sector works together to create an environment in which modern slavery can no longer thrive

SHORT-TERM OUTCOME
Increased private sector involvement and action through:

- Understanding of modern slavery increased
- Modern slavery policies & procedures enhanced
- Anti-slavery business skills developed
- Risk of modern slavery assessed and mitigated
- Modern slavery solutions advanced globally

OUTPUTS
PROJECTS

AWARENESS RAISING ACTIVITIES
- Local and international presentations
- E-learning
- Knowledge Hub
- Newsletters
- News Digests

DUE DILIGENCE AND COMPLIANCE ADVISORY SUPPORT
- Technical assistance
- Baseline assessments
- Policy tools

SPECIALISED TRAINING
- FinServ industry
- Suppliers
- ESG investment
- Crisis management

RISK ASSESSMENT & MITIGATION TOOLS
- Technology & Apps
- Risk Assessment dashboards
- Remediation guidelines

RESEARCH & THOUGHT LEADERSHIP
- Inspiring the private sector
- Reports & publications
- Priority topic deep dives

COMMUNITY

INDUSTRY-SPECIFIC WORKING GROUPS
ANTI-SLAVERY AMBASSADORS
ASIA-PACIFIC BANKS ALLIANCE
COLLABORATIONS WITH NGOs, IGOs, GOVERNMENTS

INPUTS

MEKONG CLUB TEAM
MEKONG CLUB MEMBER COMPANIES
MEKONG CLUB PARTNERS

ASSUMPTIONS
1. Modern slavery widespread in global economies;
2. Public sector’s efforts not efficient;
3. Private sector has competitive advantage to fight slavery;
4. Slavery is a risk to businesses;
5. Supporting private sector more effective than naming and shaming
During 2019, the Mekong Club continued to focus on five project categories that aim to help companies address modern slavery more efficiently and effectively. Our approaches were developed with businesses for businesses, following an engagement process with sector-specific or cross-sector working groups. Each of the five clusters below addresses specific goals within a company’s anti-slavery strategy.

**Awareness raising activities**

Modern slavery is a topic of increasing concern for the private sector as consumers across the world become aware of this issue. It is vital that businesses are able to understand the impact that modern slavery has within their own supply chains, as well as the opportunities that they have to lead in combatting this crime and generating industry-wide change. The Mekong Club continued to develop and deliver awareness raising presentations, tools, and publications throughout 2019. These include:

- **Local and International Presentations**
  187 presentations/training sessions to over 16,000 participants in 17 countries. 6,419 of these participants came from the private sector, from within over 800 companies. For details, please see Annex 1.
For a description of these publications, please see Annex 3.

- **E-Learning**
  Our multi-language e-learning materials were viewed 1272 times. The full set includes 15 videos, infographic sheets, a resource manual and quizzes. Several corporations are using these materials to educate staff, either through their platforms or using the Mekong Club’s curriculum. Major third partners using this tool include Refinitiv and Amfori. For details, please see Annex 2.

- **Knowledge Hub**
  87 people used our Knowledge Hub to search and browse our extensive collection of over 1,500 modern-slavery-related resources and articles updated each month.

- **Publications**
  We published seven reports on relevant modern slavery topics:
  
  - [Combatting Human Trafficking in Airlines](#)
  - [How Technology Fuels Trafficking And Exploitation in Asia And the Pacific](#)
  - [Apprise Audit App Impact Assessment: Using Tech to Improve Worker Interviews During Audits](#)
  - [The Business Pledge: A New Roadmap for The Private Sector To Address Modern Slavery](#)
  - [Measuring The ‘S’ in EG Related To Modern Slavery](#)
  - [Helping Unmask Labour Exploitation Across Supply Chains](#)
  - [The Asia Pacific Banks Alliance (APBA) Whitepaper](#)
  
  For a description of these publications, please see Annex 3.

- **Newsletters**
  During 2019, the Mekong Club distributed 12 monthly news digests, 4 quarterly newsletters and 18 electronic direct mails (EDMs). For a description of these newsletters, please see Annex 4.

**Outcome**

Individuals across multiple industries and countries were educated on the topic of modern slavery. This increases the basic level of knowledge and understanding of those seeking to address the issue, equips them with the skills and knowledge to educate their peers, and informs decision-making processes within their organisations.
Due Diligence and Compliance Advisory Support

Once awareness has been established within organisations, the next step is to move towards making a plan of action to mitigate against modern slavery risk within their operations. In many cases, certain individuals or departments will be newly responsible for elements of this action plan, and they may require assistance from the Mekong Club to review new policies, training plans and activities to ensure they are appropriate and effective. For those organisations that have been engaged in combatting modern slavery for some time, continual review and refinement of their plans and activities is an integral element of their progression. The Mekong Club offers support to achieve this:

- **Technical Assistance**
  The Mekong Club provided direct technical assistance to 172 organisations through 306 meetings to help enhance their internal policies and procedures, including:
  - Review of a conglomerate group’s public code of conduct;
  - Detailed analysis provided to a manufacturing company to help them understand the relative risk of modern slavery within eight selected countries;
  - Review of a major standard holder’s audit indicators and questions; and
  - Review of an investment company’s ESG strategy and approach.

  Annex 5 summarizes the number of meetings carried out by organisation and sector.

- **Policy Tools**
  During 2019, the Mekong Club updated its tools to provide additional information, including:
  
  - **Transparency in Supply Chains Compliance Tool User Guide**
    This tool helps companies understand modern slavery legislation and how it affects their business by navigating guidelines in the format of flowcharts. It was updated to include the Australian Modern Slavery Act and to show best practice examples under the French Duty of Vigilance Act.

  - **Business Pledge Against Modern Slavery**
    This pledge is a short anti-slavery statement, supplemented by actionable steps that take companies on a journey from understanding the problem to eventually becoming a leader in the field. During 2019, the Mekong Club continued its engagement with Pledge signatories. The team carried out assessments and reviews of the companies’ Pledge checklist and provided technical advice to participating companies as a result. The Mekong Club collated lessons learned and observations in a report we published in July 2019 to commemorate the United Nations’ World Day against Trafficking in Persons.

**Outcome**

The activities and tools listed above bring strength and substance to businesses’ plans to combat modern slavery. They support companies to ensure a realistic and effective roadmap to becoming industry leaders in this space.
Specialized Training

Combatting modern slavery is a constantly evolving challenge. It often requires in-depth training and materials that move beyond awareness raising to incorporate more technical and specialised skills. The Mekong Club supports this process in the following ways:

- **Crisis Management and Modern Slavery workshop series**
  We have collaborated with CS&A Asia to produce a crisis management workshop for the private sector. This workshop educates attendees on modern slavery and key crisis management principles, and it includes a live simulation of a modern slavery crisis for participants to experience. We held the first workshop in Hong Kong in November 2019.

- **Bank Training: Identifying Suspicious Activity**
  During 2019, the Mekong Club trained 4,166 financial service professionals from over 100 banks at 35 events to identify the risks of slavery. This training is tailored to the needs of the audience, ranging from frontline branch staff to senior leadership to risk and compliance training. For details, please see Annex 6.

- **ESG training**
  During 2019, the Mekong Club developed a training program to provide an overview of the issue of modern slavery and its relevance to ESG reporting. Five presentations on this topic were made. In addition, a checklist was developed to allow investment companies to query manufacturers and retailers about their ongoing modern slavery responses. This survey will be piloted in Hong Kong and New Zealand.

**Outcome**

The above activities reflect the diverse needs of organisations to understand this complex crime in detail. These activities have significantly enhanced the ability of organisations to take targeted actions against the drivers of modern slavery within their industries as well as react in a victim-centric manner when cases do arise.
Risk Assessment and Mitigation Tools

Understanding the risk that modern slavery poses to a business is a crucial element to developing any mitigation plan. This may include money laundering risks for financial institutions, procurement risk for retailers, or third-party contracting risks for hotels. This risk is often complex and varied, with country and industry factors playing a role in exacerbating possible exposure to modern slavery for a business. The Mekong Club supports organisations in understanding where this risk may lie in the following ways:

- **Apprise App**
  Our work on the Apprise application continued during 2019. The Apprise platform was refined to include additional data analysis features and four languages were added. The team published two reports. The first was based on a baseline survey conducted with 200 auditors to understand challenges faced during worker interviews. The second report outlines impact and lessons learned from a 4-month pilot conducted with corporations such as VF and Li & Fung. Please see Annex 3 for details. In April 2019, the Apprise project was a finalist for the World Justice Challenge award, out of over 250 submissions. In late 2019, the Mekong Club initiated discussions to roll out a Hong Kong version of the application.

- **E-MIN Blockchain Project**
  This program has continued to be refined and improved through the Mekong Club’s ongoing collaboration with Diginex, a major blockchain provider. eMin is a platform to secure migrant worker documentation through blockchain technology, and it is currently being piloted with the NGO Verifik8 in shrimp farms in Thailand, in the food and beverage sector in Bahrain, and in the toy sector in Malaysia. The latest updated news for this project can be found [here](#).

- **Risk Assessment Matrix**
  The RAM combines a series of standardised indicators to provide details of the risk associated with raw materials and supply chain processes by product, process and region. The primary benefit of the RAM is that it uniquely aggregates multiple sources of audit data associated with specific materials and processes from different companies gathered in different formats. The matrix is currently based on the analysis of 70,000 data points and a new dataset was provided in March 2019.

- **Profiling Risk: Countries & Commodities**
  This dashboard tool helps the business community to visualise the risk of modern slavery by country and commodity by using a combination of well-regarded data sources. During 2019, the process of updating this tool was initiated.

**Outcome**

The above tools and activities have enhanced the understanding and appreciation of risk factors across all of our industry groups and beyond. This allows companies to develop anti-slavery strategies that are informed by intelligent data-led analysis.
Research and thought leadership

The Mekong Club aims to expand the global understanding and rhetoric in the anti-slavery space by producing thought-leadership pieces and incubating new and innovative projects. In 2019, the Mekong Club was a finalist for the prestigious Gold Standard Award on Thought Leadership for its efforts to use technology to combat modern slavery. Winners will be announced later in 2020. These projects are born out of challenges identified by the private sector, aiming to apply new approaches and technologies to these challenges to push the boundaries of our collective action against modern slavery and encourage industry-wide change. The following are examples of such projects in 2019:

- **Responsible Recruitment Resources**
  This new tool reflects the Association’s focus for the coming year (2020), on responsible recruitment of migrant workers. It will include webinar series’ and other resources to educate and enhance users’ understanding of recruitment by diving deep into the topic. The first webinar is available as a recording, titled ‘Responsible Recruitment: Theory, Reality & Lessons to Learn’.

- **ESG and Investments**
  This year, the Mekong Club has launched an ESG project in an effort to increase the ESG investment based on forced-labour factors. In order to achieve this goal, the Mekong Club is spearheading the standardisation of forced labour indicators for stakeholders involved in ESG reporting and investment such as ESG data providers, sustainable reporting agencies and asset managers. This project also strives to positively influence forced-labour practices within the private sector while providing asset managers with viable investment opportunities.

- **Moon Goal Program**
  The Moon Goal Program aims to facilitate the process of putting in place a long-term goal for the private sector to address the issue of modern slavery within supply chains. This includes developing a website portal to link all of the relevant partners together and to develop a sense of community. Please refer to the [Stop Slavery Summit Spotlight Session](#) and the [Stop Slavery Summit Whitepaper](#) for additional information. A website was set up to operationalise the moon goal approach and will be launched in mid-2020.

- **End Slavery Web-based Application**
  This web-based application allows our community to take action to help increase awareness and support efforts to address modern slavery on a personal basis. Each action taken offers the user “care points” that can be used to measure their efforts and shared with others through social media. Refer to the [End Slavery App video](#) for more details. This tool was first piloted in December 2019 with a group of schools and corporations.

- **Media Coverage**
  During 2019, the Mekong Club and staff were profiled in more than 44 newspaper/magazine articles, radio interviews and TV profiles. Refer to [our media coverage page](#) for a sample of our media highlights.

**Outcome**

These tools and resources have demonstrated new approaches and ideas that contribute to the global anti-slavery effort and bring new perspectives and innovations.
The Mekong Club is a catalyst for change – engaging, inspiring and supporting the private sector to lead in the fight against modern slavery.

Community and Partnerships

Mekong Club Working Groups

The Mekong Club uses an Association model to bring together industry-specific working groups that meet on a quarterly basis. The groups include Banking/Finance, Footwear and Apparel, Hospitality, and Retail. At present, there are 39 Mekong Club Association members (please see Annex 6). The Mekong Club also co-facilitates the Asia Pacific Bank Alliance with the Reuters Foundation. Three working groups related to this Alliance have met in Hong Kong, Singapore, and Thailand. Please see Annex 7 for a summary of Working Group Members and Working Group Participants.

Mekong Club Staff

In 2019, our team expanded to include contributions from the field of ESG investments.

Partnerships

Below is a summary of partnerships developed and maintained with other organisations during 2019.

- **Be Slavery Free**
  The Mekong Club and Be Slavery Free have entered into a collaborative agreement to link up our association efforts to share tools, training events, and lessons learned. This activity supports the Mekong Club’s efforts within our Moon Goal Program to help link multi-sectoral groups together in a united front across geographical locations.

- **CS&A International**
  The Mekong Club and CS&A International have co-developed a Crisis Management and Modern Slavery training program. The first training event was held in Hong Kong in November 2019.
• **Diginex**  
The Mekong Club and Diginex have continued to collaborate through 2019 on the eMin project.

• **Freeland Foundation, IBM and Point Duty**  
The Mekong Club is partnering with the Freeland Foundation and IBM to put in place a data repository system to allow banking stakeholders to share data related to modern slavery in a safe, secure location. The facility will be called the Analytical Center of Excellence (ACE). Training related to this effort took place in Thailand and Australia.

• **IBM**  
The Mekong Club and IBM have joined together to share expertise and technology, with the aim of enhancing the typologies and data analytics around modern slavery activity that are offered to stakeholders such as financial service providers.

• **Reflipitiv (previously Thomson Reuters)**  
Mass-media and information firm Thomson Reuters is using the Mekong Club’s e-learning videos to raise awareness of the issue of modern slavery among its clients.

• **Thomson Reuters Foundation**  
The Asia Pacific Banks Alliance (APBA) is a project that we coordinate in collaboration with Thomson Reuters Foundation. This collective of financial institutions and related organisations is dedicated to combatting modern slavery through harnessing the collective power of the finance world. The APBA has three active working groups, in Hong Kong, Singapore and Thailand. These groups are working to engage with local financial institutions, law enforcement and government to advance the global fight against modern slavery.

• **United Nations University Institute in Macau**  
The Mekong Club and UNU Macau, a United Nations research institute on technology, have been collaborating since 2017 on the “Apprise app” project.

• **VERIFIK8**  
We collaborate with Verifik8 in Thailand to roll out the eMin app within the Thai aquaculture industry. Verifik8 specialise in working with local farms to demonstrate accountability and transparency within their processes. We have integrated the eMin technology into their existing application to allow the collection and recording of employment contracts and terms for workers on shrimp farms.
Conclusion

During 2019, the Mekong Club made a significant contribution to raising awareness of modern slavery in the private sector, and our efforts to support companies with identifying and addressing risk have continued to grow. As a direct result of our work, more corporations throughout Asia and the rest of the world are assessing their internal efforts and expanding their activities.

In addition, we have conducted our own internal review to refine and consolidate our strategic approach. This review has resulted in the following approaches:

- More emphasis on the use of webinars to reach more people with our updates and technical presentations;
- More emphasis on addressing one major topic across all of our working groups to ensure we have a significant impact within an important area. The first topic is the responsible recruitment of migrant workers;
- The development and testing of viable technical tools that can be used by our partners to identify and prevent modern slavery. These include the Apprise App and the E-Min App;
- Expanded dissemination of our lessons learned to encourage understanding and adoption of increased efforts beyond Hong Kong and Asia. This ensures our efforts offer a multiplying effect; and
- Greater focus on providing direct technical support and training to help companies refine and improve their own efforts

In the coming year, we will continue to use these approaches to increase private sector engagement and expand the overall counter-trafficking response in order to reduce modern slavery.
### Annex 1

#### Awareness raising activities by country and sector

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Annex 2

Summary of e-learning usage

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Annex 3

Publications

- **Combatting Human Trafficking in Airlines**
  The misuse of aviation for the purpose of human trafficking is an urgent issue to be addressed. This report, launched in June 2019, analyses how this misuse happens and what opportunities the aviation industry has to address it. It explores cross-sector experts’ perceived motivations, obstacles and solutions for developing front-line staff’s anti-trafficking role in airlines and the extent to which these reputable stakeholders believe that this initiative should be implemented, if at all.

- **How Technology Fuels Trafficking and Exploitation in Asia and the Pacific**
  This paper, launched in June 2019, analyses the use of the web for the purpose of sexual exploitation, child trafficking and forced labour. Technology can be a strong ally in the fight against human trafficking, but it can also be used for evil purposes, as it gives traffickers new, powerful means to lure and entrap their victims. Asia and the Pacific accounts for half of the total number of internet users worldwide.

- **Apprise Audit App Impact Assessment: Using Tech to Improve Worker Interviews During Audits**
  This report offers an overview of the past 15 months of project activities, including research conducted to assess the challenges that exist in current worker interview methods and the potential for technology to offer solutions, the design and development of the app, and case studies observed during fieldwork in factories. The report also includes feedback from workers and auditors who have used the app during the pilot which shows that Apprise Audit enhances workers’ voices, improves auditors’ work and facilitates data collection and analysis on working conditions in global supply chains.

- **The Business Pledge: A New Roadmap for the Private Sector to Address Modern Slavery**
  The Business Pledge against Modern Slavery is a mechanism to on-board, guide, encourage and track companies that want to step up and fight modern slavery. This report, launched 18 months after the project’s inception, will illustrate what process and learnings have resulted from engaging corporates in this initiative. The report introduces what “drivers of change” have resulted in an increased engagement from the private sector with the modern slavery issue, and how the initiative was conceptualised and launched within the Mekong Club’s Association.

- **Measuring the ‘S’ in ESG related to Modern Slavery**
  This report explores the emerging interest among the investment community to understand the relevance and importance of including modern slavery metrics/indicators within ESG compliance reporting.
• **Report Launch: Helping Unmask Labour Exploitation Across Supply Chains**
  This report shares the results of a survey conducted with over 200 auditors across the Asia-Pacific region that focuses on the current practices in worker screening and the potential for the role of technology to amplify the worker voice in social compliance audits.

• **The Asia Pacific Banks Alliance (APBA) Whitepaper**
  This report is a result of the Asia Pacific Banks Alliance collaboration, a collection of financial service providers all committed to combatting modern slavery through their operations. The paper contains a number of indicators and recommendations to be operationalised by financial service providers, including ‘Know Your Customer’, transactional monitoring and ethical investments. It forms the basis for upcoming APBA activity across Asia Pacific and is also used as a tool to reach out to smaller country-level banks and service providers.

**Annex 4**

Summary of electronic direct mails

<table>
<thead>
<tr>
<th>EDM content</th>
<th>Month</th>
</tr>
</thead>
<tbody>
<tr>
<td>Happy Holidays 2019 message</td>
<td>December 2019</td>
</tr>
<tr>
<td>December Newsletter</td>
<td>December 2019</td>
</tr>
<tr>
<td>Crisis Management &amp; Modern Slavery Workshop Singapore announcement</td>
<td>December 2019</td>
</tr>
<tr>
<td>Mekong Club Tool Spotlight: Knowledge Hub &amp; TISC Compliance message</td>
<td>December 2019</td>
</tr>
<tr>
<td>Responsible Recruitment: Theory, Reality &amp; Lessons to Learn</td>
<td>November 2019</td>
</tr>
<tr>
<td>Apprise Audit Impact Report launch</td>
<td>October 2019</td>
</tr>
<tr>
<td>Asia Pacific Banks Alliance in Singapore &amp; Thailand announcement</td>
<td>October 2019</td>
</tr>
<tr>
<td>Crisis Management &amp; Modern Slavery: Meet the Speakers! article</td>
<td>September 2019</td>
</tr>
<tr>
<td>September Newsletter</td>
<td>September 2019</td>
</tr>
<tr>
<td>The Business Pledge Against Modern Slavery Report launch</td>
<td>July 2019</td>
</tr>
<tr>
<td>Combating Human Trafficking in Airlines report launch</td>
<td>June 2019</td>
</tr>
<tr>
<td>Transparency in Supply Chains tool – Australia launch</td>
<td>June 2019</td>
</tr>
<tr>
<td>Tech Fuels Trafficking paper launch</td>
<td>June 2019</td>
</tr>
<tr>
<td>June Newsletter</td>
<td>June 2019</td>
</tr>
<tr>
<td>Risk Assessment Matrix – Partnership with Intertek Press Release</td>
<td>May 2019</td>
</tr>
<tr>
<td>Measuring the “S” in ESG Related to Modern Slavery report launch</td>
<td>May 2019</td>
</tr>
<tr>
<td>Worker Voice Baseline Survey Report launch</td>
<td>April 2019</td>
</tr>
<tr>
<td>Apprise Website launch</td>
<td>April 2019</td>
</tr>
<tr>
<td>April Newsletter</td>
<td>April 2019</td>
</tr>
<tr>
<td>2018- Our Year in Review Report launch</td>
<td>April 2019</td>
</tr>
<tr>
<td>Apprise Audit pilot in Thailand announcement</td>
<td>March 2019</td>
</tr>
<tr>
<td>Private Sector Assessment Reports launch</td>
<td>March 2019</td>
</tr>
<tr>
<td>APBA Paper Launch</td>
<td>January 2019</td>
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</table>

**Annex 5**

Summary of technical assistance meetings and events by sector.

<table>
<thead>
<tr>
<th>Private Sector</th>
<th>NGO/Faith-based groups</th>
<th>Media</th>
<th>Gov</th>
<th>Total Meetings</th>
</tr>
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<tbody>
<tr>
<td>96</td>
<td>57</td>
<td>4</td>
<td>15</td>
<td>306*</td>
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</tbody>
</table>

*Some organisations were provided assistance over the course of several meetings*
## Annex 6

### Summary of training for financial services institutions

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<tr>
<th>Country</th>
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<th>Mixed</th>
<th>Single</th>
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<td>Canada</td>
<td>8/26/2019</td>
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<td>8/29/2019</td>
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<td></td>
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<tr>
<td>Thailand</td>
<td>10/24/2019</td>
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<td><strong>Subtotal</strong></td>
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<td><strong>1,216</strong></td>
<td><strong>2,950</strong></td>
<td><strong>4,166</strong></td>
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<tr>
<td><strong>Events</strong></td>
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<td><strong>13</strong></td>
<td><strong>22</strong></td>
<td><strong>35</strong></td>
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</table>
Annex 7

Summary of working group meetings

<table>
<thead>
<tr>
<th>Group</th>
<th>Month</th>
<th>No. of Participants</th>
</tr>
</thead>
<tbody>
<tr>
<td>FinServ Working Group</td>
<td>April</td>
<td>19</td>
</tr>
<tr>
<td>Hospitality Working Group</td>
<td>March</td>
<td>19</td>
</tr>
<tr>
<td>Retail &amp; Apparel Working Group</td>
<td>March</td>
<td>23</td>
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<tr>
<td>Cross Sector Meeting</td>
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<tr>
<td>FinServ Working Group</td>
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<td>9</td>
</tr>
<tr>
<td>Hospitality Working Group</td>
<td>September</td>
<td>12</td>
</tr>
<tr>
<td>Retail &amp; Apparel Working Group</td>
<td>September</td>
<td>11</td>
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<tr>
<td>Cross Sector Meeting</td>
<td>September</td>
<td>11</td>
</tr>
<tr>
<td>Banking Working Group: Singapore</td>
<td>October</td>
<td>9</td>
</tr>
<tr>
<td>Banking Working Group: Thailand</td>
<td>October</td>
<td>11</td>
</tr>
<tr>
<td>Responsible Recruitment Webinar (Cross-sector)</td>
<td>November</td>
<td>80</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>247</strong></td>
</tr>
</tbody>
</table>

Annex 8

Mekong Club Association Members

Members as of December 31, 2019. New members are highlighted.

   2. ABN Amro N.V
   3. Adidas
   4. Anna Whitlam People
   5. A.S. Watson
   6. Baker McKenzie
   7. Bank of America
   8. BNP Paribas
11. Clarks
12. CLP (2019)
13. Commonwealth Bank
14. Coop Denmark
15. Disney
16. Ernst & Young
17. FleishmanHillard
18. Fung Group
19. Hong Kong and Shanghai Hotels
20. HSBC
21. H&M
22. Intercontinental Hotel Group
24. Kering
25. Lidl
26. Macquarie Group
27. Mattel
28. MGF Sourcing
29. MGM Macau
30. Morrison’s
31. Philip Morris International
32. Sedgwick-Richardson
33. Shop Direct (2019)
34. Skechers (2019)
35. Standard Chartered Bank
37. VF
38. Winston and Strawn