



2021

Our Year in Review

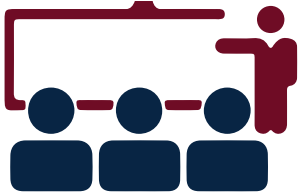
Annual Report

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Achievements at a glance

TRAINING AND AWARENESS RAISING



178 PRESENTATION/TRAINING SESSIONS
114,426 PARTICIPANTS
24 COUNTRIES

COMMUNITY AND COLLABORATION

STRATEGIC PARTNERSHIPS **13**
MEMBER COMPANIES **49**
NEW MEMBERS **11**
WORKING GROUPS **5**
WORKING GROUPS MEETINGS **11**



NEWS AND PUBLICATIONS



5 NEW PUBLICATIONS
29 TIMES IN THE NEWS
28 BLOGS

PROJECTS

CONSULTATIONS **21**
TECHNICAL SUPPORT **511**
ONLINE TOOLS **35**



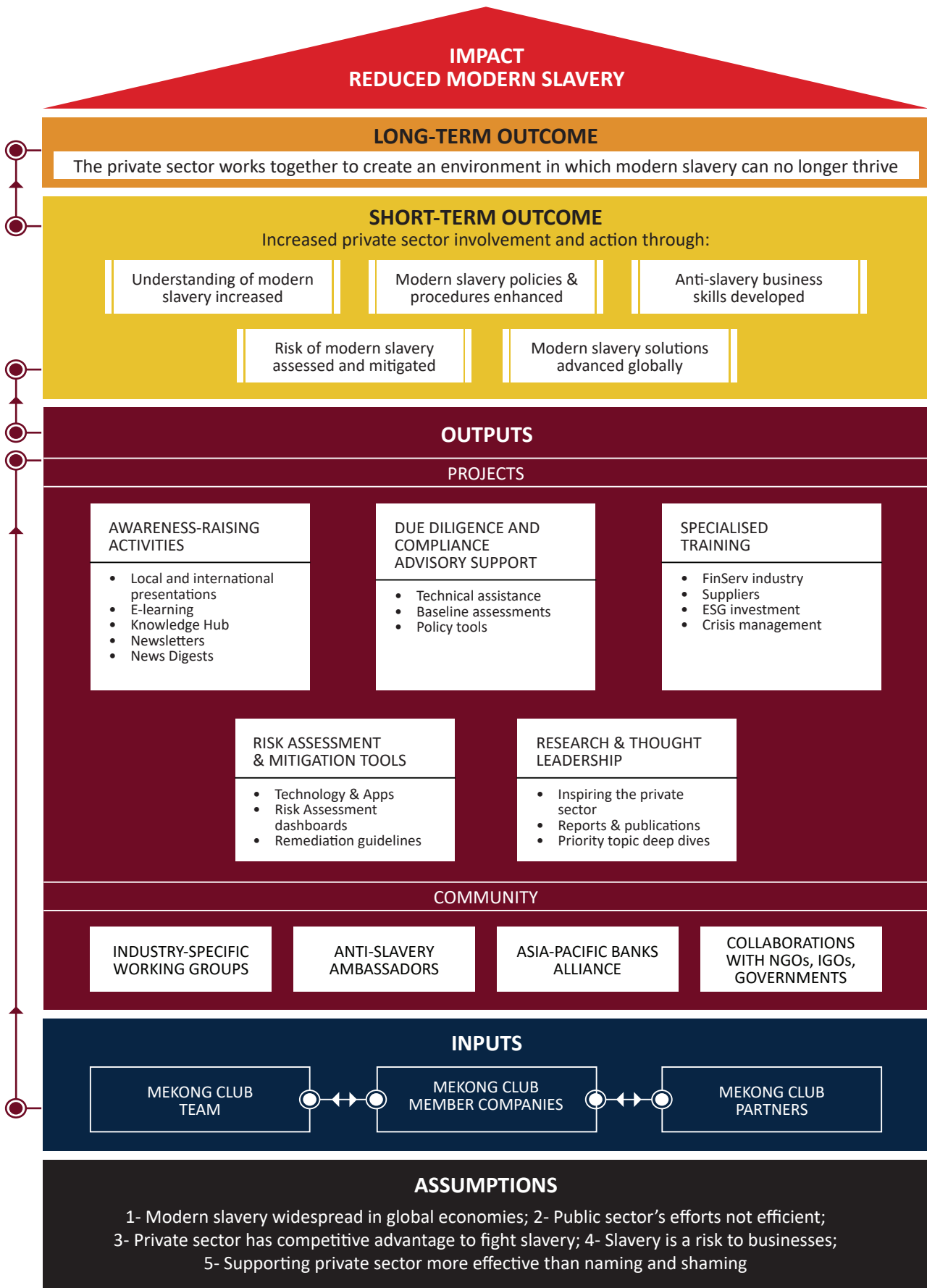
Strategic approach

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 increase their understanding and response to the issue of modern slavery.
MOBILIZATION	The Mekong Club Association was set up to encourage companies (financial services, manufacturing, retail, and hospitality) to share their experiences and work together in a safe environment to address the issue.
ENGAGEMENT	During quarterly working meetings, participating association members review available information, identify industry priorities and provide suggestions on what can be done to identify risk and add value to a collective response.
OPERATIONALIZATION	The Mekong Club takes these recommendations and operationalizes them (e.g. developing toolkits, training programs, data updates, webinar series, etc.)
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 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 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

Working with the private sector offers an efficient, cost-effective complement to existing public sector programs. This approach helps to increase our collective impact on reducing modern slavery. Below is our Logframe and Theory of Change approach.

Theory of change



Mekong Club Operational Support

During 2021, the Mekong Club continued to focus on five program 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

Covid-19 led to travel restrictions and a global shift to online events, which applied to our awareness-raising and training activities. Since 2020, we also experienced an increase in demand for modern-slavery-related sessions due to the light that Covid-19 was shedding on the plight of migrant workers and the responsibilities held by companies to care for workers in their supply chains. In light of these changes, we pivoted our approach to incorporate more online awareness sessions and webinar-style events. This allowed us to reach more countries, people, and companies than ever before. Below is a detailed summary:

- **Local and International Presentations**

178 presentations/standard training sessions to over 114,400 participants in 24 countries. 105,951 of these participants came from the private sector. For details, please see Annex 1.

- **E-Learning**

2,462 people have used our multi-language e-learning toolkit to learn about modern slavery. The full set includes 16 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 partners using this tool include Refinitiv and Amfori. For details, please see Annex 2.

- **Knowledge Hub**

1,379 people used our Knowledge Hub to search and browse our extensive collection of modern-slavery-related resources and articles, which is updated each month.

- **Publications**

We published five thought leadership publications on relevant modern slavery topics, including:

- [Journal of Modern Slavery - A Multidisciplinary Exploration of Human Trafficking Solutions](#);
 - [The Finance of Sex Trafficking and Impact of COVID-19](#);
 - [Blockchain and the SDGs: How Decentralisation Can Make a Difference](#);
 - [Amplifying the 'S' in ESG: Investor Myth Buster](#);
 - and [COVID, ESGs and Going to the Moon: How Business Can Unite to Eliminate Forced Labour](#).
- For a description of these publications, please see Annex 3.

- **Newsletters**

During 2021, the Mekong Club distributed 12 monthly news digests, 3 quarterly newsletters and 41 electronic direct mails (EDMs) to over 5,000 recipients.

Outcome:

Using a range of different interventions, there was a significant increase in basic knowledge and understanding among corporate individuals seeking to address the issue of modern slavery globally.

Due diligence and compliance advisory support

Once companies have collected and analysed information on modern slavery, many move forward to establish an internal governance system to assign responsibilities to employees to take action. These employees often work in areas such as legal, communications, CSR, procurement, compliance, and risk assessment. The steps often include reviewing internal and external policies, codes of conduct, and contract language with partners/suppliers to ensure the organisation is in line with prevailing trends and legal obligations. Many companies also develop an internal action plan to outline the steps that they will follow, along with the human and financial resources required. We found that 2021 brought to light a number of emerging risks related to modern slavery that companies required our support to address, including Covid-19-related risk factors, state-imposed forced labour, and new legislative concerns. Below are activities that we implemented during 2020 to address the needs of our community.

- **Baseline Assessment**

The Baseline Assessment is a comprehensive self-assessment questionnaire that we work with companies to complete when they onboard to the Mekong Club business Association. (The assessment is also open to non-members.) This allows organisations to understand where they are in their anti-slavery strategies, which elements they should be reporting on, which areas to include in their roadmap and planning, and where they may need to apply certain tools to strengthen their anti-slavery response. This also allows us to identify where there are gaps in industry standards and where we should direct future resources for tool developments. During this reporting period, 21 companies completed the Baseline Assessment and received tailored guidance and road mapping from the Mekong Club team.

- **The Mekong Club Scorecard**

This toolkit is designed to be a shorter, lighter version of the Baseline Assessment toolkit. This can act as an entryway for a professional seeking to quickly understand approximately where their company stands compared to industry standards, as well as a tool for our members to use with their suppliers or as part of their internal trainings.

Anti Slavery Scorecard	No
Supply Chain	112
Hospitality	47
Finance	33

- **Written Policy Guidance**

We have a range of toolkits designed to help companies with the writing of modern slavery policies and procedures, as well as reporting. Our Modern Slavery Statement Guide helps companies to formulate a modern slavery statement and our RFP & Contracting guides provide companies with the legal language needed to incorporate modern slavery effectively into their procurement processes to ensure that their standards are understood and met.

Toolkit	No
Modern Slavery Statement Preparation Guide	91
Modern Slavery RFP & Contract Clauses	132

- **Technical Assistance & Consultation**

The Mekong Club provided direct technical assistance and consultations to 194 organisations within 511 sessions to help enhance their internal policies and procedures. This is one way we attract new organisations to our association. Examples include:

- Providing guidance for a bank seeking to conduct a risk assessment of its contracted office workers, such as security guards and cleaning staff;
- Supporting a multinational retailer in a remediation strategy for a number of cases involving recruitment fee payment remediation;
- Supporting a major sportswear brand in formulating a consistent approach to worker engagement throughout their global social auditing processes, reaching over 20,000 workers in less than 12 months;
- Reviewing modern slavery statements of more than five multinational brands and providing recommendations for their improvement in line with our baseline;
- Supporting the ESG department of a multinational bank to develop and implement a training strategy for analysts, focusing on analysing the company’s modern slavery strategies as part of their ESG scoring methodologies;

Outcome:

The activities and tools listed above significantly enhanced policies and procedures within corporations to help them better plan, prepare and operationalise the process of addressing the issue of modern slavery.

Specialised training

After acquiring the information and experience needed to address the issue, there is also a need for updates and continuing education for those responding to this problem. This component offers supplementary resources to support this effort. They include the following:

- **Safe Living in Dormitories Video Series**

Thailand’s migrant workers (numbering nearly 3 million, the majority of whom are from Myanmar and Cambodia) have faced many challenges brought about by the Covid-19 pandemic. We have partnered with [Diginex](#) to produce informative videos that promote “**Safe Living in Dormitories**” for both employers and workers. These short animations include good practices and resources about “Prevention”, covering how to stay safe and stop the spread of the virus, and “Reaction”, covering what to do if one is feeling symptoms or been in close contact with someone with Covid-19. They are available in English, Burmese, Thai, and Khmer.

Safe Living in Dormitories Video Series	No
Reaction - English	59
Prevention- English	319
Reaction - Thai	32
Prevention - Thai	36
Reaction - Burmese	35
Prevention - Burmese	36
Reaction - Khmer	210
Prevention Khmer	58

- **Modern Slavery Statement Preparation Training**

In February 2021, we held an online open training session with one of the collaborators on our “Modern Slavery Statement Preparation Guide” tool. This session walked through the key core components of a modern slavery statement, as well as best-practice examples and guidance. This training is now openly available for use via our YouTube channel. There were 43 participants.

- **Modern Slavery “Train the Trainer” Sessions**

In 2021, we held sessions for multiple members in order to upskill their internal training teams to deliver modern slavery training both internally and to their own suppliers. This training is coupled with the provision of a generic training deck that can be adapted to each brand’s particular needs. This allows for us to achieve greater impact through our training efforts by taking a “train the trainer” style approach. We have trained 18 trainers over the past year.

Outcome:

Because of the complexity of the issue of modern slavery, bespoke training activities and approaches are sometimes needed. Our specialised training fills this gap for our partners.

Risk assessment and mitigation tools

Many companies carry out internal risk assessments to identify any vulnerability within their businesses. For banks, this might include identifying suspicious transactions that could be linked to modern slavery which would pose a risk of money laundering. For manufacturers and retailers, this might include looking deeper within their supply chains to ensure that there are no exploitative labour practices. Below is a sample of approaches that the Mekong Club is developing, or has developed, to assist in this process during 2021, including ongoing efforts.

- **Apprise Audit App**

The Apprise Audit platform achieved unprecedented scale over 2021, reaching over 20,000 workers in global supply chains, with over 20 languages now available, and being implemented in over 10 countries. These figures are set to increase over the course of 2021 as we work closely with partners in the garment, sportswear, and knitwear industries to roll the app out on an even wider scale. All of the ILO’s 11 indicators of forced labour have been identified across eight countries of implementation so far. We have added functionality to the platform in order to access workers who cannot be reached during Covid-19, or due to other restrictions that require remote data collection. This allows for questions to be delivered using the Apprise platform, in the workers’ own languages, via a QR code. Workers can be sent the QR code, or it can be displayed in an accessible location, such as the toilets and/or canteen in the factory, and they can complete the questionnaire in their own time. We are able to identify that individual responses are being submitted by workers



by analysing the IP addresses of their responses. This measure allows us to identify if the same device is being used multiple times to answer the questionnaire, which could be an indication of foul play. As part of these adaptations, we have also developed a set of questions related to Covid-19, to allow for Covid-19 specific risk factors to be identified. The Apprise Audit platform is now available in 12 languages.

The following case studies/testimonials have been provided by the companies using the platform in order to demonstrate practical applications of Apprise Audit.

- **Testimonial from Li & Fung**

“Apprise Audit omits critical language barriers for collecting migrant workers’ feedback, while giving us the ability to reach workers who have never before been interviewed. After Covid-19 hit in 2020, the remote feature allows us to continue to collect valuable worker voice driven data in a time of particular need. Apprise Audit helps to uncover indicators of potential Modern Slavery issues and we are now testing ways to scale it in our global supply chains to improve due diligence and risk assessment.”

- **Anonymous Case Study**

Indicators from Apprise Audit showed that some workers in the factory didn’t sign an official labour contract. The auditor then conducted in-depth investigations on this issue and found that the factory had hired temporary workers and didn’t sign official labour contracts with these workers. It was also found that they were not providing legal benefits. As a result of this process, the factory’s compliance rating was downgraded and the factory was put through a remediation program to make improvements to the working conditions and contract process.

- **Anonymous Case Study**

Indicators from Apprise Audit showed that there were issues with the working conditions in the factory. For example, some workers reported no drinking water available to them while working. The auditor interviewed factory management and confirmed the issue with working conditions was correct. The factory management took action to repair the water pipe, and workers were able to access clean drinking water. Their working conditions were improved by using Apprise Audit.

- **Anonymous Case Study**

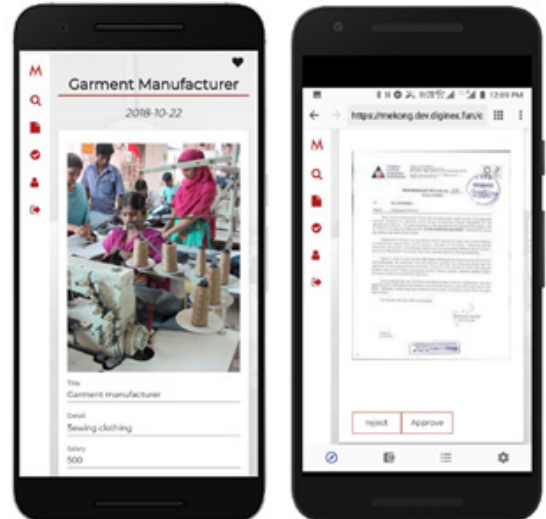
A female worker had been required to do a pregnancy test as part of the pre-employment health check-up required by the factory. The auditor then brought this issue up with the factory management who indicated not having any specific requirements for health check-ups. The auditor worked with the factory management to specify these health check-up requirements to ensure that female workers would not be forced to take pregnancy tests in the future.

- **Anonymous Case Study**

Apprise Audit flagged that several workers had either experienced or witnessed harassment. These issues were immediately raised with factory management and a refresher training was put in place in order to reiterate harassment policies and ensure that all workers and management understood and respected the rules, especially with regards to harassment of women.

- **E-MIN Blockchain Project**

Launched in December 2018, 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 has been piloted in Thailand, Bahrain, and Malaysia. During 2021, the eMin platform has been further developed to allow for more comprehensive data management and sharing beyond the employment contract. The team is exploring how eMin could interact with other tools and technologies, such as Apprise Audit and ESG data collection platforms, to further drive the permeability of blockchain technology within supply chain transparency.

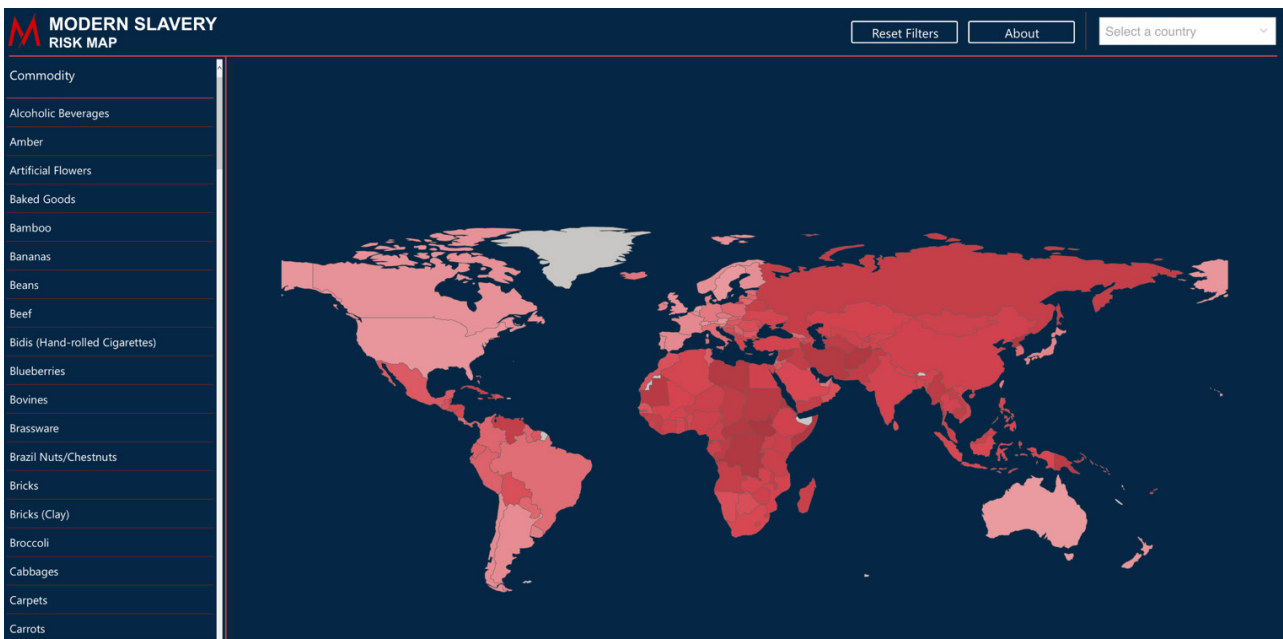


- **Risk Assessment Matrix (RAM)**

The RAM uses a series of standardised indicators combined 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 14,000 audits on 10,000+ factories in 54 countries and 405 regions. The Mekong Club is also in ongoing discussions with an organisation in Scotland (Saorsa 2030) that is seeking to expand and amplify this work. This will allow the tool’s influence to become global.

- **Modern Slavery Risk Map**

This tool brings together a range of data sources, including the Global Slavery Index, Trafficking in Persons Reports, and the US Department of Labor “List of Goods and Services” amongst others. Users can access the map and search by country and/or commodity, view the modern slavery risk profile, and download up-to-date reports on that location. During 2021, we updated this tool with the latest data sets as well as launched country and commodity specific reports for each data set listed in the tool.



Research and thought leadership

As part of our thought leadership efforts, the Mekong Club continues to act as a business incubator to take new and innovative projects from an initial concept to an operational prototype. Once developed, these projects are either expanded in-house or handed over to the private sector for refinement and replication. Below are a number of leadership projects that have been initiated or expanded during this progress period:

- **Covid-19 Support Materials**

We have partnered with [Diginex](#) to produce informative videos that promote “Safe Living in Dormitories” for both employers and workers. These short animations include good practices and resources about “Prevention”, covering how to stay safe and stop the spread of the virus, and “Reaction”, covering what to do if one is feeling symptoms or been in close contact with someone with Covid-19. The videos are available on our [YouTube Channel](#) in the following languages: English, Thai, Burmese, and Khmer.

- **Webinar Series**

In 2021, we continued our efforts to educate and inform our community and the wider general public on the topic of modern slavery. This included a series of focused webinars, outlined below:

- Webinar: The 2030 ‘Moon Goal’ for Modern Slavery;
- Webinar: Apprise Audit Information Session;
- Webinar: Survivor Narratives - Changing Policy and Practice;
- Webinar: “Amplifying the ‘S’ in ESG: Investor Myth Buster”;
- Webinar: The “Open Apparel Registry” Information Session;
- Webinar: “Slavery & Trafficking Risk Template” Information Session;
- Webinar: “Measuring Modern Slavery Risk in an ESG World”; and
- Webinar: Human Trafficking in Airlines & Airports.

- **ESG and Investments**

The Mekong Club continues to spearhead the standardisation of forced labour indicators for stakeholders involved in ESG reporting and investment. These providers include ESG data providers, sustainable reporting agencies, and asset managers. This project also strives to positively influence forced labour practices within the private sector by providing the asset manager with a viable investment opportunity. We have developed and launched a set of indicators that are available for investors and our community. We have also provided these indicators to a Thomson Reuters Foundation working group that is seeking to redefine the ‘S’ element of ESG through myth-busting activities. We are one of the six active partners of this group. Finally, we have carried out 4 events that reached 2,173 people.

Project / Event	Organisation	Date	Country	No of Attendees	Audience
Reuters ESG Working Group	Thomson Reuters	3/6/2021	United Kingdom	1847	Mixed, Private
Measuring Modern Slavery in an ESG World	Mekong Club	17/9/2021	Hong Kong	141	Mixed, Private
How to Amplify the "S" in ESG	Refinitiv	22/6/2021	United Kingdom	51	Mixed, Private
Reuters ESG (TMC)	Thomson Reuters	22/6/2021	Global	134	Mixed, Private, NGO
				2173	

- **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 creating a sense of community. Please refer to the [Stop Slavery Summit Spotlight Session](#) and the [Stop Slavery Summit White Paper](#) for additional information.

- **[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 share with others through social media. Refer to the [End Slavery App video](#) for more details. This tool was first piloted in December 2020 with a group of schools and corporations.

- **Media coverage**

During 2021, the Mekong Club and staff were profiled in over 29 newspaper/magazine articles, radio interviews and TV profiles. Refer to Annex 8 for a sample of articles/events.

- **Blog**

We launched a new blog page in 2021, publishing 28 blogs, and it has received 1,100 views so far. Articles are published on a weekly basis and written by Mekong Club staff as well as guest contributors.

- **Publications**

During 2021, the Mekong Club put out the following publications:

- Journal of Modern Slavery, Volume 6, Issue 1: Piloting a Method for the Aggregation and Visualisation of Audit Data to Enhance Forced Labour Risk Identification;
- Journal of Modern Slavery, Volume 6, Issue 2: The Finance of Sex Trafficking and Impact of Covid-19, The Finance of Sex Trafficking and Impact of Covid-19;
- Blockchain & The SDGs, How Decentralisation Can Make a Difference;
- Amplifying the ‘S’ in ESG: Investor Myth Busting; and
- Covid, ESG, & Going to the Moon: How Businesses Can Unite to Eliminate Forced Labour.

Outcome:

These efforts have helped to add innovation to the range of viable tools and approaches available for businesses to identify and address 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 & Apparel, Hospitality, and Retail. At present, there are 49 Mekong Club Association members (Refer to Annex 7). 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. Refer to Annex 6 for a summary of Working Group Members and Working Group Participants.

- **Partnerships**

Below is a summary of partnerships developed and maintained with other organisations during 2021.

- **Assent Compliance**

We partner in order to promote the Slavery and Trafficking Risk Template within our community. This tool allows companies to conduct risk assessments using an open-source template. We have held joint consultations on the content of this tool and are in regular discussion using feedback from our members to make improvements.

- **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, linking multi-sectoral groups together to offer a united front across geographical locations.

- **Bluenumber Foundation**

The Mekong Club, Bluenumber Foundation, and five other nonprofits entered into an International Transparency Panel (ITP) working group. The ITP working group focuses on developing a global model of transparency in supply chains and best practices for respecting human rights, focused on the Global South.

- **CS&A International**

The Mekong Club and CS&A International have co-developed a Crisis Management and Modern Slavery training. The first training was held in Hong Kong in November 2020. Following the pandemic, we plan to continue offering this in-person training approach to our partners across Asia.

- **Diginex**

The Mekong Club and Diginex have continued to collaborate through 2021 on the Apprise App, eMin project and Lumen tool.

- **Enduring Net**

Mekong Club and Enduring Net collaborate to share and disseminate information related to blockchain technology and modern slavery.

- **Freeland Foundation**

The Mekong Club is partnering with the Freeland Foundation 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.

- **IOM**

The Mekong Club collaborates with IOM across a range of activities. In addition, the Mekong Club and IOM work together as part of a civil society taskforce on modern slavery risk. The Mekong Club and IOM also regularly collaborate on information-sharing sessions and webinars.

- **The Knoble**

The Mekong Club is collaborating with the Knoble, a non-profit network of financial crime and fintech professionals with a passion for protecting vulnerable people around the world. We are joining forces on the development of mechanisms and approaches to identify and address forced labour within financial networks.

- **Migrasia**

Migrasia is a local NGO that focuses on identifying and eradicating cases of exploitation. The Mekong Club collaborates closely with them to translate their cases into anonymised typology reports that can be used by banks to better understand how criminals are using financial systems to perpetuate modern slavery.

- **Open Apparel Registry**

We partner with this organisation to promote their tool, which allows for companies to publish their supplier lists and share data.

- **Rotary International**

The Mekong Club is collaborating with the Rotary Action Group against Slavery (RAGAS), which aims to raise awareness of the issue among Rotarians and support anti-slavery and human trafficking projects, programs and campaigns. Our support includes providing technical assistance and expert consultations when requested.

- **Refinitiv (previously Thomson Reuters)**

Mass-media and information firm Thomson Reuters is using the Mekong Club's e-learning videos to raise awareness on the issue of modern slavery among its clients.

- **Thomson Reuters Foundation (TRF)**

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. The Mekong Club also collaborates with TRF to advise on modern slavery within the ESG context, contributing to a wider working group of organisations seeking to challenge common myths and misconceptions in this space.

- **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 Audit App project.

The Mekong Club's Online Toolkit

To support all of the above activities, the Mekong Club has an ever-expanding suite of online tools available. They include the following:

- **Asia Private Sector Assessment Reports:** These reports offer modern slavery research and a description of private sector engagement in ten selected Asian countries.
- **Adverse Media Search Terms:** This toolkit outlines key search terms that exist under the umbrella of modern slavery that may also be used to identify negative media during risk assessment screening.
- **Asia Labour Laws:** This analysis compares labour violations and domestic laws in Asian jurisdictions to see how countries deal differently with modern slavery.
- **Responsible Recruitment Resources:** This tool profiles a range of experts discussing responsible recruitment risks, challenges, and trends as part of a webinar series.
- **Remediation Tool:** This tool equips organisations with the right actions and steps to address labour violations found in supply chains by using a set of guidelines.
- **Hospitality Checklist:** This checklist can be used by hotels to understand the risks and remedies for modern slavery in the hotel industry.
- **Transparency In Supply Chains Legislation (TISC):** Using navigating flowcharts, this analysis compares existing modern slavery transparency legislation and how these laws affect a company.
- **e-Learning Platform:** This comprehensive e-learning series offers detailed information about modern slavery. It allows the viewers to test their knowledge by watching a range of short videos and observing supporting infographics. This training platform has multiple languages available.
- **Best Practice Case Studies:** These examples of best practices demonstrate how companies are addressing modern slavery effectively.
- **Child Labour Laws:** This tool provides key resources related to child labour. This includes a summary of the child labour laws on a country level, for a range of key sourcing locations as well as must-read materials.
- **Modern Slavery Statement Preparation Guide:** This tool provides comprehensive guidance on how to write a Modern Slavery Statement to comply with legislation such as the UK and Australian Modern Slavery Acts.
- **Recruitment Fees Legal Guide:** This tool explains the recruitment fee legal framework for key sourcing locations and migration corridors. This resource describes which fees are legal, thresholds for legal fees, and other key information on recruitment fees.
- **Modern Slavery RFP & Contract Clauses:** These resources provide best practice examples and wording that can be used to incorporate modern slavery into supplier/partner agreements and contracts.
- **Key Performance Indicators for Staff:** These sample Key Performance Indicators (KPIs) demonstrate measures of progress that can be used to assess staff performance against their modern slavery responsibilities.
- **End Slavery App:** This app helps track an individual's contribution to the fight against slavery through the use of care points.
- **Business & Investor Toolkit:** This toolkit includes a selection of public resources, links to case studies, research, legal frameworks and tools produced by Minderoo, Walk Free and other civil society organisations from around the world.
- **Global Modern Slavery Directory:** This tool is a growing, publicly-searchable database of over 2,900 organisations and hotlines working on human trafficking and forced labour around the world. This tool is maintained by Polaris (USA).

- **Asia Pacific Banks Alliance:** This toolkit includes indicators of modern slavery for banks, as well as case studies, typologies, and recommendations for financial service providers.
- **Typologies Library:** This library offers an inventory of typologies to allow professionals to learn about how modern slavery happens in different industries. They represent real cases and include descriptions, diagrams, and red flags.
- **Survivor Employment Guide:** This guide represents a resource for Business on the Empowerment and Employment of Survivors of Human Trafficking, produced by GBCAT.
- **Modern Slavery Risk Map:** This tool allows for searches by country and commodity, to see where the risk of modern slavery is found. This tool brings together various data sources into one map.
- **Knowledge Hub:** This tool offers thousands of articles, reports, blogs and documents related to modern slavery. Users can search these items using a dedicated search engine.
- **Covid-19 Toolkit: Supply Chains:** This toolkit provides an online guide on the impact of Covid-19 on supply chains. This includes on checklist on how to protect workers from rising modern slavery vulnerabilities.
- **Covid-19 Toolkit: Hospitality:** This toolkit provides an online guide on the impact of Covid-19 on the hospitality industry, related to emerging modern slavery risks. This includes a checklist on how to protect workers and identify new risk factors.
- **Covid-19 Toolkit: Financial Services:** This toolkit provides an online guide on how Covid-19 has changed the finance of modern slavery, including new money laundering risks as well as emerging trends of exploitation.
- **Living Wage Resources:** This toolkit includes various resources to understand what the living wage is and how it can be incorporated into policies and procedures.
- **Slavery & Trafficking Risk Template (STRT):** This tool is managed by the Social Responsibility Alliance (SRA). The STRT is a questionnaire used to collect data from the supply chain on indicators of human trafficking and slavery risk.
- **Modern Slavery 101 Trainings:** These three training videos (supply chains, banking, and hospitality) help viewers to understand how modern slavery impacts different industries.
- **Covid-19 & Modern Slavery Videos:** These training videos explain the impact that Covid-19 has had on modern slavery vulnerabilities, with practical guidance for companies on how to address these issues. Available in English and Thai.
- **Human Rights Resources:** This tool offers modern slavery materials that form a part of a wider conversation around human rights, and the two topics often go hand-in-hand.
- **Open Apparel Registry:** The Open Apparel Registry (OAR) is a free, neutral open-source tool that maps garment facilities worldwide & assigns a unique ID number to each.
- **Roles & Responsibilities:** This tool summarises the typical roles and responsibilities employees/ decision-makers play in addressing modern slavery compliance and risk within supply chains.
- **Apprise Audit Page:** Apprise Audit is a platform designed to support the worker interview process during social audits and other outreach activities.
- **Covid-19: Dormitory Safety Videos:** These videos provide information for safety in migrant worker dormitories related to Covid-19. They are available in English, Thai, Burmese, and Khmer.
- **FAQ Guidance for SMEs:** This toolkit helps small and medium sized enterprises (SMEs) to prepare for frequently asked questions related to modern slavery.

The tables below offer a summary of how many times these resources have been used during 2021. Note the following achievements:

- **Association Member Tools:** 1,429 users
- **Free Tools:** 6,642 users
- **Website Hits:** 13,934 hits
- **Technical Videos:** 2,105 views

Toolkits - Members Only	Jan 21	Feb 21	Mar 21	Apr 21	May 21	Jun 21	Jul 21	Aug 21	Sep 21	Oct 21	Nov 21	Dec 21	Total views
Modern Slavery Statement Preparation Guide	13	31	56	60	64	71	74	79	81	94	101	104	91
Recruitment Fees Legal Guide	65	99	152	157	176	202	206	217	224	251	290	315	250
Child Labour Laws	3	28	91	101	106	122	148	163	174	179	213	227	224
e-Learning Platform	33	25	96	104	143	180	207	269	291	303	317	324	291
Hospitality Checklist	12	28	49	54	56	59	65	72	77	80	92	92	80
Remediation Tool	11	24	59	74	77	96	116	121	134	143	153	154	143
Asia Labour Laws	16	17	22	23	33	37	39	42	44	45	46	47	31
Adverse Media Search Terms	2	9	14	14	15	18	20	21	21	23	25	27	25
Responsible Recruitment Resources	6	22	54	60	60	61	64	70	71	76	83	86	80
Asia Private Sector Assessment Reports	16	26	50	53	60	65	72	78	87	98	128	141	125
Modern Slavery RFP & Contract Clauses	0	0	0	0	0	0	0	68	79	92	118	132	132
Key Performance Indicators for Staff	0	0	0	0	0	0	0	13	18	29	35	38	38
Total													1,510

Toolkits - Members Only	Jan 21	Feb 21	Mar 21	Apr 21	May 21	Jun 21	Jul 21	Aug 21	Sep 21	Oct 21	Nov 21	Dec 21	Total views
Moon Goal Paper	0	0	14	23	23	25	29	35	38	44	45	48	34
Modern Slavery Risk Map	43	108	138	189	196	200	200	201	217	235	266	272	229
2019 Annual Report	11	20	31	57	59	60	60	60	61	61	61	64	53
2020 Annual Report	0	0	31	75	81	86	91	97	100	101	111	122	122
Covid-19 Toolkit: Supply Chains	42	69	70	71	73	78	78	79	82	89	96	98	56
Covid-19 Toolkit: Hospitality	2	13	14	15	15	20	20	20	28	32	39	41	39
Covid-19 Toolkit: Financial Services	17	29	40	44	48	53	53	53	57	57	59	60	43
Typologies Library	23	59	84	93	109	117	140	151	188	203	235	245	222
Modern Slavery 101 Trainings	0	25	48	67	92	192	205	219	235	248	272	278	278
Covid-19: Dormitory Safety Videos page Link	0	0	80	88	94	151	167	183	188	193	200	202	202
Covid-19 & Modern Slavery Videos	0	0	31	41	48	77	87	128	137	142	152	156	156
TISC	12	9	49	65	78	88	112	123	132	148	162	164	152
Asia Pacific Banks Alliance	8	14	39	48	58	62	64	66	70	72	78	84	76
Knowledge Hub	2	2	4	6	41	44	50	54	137	427	461	475	473
Roles & Responsibilities	0	0	0	0	16	32	48	53	56	61	77	82	82
Human Rights Resources	0	0	0	0	0	34	122	139	162	179	196	208	208
Living Wage Resource	0	0	0	0	8	39	67	75	86	91	95	106	106

Apprise Audit Page	0	0	0	0	0	0	0	4	45	50	60	73	91	91
Blogs	0	0	0	0	0	0	0	268	510	731	884	1,028	1,100	1,100
Anti-Slavery Scorecard	0	0	0	0	0	0	0	0	0	909	3,554	4,085	4,318	4,318
FAQ Guidance for SMEs (Nov)	0	0	0	0	0	0	0	0	0	0	0	44	51	51
The Finance of Sex Trafficking and Impact of COVID-19	0	0	0	0	0	0	0	7	7	7	7	7	8	1
Total														8,113

Generic Website Hits	Jan 21	Feb 21	Mar 21	Apr 21	May 21	Jun 21	Jul 21	Aug 21	Sep 21	Oct 21	Nov 21	Dec 21	Total views
Toolkits	881	1,780	3,195	3,827	4,769	5,802	6,360	7,734	8,717	9,675	10,788	11,108	10,227
Publications	72	156	325	438	555	721	947	1,352	1,736	1,928	2,087	2,289	2,217
Tech Solutions	129	188	261	326	417	471	522	580	654	721	767	814	685
Services	51	101	147	195	236	277	311	339	392	420	445	480	429
Multimedia	168	202	227	285	304	394	424	452	478	500	517	544	376
Total													13,934

Videos – COVID 19	Jan 21	Feb 21	Mar 21	Apr 21	May 21	Jun 21	Jul 21	Aug 21	Sep 21	Oct 21	Nov 21	Dec 21	Total views
COVID-19 Dormitory Videos:													
• Reaction - English	0	6	22	29	30	37	40	46	50	52	56	59	59
• Prevention-English	0	36	190	211	231	262	273	279	285	304	317	319	319
• Reaction - Thai	0	7	10	11	12	17	20	21	24	26	29	32	32
• Prevention - Thai	0	6	11	14	16	20	22	23	25	29	33	36	36
• Reaction - Burmese	0	2	14	20	22	26	27	27	28	31	33	35	35
• Prevention - Burmese	0	1	7	11	14	22	25	27	28	32	33	36	36
• Reaction - Khmer	0	5	140	156	167	181	185	187	194	200	206	210	210
• Prevention Khmer	0	7	28	32	40	48	49	52	53	55	58	58	58
Other YouTube Videos:													
• Covid-19 & Modern Slavery Video - Eng	75	149	209	228	253	284	309	316	338	349	355	363	288
• Covid-19 & Modern Slavery Video - Thai	0	4	37	53	58	68	79	83	86	87	91	93	93
• How Modern Slavery Impacts Supply Chains	4	27	37	106	136	156	192	201	213	230	248	256	252
• How Modern Slavery Impacts Hospitality	1	4	14	116	167	184	206	215	225	232	277	282	281
• How Modern Slavery Impacts the Finance Sector	9	35	241	321	356	372	397	416	428	440	473	489	480
Total													2,179

Private Sector Outreach

As part of our private sector outreach, the Mekong Club began its first full year of implementing marketing initiatives which has contributed towards reaching audiences across 85 countries. To support the Mekong Club's brand awareness, at the start of the year we rebranded to support our communications strategies that had a significant focus on shifting from 'fighting' the business of modern slavery to 'empowering' businesses to create a slave-free world. The rebrand has enabled us to reach a larger audience that contributed towards a stronger business community on our online platforms.

In 2021, the Mekong Club's private sector outreach included the following achievements:

- We launched an onsite blog which has allowed us to increase our organic website traffic by 379%;
- We increased our LinkedIn follower base by 684 through organic content;
- We hosted a series of 14 public webinars on a range of topics related to modern slavery;
- We built a growing community via our email subscribers with an increase of 200%;
- We were mentioned and referred to 480 times as a reference source from individual websites; and
- We promoted an ongoing volunteering branding program that has helped us reach 13 dedicated volunteers to support us with a range of organisational functions.

Conclusions

Since Covid-19 began to affect the world in January 2020, the Mekong Club has done everything we can to track the impact of this pandemic on modern slavery. This includes collecting and analysing articles, reports and research papers. We have reached out to NGO/community-based organisations across Asia to collect on-the-ground information related to the deteriorating working conditions. We have also adapted the Apprise App to allow us to gather Covid-related information directly from workers in selected locations. This has allowed us to remain at the cutting edge of this issue. Based on the information collected, it is clear that modern slavery rates will increase as unemployment, indebtedness and desperation continue to surge.

We have used this year to refine and improve our existing tools, publications, and services to adapt to the changing environment in which we operate. We are aware that the Covid-19 pandemic will continue to impact businesses and vulnerable workers in 2022 and beyond, so we will continue to adapt and develop the tools and technologies to address modern slavery risk within this context.

We have also produced extensive online content during 2021. This has allowed us to reach a more global audience than ever before and reach even more teams within the multinational organisations that we work with. Our tool offering has expanded, with resources covering legislation, targeted consultation documents and discussions, new awareness-raising formats, and tech solutions that address the needs of our Association members. As a direct result of our work, more corporations throughout Asia and the world are assessing their internal efforts and expanding their activities.

During 2022, the Mekong Club will continue to go through our own internal review to refine and consolidate our strategic approach, including:

- Placing even more emphasis on the use of online webinars to reach people with our updates and technical presentations;
- Developing and testing more viable technical tools that can be used by our partners to identify and prevent modern slavery;
- Expanding dissemination of our lessons learned to encourage understanding and adoption of our tools and services beyond Hong Kong and Asia. This will help to ensure our efforts will offer a multiplying effect; and
- Increasing emphasis on the provision of direct consultations, technical assistance, and training to help companies refine and improve their own efforts, and address emerging issues faced in the marketplace during these challenging times. This will include placing an emphasis on ESG and new technologies (e.g., blockchain, worker-based apps).

Customer Relationship Management

Beacon is a charity CRM for Non-profits. We are easily able to store our data and contact information, it assists in tracking our outreach activities and helps us to understand which industries, countries, and business types are most engaged in modern slavery as an issue. It helps us to tailor our content to reach new groups, as well as better direct our resources to identify collaboration opportunities. Through tracking this engagement, we are able to measure our impact in terms of professionals reached, trained, and collaborations identified.

Annexes

Annex 1

Awareness-raising activities by country and sector

Country		Mixed Companies	Single Company	TOTAL
Africa	Participants	127	0	127
	Events	1	0	1
Asia	Participants	1,323	426	1,749
	Events	4	5	9
Australia	Participants	27	188	215
	Events	2	8	10
Bangladesh	Participants	0	2	2
	Events	0	1	1
Canada	Participants	408	215	623
	Events	3	2	5
China	Participants	0	126	126
	Events	0	2	2
Europe	Participants	0	104	104
	Events	0	1	1
Germany	Participants	50	1	51
	Events	1	1	2
Global	Participants	46,223	1,348	47,571
	Events	23	6	29
Hong Kong	Participants	1,565	1,802	3,367
	Events	27	34	61
India	Participants	1,203	401	1,604
	Events	2	3	5
Japan	Participants	233	145	378
	Events	1	1	2
Macau	Participants	0	41	41
	Events	0	1	1
Malaysia	Participants	439	41	480
	Events	2	2	4

Mexico	Participants	56	0	56
	Events	3	0	3
Singapore	Participants	325	2	327
	Events	2	1	3
South Africa	Participants	48	0	48
	Events	1	0	1
South America	Participants	1,476	0	1,476
	Events	3	0	3
Switzerland	Participants	100	1	101
	Events	1	1	2
Thailand	Participants	179	82	261
	Events	3	1	4
United Arab Emirates	Participants	46,000	0	46,000
	Events	1	0	1
United Kingdom	Participants	2,647	41	2,688
	Events	10	4	14
United States	Participants	5,149	1,440	6,589
	Events	5	7	12
Vietnam	Participants	442	0	442
	Events	2	0	2
	Total Participants	108,020	6,406	114,426
	Total Events	97	81	178

Annex 2

Summary of e-learning usage

	E-Learning Users
Mekong Club website	328
Amfori	71
Brands	2,063
TOTAL	2,462

Annex 3

Publications

Below are the publications released during this reporting period. They include:

- [Journal of Modern Slavery - A Multidisciplinary Exploration of Human Trafficking Solutions](#);
- [The Finance of Sex Trafficking and Impact of COVID-19](#);
- [Blockchain and the SDGs: How Decentralisation Can Make a Difference](#);
- [Amplifying the 'S' in ESG: Investor Myth Buster](#); and
- [COVID, ESGs and Going to the Moon: How Business Can Unite to Eliminate Forced Labour](#).

Annex 4

Summary of electronic direct mails

EDM content	Date
Mekong Club #MustRead December 2020	5/1/2021
Mekong Club New Tool: Recruitment Fee Guide	20/1/2021
Mekong Club - Modern Slavery Statement Preparation Tool Webinar	21/1/2021
Mekong Club #MustRead January 2021	1/2/2021
The Mekong Club wishes you a Happy New Year of the Ox	9/2/2021
Mekong Club New Tool: Modern Slavery Statement Preparation Guide	22/2/2021
Webinar: The 2030 'Moon Goal' for modern slavery	24/2/2021
Mekong Club #MustRead February 2021	1/3/2021
Mekong Club - New Report Launch !	1/3/2021
Mekong Club New Tool: Child Labour Laws Guidance	3/3/2021
REGISTER NOW! - The 2030 'Moon Goal' for modern slavery webinar	11/3/2021
LAST DAY to register for The 2030 'Moon Goal' for modern slavery webinar !	15/3/2021
Mekong Club New Videos: "Safe Living in Dormitories"	16/3/2021
2020 Annual Report - Our Year In Review	18/3/2021
Our Risk Map tool now includes Commodity Reports !	23/3/2021
Mekong Club Quarterly Newsletter: March 2021	25/3/2021
Mekong Club #MustRead March 2021	8/4/2021
Storytelling - a new book by Matt Friedman	14/4/2021
Webinar: Apprise Audit Information Session	19/4/2021
Mekong Club: Modern Slavery '101' Training videos	27/4/2021
Mekong Club #MustRead April 2021	6/5/2021
Webinar: Survivor narratives - changing policy and practice	7/5/2021
Mekong Club New Tool ! Modern Slavery Actions: Roles & Responsibilities	12/5/2021

REGISTER NOW for our webinar: "Survivor narratives - changing policy and practice"	17/5/2021
Mekong Club Tool: The Knowledge Hub	27/5/2021
Mekong Club #MustRead May 2021	2/6/2021
Webinar: "Amplifying the 'S' in ESG: Investor Myth Buster"	9/6/2021
Webinar: The "Open Apparel Registry" Information Session	15/6/2021
Webinar: "Slavery & Trafficking Risk Template" Information Session	23/6/2021
Mekong Club Quarterly Newsletter: June 2021	29/6/2021
Mekong Club #MustRead June 2021	5/7/2021
Mekong Club - Volunteer Outreach	29/7/2021
Mekong Club #MustRead July 2021	2/8/2021
Mekong Club: New Blog Page !	4/8/2021
Mekong Club: Volunteer opportunities !	9/8/2021
Mekong Club New Tool: RFP Templates & Modern Slavery Contract Clauses	11/8/2021
Mekong Club New Tool: Key Performance Indicators for Staff	26/8/2021
Mekong Club #MustRead August 2021	2/9/2021
Webinar: "Measuring Modern Slavery Risk in an ESG World"	10/9/2021
Reminder - Register Now for our "Measuring Modern Slavery Risk in an ESG World" webinar	16/9/2021
Anti-Slavery Scorecard and Webinar Recording: Measuring Modern Slavery in an ESG World	20/9/2021
Mekong Club: Volunteer Opportunities - October 2021	27/9/2021
Mekong Club #MustRead September 2021	4/10/2021
Thousands of modern slavery articles at your fingertips	6/10/2021
Webinar: Mitigating Human Trafficking in Airlines & Airports	12/10/2021
Mekong Club Quarterly Newsletter	15/10/2021
Reminder: Mitigating Human Trafficking in Airports Webinar	19/10/2021
Thank you for joining the webinar "Mitigating Modern Slavery in Airports & Airlines"	25/10/2021
How do you score? Take our free self-assessment	27/10/2021
Mekong Club #MustRead October 2021	3/11/2021
Modern Slavery: How can SMEs prepare?	10/11/2021
Mekong Club #MustRead November 2021	1/12/2021
This Holiday Season, let's make the world a little better	15/12/2021
Where Were You?: A Profile of Modern Slavery	22/12/2021
Happy Holidays and a Happy New Year!	24/12/2021
Addressing Modern Slavery - January Webinar Series	28/12/2021

Annex 5

Summary of technical assistance and consultation events by sector

Technical Assistance Private Sector	Non Private sector	Total Meetings
260	251	511*

*Some organisations were provided assistance over the course of several meetings. Non-private sector includes: government offices, NGOs, universities, UN agencies, etc.

Consultation: Private Sector	Non Private sector	Total Meetings
20	1	21

Annex 6

Summary of working group meetings

No	Group	Month	Number of Participants
1	Mekong Club Working Group Session Feb 21	February	39
2	TMC Members "Cross sector discussion on forced labour"	March	32
3	TMC Members "Cross sector discussion on forced labour"	April	27
4	"Fight Club"	May	9
5	Mekong Club Working Group Session 26 May 2021	May	11
6	Mekong Club Working Group Session 27 May 2021	May	18
7	Mekong Club Working Group Session 9 Sept 21 - Retail & Manufacturing	September	22
8	Mekong Club Working Group Session 15 Sept 21 - Service Industries	September	10
9	Mekong Club Working Group Session 29 Sept 21 - USA	September	10
10	Financial Services Working Group - 23 Nov 2021	November	11
11	STRT Feedback Session	December	35
			224

Annex 7

Mekong Club Association Members

1. Abercrombie & Fitch
2. Adidas
3. Anna Whitlam People
4. A.S. Watson
5. ALDI
6. Bank of America
7. Baker McKenzie
8. (The) Body Shop
9. Clarks
10. CLP
11. Commonwealth Bank
- 12. CommonSpirit Health (2021)**
13. Coop Denmark
14. Decathlon (2021)
15. Disney
16. Ernst & Young
- 17. Ethical Toy Program (2021)**
18. FleishmanHillard
19. Fung Group
20. H&M
21. Hallmark & Crayola
- 22. Hewlett Packard (2021)**
23. Hong Kong and Shanghai Hotels
24. HSBC
25. J Crew
26. Jardine Matheson
27. Kering
- 28. L Brands (2021)**
29. LIDL
30. Macquarie Group
31. Mattel
32. Melco
33. MFG Sourcing
34. MGM Macau
35. Morrison's
- 36. MSI Choices (2021)**
37. Philip Morris International
- 38. Princess Polly (2021)**
- 39. Protiviti (2021)**
40. Sedgwick-Richardson
- 41. Simple Approach (2021)**
42. Skechers
43. Standard Chartered Bank
- 44. Swire (2021)**
- 45. TTI (2021)**
46. UnderAmour Inc
47. VF Corporation
48. Winston and Strawn
- 49. Zuellig (2021)**

Annex 8


Sample of our media articles

Article	Date	Link
The Mekong Club Use Tezos To Create eMin - A Project To Prevent Contract Substitution Of Migrant Workers	18/2/2021	https://xtz.news/latest-tezos-news/the-mekong-club-uses-tezos-on-emin-project-to-prevent-contract-substitution-of-migrant-workers/
The journey to create meaningful impact can be slow and cumbersome, but collaboration helps	23/2/2021	https://www.linkedin.com/pulse/journey-create-meaningful-impact-can-slow-cumbersome-helps-kalinga/
Trafficking of Persons in Asia: Counter-Trafficking Programs, the Impact of Covid-19 and 'Next Generation Solutions'	4/3/2021	https://fb.watch/436m358gk-/
Anti-human trafficking group shoots for the Moon on #MyFreedomDay	16/3/2021	https://harbourtimes.com/2021/03/16/anti-human-trafficking-group-shoots-for-the-moon-on-myfreedomday/
#MyFreedomDay @CNNi @CNNGreen on Twitter	16/3/2021	https://twitter.com/klustout/status/1371684911950757888
Gender Equality with Chiara Condi	14/4/2021	https://anchor.fm/chiara-condi/episodes/Episode-12-Matt-Friedman-CEO-Mekong-Club-Talks-Gender-Equality-with-Chiara-Condi-evbd0d/a-a5ak5ia
EP 33: Matthew Friedman - CEO of The Mekong Club - Human Trafficking Was Not Even a Topic	19/4/2021	https://socialinnovationpodcast.com/2021/04/19/ep-33-matthew-friedman-ceo-of-the-mekong-club-human-trafficking-was-not-even-a-topic/
Sugandha makes Chhattisgarh proud	29/4/2021	https://www.dailypioneer.com/2021/vivacity/sugandha-makes-chhattisgarh-proud.html
New Forced Labour Indicators tool empowers businesses to tackle forced labour risks in supply chains	17/5/2021	https://www.prnewswire.co.uk/news-releases/new-forced-labour-indicators-tool-from-sedex-empowers-businesses-to-tackle-forced-labour-risks-in-supply-chains-838063924.html
Amplifying the "S" in ESG: Investor Myth Buster	27/5/2021	https://www.lexology.com/library/detail.aspx?g=17875578-5871-4224-87ae-b4018670e4c1
Letters: Covid pandemic 'new normal' of slavery in business can't be allowed to go on	4/6/2021	https://www.scmp.com/comment/letters/article/3135757/covid-pandemic-new-normal-slavery-business-cant-be-allowed-go
After G7 tax deal, here's how Hong Kong can keep its edge	21/6/2021	https://www.scmp.com/week-asia/opinion/article/3137862/after-g7-tax-deal-heres-how-hong-kong-can-keep-its-edge
Responsible Recruitment Through Technology: A Path Forward	30/6/2021	https://www.cfr.org/blog/responsible-recruitment-through-technology-path-forward
The Finance of Sex Trafficking and Impact of COVID-19	1/7/2021	https://slavefreetoday.org/journal_of_modern_slavery/v6i2_COVID19andMODERNSLAVERY.pdf
The Global Initiative Network	5/7/2021	https://globalinitiative.net/profile/matt-s-friedman/

Investors should be included in human rights due diligence rules, finds RI survey	22/7/2021	https://www.responsible-investor.com/articles/investors-should-be-included-in-human-rights-due-diligence-rules-finds-ri-survey
Modern day slavery is alive and well in Southeast Asia	30/7/2021	https://southeastasiaglobe.com/modern-day-slavery-southeast-asia/
Ep 023: 'Innovating to Combat Human Trafficking & Slavery' with Matt Friedman	10/8/2021	https://www.buzzsprout.com/1689043/8999905
Business leaders tackling modern slavery	24/8/2021	https://www.theceomagazine.com/business/world-news/business-leaders-tackling-modern-slavery/
New Report Sheds Light on Assessing Social Performance of Companies	26/8/2021	https://practicalesg.com/2021/08/new-report-sheds-light-on-assessing-social-performance-of-companies/
This Is Where You'd Never Expect To Find Modern Slavery	16/9/2021	https://www.forbes.com/sites/dianatsai/2021/09/16/this-is-where-you-d-never-expect-to-find-modern-slavery/?sh=6bc9474e37dd
Important and underfunded: Help Asia's non-profits survive the COVID crisis	4/10/2021	https://give2asia.org/important-underfunded-asia-nonprofits/
Practical approaches to improving supply chain sustainability and ethics	6/10/2021	https://www.raconteur.net/corporate-social-responsibility/practical-approaches-to-improving-supply-chain-sustainability-and-ethics-2/
Episode 6: Matt Friedman - The Fight for Human Rights & Abolishment of Modern Slavery	7/10/2021	https://www.youtube.com/watch?v=t5TFJqc1ZgA
Book of Mentors - Matt Friedman	28/10/2021	https://the-financial-crimes.simplecast.com/episodes/s2-ep9-matt-friedman
Hidden Traffic: Fighting Against Modern Slavery with Matt Friedman	4/11/2021	https://www.jdsupra.com/legalnews/hidden-traffic-fighting-against-modern-02348/
Convergence of AML sanctions regulations & ESG risk	22/11/2021	https://www.jdsupra.com/legalnews/convergence-of-aml-sanctions-2787850/
The Briefing with Arlene Foster	26/11/2021	https://www.youtube.com/watch?v=a6h9aBtiJg4
Episode 125: I'm not mad at them. They were bad people. But where were you?	7/12/2021	https://celiawilliamson.com/episodes/episode-125-im-not-mad-at-them-they-were-bad-people-but-where-were-you



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