Executive summary

Established in 2013, Stronger Together is a multi-stakeholder initiative aiming to reduce modern slavery by providing guidance, resources and a network for employers, labour providers, workers and their representatives.

To date, Stronger Together has trained over 2850 individuals, from 1428 businesses, who have committed to take the tackling slavery message back to over 790,000 workers. Over 6000 industry representatives have registered with www.stronger2gether.org to access the resources for use within their organisations.

An online survey was conducted amongst suppliers in the UK consumer goods sector who have attended the Stronger Together training workshop ‘Tackling Modern Slavery in UK Businesses’ since the initiative launched in October 2013 to June 2017. The online survey was sent to 1,815 individuals out of which, 197 responded, just over 10%. The survey comprised of 26 questions. More information on the survey can be found in the Annexes.

**Key findings:**

- **96%** of respondents agreed that Stronger Together had increased their knowledge and understanding of what modern slavery is.
- **84%** of participants agreed that attending Stronger Together training helped them tackle modern slavery.
- **87%** of respondents strongly agreed or agreed that being involved with Stronger Together has helped them prepare and understand how to manage potential situations of forced labour.
- **72%** As a result of engagement with Stronger Together 72% of respondents said that their senior management made a commitment to tackle modern slavery in their business and supply chain.

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1 The survey questions included, open-ended, single-answer multiple choice and multiple-answer multiple choice response options. Stronger Together appointed Désirée Abrahams, an independent consultant of Day Associates to conduct the impact assessment. Désirée Abrahams is a consultant with over 15 years’ experience in business and human rights. She specialises in impact assessments and monitoring and evaluation. She founded Day Associates in 2011. www.daconsult.org
Businesses reported the following impacts of Stronger Together on their practices and approach:

- Increased understanding of how to deal with situations of forced labour
- Improved relationships with their labour providers, supply chains and retail customers
- Plans to further staff training and improved communication about the issue
- Informed and built on internal capacity to manage situations of forced labour
- Engagement led to senior management buy in.

Key recommendations for Stronger Together:

- Look at how Stronger Together can develop their ongoing engagement with businesses once they have first made contact, for example targeted follow-up after workshops, moving businesses to the next step and encouraging use of toolkits and key resources
- Further promote and highlight the more advanced steps that businesses can take such as Remedy Plans for potential victims, implementation beyond their own operations, for instance with their direct suppliers and/or labour providers
- Continue ongoing monitoring and evaluation of the programme to be able to measure success and adapt to businesses needs as required
- Share more case studies of successes and learning from businesses that have dealt with situations of forced labour to enable other network members to benefit from this insight.
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About the Research Participants

The following survey questions, Q2-Q6, provide demographic data of the survey participants. See annexes for further analysis. Q1 asked participants for their organisation name and postcode purely for the purpose of managing the data; participants were informed that this would not be shared.

Q2. Please select which of the following best describes your business.

- Food grower, producer or packer: 40%
- Supplier of goods not for resale: 26%
- Supplier of goods for resale: 6%
- Other (please specify): 10%

Q4. Please indicate the number of production sites within your UK operations?

- 1 - 10: 86% (153)
- 11 - 25: 6% (11)
- 26+: 4% (7)
- Not sure: 0% (1)

Q5. Please indicate the average number of UK workers (including permanent, temporary, seasonal) in your business?

- 1 - 50: 10% (18)
- 51 - 500: 22% (41)
- 501 - 2000: 23% (41)
- 2001 - 5000: 4% (8)
- 5001+: 4% (7)
- Not sure: 1% (1)

Q3. Which retailer(s) do you supply to?

- Waitrose: 42% (74)
- Aldi: 42% (74)
- Marks & Spencer: 23% (41)
- Lidl: 10% (18)
- Tesco: 7% (13)
- Sainsbury's: 4% (8)

Q6. Which department do you work in?

- Procurement: 1% (1)
- Technical: 25% (45)
- HR: 49% (87)
- CEO/Director/Owner: 7% (13)
- Ethics/Compliance: 8% (14)
- Operations/Production: 10% (18)
- Procurement: 5% (9)

About the Research Participants
An Independent Impact Assessment of the Stronger Together Initiative

Impact assessment of Stronger Together

This section focuses on assessing the impact of the Stronger Together initiative and is divided into five parts as follows:

1. Initial involvement and engagement with Stronger Together
2. Perception of Stronger Together: Assessing its overall performance, and effectiveness in building knowledge and understanding, preparedness, capacity to address modern slavery, and perception of risk
3. Implementation of Stronger Together: Assessing key steps taken, impacts on stakeholder relations, and identified cases of forced labour and preparedness to deal with those
4. Internal communications
5. Future actions.

1. Initial involvement and engagement with Stronger Together

- Two thirds of suppliers (66%) highlighted that they became involved with Stronger Together based on 'Encouragement from another organisation', which includes suppliers, user enterprises, retailers and others
- The number of respondents reporting their first engagement with Stronger Together has increased year on year since the programme began
- The top three forms of engagement with Stronger Together were: 89% attended workshops, 61% used resources, and 54% used toolkits.

Q7. What year did you first get involved with Stronger Together?

![Year of Engagement Bar Chart]

Stronger Together was founded in 2013. Since its inception, the initiative has grown rapidly and gained new project sponsors, supporters and witnessed greater numbers of involvement from relevant organisations working in the UK food and agricultural supply chain.

Please note, as the survey was completed in June 2017, and the initiative was launched in October 2013, the data from both these years does not represent a full year.
Two thirds of suppliers (66%) highlighted that they became involved with Stronger Together based on ‘Encouragement from another organisation’, which includes suppliers, user enterprises, retailers and others. This high response is reaffirmed by some respondents who provided supplementary information, suggesting that they were encouraged to get involved by their retailer customers.

Over half of respondents (54%) highlighted that they became involved with Stronger Together to gain a deeper understanding of how to address modern slavery suggesting the need for practical advice and information. This is reinforced by over a third (36%) wanting access to ‘support to help them comply with the UK Modern Slavery Act’.

89% of respondents had attended Stronger Together workshops, followed by a sizeable number taking advantage of the resources (61%), toolkits (54%) and using the policy and questionnaire templates (43%). A limited number of suppliers have joined as Business Partners (15%) and completed the e-learning modules (14%).

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2 Two respondents provided the following quote: “We are not directly involved with Stronger Together but have been encouraged to engage with it by customers” and “Through our customers” in response to Q8.
An Independent Impact Assessment of the Stronger Together Initiative

Learnings/recommendations

- It is encouraging to see that 66% of organisations became involved with Stronger Together due to 'Encouragement from another organisation' which included 'retailers', this no doubt reflects one of the key aims of the Project Sponsors’ role which is to engage their suppliers in the initiative.

- Going forward it would be wise to look at how this influence can be maximised to continue increasing the number of suppliers engaged in the initiative but also how it can be used to sustain engagement and prompt follow-up actions after the supplier’s initial involvement.

- It is encouraging to see the high number of respondents that have used the Stronger Together toolkits and resources. However, of the 89% of respondents said that they had attended a Stronger Together workshop, only 54% and 61%, respectively, had used the toolkits and other communications. This data demonstrates that there is an opportunity to increase the take-up of the toolkits and other Stronger Together communications amongst workshop participants.

- Review how the materials are promoted in the workshops and post-workshop follow-up with participants. For instance, a follow-up email campaign could specifically focus on encouraging participants to implement what they learnt and highlight key resources.

2. Perception of Stronger Together

- 96% of suppliers agreed that Stronger Together has increased their knowledge and understanding of what modern slavery is.

- 94% of respondents also agreed that Stronger Together has increased their understanding of the risk and potential impact of modern slavery on their business.

- 91% of respondents ‘strongly agree’ and ‘agree’ that Stronger Together has increased their understanding of what their business can do to prevent modern slavery occurring.

- Positively 84% of respondents agreed that attending a Stronger Together workshop helped them tackle modern slavery. 70% agreed that using a Stronger Together toolkit helped them tackle modern slavery.

The survey posed a series of questions that sought to assess the respondents’ perception of the initiative and its effectiveness. Specifically, the questions enquired how Stronger Together had:

- Enhanced the suppliers’ knowledge and understanding of modern slavery and the risks it poses to their business and supply chain.

- Enabled suppliers’ to feel prepared in addressing and managing a potential situation of forced labour.

- Informed and built suppliers’ internal capacity to tackle modern slavery.

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3 96% is comprised of 67% that ‘strongly agree’ and 29% that highlighted they ‘agree’ to the statement: ‘Stronger Together has increased my knowledge and understanding of what modern slavery is.’ [Q10].

4 94% is comprised of 62% that indicated they ‘strongly agree’ and 32% that highlighted they ‘agree’ with the statement: ‘Stronger Together has increased my understanding of what our business can do to prevent modern slavery occurring.’ [Q11]
2a. Perception of Stronger Together: Knowledge and understanding

Q10. Stronger Together has increased my knowledge and understanding of what modern slavery is.

Overwhelmingly 96%\(^5\) of suppliers agreed that Stronger Together has increased their knowledge and understanding of what modern slavery is.

Q11. How has your organisation engaged with Stronger Together?

94%\(^6\) of respondents also agreed that Stronger Together has increased their understanding of the risk and potential impact of modern slavery on their business.

\(^5\) 96% is comprised of 67% that ‘strongly agree’ and 29% that highlighted they ‘agree’ to the statement: “Stronger Together has increased my knowledge and understanding of what modern slavery is.” [Q10].

\(^6\) 94% is comprised of 62% that indicated they ‘strongly agree’ and 32% that highlighted they ‘agree’ with the statement: “Stronger Together has increased my understanding of what our business can do to prevent modern slavery occurring.” [Q11].
An Independent Impact Assessment of the Stronger Together Initiative

**Q12. Stronger Together has increased my understanding of what our business can do to prevent modern slavery occurring.**

91% of respondents ‘strongly agree’ and ‘agree’ that Stronger Together has increased their understanding of what their business can do to prevent modern slavery occurring. Although this is still in a very high proportion of respondents it does demonstrate a small drop in numbers from the combined agree and strongly agree for questions 10 and 11. This may be due to the more complex nature of what a business can do to prevent modern slavery occurring compared to improving an individual’s knowledge.

2b. Perception of Stronger Together: Assessing its effectiveness in building capacity to address modern slavery

**Q13. In reference to the following options, please indicate your agreement with the statement "It helped us tackle modern slavery in our business."**

Positively 84% of respondents agreed that attending a Stronger Together workshop helped them tackle modern slavery. 70% agreed that using a Stronger Together toolkit helped them tackle modern slavery.

The Business Partner programme is a more advanced option for businesses that want to publicly demonstrate their commitment to tackling modern slavery by evidencing the actions they are taking on the Stronger Together website.
Learnings/recommendations

- It is more complex/challenging to help participants in the programme to understand how to tackle modern slavery in their business than it is for them to understand the issue itself.
- Are there any ways to adapt the Business Partner programme and how (often) it is communicated about to make it a more effective tool in helping businesses to share actions taken in order to help other businesses tackle modern slavery in their business?

3. Implementation of Stronger Together

3a. Implementation of Stronger Together: Key steps taken

- 72% highlighted that their senior management has made a commitment to tackle modern slavery in their business and supply chain as a result of engagement with Stronger Together.
- 10% of respondents said that their businesses had developed a remedy plan for any potential victims identified.

Q14. Due to your involvement with Stronger Together what key steps has your organisation taken to prevent modern slavery?

Overwhelming, a majority of respondents (72%) highlighted that their senior management has made a commitment to tackle modern slavery in their business and supply chain as a result of engagement with Stronger Together. This is to be welcomed, as senior leadership and buy-in significantly aids and supports implementation efforts.
An Independent Impact Assessment of the Stronger Together Initiative

Large numbers (64%) have communicated about the process to their workforce, suppliers and other stakeholders while just under half (43%) have conducted a risk assessment to identify the most at-risk areas for prioritisation.

While efforts to develop a modern slavery action plan are undertaken by a third (36%), this implies that most suppliers do not have a strategic approach to tackling modern slavery in their business.

Learnings/recommendations

- That only 10% of suppliers have developed a remedy plan for potential victims identified is important to note as this implies that it is an area where more support is needed. Remedy plans are often one of the more advanced steps that businesses take when tackling modern slavery. A question to ask would be how Stronger Together can both highlight the need for a remedy plan amongst businesses in their network, and also how to support them in developing and implementing one.

3b. Implementation of Stronger Together: Stakeholder relationships and engagement

- Nearly half (49%) of respondents have made participation in Stronger Together a requirement for either their labour providers (38%), or their direct suppliers (11%)
- 54% highlighted that their relationships with labour providers have become stronger as a result of engaging with Stronger Together and 39% with their retail customers.

Q16. Have you made it a requirement for either of the following to participate in Stronger Together?

<table>
<thead>
<tr>
<th>Question</th>
<th>Answered: 153</th>
<th>Skipped: 44</th>
</tr>
</thead>
<tbody>
<tr>
<td>Direct suppliers</td>
<td>11%</td>
<td>0%</td>
</tr>
<tr>
<td>Labour provider(s)</td>
<td>38%</td>
<td>30%</td>
</tr>
<tr>
<td>No</td>
<td>40%</td>
<td>30%</td>
</tr>
<tr>
<td>Not sure</td>
<td>18%</td>
<td>20%</td>
</tr>
</tbody>
</table>

Nearly half (49%) of respondents have made participation in Stronger Together a requirement for their either their labour providers (38%), or for their direct suppliers (11%).
An Independent Impact Assessment of the Stronger Together Initiative

Q17. Has taking part in Stronger Together led you to developing stronger relationships with regards to tackling hidden labour exploitation with any of the following:

Answered: 153  Skipped: 44

<table>
<thead>
<tr>
<th>Relationship Type</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Retail customers</td>
<td>54%</td>
</tr>
<tr>
<td>Direct suppliers</td>
<td>20%</td>
</tr>
<tr>
<td>Labour provider(s)</td>
<td>1%</td>
</tr>
<tr>
<td>Temporary/seasonal workforce</td>
<td>27%</td>
</tr>
<tr>
<td>Consumers</td>
<td>6%</td>
</tr>
<tr>
<td>None of the above</td>
<td>1%</td>
</tr>
<tr>
<td>Other (please specify)</td>
<td>6%</td>
</tr>
</tbody>
</table>

Positively over half of respondents (54%) highlighted that their relationships with labour providers have become stronger as a result of engaging with Stronger Together and 39% with their retail customers. Also, 27% view that relationships with their temporary and seasonal workers and 20% with their direct suppliers have been enhanced by their involvement with Stronger Together. These figures suggest that suppliers see more value in nurturing their downstream relationships with their customers rather than seeing themselves as customers in their own right; essentially, an actor that can exert influence and leverage over their upstream suppliers and contractors.

Learnings/recommendations

- As temporary/seasonal workforces are one of the key groups at risk of modern slavery, it could be beneficial for Stronger Together to identify businesses where relationships have been improved and create case studies to share amongst the wider network. This could help other businesses appreciate the benefit of nurturing this relationship through the Stronger Together programme and provide positive examples of how to do it.

- 40% of respondents said they had not made Stronger Together a requirement for their own suppliers or labour providers. It could be useful for Stronger Together to map the customer journey that they suggest suppliers take and to create a process for implementation. For instance, working on tackling modern slavery within their own business may be the first obvious step, moving on to their supply chains and then labour providers. Tracking where businesses are on that journey could then enable more targeted messaging and support.
An Independent Impact Assessment of the Stronger Together Initiative

3c. Implementation of Stronger Together: Potential victim identification and response

- Since becoming involved with Stronger Together, 11% of respondents identified at least one potential victim of hidden exploitation
- 87% of respondents agreed that the initiative had helped them prepare and understand how to manage situations of forced labour
- The top three actions taken by respondents were: Communication of plans and processes to staff - 46%, Identification of employee responsible for notifying the police or GLAA - 41%, Nomination of employee as response coordinator - 35%.

Q20. Since becoming involved with Stronger Together has your organisation identified any potential victims of hidden exploitation?

Since becoming involved with Stronger Together, 11% of respondents identified at least one potential victim of hidden exploitation. One respondent had identified four potential victims, and two respondents identified five or more victims.

Q21. Please indicate your agreement with the following statement: "Being involved with Stronger Together has helped us prepare and understand how to manage potential situations of forced labour."

87% is comprised of 32% that indicated they ‘strongly agree’ and 55% that highlighted they ‘agree’ with the statement: "Being involved with Stronger Together has helped us prepare and understand how to manage potential situations of forced labour" [Q21].
An Independent Impact Assessment of the Stronger Together Initiative

Encouragingly 87% of respondents agreed that the initiative had helped them prepare and understand how to manage situations of forced labour.

Q22. Has your involvement with Stronger Together prompted you to take any of the following actions to prepare for a potential situation of forced labour?

Following on from Q21 and Q22 respondents were asked if Stronger Together had prompted any specific actions in preparation for ‘a potential situation of forced labour’. Almost half of respondents had at least ‘communicated plans and processes to staff’, which is an important step. The top three actions taken by respondents were:

1. Communication of plans and processes to staff - 46%
2. Identification of employee responsible for notifying the police or GLAA - 41%
3. Nomination of employee as response coordinator - 35%

Learnings/recommendations

- 22% of respondents said that they had not taken actions to prepare for a situation of forced labour. This suggests there is an opportunity for Stronger Together to engage businesses further in not just deterring and detecting forced labour but also in dealing with it if it actually happens.

- Of the 8% that selected ‘Other’ and those that provided supplementary information, a third (33%) acknowledged that the Human Resources department were owners of the organisation’s management of forced labour/modern slavery, reiterating the emphasis noted in Q6, that the relatively larger proportion of Human Resources’ personnel that responded to the survey has led to certain questions being answered with that emphasis. Of the 33%, half (50%) of the respondents commented that they were not aware of a specific plan or approach addressing these issues, which suggests the need for better communication between business functions and especially portfolio holders to explain the organisation’s approach to identifying, managing andremedying any incidences of forced labour/modern slavery identified in the business or supply chain.

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32% that indicated they ‘strongly agree’ and 55% that highlighted they ‘agree’ with the statement: “Being involved with Stronger Together has helped us prepare and understand how to manage potential situations of forced labour” [Q21].
3d. Implementation of Stronger Together: Assessment of risk

- Just under 70% believed that being part of Stronger Together had reduced the risk of forced labour within their own workforce.
- Roughly half of the respondents believed that their actions following engagement with Stronger Together had reduced the risk of forced labour with respect to the activities of the supplier’s labour providers (48%) and own workforce (50%).

Participants were asked to reflect on how at risk they believed the different areas of their business and supply chain are to forced labour, and whether being part of Stronger Together has minimised that risk. Respondents saw direct suppliers (38%) and labour providers (28%) as having the highest risk.

**Q18. Reflecting on the areas listed below please indicate how at risk you consider them to be to forced labour:**

![Graph showing the risk levels for different areas.]

**Q19. Reflecting on the areas listed below please indicate your agreement with the following statement. “Since becoming involved with Stronger Together I believe the actions we have taken have reduced the risk of forced labour.”**

![Graph showing the agreement levels for different areas.]

Impact assessment of Stronger Together
An Independent Impact Assessment of the Stronger Together Initiative

Suppliers were asked if since their involvement with Stronger Together, whether they believed that the mitigating actions they had taken had reduced the risk of forced labour. Over half of the respondents believed that their actions had reduced the risk of forced labour with respect to their own workforce (69%), their labour providers (62%), their direct supplier (40%), and their service providers (36%).

Learnings/recommendations

- The data reflects Stronger Together's approach, in that the advice of the initiative has generally focussed on engaging businesses primarily to take action within own operations, and secondly within their supply chain, and with the labour providers and service providers they use. Service providers have not been a key focus of Stronger Together’s guidance and resources and this is reflected here, but this demonstrates that this is an area where Stronger Together could advise businesses more directly.

- Roughly a third of respondents indicated that they ‘agreed’ with the statement but also, they similarly ‘neither agreed or disagreed’, suggesting potentially an element of confusion or misunderstanding of the question.

4. Engagement with Stronger Together: Internal communication

Displaying information within the organisation is a key way that organisations share information from or about Stronger Together.

**Q23. If you are the key point of contact for Stronger Together within your organisation, how do you share information across the rest of your organisation?**

<table>
<thead>
<tr>
<th>Method</th>
<th>Answered (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Not applicable</td>
<td>18%</td>
</tr>
<tr>
<td>Talks/events</td>
<td>22%</td>
</tr>
<tr>
<td>Use Stronger Together resources</td>
<td>46%</td>
</tr>
<tr>
<td>Arrange specific meetings to do so</td>
<td>28%</td>
</tr>
<tr>
<td>Through our business’s modern slavery action plan</td>
<td>16%</td>
</tr>
<tr>
<td>By displaying information around workplace</td>
<td>60%</td>
</tr>
<tr>
<td>None</td>
<td>36%</td>
</tr>
<tr>
<td>Other (please specify)</td>
<td>9%</td>
</tr>
</tbody>
</table>

Answered: 145, Skipped: 52
An Independent Impact Assessment of the Stronger Together Initiative

Q24. If you are not personally responsible, how does your organisation ensure information is shared across the rest of your organisation?

Survey participants were asked two questions on how they and their organisation disseminate information from or about Stronger Together.

**Learnings/recommendations**

- **It is positive to see the high number of respondents that have taken proactive steps to share Stronger Together information through a variety of methods. Not all participants have taken these steps, and it is possible to surmise that this is due to common factors, such as a lack of resources within a business and the pressures that face most individuals in their jobs. However, Stronger Together could see this as an opportunity to support businesses to prioritise communications across their organisations.**

- **It is unclear as to why a number of participants skipped these two questions. It may be because they were not aware how information was shared across the organisation, however this presents an opportunity for further engagement with businesses involved in the initiative. For example, to increase awareness about the importance of disseminating information across the whole organisation and consider further ways to help them do this.**
5. Future actions

- Due to their involvement with Stronger Together, 68% said they planned to do further training, and 58% said they planned to improve communications with staff.
- 88% said they would recommend Stronger Together to a business associate.

This section focussed on questions that asked the respondents about their intended future actions following their involvement with Stronger Together.

Q15 Due to your involvement with Stronger Together are there any further actions that your organisation has planned to take in the future?

Overwhelmingly, further training (68%) and better communication with staff (58%) on tackling modern slavery were selected as the top two actions that suppliers committed to undertake in the future. Roughly a third (32%) of respondents plan to develop and implement a modern slavery action plan, while the remaining prioritised actions were engaging direct suppliers and/or labour providers (29%), undertaking a risk assessment (28%), and rolling out the Stronger Together programme (26%). 16% of suppliers signalled an intention to undertake an impact assessment, and to develop and implement a remedy plan, respectively. 14% expressed a desire to become a Stronger Together Business Partner.
An Independent Impact Assessment of the Stronger Together Initiative

Q25. How likely would you be to recommend Stronger Together to a business associate?

Overall analysis suggests that a large majority of respondents see value in engaging with Stronger Together and would recommend the initiative to a business associate. Supplementary information provided highlighted that the information and advice available on the website is considered “clear and concise” while some would like their suppliers to send employees on the workshops.

Learnings/recommendations

- Stronger Together should be encouraged as the survey suggests the majority of respondents believed that they would continue to work to tackle modern slavery within their business as a direct result of being part of the initiative. Stronger Together could push businesses to go further potentially by asking them to commit to specific actions and following up with them to assess progress.

Going forward

The last question of the survey asked how Stronger Together could better support the suppliers in the future. This question was open-ended; therefore, respondents were encouraged to provide suggestions in their own words. As with many open-ended questions, the response rate was relatively low (40%) compared to the response rate of the other survey questions. However, based on the narrative provided, a number of repeated points emerged, which are grouped into four focus areas that Stronger Together may wish to consider going forward:

- Offer more training/workshops (24%)
- Update and refresh existing materials/resources (19%)
- Provide more advice/support (14%)
- Continue to share informational updates on modern slavery issues and cases etc. (11%).

9 In response to Q25, 88% of respondents highlighted that they would recommend Stronger Together to a business associate; this is comprised of 36% who would ‘likely’ and 52% who would ‘very likely’ offer such a recommendation.

10 Supplementary information provided [Q25] ‘I would like to provide all our suppliers with terms and conditions that refer to anti-slavery and require them to send key employees onto your workshops.’
An Independent Impact Assessment of the Stronger Together Initiative

These four focus areas are unsurprising given what Stronger Together currently offers its users, and reaffirms that the initiative should continue to focus and deliver in these ways and use these methods, as there is clear demand for it to continue.

Other key themes that emerged included more peer to peer exchange and networking opportunities, and increased sharing of cases studies. See annexes for more detailed narrative responses.

Recommendations

Key recommendations for Stronger Together:

- Look at how they can develop their ongoing engagement with businesses once they have first made contact i.e. targeted follow-up after workshops, identifying and moving them along to the next step
- Further promote and highlight the more advanced steps that businesses can take such as Remedy Plans for potential victims, implementation beyond their own operations, for instance with their direct suppliers, labour providers and/or service providers
- Continue ongoing monitoring and evaluation of the programme to be able to measure success and adapt to businesses’ needs as required.

Désirée Abrahams - Director | Day Associates

Désirée has over 15 years’ experience working for, and consulting to, companies, governments, NGOs and several UN organisations on responsible business practice. Since 2008, she has specialised on business and human rights, heading up the Business and Human Rights programme at the International Business Leaders forum from 2008-2011. In 2011, she founded Day Associates, a business and human rights consultancy. She is a graduate of the London School of Economics and Political Science (BSc. Geography and Population Studies), the School of Oriental and African Studies (MSc. Development Studies), and BPP Law School (Graduate Diploma in Law).
An Independent Impact Assessment of the Stronger Together Initiative

Annexes

Annex 1. Background information

Stronger Together is a business-led, multi-stakeholder initiative that aims to reduce forced labour, labour trafficking and other hidden third party labour exploitation. Established in 2013, Stronger Together works to mobilise businesses of all sizes to implement proactive measures to prevent and tackle modern slavery in their own organisations and supply chains by equipping these companies with the knowledge and pragmatic resources to achieve this goal. It offers a network for employers, labour providers and their representatives to work together to tackle modern slavery.

The programme is supported by all the nine main UK supermarkets\(^1\). They form the consumer goods steering group and contribute to programme strategy. The programme includes pioneering yet pragmatic resources to help employers and labour providers deter, detect and tackle modern-day slavery taking place within their own businesses and wider supply chains. These are supported by interactive workshops run across the UK to help businesses understand their responsibilities and good practice in tackling hidden labour exploitation. Project sponsors encourage their suppliers, labour providers and other service providers to attend the 'Tackling Modern Slavery in UK Business' workshops and to use Stronger Together’s selection of toolkits, guidance materials and other free, open source resources available at www.strongertogether.org. Some of these resources, such as the Workplace Poster and Workplace Leaflet are offered in multiple languages\(^2\); specifically, the languages spoken by a high proportion of migrants working in the UK's food and agricultural sectors.

The initiative is in the midst of growing its mandate and profile. In collaboration with the Chartered Institute of Building (CIOB), Stronger Together has developed a construction industry programme, which will be rolled out in 2017 with four initial Project Sponsors: Multiplex, St Gobain, Westfield and Willmott Dixon. This marked its first formal collaboration with another sector beyond consumer goods/retail.

Also, Stronger Together were one of ten organisations to be awarded funding\(^3\) from the Home Office Modern Slavery Innovation Fund in 2017, for a global supply chain programme to tackle forced labour in the wine and fruit growing industries in South Africa. These factors, in addition to the four years that have passed, present an opportune moment to take stock of the initiative and assess its current impact.

The initiative is supported by a diverse range of organisations, ranging from the human rights-focussed (e.g. Institute for Human Rights and Business), sectoral trade associations (e.g. Food and Drink Federation), intergovernmental organisations (International Organization for Migration), to organisations solely committed to addressing modern slavery (e.g. Anti-Slavery International and the Modern Slavery Helpline).

Annex 2. Research methodology

An online survey was conducted amongst suppliers to the consumer goods programme project sponsors who have attended the Stronger Together training workshop ‘Tackling Modern Slavery in UK Businesses’ in the period October 2013 and June 2017. It received 197 responses.

Out of the 2850 individuals that had attended the Stronger Together training at the time of the survey, the survey was sent to 1,815 (64%) of those. This included all of those individuals for which Stronger Together had a functioning email address, those who had agreed to receive further communications, those who remained in their job since training (to the best of Stronger Together’s knowledge) and those who were not away on parental leave.

The 26 survey questions included, open-ended, single-answer multiple choice and multiple-answer multiple choice response options.

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\(^1\) The nine project sponsors are also the largest supermarket retailers in the UK: Aldi, ASDA, Co-op Food, Lidl, Marks & Spencer, Morrisons, Sainsbury’s, Tesco and Waitrose

\(^2\) For example, Bulgarian, Latvian, Lithuanian, Polish, Russian, Slovakian and others.

\(^3\) Home Office press release. March 15, 2017 ‘Stronger Together/Alliance HR to receive Home Office funding’

Annexes
An Independent Impact Assessment of the Stronger Together Initiative

The aim of the impact survey was to understand the initiative’s impact on the suppliers of the nine project sponsors; by determining how they have been engaging with the programme’s activities, using its diverse resources, and benefiting from the capacity-building training workshops and other tools. In short, how the programme is perceived and used, how effective it is in equipping companies to deter, detect and deal with modern slavery, and what it could improve or develop in the future to ensure it remains relevant and fit for purpose.

Anonymity and confidentiality were guaranteed by Stronger Together. An independent consultant was appointed to conduct the analysis and draft this report. Importantly, 99% of respondents felt comfortable providing their full contact details. This is an important indicator as it highlights the high level of trust respondents have towards Stronger Together.

Annex 3. Further information on research participants

Provided below is further detail of the participants responses to some of the surveys initial questions asking about their business profile. The following information provides a breakdown of their responses when they selected ‘Other.’

When asked ‘Which best describes your business?’ the options were: Food grower, producer or packer; Supplier of other goods (non-food goods to be sold); Supplier of goods not for resale; or Other.

The 10% of participants that selected other self-identified as: Importer-Distributor (30%), Agents (25%), Manufacturers (15%), Producers (15%), Brokers/Intermediaries (10%) and one respondent identified as a Multi Service Facilities Management Provider.

When asked ‘Which retailer(s) do you supply to?’ the options were: Aldi, Asda, Co-operative, Lidl, Marks & Spencers, Morrisons, Sainsbury’s, Tesco and Waitrose.

Out of the participants that selected ‘Other’: (24%) supply Iceland, (10%) supply Spar, (7%) supply Booths, Boots and Farmfoods, respectively, while a number of individual suppliers revealed they supplied independent businesses, individual retailers, and wholesalers.

Annex 4. Additional information: How Stronger Together could better support businesses in the future

Respondents were asked the open question how Stronger Together could better support their business in the future. Where possible, similar narrative responses have been grouped together. Consequently, below, 11 headings are presented with the relevant quotes that illustrate the point.

1. Help with action planning

■ “Help design action plans and aftercare for potential victims”
■ “Follow up training on remedy/action planning”
■ “Workshop could have a second follow up day to look more in-depth at developing action plans”.

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14 Stronger Together appointed Désirée Abrahams, an independent consultant of Day Associates to conduct the impact assessment. Désirée Abrahams is a consultant with over 15 years’ experience in business and human rights. She specialises in impact assessments and monitoring and evaluation. She founded Day Associates in 2011. [www.dayconsult.org](http://www.dayconsult.org)

15 Only one respondent declined to provide their real organisation name.
An Independent Impact Assessment of the Stronger Together Initiative

2. New services/tools

- “An online portal reporting ethical incidences and non-conformities within UK and maybe all around the world”
- “Helpline”
- “Simple questionnaire for our growers to be able to complete and return. A useful risk assessment tool”
- “We are a small business with a small management team, so help with process, such as templates and toolbox material”.

3. Offering greater practical support (audit, assessment, consultancy)

- “An option for companies to have a consultant come on to the site and advise or assess where the weak points within that organisation would be”
- “Someone to help educate the workforce”
- “Audit and improvement service”
- “Audits and meetings with the workers”
- “Carry out risk assessment, engage with tier 2 suppliers, build up knowledge outside of the UK i.e. Spain”.

4. Better alignment with related initiatives

- “It would be useful if your Business Partners’ register could be tied with the GLA register”.
- “Make it part of the Sedex audit”.

5. Geographical areas for focus/more intervention in the UK

- “Additional services throughout the country”
- “More frequent ‘local’ workshops, so we can send more staff to them - ideally all staff/management from team leaders, upwards”
- “More accessible training - NE of England”
- “Signage and possibly workshops in Northern Ireland on a regular basis”
- “Provided more opportunities for training e.g. workshops in Northern Ireland”.

6. Geographical focus/more intervention overseas

- “Greater focus on international supply chains”
- “Assistance with direct overseas recruitment - more workshops in the Southern area focusing on supply chain next steps”.

Annexes
7. Information on cases and good practice case studies

- "Informing of the circumstances of modern slavery being discovered elsewhere (region, numbers, method etc.) and thus allow us to refine our own practices based on current intelligence”
- “By keeping Stronger Together reminding companies of their success in exposing modern slavery”
- “Circulating examples of cases as they happen”
- “Keep us up to date with newsletters and developments in this field”.

8. Peer to peer exchange/networking opportunities

- “Feedback from other producer experiences”
- “More networking”.

9. Sectoral area of focus

- "An area of the supply chain we are looking at now is transport and distribution. Some guidance on that would be helpful and also we would like to roll out the principles of the toolkit for our European suppliers to implement”.

10. Reduced payment for smaller businesses

- “More access to training for more staff at an affordable price - current rate would be prohibitive for all our staff at present”
- “More free resources as the Stronger Together material is very expensive for small businesses”.

11. Miscellaneous

- “Compulsory membership for supply chain”
- “Continue to provide multi-lingual resources to support us to spot the signs of modern slavery”