

# Recommendations

## Hotel brands should:

- ➔ Increase **transparency** by reporting annually to provide complete information on:
  - ➔ Contracted business partners, including information on those they discontinued relationships with and why.
  - ➔ Number of instances of recruitment fees paid by hotel workers, what percentage of the workforce they represented and how much was reimbursed.
  - ➔ Operational data to understand workforce recruitment risks and enact effective and context-specific due diligence processes, which will vary according to workers' gender and nationality, and operations' locations.
- ➔ Improve **due diligence and monitoring** of business partners by:
  - ➔ Thoroughly assessing migration channels to understand how their business models contribute to risk for subcontracted, seasonal and direct hires, beyond the use of recruitment agencies.
  - ➔ Systematically conducting worker interviews (including with subcontracted, seasonal and direct hires) throughout recruitment, including at onboarding and after deployment, to establish whether fees were paid and requiring subcontractors to do the same.
  - ➔ Fully investigating alleged abuse or indicators of exploitation, including interviewing workers with assurances of non-retaliation and engaging constructively with business partners to outline expectations and ensure principles of fair recruitment are upheld, rather than effecting immediate termination of agreements.
- ➔ Commit to **remediation** by ensuring:
  - ➔ Information is provided to all workers through pre-departure training, on arrival and throughout deployment, so they fully understand the various forms of recruitment fees and that they should not make any payments to obtain work or change jobs.
  - ➔ Fees are reimbursed to workers and subcontracted workers by employers, and if necessary, reimbursed to workers directly where recruiters and suppliers are unable to do so in a reasonable time frame, with remediation verified by workers.
  - ➔ No worker is penalised or disadvantaged for poor and unfair practices by unscrupulous recruitment agencies.