



GUIDANCE FOR INVESTORS

Centring risks to migrant workers in investment portfolios

Labour migration can significantly enhance prosperity in the global economy, alleviate poverty and contribute to GDP growth in workers' origin countries, while also providing a vital labour pool in destination countries. At the same time, migrants are some of the world's most vulnerable supply chain workers, moving both internationally (estimated at [167.7 million](#) people by the UN) and within borders. **This should matter hugely to responsible investors, and this publication sets out why and how migrant workers should be centred in stewardship and investment decisions.**

Migrant workers are at heightened risk of exposure to unfair recruitment, exploitation and abusive living conditions, which can also pose serious, numerous risks to companies and investors:

- ➔ **Financial**, in the form of fines, sanctions and remediation;
- ➔ **Operational**, as workers mobilise or buyers “cut and run” in response to alleged abuse;
- ➔ **Legal**, including lawsuits and labour authority rulings;
- ➔ **Reputational**, as consumers get wind of workers in exploitative conditions stitching their shirts or harvesting their tomatoes.

This publication highlights the links between risks to workers and these risks to capital, drawing on emblematic cases and analysis from the Business & Human Rights Resource Centre's Migrant Worker Allegations [Database](#) and [Tracker](#) to make recommendations for responsible investors on engaging with portfolio companies. As climate, conflict and economic crises [increase migration pressures](#), and labour conditions continue to worsen, integration of these risks into stewardship and investment decision making across sectors and geographies is no longer simply a “nice to have”: it is non-negotiable.

Our [2025 global analysis of migrant worker abuse](#) found that migrant workers faced abuse globally and across industries. In total, 665 cases of abuse were linked to 489 companies in 2024. The top three value chains profiting from abuse globally were **agri-food supply chains** (in 32% of cases), **construction and engineering** (in 20% of cases), and **manufacturing** (in 12% of cases).

A clear trend emerged, reflecting migration predominantly from countries designated as middle and lower income [by the World Bank](#) to those designated as high income, in which workers were exploited for the profit of companies also headquartered in the wealthiest nations. In many instances, these allegations suggest conditions of forced labour: where migrant workers toil against their will, under threat of punishment.

These trends should be of serious concern to investors, particularly those with highly diversified and long-term portfolios representing global capital markets, who may be directly linked to these abuses through portfolio companies.

The role of investors

Responsible investors must stand behind commitments on social issues by using their leverage when portfolio companies are linked to salient human rights abuse. As key actors in global markets and stewards of capital, investors have a clear responsibility to foster conditions in which migrant workers' rights are respected, forced labour risks eradicated, and decent work can thrive. Beyond the moral imperative for investors to engage with portfolio companies to conduct stronger human rights due diligence, including remediating harms to migrant workers in their value chains, this action is in fact an integral part of the investor's fiduciary duty: reducing material risks for portfolio companies and increasing supply chain resilience and broader economic well-being.

The [recommendations](#) below highlight [examples](#) of when risks to migrant workers become material risks to companies and capital. They draw on resources and example [investor actions](#) responding to migrant worker abuse to demonstrate how centring migrant workers in stewardship and investment decision making is within reach for responsible investors.

Context

Amounting to an estimated five per cent of the global workforce, migrant workers are nonetheless at risk of rights violations across all value chains, owing both to abuse embedded in supply chains and purchasing practices, and to growing and intersecting crises such as conflict and climate change. The abuse documented in our Database is likely the tip of the iceberg, symptomatic of wider supply chain disruptions and potential shocks to capital markets.

Corporate supply chains and risks to migrant workers

Migrant workers are **more likely to be subcontracted and precariously employed**, outsourced by companies who prefer a flexible labour supply, which then affords employers the convenience to deliver on short project timelines and fulfil orders for brands that continue to employ poor purchasing practices. Migrant workers thereby rely on employment arrangements which may pay them less and limit their access to information on rights, meaning they are less likely to understand and access grievance mechanisms to report abuse.

Tied-visas and temporary labour migration schemes – particularly in seasonally-driven sectors such as agriculture, hospitality or tourism – often bind workers to employers, limiting their ability to move jobs or countries without becoming undocumented. Migrants may also **lack legal rights** to unionise or access social security in line with citizens, as well as facing structural discrimination. **Language barriers, unfamiliarity and a lack of support in destination countries** – whether familial, diaspora or legal – all contribute to a greater risk of isolation, abusive conditions and barriers to remedy.



Global crises in 2024 (for full findings and commentary see [here](#))

- ➔ **Conflict and military regimes:** Conflict zones expanded around the world, violence and instability intensified, and displaced local workers were substituted with cheaper migrant labour to meet shortages. **In 2024 the Resource Centre tracked a total of at least 21 cases and 13 migrant worker deaths linked to conflict zones around the world.** Social protections for newly recruited agriculture and [construction](#) workers to Israel reportedly [suffered](#). In Russia, South Asian and East African workers were [deceptively](#) recruited to work in [defence factories](#), while in Myanmar overseas workers were subject to increasing pressure from military authorities back home, who upped conscription rates, evoking fears of [refoulement](#).
- ➔ **Climate crisis:** The ILO [estimated](#) that “billions” of workers were exposed to climate-related hazards in 2024. The Resource Centre Database showed climate change wreaking havoc for migrant workers, driving displacement from and within disaster-hit regions, devastating livelihoods and putting pressure on workers impacted by extreme weather events in destination countries. In total, [heat exposure](#) in the workplace or in accommodation was reported in 38 cases, and in 12 of those cases workers later died. Migrant labourers in [precarious](#) or informal sectors were [disproportionately impacted](#).
- ➔ **Government immigration policies:** Throughout 2024, far-right populism [gained momentum](#) across the world, resulting in increasingly [xenophobic rhetoric](#) and [discriminatory policies](#) against migrants. In the USA, Trump’s deportation threats on the campaign trail – later enacted through executive orders on gaining office – sowed fear among workers in the country’s vast agriculture sector, [70% of whom are migrants, 40% undocumented](#). Business owners and associations in agriculture and construction reported concerns around falling productivity and their ability to fulfil orders.

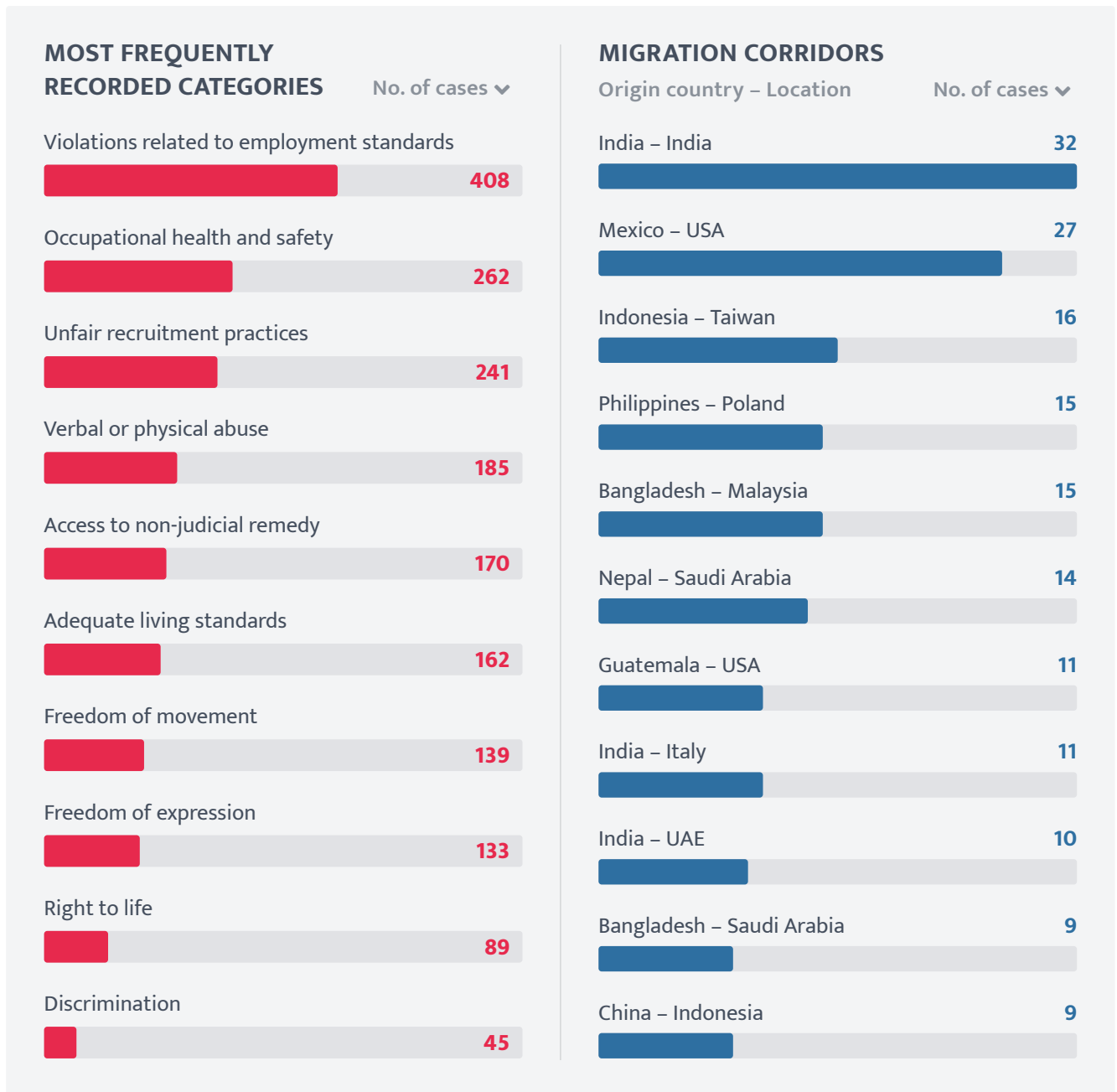
How to assess risk saliency for migrant workers in investment portfolios

- ➔ Identify the **scope of the potential abuse** – locating where migrant workers are most concentrated in supply chains, including which sectors and markets are particularly reliant on a migrant workforce;
- ➔ Consider the **scale of potential abuse** – where migrant workers are relied upon in greater numbers, and how widespread or systematic the abuse is across that company, sector, labour migration/employment scheme or geography, accordingly;
- ➔ Assess the potential **severity and remediability of the potential abuse** – from threats to decent work and restrictions on fundamental freedoms of association, assembly and expression, to conditions amounting to forced labour, and ultimately threats to life.

Findings from the 2025 global analysis: tracking migrant worker abuse

Between 1 January and 31 December 2024, the Resource Centre’s [Database](#) recorded 665 cases of alleged abuse of migrant workers globally, linked to at least 489 companies, from multinational buyers at the top of global supply chains to direct employers and labour suppliers in destination countries, and recruitment agencies in origin countries.

However, companies remained unidentified in 301 (45%) cases as under-reporting, opaque supply chains and fear of retaliation and reprisal for workers frustrated accountability efforts. Full findings can be explored [here](#).



Human rights risks are material risks: sectors linked to migrant worker abuse in 2024

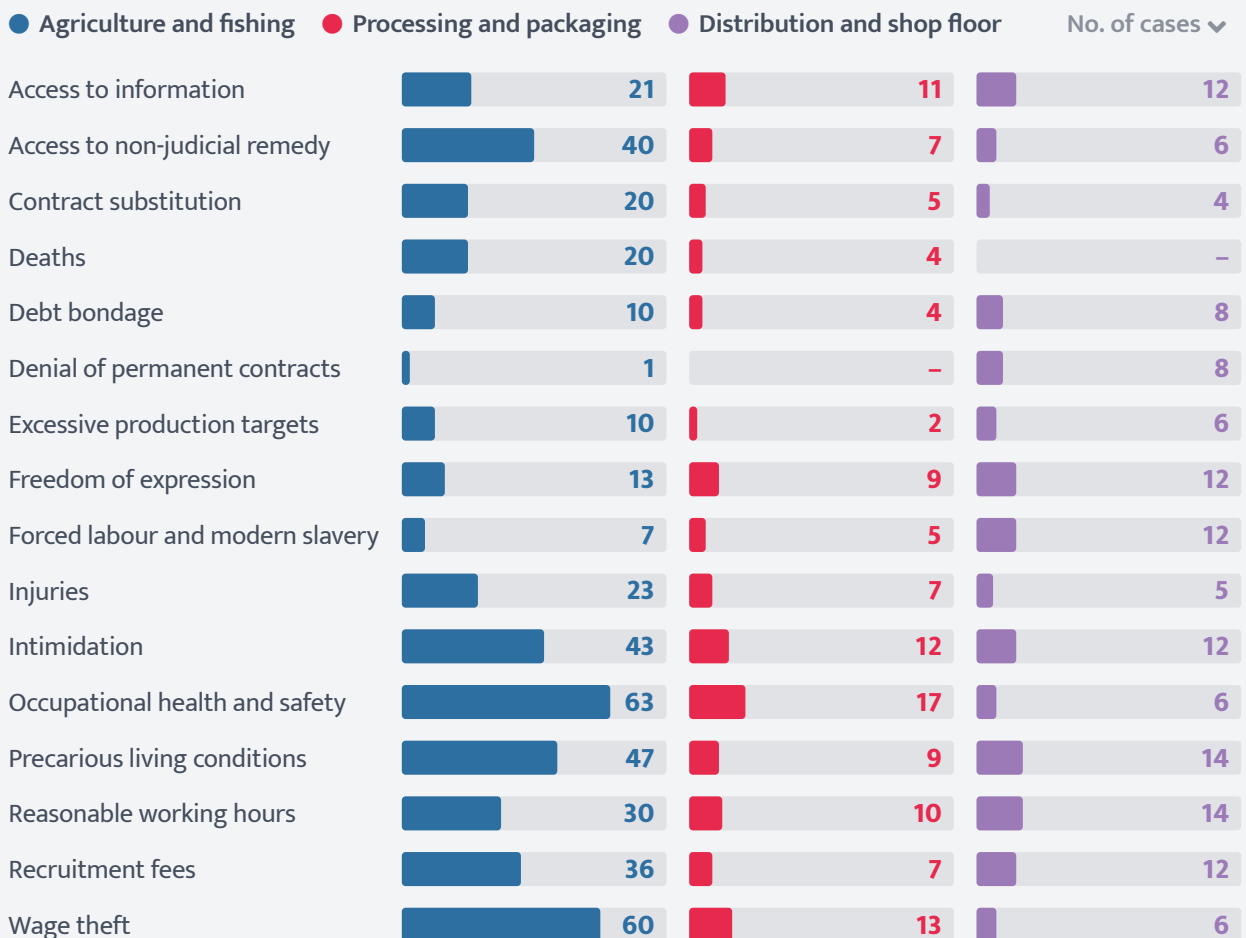
The top three value chains profiting from abuse globally were **agri-food supply chains** (in 32% of cases), **construction and engineering** (in 20% of cases), and **manufacturing** (in 12% of cases). This was followed by the hospitality (9%), shipping, handling and transport (8%), and cleaning and maintenance (5%) sectors, with the remaining cases impacting workers in companies as varied as security, health and social care, and energy.

Agri-food supply chains

Agri-food supply chains account for 32% (210) of cases of migrant worker abuse recorded globally. Most cases (162) impacted workers in agriculture and fishing, 40 cases impacted processing and packaging workers, and 16 cases impacted workers in distribution and retail.

- ➔ **Top countries of origin:** Mexico, Indonesia, Philippines, India, Guatemala
- ➔ **Top countries of destination:** USA, UK, Canada, Taiwan, Italy
- ➔ **Top company headquarters:** USA, UK, Indonesia, France, Canada, Italy

ARGI-FOOD SUPPLY CHAINS: TOP REPORTED RISKS BY VALUE CHAIN SEGMENT



Our Database tracked **45 cases of farm worker abuse in the USA, mostly contracted through the H2-A temporary labour migration scheme** with risks of [wage theft](#), [poor living conditions](#), [heat exposure](#), and even [deaths](#) in the field among the most salient. While often only smaller growers and producers were identified in the tracked cases, these issues should be of concern to all supermarkets operating in the USA – and the investors in these brands – where domestic supply chains provide the [bulk of all food](#) sold.

At least 16 US employers faced lawsuits over abuse, ranging from human trafficking to wage theft, and eight employers were investigated by the US Department of Labor, including the Occupational Safety and Health Administration, or state labour authorities.

Once abuse was substantiated, at least 13 companies were hit with fines, ordered to pay financial restitution/ repayments to workers and sanctioned punitive amounts ranging from USD27k to more than USD6 million. Four employers were banned from participating in the H2-A scheme and another four were required to improve their policies or practices, including developing sexual harassment policies, displaying informational posters on workers' rights, and instigating training on labour abuse for managers.

[Safeway supplier Humberto Castaneda Produce was investigated by the Department of Labor over abuse of farmworkers on H2-A visas](#)

Risks: **Financial** **Legal** **Reputational**

Summary: The US Department of Labor (DoL) fined **Humberto Castaneda Produce** USD31,102 in back wages and USD18,154 in civil penalties after substantiating allegations including wage theft, transport cost charging, workers housed in “dilapidated trailers” and a failure to provide tools, meals, kitchen facilities, or safe and certified drivers. Humberto Castaneda Produce reportedly supplied to large clients including **Safeway** supermarkets. The Resource Centre invited **Albertsons** to respond to the allegations of abuse at its subsidiary; it did not.

Rights violations: Inadequate food • occupational health and safety breaches • precarious/unsuitable living conditions • recruitment fee charging, wage theft

[Ronnie Carter Farms and Hannah Forrest Blueberries faced a human trafficking lawsuit after labour contractors sent Mexican workers to work through false promises](#)

Risks: **Financial** **Legal** **Operational** **Reputational**

Summary: Both the contractors and the farms were alleged to have threatened workers with deportation if they left, and one woman was sexually assaulted. Workers paid up to USD5,200 in illegal recruitment fees and were indebted. Some were paid below minimum wage. One labour contractor was banned from participating in the H2-A programme, and the farms were ordered to distribute sexual harassment policies, hang workers' rights posters at accommodation, prohibit passport confiscation, and better supervise worker reimbursement for fees and travel costs. A settlement awarded the workers a total of USD150,000.

Rights violations: Intimidation • minimum wage breaches • rape and sexual abuse • recruitment fee charging • wage theft

Human trafficking in supply chains of McDonald's, and UK supermarkets Asda, Co-op, M&S, Sainsbury's, Tesco and Waitrose

Risks: **Legal** **Operational** **Reputational**

Summary: A criminal gang forced 16 people from Czechia to work a **McDonald's** branch and a pitta bread factory. "Undetected red flags" were reported over four years, including workers' wages being paid into bank accounts in others' names, job applications completed by a gang member since workers could not speak English, extreme working hours of up to 70-100 hours per week, and multiple workers registered to the same address.

Speciality Flatbreads was in liquidation by the time of media reporting, but its director said it had been "thoroughly audited by top law firms". Two supermarkets – **Tesco** and **Waitrose** – said factory inspections or audits did identify poor working practices. **M&S** said it had delisted the supplier after becoming aware of potential labour standards breaches through its modern slavery helpline. **Asda** said site visits at the factory had "focused solely on food safety" and the **Co-op** said unannounced inspections had not found modern slavery indicators.

Rights violations: Human trafficking, intimidation • mental health impacts • precarious/unsuitable living conditions • restricted access to information • restricted freedom of expression • retention of identity documents • unreasonable working hours and inadequate leisure time • violence • wage theft

Child labour and unsafe working conditions at a HelloFresh facility

Risks: **Financial** **Legal** **Operational** **Reputational**

Summary: A US Department of Labor investigation found child labour at a cooking and packing facility for meal kit service company **HelloFresh**. Six teenagers, including from Guatemala, worked night shifts on what a migrant rights activist called "dangerous jobs". They were hired by Midway Staffing – which was also investigated – to work at the facility. HelloFresh said it "immediately terminated the relationship" on learning of the allegations. Bloomberg reported that HelloFresh shares fell by as much as 8.2% following the reporting.

Rights violations: Child labour • occupational health and safety breaches

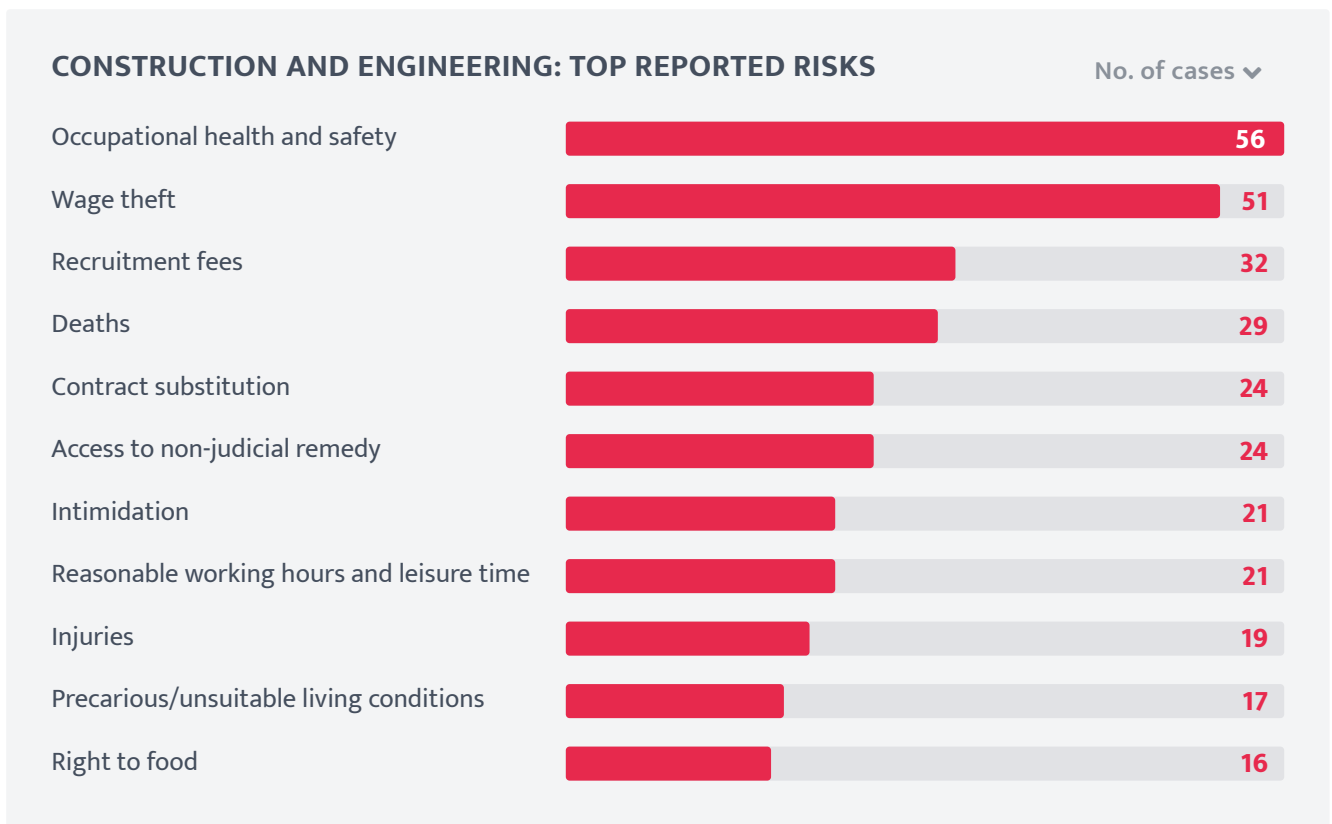


Construction and engineering

The construction sector accounts for 20% (130) of cases of migrant worker abuse recorded globally.

Subject to fluctuating market demands, construction is highly reliant on a flexible and transient migrant workforce. Preparations for mega-events in particular present risks to migrant workers, with abuse tracked in 2024 linked to construction infrastructure and projects on strict timelines.

- ➔ **Top countries of origin:** India, Bangladesh, China, Philippines, Nepal
- ➔ **Top countries of destination:** Saudi Arabia, USA, India, New Zealand, Singapore
- ➔ **Top company headquarters:** USA, Singapore, China, Saudi Arabia, New Zealand



Protests on construction sites ahead of the 2024 Paris Olympic Games

Risks: **Operational** **Reputational**

Summary:

- ➔ **Bouygues** was commissioned to build **Arena II**, appointing subcontractors that then hired undocumented workers. One West African worker said that employers failed to provide safety equipment and workers bought their own. Workers also alleged that they were paid below minimum wage, worked long hours, and were afraid to protest as job loss would “easily” lead to homelessness or deportation. A worksite protest resulted in negotiation with employers and city authorities to legalise workers’ residency.
- ➔ Workers at the **construction site for Bassin d’Austerlitz**, a project to prevent rain and wastewater flowing into the Seine to clean the river for the Paris Olympics, protested after a Malian worker was killed by a truck. Unions alleged safety violations at the site, where the worker was employed by construction company **LaSade**.

Rights violations: Deaths • occupational health and safety breaches • lack of access to justice, legal protection and non-judicial remedy • minimum wage breaches • restrictions to freedom of expression • unreasonable working hours and inadequate leisure time

Alleged abuse on venues being built for 2030 & 2034 FIFA World Cups

Risks: **Reputational**

Summary:

- ➔ In **Spain**, Amnesty International documented unsafe working conditions, excessive working hours and wage theft of up to EUR1,000 for workers from Bolivia, Morocco, Pakistan and Senegal at FC Barcelona’s Camp Nou, a 2030 World Cup venue. One Moroccan worker was sleeping in a bag outside the stadium due to low pay.
- ➔ In **Saudi Arabia**, migrant workers constructing Aramco Stadium, one of 15 proposed in the Saudi bid to host the 2034 World Cup, reported labour rights violations including ten-hour days, heat exposure, low pay, recruitment fee charging, wage theft, poor living conditions and other abuses. Workers at the stadium were employed by several sub-contractors and under various terms. One of the main contractors was **Six Construct**, the Gulf subsidiary of Belgian construction firm **BESIX**.

Rights violations: Intimidation • minimum wage breaches • poverty wages • precarious/unsuitable living conditions • recruitment fee charging • denial of leave • heat exposure • unreasonable working hours and inadequate leisure time • wage theft

Manufacturing

Cases associated with manufacturing supply chains account for 12% (77) of cases of migrant worker abuse recorded globally. Factories and buyers identified in the tracked cases were linked to a range of everyday household items and materials, underscoring the risk that broad swathes of popular consumer purchases are tainted by exploitative labour practices.

- **Top countries of origin:** Bangladesh, India, Philippines, China, Pakistan
- **Top countries of destination:** India, South Korea, Italy, Poland, USA, Malaysia
- **Top company headquarters:** USA, UK, Japan, India, Italy



Allegations of forced labour at Malaysia plastics factory Kawaguchi

Risks: **Financial** **Legal** **Operational** **Reputational**

Summary: 251 Bangladeshi workers [filed an OECD complaint](#) with the Japanese National Contact Point against electronics giants **Panasonic** and **Sony**, following reported labour abuses at Kawaguchi Manufacturing. Workers raised concerns that buyer disengagement and halts to sourcing would contribute to joblessness, mounting wage theft and debt, [prompting accusations of “cutting and running”](#). Workers protested for five days and survived on credit-bought food. A labour tribunal wage settlement negotiation was deemed inadequate and a “formality” by migrant rights activist Andy Hall, who later announced that the workers [intended to sue](#) the buyers in the USA. As of January 2025, all three of Kawaguchi’s main buyers confirmed that they were moving sourcing from the factory. Responses from the companies can be read on our website [here](#).

Rights violations: Adverse impacts on livelihoods • barriers to access to non-judicial remedy • contract substitution • debt bondage • denial of leave • detention • failing to renew visas • inadequate food • intimidation • mental health impacts • precarious/unsuitable living conditions • lack of protection from arbitrary arrest • recruitment fee charging • restricted access to water • restricted access to electricity • restricted access to information • restricted freedom of expression • restricted mobility • retention of identity documents • unreasonable working hours and inadequate leisure time • wage theft

Following allegations of migrant worker abuse at subcontractors for luxury apparel brands, Italian courts placed Armani and Dior under administration

Risks: **Financial** **Legal** **Operational** **Reputational**

Summary: Subcontracted Chinese and Pakistani workers for luxury apparel brands including **Giorgio Armani** and **Dior** alleged abusive working and living conditions. An Armani-owned company outsourced the production of bags, belts and leather goods to firms that in turn subcontracted to workshops. These companies paid people EUR2-3 per hour to work ten hours per day on average, sometimes seven days a week. Workers were often undocumented, forced to eat and sleep in the factories, and employed without contracts. Workers used machinery with safety devices “purposely and maliciously removed”, were exposed to potentially dangerous chemical substances, and were denied medical examinations or training. An investigation also found two Dior suppliers in Italy abused migrants, including forcing workers to sleep at the factory and work long hours in an unsafe environment.

Italy’s competition authority investigated whether Armani and Dior had misled consumers on their supplier standards by indirectly subcontracting production to companies that exploited the workers. A subsidiary of Dior was placed under court administration for failing to conduct appropriate due diligence and supervise its suppliers. Armani was placed under judicial administration for one year, lifted in February 2025 after a court found that the company had implemented corrective actions. Armani said in a statement that it had “always had control and prevention measures in place to minimise abuses in the supply chain”.

Rights violations: Denial of leave • denial of permanent contracts • intimidation • occupational health and safety breaches • poverty wages • precarious/unsuitable living conditions • restricted access to medicines • unreasonable working hours and inadequate leisure time

Hotels, restaurants and leisure

Hotels, restaurants and leisure account for 9% (59) of cases of migrant worker abuse recorded globally.

- ➔ **Top countries of origin:** India, Indonesia, China, Nepal, Philippines, Bangladesh
- ➔ **Top countries of destination:** Australia, New Zealand, UK, Saudi Arabia, Albania, Canada, Malaysia
- ➔ **Top risks:** Wage theft, unreasonable working hours and inadequate leisure time, recruitment fee charging, intimidation, restricted mobility.

Shipping, handling and transport

Shipping, handling and transport accounts for 8% (50) of cases of migrant worker abuse recorded globally.

- ➔ **Top countries of origin:** India, Brazil, Bangladesh, Venezuela, Nepal
- ➔ **Top countries of destination:** USA, Saudi Arabia, Italy, UK, South Korea, South Africa, Ireland
- ➔ **Top risks:** Unreasonable working hours and inadequate leisure time, recruitment fee charging, restricted access to information, precarious/unsuitable living conditions, wage theft, intimidation.

Cleaning and maintenance

Cleaning and maintenance accounts for 5% (32) of cases of migrant worker abuse recorded globally.

- ➔ **Top countries of origin:** India, Philippines, Nepal, Ecuador, Peru
- ➔ **Top countries of destination:** UK, Saudi Arabia, USA; Canada, Bosnia and Herzegovina, New Zealand, India
- ➔ **Top risks:** Wage theft, unreasonable working hours and inadequate leisure time, recruitment fee charging, intimidation, restricted mobility



Recommendations to investors

Investors should use their leverage as controllers of capital to incentivise portfolio companies to align with international standards, reward those already moving toward better practices, and engage constructively when investees are linked to alleged abuse.

Examples of investor action in response to migrant worker exploitation:

- ➔ In 2023, **Association of Ethical Shareholders Germany** [posed questions](#) to German company Delivery Hero over allegations of poor working conditions among subcontracted workers for its Qatar subsidiary, Talabat. Delivery Hero and Talabat [responded to allegations](#) of recruitment fee charging and joblessness among UAE gig drivers.
- ➔ In 2023, the **Norwegian Pension Fund** [excluded 12 companies](#), including Saudi Aramco, six telecom firms and five real estate groups over “unacceptable” risk of human rights abuse, including for migrant workers.
- ➔ In July 2024, [investors](#) including **Amundi, CCLA Investment Management, GAM Investment Management** and **Robeco Fashion Engagement Fund** told Reuters that they were engaging with luxury brands in Italy to encourage greater disclosure evidencing supply chain monitoring, after Italy’s competition authority opened an investigation into whether Armani and Dior had misled consumers by outsourcing to exploitative suppliers.
- ➔ In August 2024, **Domini Investments** [introduced a shareholder proposal](#) directed towards investors Vanguard, BlackRock and Berkshire Hathaway. It called on US supermarket Kroger to publish a “just transition” policy, examining the rising risk of extreme heat for workers growing produce it sells.

To help mitigate risks to companies and investors:

- ➔ **Adopt a migrant worker-centred approach to stewardship and investment decisions**, in line with international standards of equality and non-discrimination, to identify salient risks to migrant workforces throughout portfolios:
 - ➔ **Acknowledge heightened risk of abuse** for subcontracted and supply chain workers in particular industries and markets reliant on a migrant workforce;
 - ➔ **Integrate respect for migrant worker rights as an engagement priority** to hold investee companies accountable for their responsibilities under international norms and frameworks, and commit to escalation in the absence of progress;
 - ➔ **Adopt a stewardship policy and voting guidelines which specifically includes respect for migrant workers** and identifies them as a [vulnerable group](#);
 - ➔ **Consult with stakeholders** including migrant worker-focused civil society organisations, diaspora groups and trade unions with migrant members and leadership.

➔ **Implement policies to mitigate risks specific to migrant supply chain workers:**

➔ **Commit to international standards** calling for the implementation of the [Employer Pays Principle](#), that employers and not workers must bear the costs of recruitment.

🔗 See initiatives such as ICCR’s [No Fees Initiative](#) and CCLA’s “[Find It, Fix It, Prevent It](#)” programme support company engagement on risks around working conditions and unfair recruitment to eradicate fee-charging and debt bondage.

➔ **Engage with industries particularly dependent on a migrant workforce** to improve standards for migrant workers’ rights in supply chains and mitigate risk:

➔ **Implement** accessible and transparent operational level grievance mechanisms that respond to workers’ needs, including all supply chain (subcontracted and outsourced) workers, irrespective of nationality, and in workers’ languages;

➔ **Expect and encourage** an enabling environment for migrant workers to join and form trade unions along supply chains, through a strong commitment to the principles of freedom of association and collective bargaining, particularly in sectors and countries in which union organising faces challenges.

🔗 See Global union IndustriALL and the Committee on Workers’ Capital Labour Rights Investor Network published [guidance](#) on supply chain due diligence and binding agreements for investors.

➔ **Engage constructively with portfolio companies linked to alleged and substantiated migrant worker abuse in their operations and supply chains**, requiring the company to:

➔ **Fully disclose responsive measures** taken to investigate, address and remediate harms directly caused or contributed to;

➔ **Investigate** concerns raised regarding working conditions for migrants, whether from workers themselves, civil society, unions or media sources;

➔ **Privilege workers’ testimony** over audit and paper trails; adopt a worker-centric approach to investigations; accept the truth of workers’ claims and set the burden of proof on businesses to prove that abuse did not occur;

➔ **Recognise that best practice including increased transparency** may result in greater exposure to allegations and this should be weighed against response and remedial action by the portfolio company;

➔ **Commit to remedy harms** in consultation with impacted workers or their representatives, including (but not limited to) reimbursement for fee charging, interest gained on loans and wage theft, compensation for harms, and ensuring access to decent, regular jobs, including for workers who have returned home.

🔗 See [FAIRR Initiative](#) facilitates investor engagements for members, including on Working Conditions Engagement.



Business & Human Rights Resource Centre

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Business & Human Rights Resource Centre is an international NGO which tracks the human rights impacts of over 10,000 companies in over 180 countries, making information available on our 10-language website.

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