



Social Impact Services for Business

Winrock International is a trusted partner with deep expertise in labor rights, ethical recruitment, gender equity, child protection, and human rights worldwide. We help companies navigate and operationalize sustainability policies and commitments, reduce risk, and meet growing legal, investor, and consumer expectations while improving productivity and worker-wellbeing.

Global Reach. Local Impact. Proven Results.

Winrock partners with global and local companies to strengthen social sustainability across operations and supply chains. We have supported **628** corporate actions that: reduce TIP risks, support fair labor, remedies and sustainable livelihoods through customized solutions that unite global insight with local delivery. With a track record delivering results in over **40** countries, we offer the contextualized expertise and reach to help operationalize your business' sustainability goals.

Winrock works in high-risk sectors — from agricultural commodities, fishing and raw materials to manufacturing and services — to build more ethical, transparent and resilient operations. With robust project management systems, research capabilities and top-grade technical and subject matter expertise paired with trusted local partners and networks, we bridge high-level strategy with grassroots implementation, delivering results even in low-resource, complex settings.

HOW WE HELP COMPANIES MEET TODAY'S CHALLENGES



HUMAN RIGHTS DUE DILIGENCE & LABOR RISK MITIGATION

- Supply chain risk mapping, labor vulnerability assessments and mitigation planning, including to comply with import regulations
- Responsible sourcing and recruitment analyses, strategies and actions
- Ethical recruitment models, tools, and trainings, and partner vetting
- Capacity building for suppliers and local partners to meet labor and ESG standards
- Management of sustainability grants facilities
- Worker engagement and feedback mechanisms
- Remediation support aligned with industry standards and investor expectations



EVIDENCE, ANALYTICS & STORYTELLING FOR BUSINESS IMPACT

- Sector-specific research and data analysis to identify labor risks, bottlenecks and opportunities for action

- Business case development to demonstrate ROI of fair labor and equity
- Indicators and tools to track progress and impact across social KPIs and to support ESG reporting
- Case studies and learning products to guide continuous improvement
- Human-centered narratives to bring your sustainability commitments to life

Winrock drives human rights impact in Nestlé's palm oil supply chain, working with palm oil refineries, mills, and plantations in Malaysia, Indonesia, West Africa, and Latin America to **implement human rights initiatives that improve labor conditions** in palm oil production.

In Thailand, **Winrock partnered with Mars Petcare to pilot two technologies**: one that enabled satellite communication to **facilitated worker voice** for migrant fishers at sea; and another that helped migrant workers **navigate legal recruitment and regularization process—reducing risks across the seafood supply chain**.



MULTI-SECTOR COLLABORATION & RIGHTSHOLDER ENGAGEMENT

- Industry convenings and facilitation of pre-competitive alliances
- Government, civil society and community engagement to align incentives and drive systems change
- Partnerships with survivors of exploitation to inform policy development and response measures



POLICY DEVELOPMENT & INTEGRATION

- Corporate human rights and labor policy development
- Supplier codes of conduct and ethical sourcing standards
- Integration of labor rights and ESG commitments into procurement systems
- Alignment of internal policies with international frameworks and investor expectations

Winrock conducted research on recruitment and employment of tuna fishermen on Taiwanese and Chinese vessels in the Pacific Islands and developed **comprehensive recommendations to help global seafood buyers reduce risk of labor exploitation in their supply chains**.

In Thailand, Winrock has set up **an independent response mechanism to address worker grievances** in the fishing sector and developed **a self-assessment tool to help sugarcane farmers and mills improve labor standards and reduce risk to labor exploitation**.

In Central Asia, Winrock **trained hospitality sector and developed tools to help recognize signs of human trafficking**.



LIVELIHOODS & LOCAL ECONOMIC DEVELOPMENT

- Apprenticeships, upskilling, and entrepreneurship support in priority supply chains
- Inclusive business models that expand opportunity for women, youth, and migrants
- Labor market diagnostics and job-matching programs for underserved or vulnerable workers
- Climate-smart livelihood programs that mitigate displacement and strengthen resilience

In Cambodia, **Winrock partnered with tourism companies** to identify in-demand skills, deliver targeted vocational training aligned with industry needs, and support job placement for individuals at heightened risk of exploitation—**helping employers meet workforce demands while advancing inclusive economic opportunity**.

In Nepal, Winrock carried out **a Private Sector Service Mapping and connected them to local service providers to improve sustainability of survivors' reintegration**. Together with business partners, Winrock launched **a market-driven employability program**, including training, employment and entrepreneurship opportunities for labor exploitation survivors and those at risk, particularly women.

SECTORS WHERE WE ADD VALUE

- Agriculture & Food Systems (e.g., palm oil, sugar, cocoa, tea, rubber, tobacco, seafood, horticulture)
- Consumer Goods & Retail (e.g., apparel, footwear, household goods)
- Natural Resources (e.g., rubber, timber, mining)
- Hospitality & Services (e.g., hotels, airlines, financial sector)
- Energy & Infrastructure (e.g., clean energy development and just transition)
- Digital Risk & Online Scam Centers (e.g., addressing tech-enabled exploitation through social media and financial institutions)

WHY WINROCK?

- **Global-local delivery model:** Trusted local partners, regional reach, and global best practices
- **Deep expertise and contextual understanding:** Multidisciplinary teams with technical and local knowledge to deliver nuanced, actionable solutions across diverse settings
- **Experience in high-risk supply chains:** Field-tested tools and survivor- and rightsholder-informed approaches
- **Integrated social and environmental solutions:** Addressing the human dimensions of climate change and driving an equitable green transition
- **Agile and business-minded:** We know how to speak your language—on risk, ROI, and ESG performance