

# OXFAM GB STATEMENT ON MODERN SLAVERY

For the financial year 2018/19



The UK Modern Slavery Act 2015 requires organizations with a turnover of over £36m to make a public statement on steps they are taking to identify and prevent modern slavery in their operations and supply chains. Oxfam GB advocated for this policy development, and this statement relates to steps taken in relation to our own operations and supply chains. In this, our fourth statement, we share updated information about our due diligence processes, our assessment of the risk of Oxfam GB contributing to modern slavery through its operations and supply chains and the new commitments we have made to address some of these risks.

SIGNED: Danny Sriskandarajah, CEO, Oxfam GB and Caroline Thompson, Chair of Trustees, Oxfam GB

This statement can be downloaded from <https://policy-practice.oxfam.org.uk/>

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## FOREWORD

In our first (2016) statement under the 2015 Modern Slavery Act, we at Oxfam GB made several commitments which we have reported against in each subsequent annual statement. During this time, Oxfam has learned a lot about what it takes to embed an effective approach to modern slavery across the organization so that our actions are aligned with our values. We have met many of the initial goals we set ourselves in 2016, but realize we have more to do to ensure our corporate responsibility governance is fully fit for this purpose.

Oxfam is in the process of transforming its global structure to better align with its mission. For this reason, creating a comprehensive modern slavery strategy is proving a bigger task than we initially expected. However, in the last three years our understanding of the specific vulnerabilities of the people affected by our operations and supply chains, and what it may take to address them in a robust way, has considerably evolved. Therefore, rather than continue to report on the commitments we made in the first year, we have set out new, more specific plans, building on our learning and any remaining gaps in meeting our original commitments.

There are three key areas where we recognize that, despite the steps we have taken so far, there is still more to do.

### **Corporate responsibility governance**

The changes to our corporate responsibility governance structure have been successful in driving clearer accountability at a senior management level. However, we recognize the need for increased expertise and leadership responsibility within Oxfam GB and at the confederation level of Oxfam International. Oxfam International is therefore recruiting a Chief Ethics Officer for the confederation, while at Oxfam GB we are developing an equivalent role which will work closely with the new Oxfam International role. These roles will help ensure coherence in the way Oxfam manages a whole range of ethical issues such as safeguarding, modern slavery, human rights, whistle-blowing, grievance processes, anti-corruption and environmental impact.

A detailed account of the work we have done so far on corporate responsibility governance can be found in [Oxfam's 2016/17 Modern Slavery Statement](#).

### **Human rights due diligence**

Oxfam is aware of the limitations of traditional due diligence approaches based on desk-based assessment and workplace audits to identify, mitigate or respond effectively to modern slavery and other human rights abuses. We recognize that communicating a zero-tolerance approach may push poor practices underground. Therefore, we have adopted an approach of continuous improvement and zero tolerance to inaction to promote transparency and enable more open dialogue with suppliers and partners.

Over the next three years, Oxfam will continue to work within its own operations and with key suppliers to balance commercially viable ways of doing business with the need to treat people well, prevent discrimination, particularly against women, and enable workers to be productive and innovative. This is an area in which Oxfam will continue to seek to collaborate with others, to be as effective as we can be.

The developments in senior level oversight should also help ensure that the work detailed in our [2017/18 Modern Slavery Statement](#) to align our due diligence processes with the ETI Human Rights Framework, is integrated into key decision-making processes across the organization.

## **Inclusion of country programmes**

In our first statement, we recognized that while there are risks of modern slavery in our supply chain, as there are with other organizations, the biggest risks are likely to be found in our development and humanitarian operations in countries around the world. We therefore needed to include our international operations in the scope of our corporate responsibility programme – a huge increase in its scope. We are making progress, but are finding this is a complex and challenging thing to do while we are simultaneously transforming the structure of Oxfam internationally.

For instance, we have identified the need to strengthen our project design, risk analysis and risk management, after engaging with country programme teams, consulting external experts and reviewing the recommendations of the Charity Commission and Independent Commission reports. It was agreed as part of the Charity Commission Action Plan that Oxfam would create a standard 'Safe Programming Framework',<sup>1</sup> and it has been agreed internally that modern slavery risks would be considered as part of this. This will take us beyond reporting on the work Oxfam is doing to address the risks linked to our operations and supply chains, to include what we are doing to ensure safe programming to reduce people's vulnerability to slavery.

This ongoing learning and activity mean that, despite not having found any instances of modern slavery in our operations or supply chains, we continue to be in the position that we cannot say with confidence that it does not exist.



**Danny Sriskandarajah, CEO, Oxfam GB**



**Caroline Thompson, Chair of Trustees, Oxfam GB**

# 1 OXFAM GB'S ORGANIZATIONAL STRUCTURE AND SUPPLY CHAINS

## OUR ORGANIZATIONAL PURPOSE

Oxfam GB's purpose is to help create lasting solutions to the injustice of poverty. Its Memorandum and Articles of Association state that the 'charitable objects' for which Oxfam was established for the public benefit are:

- 'To prevent and relieve poverty and protect vulnerable people, including through humanitarian intervention;
- To advance sustainable development; and
- To promote human rights, equality and diversity, in particular where to do so contributes to the prevention and relief of poverty;

in all cases working anywhere in the world'.<sup>2</sup>

## OUR GLOBAL NETWORK

Oxfam GB is one of the 19 affiliates that together make up the confederation of Oxfam International. We share a single strategic plan – *The Power of People Against Poverty: Oxfam Strategic Plan 2013–2019*<sup>3</sup> – and work together to beat poverty and build a fairer, safer world.

As of 2017/18, all Oxfam affiliates began contributing a significant proportion of their annual unrestricted programme funds to support the core costs of Oxfam programmes in more than 90 countries across the world. In addition, all Oxfam affiliates – including Oxfam GB – raise restricted funds for country programmes from governmental, corporate and multilateral donors, an arrangement known as the 'Partner Affiliate' function.

Some Oxfam affiliates also provide underpinning systems, policies and processes (such as human resources (HR), information technology (IT), finance and logistics) which enable country offices to operate effectively; this is known as the 'Executing Affiliate' (EA) function. Oxfam GB is the Executing Affiliate in 27 countries, as shown in Figure 1.

## OUR ORGANIZATIONAL STRUCTURE AND GOVERNANCE

Oxfam is a registered charity in England and Wales (registration number 202918) and is constituted as a company limited by guarantee registered in England and Wales (registration number 612172). It is also a registered charity in Scotland (SC039042). Its objects and powers are set out in its Memorandum and Articles of Association.

Oxfam has several subsidiaries, four of which are consolidated into our group accounts: these subsidiaries are Oxfam Activities Limited (our trading subsidiary), Finance for Development Limited (a micro-credit institution in Azerbaijan), Frip Ethique SARL (a private sector enterprise in Senegal) and SEIIF Limited (an advisory company to a Small Enterprise Impact Investing Fund). Oxfam also has a dormant subsidiary, Just Energy Limited.

More information on how we work, and our income and expenditure can be found in our latest Annual Report and Accounts.<sup>4</sup>

## OUR SUPPLY CHAINS

Oxfam GB is committed to upholding labour and environmental standards in its supply chains. We aim to build long-term, mutually beneficial relationships with suppliers; 65% of the suppliers in our UK-managed database<sup>5</sup> have contracts lasting over three years and we have been working with 11% of them for over 10 years. Accountability for managing ethical and environmental standards sits within the relevant procurement teams and their management lines and is embedded within standard processes.

Our procurement process stipulates that for anticipated spending of between £10,000 and £100,000 three quotes are required, and any spend over £100,000 requires a full commercial tender. Our standard contract terms include, all things being equal, payment of invoices in full within 30 days from the end of the month the invoice is submitted. This approach avoids typical purchasing practices of negotiating extended payment terms, which can have a negative impact on suppliers and may indirectly affect the employment terms of workers or contribute to late payment of wages. More information on our due diligence processes can be found in section 3 below.

Our procurement falls into four main categories. The first three listed below are all managed from the UK and follow the processes detailed above. The last category relates to in-country procurement.

### Central procurement

The Oxfam GB Central Procurement Team is responsible for setting corporate policy and processes. It manages spending of £41m annually and follows a category management approach, with the following overarching categories: Facilities, Logistics, Information Technology (IT), Marketing, Fundraising, Human Resources (HR), Finance and Travel. Our suppliers are based mainly in the UK; however, our manufacturing of IT and promotional goods takes place mainly in Asia or Europe.

### Products for retail sale (Sourced by Oxfam range)

Oxfam GB sells a range of products through its shops and online to raise unrestricted income for its activities. It manages a cost of sales budget of £5.3m (ex-VAT) from the UK across a range of product categories: printed, food, health and beauty, and gifts (including fair trade handicrafts). There are two main buying seasons as well as products that are sold all year round. More detail on sourcing countries can be found in Figure 1.

Oxfam shops pioneered the idea of Fair Trade back in the 1960s, paying people a fair and decent price for the goods they produce and giving workers a say in the future of their company. Currently, 47% of our retail suppliers are Fair Trade, and section 3 contains more detail on the framework we have been developing to formalize the additional support and preferential treatment we give to suppliers like these, which in turn give greater power to workers and their communities.

### Humanitarian procurement

The Oxfam GB Supply Centre has been in operation for over 25 years, and acts as a central stock-holding and supply centre for humanitarian equipment for programmes around the world. We supply more than 300 different items from our catalogue, with a product range covering water and sanitation, health and hygiene, shelter, vehicles and communications equipment, as well as numerous other products.

We proactively go out to tender to find suppliers for core products in our equipment catalogue. This reduces the need to select suppliers during an emergency.

## **In-country procurement (supply and logistics)**

Oxfam GB's in-country procurement falls into two categories:

- direct expenditure for programmes (ranging from fuel to chickens);
- indirect procurement for support (ranging from utilities to legal advice).

Following procurement good practice, our international procurement model seeks to consolidate our supply base using long-term relationships and framework agreements. However, the operating context is varied, with many fragile countries and/or levels of security involved, requiring us to be flexible in our approach. In some cases, our direct expenditure suppliers are also our beneficiaries, for whom we apply a programme approach to spending rather than a purely commercial one. Everyday management of procurement and logistics in programme countries is embedded in the programme management line. Process policies and standards are maintained centrally through key reference documents.

## **Location of operating and first-tier sourcing countries**

To identify the inherent risks to workers' rights which exist within our supply chains and operations, in Figure 1 we have listed the first-tier sourcing countries (final point of manufacture)<sup>6</sup> and countries where Oxfam has country offices for which Oxfam GB is the Executing Affiliate and mapped them against the following credible, publicly available, human rights risk indicators. (For more information on this data, please see pp.10–15 of our 2017/18 Modern Slavery Statement.<sup>7</sup>)

1. International Trade Union Confederation (ITUC)'s Global Rights Index<sup>8</sup>
2. Global Slavery Index<sup>9</sup> (GSI)
3. World Economic Forum (WEF) Global Gender Gap Report<sup>10</sup>
4. United Nations Children's Fund (UNICEF): percentage of children engaged in child labour<sup>11</sup>
5. Wages scores from Oxfam's Commitment to Reducing Inequality Index (CRI Index)<sup>12</sup>
6. U.S. State Department Trafficking in Persons (TIP) Report<sup>13</sup>

**Figure 1: Location of Oxfam’s manufacturing and operational sites, with assessment of risk level for workers’ rights abuses**

Country	Supply chain	EA	1. ITUC	2. GSI	3. WEF	4. UNICEF	5. CRI Index	6. TIP
Australia	Y		3	163	39	NA	37	1
Austria	Y		1	144	53	NA	7	1
Bangladesh	Y	Y	5	92	48	4	148	3
Belgium	Y		2	135	32	NA	21	1
Bulgaria	Y		3	78	18	NA	32	2
China	Y		5	111	103	NA	115	4
Czech Rep	Y		2	108	82	NA	26	1
DRC		Y	3	12	144	38	128	4
Ethiopia		Y	4	52	117	27	152	2
France	Y		2	136	12	NA	16	1
Germany	Y		1	134	14	NA	4	1
Ghana		Y	3	71	89	22	120	2
Guatemala	Y		5	106	107	26	96	3
Hong Kong	Y		5	156	NA	NA	81	3
India	Y		5	53	108	12	141	2
Indonesia	Y	Y	5	74	85	7	116	2
Iraq		Y	4	72	147	5	NA	3
Ireland	Y		2	147	9	NA	28	2
Italy	Y		1	122	70	NA	36	1
Japan	Y		2	167	110	NA	20	1
Jordan		Y	3	141	138	2	74	2
Kenya		Y	4	41	76	26	108	2
Lebanon		Y	4	145	140	2	93	2
Liberia		Y	3	37	41	21	127	3
Malawi		Y	2	35	112	39	121	2
Malaysia	Y		4	42	101	NA	NA	3
Mali		Y	4	95	143	56	145	3
Mauritius	Y		3	161	109	NA	44	2
Myanmar		Y	4	18	88	9	113	4
Nepal	Y	Y	3	55	105	37	123	2
Netherlands	Y		1	143	27	NA	12	1
OPT	Y		6	NA	NA	NA	58	1
Pakistan	Y	Y	5	8	148	NA	119	2
Peru	Y		4	118	52	22	102	2
Philippines	Y	Y	5	30	8	11	84	1
Poland	Y		3	100	42	NA	33	1
Portugal	Y		2	120	37	3	30	1
Russia		Y	3	64	75	NA	55	4
Rwanda	Y	Y	2	16	6	29	138	2
Senegal	Y		4	109	94	23	122	3
Sierra Leone		Y	4	70	114	37	150	3
Singapore	Y		2	97	67	NA	71	2
South Africa	Y		2	110	19	NA	65	3
South Korea	Y		5	137	115	NA	61	1
South Sudan		Y	6	7	NA	NA	NA	4
Spain	Y		2	124	29	NA	35	1
Swaziland	Y		5	24	NA	7	99	NA
Sweden	Y		1	152	9	NA	5	1
Syria		Y	6	38	146	4	NA	4
Taiwan	Y		2	165	NA	NA	NA	1
Tajikistan		Y	NA	75	123	10	82	3
Tanzania		Y	4	51	71	NA	144	2
Thailand	Y	Y	4	23	73	8	112	2
Turkey	Y		5	48	130	6	70	2
UK	Y		4	132	15	NA	27	1
USA	Y		4	158	51	NA	34	1
Vietnam	Y		4	77	77	16	126	2
Yemen		Y	6	103	149	23	68	5
Zambia		Y	4	60	NA	41	136	2
Zimbabwe		Y	5	47	47	NA	135	3

High risk – red; Medium risk – amber; Low risk – green

Note: The numbers represent scores in each of the five indexes, and each index has a different system for ranking. For more details, see the individual reports. The spaces marked 'NA' indicate that no information is available.

DRC, Democratic Republic of Congo; OPT, the Occupied Palestinian Territory; EA, Executing Affiliate



## 2 OUR POLICIES ADDRESSING SLAVERY AND HUMAN TRAFFICKING

All new or revised internal policies must be sponsored by a member of the Leadership Team.<sup>14</sup> When renewing and/or developing a policy, the author must ensure that related policies and standards have been taken into consideration. As part of Oxfam's recognition agreement with the trade unions, they are consulted on the development or any amendment to HR policies. All internal policies must be authorized by the Leadership Team or the Council of Trustees. All policies are available on our intranet.

Our New Anti-Slavery and Human Trafficking Policy, in conjunction with the existing Ethical and Environmental Policy,<sup>15</sup> both of which apply to our operations and our supply chains, are our most relevant overarching policies for addressing labour standards. The labour standards in the Ethical and Environmental Policy are derived from the Ethical Trading Initiative (ETI) Base Code,<sup>16</sup> which includes elements on forced labour, child labour, discrimination, harsh and inhumane treatment and the right to freedom of association, among other key clauses relevant to modern slavery. The Anti-Slavery and Human Trafficking Policy includes a commitment to the proactive prevention of forced labour, including at the recruitment stage. This policy states our position of zero tolerance to inaction on modern slavery, the standard that no worker shall pay for a job and our commitment to providing or facilitating workers' safety and access to compensation and/or redress (for lost earnings or unpaid wages as well as for pain and suffering).<sup>17</sup> If a reported incident has occurred in our own operations, this will be investigated by our own Global Safeguarding Team. Where it occurs within our supply chain or if the survivor is employed through an implementing partner, it will be the responsibility of the supplier/partner to provide remedy, with support from Oxfam GB to ensure that remediation is in line with our own standards. We are committed to supporting and working with suppliers and partners who have genuine difficulties in meeting these guidelines but demonstrate commitment to ensuring the best outcome for survivors of abuse and show timebound progress.

During the reporting period 2018/19, a number of Oxfam GB's policies in relation to slavery and human trafficking have been updated. Some have now been developed as 'One Oxfam' policies, meaning that the whole confederation is working to the same set of standards. This is a positive step towards more coherent and effective approaches to minimizing exploitation in our operations. The following policies are now agreed across the confederation:

- Employee Code of Conduct<sup>18</sup>
- Non-Staff Code of Conduct<sup>19</sup>
- Partner Code of Conduct
- One Oxfam Policy on Protection from Sexual Exploitation and Abuse (PSEA)<sup>20</sup>
- One Oxfam Child Safeguarding Policy.<sup>21</sup>

In addition to the Anti-Slavery and Human Trafficking Policy, during the last financial year Oxfam has developed a number of new policies to clarify how we address a range of specific risks. The following policies are all relevant to modern slavery:

- Vulnerable Adult Policy (this policy covers procedures for protecting adults at risk from abuse or neglect; the current definition of 'adults at risk' includes asylum seekers)
- Ethics and Compliance Policy
- Reporting Misconduct Standard Operating Procedures (SOP)<sup>22</sup>

- Safeguarding Adults Policy<sup>23</sup>
- Use of Contractors Policy.

Other policies that have not been amended over the past year but which shape how Oxfam addresses modern slavery include:

- Complaints Policy<sup>24</sup>
- Dealing with Problems at Work Policy
- Disclosure of Malpractice in the Workplace (Whistleblowing) Policy<sup>25</sup>
- Ethical and Environmental Policy<sup>26</sup>
- Gender Equality Policy<sup>27</sup>
- Incident Reporting Policy
- Safeguarding Adults Policy – Trading
- Procurement Authority Policy
- Recruitment Policy.

All policies are available on our intranet and some are also publicly available. In an effort to be as transparent as possible, we are currently reviewing which other policies are appropriate to share publicly. The staff handbook for new starters includes the Oxfam GB policies on Equal Opportunities, Anti-Bullying and Harassment, Disclosure of Malpractice in the Workplace and Dealing with Problems at Work (Grievance), among others. This year, a new mandatory training course on the Code of Conduct, which includes details of Oxfam's whistle-blowing mechanisms, has been designed and is in the process of being integrated into induction processes.

All new UK-based procurement staff take part in a Corporate Responsibility induction meeting in which the Ethical and Environmental Policy and Anti-Slavery and Human Trafficking Policy are explained, along with related tools and processes.

# 3 OUR DUE DILIGENCE PROCESSES IN RELATION TO SLAVERY AND HUMAN TRAFFICKING

Oxfam GB is committed to upholding the UN Guiding Principles on Business and Human Rights (UNGPs) and to regularly reporting against them.<sup>28</sup> Since 2016 we have been aligning our approach to due diligence with the ETI human rights due diligence framework.<sup>29</sup> Last year we detailed the process we undertook to assess our supply base. This year we have started to include our country operations in the scope of the assessment, as shown in Figure 1.

Implementation of this approach is an evolving process, and the UNGPs are informing our existing approach, as detailed below.

## RECRUITMENT

Oxfam GB runs a recruitment and selection course, which includes sections on diversity and right to work processes. At least one member of any recruitment panel must have attended the course. Recruiters are advised to attend the full recruitment and selection course and then complete a refresher after three years.

In the UK, under Sections 15–25 of the Immigration, Asylum and Nationality Act 2006, Oxfam GB has a legal duty to check the right to work of all workers. It must ensure that it has a record of all employees' proof of their right to work; this is to avoid employing illegal workers. Right to work information is held on a central HR database.

The UK Home Office stipulates specific responsibilities required of organizations that wish to employ migrant workers, such as checking documents, giving proof of right to work and copying and storing these correctly. There are implications for Oxfam GB if we fail to comply with UK Home Office requirements. We are audited by the Home Office to ensure that we are compliant.

## CONTINGENT/CONTRACT WORKERS

Fewer than 5% of our UK workforce are contingent (contract) workers.<sup>30</sup> This figure includes workers provided through third-party suppliers. Oxfam recognizes that contingent workers can be particularly vulnerable to slavery, and also the important role that agency worker regulations can play in reducing the risks to workers. Providing regular work and appropriate contracts can reduce workers' vulnerabilities, and therefore we have clear guidelines for recruiting managers which outline that agency work should only be utilized to fill short-term or sporadic employment needs. To ensure that Oxfam GB's approach to hiring contingent workers is consistent, we have adopted the UK government's Crown Commercial Service (CCS) Public Sector Resourcing (PSR) framework<sup>31</sup> for specialized professional services and administration roles within head office (e.g. finance and IT). Where workers are hired using agencies outside of this framework (e.g. warehouse operatives and drivers), all suppliers must agree to work to our Ethical and Environmental Policy, which includes the ETI Base Code. We also have specific checks in place and agree pricing to ensure the following:

- Workers are paid at least the Living Wage Foundation rate.<sup>32</sup>
- Oxfam GB agency contracts in the UK do not include any form of accommodation or services packages such as transportation.
- Contracts state that overtime must be voluntary.

- Contracts do not allow for fines to be imposed on workers, including recruitment fees.
- Workers do not have their passports or any other documents withheld as a condition of their contract.

## SUPPLY CHAINS

In late 2017, we began the process of incorporating the principles of ETI's human rights due diligence framework into our own due diligence processes. These principles guide how we assess new suppliers, and they have resulted in a more nuanced assessment of inherent risks. Our core minimum standards and processes remain similar to those described in 2016 and are outlined in Table 1.

**Table 1: Overview of Oxfam's supply chain due diligence processes, by procurement area**

Procurement category	Due diligence
Central procurement	<ul style="list-style-type: none"> <li>• In all cases where there is an Oxfam GB spend of over £100,000 or where there are special risks, suppliers must complete a supplier questionnaire, which is designed to assess their labour standards against Oxfam's Ethical and Environmental Policy. Suppliers are also asked to share links to their own Modern Slavery Statements, if they fall within the scope of the legislation, and to confirm that they agree to work to our Ethical and Environmental and Anti-Slavery and Human Trafficking policies as part of the contract terms. Risks are assessed on a case-by-case basis. Higher-risk categories have bespoke questions and assessments as appropriate.</li> <li>• All supplier contracts with a spend of over £100,000 or involving Oxfam GB-branded items or services must be signed off by the Head of Corporate Responsibility and a member of the Leadership Team or a Regional Director; above £500,000 by the CEO; and above £5m by the Chair of Trustees.</li> </ul> <p><b>Good practice in addition to standard due diligence:</b></p> <ul style="list-style-type: none"> <li>• In 2017 we selected a new supplier for promotional products. The tender process for selecting this supplier involved a significant weighting on its ethical credentials, and the supplier eventually selected demonstrated a real commitment to 'beyond compliance' approaches, including a focus on working with a registered trade union.</li> </ul>
Products for retail sale (Sourced by Oxfam range)	<ul style="list-style-type: none"> <li>• The Head of Corporate Responsibility signs off all new contracts. Contracts worth more than £50,000 must also be signed off by the Trading Director.</li> <li>• All manufacturing sites must complete a manufacturing questionnaire, unless they are certified by the World Fair Trade Organization (WFTO),<sup>33</sup> to assess their labour standards policies against Oxfam's Ethical and Environmental Policy. We use additional existing assessments, along with the company's risk and leverage profile, to agree bespoke due diligence approaches as appropriate.</li> <li>• Currently, 47% of our suppliers are Fair Trade or supply Fairtrade-certified products.</li> <li>• Key suppliers, where there are known labour standards risks either in their sector or in sourcing countries, are expected to have an ethical/environmental management programme that incorporates a 'beyond compliance' approach.</li> </ul>
Humanitarian	<ul style="list-style-type: none"> <li>• Follows the central procurement model.</li> </ul>

International programmes	<ul style="list-style-type: none"> <li>• Currently there is low visibility of spend and for suppliers that are sourced in-country in international programmes. We also have low engagement with suppliers on corporate responsibility and, although the Supplier Questionnaire and risk rating guidance tool are available to the relevant teams, they do not receive the same level of training or support to effectively use these tools.</li> </ul>
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In addition to these existing processes, in 2017 we also mapped all final points of manufacture for our retail products, humanitarian supplies and branded promotional products in our UK-managed supply chains (more detail on this process can be found in our 2017/18 statement). Box 1 describes the salient risks identified through this process.

<p><b>Box 1: Salient issues identified in Oxfam GB's UK-managed supply chains</b></p>
<p>Supply chains involving direct procurement of manufactured goods (retail, promotional, humanitarian, etc.) were identified as having the highest risk of human rights violations in the following countries:</p> <ul style="list-style-type: none"> <li>• <b>risk of forced labour</b> in Pakistan, India, Turkey, Poland and Senegal</li> <li>• <b>risk of child labour</b> in India</li> <li>• <b>risk of gender discrimination</b> in Pakistan, India and Turkey</li> <li>• <b>risk to workers' rights to collectively organize</b> in Pakistan, India, China, Indonesia, Turkey, Hong Kong and South Korea</li> <li>• <b>risk of poverty-line wages</b> in Bangladesh, Malaysia, Mauritius, Rwanda, South Africa, Swaziland and Thailand.</li> </ul>

## TESTING ALTERNATIVE APPROACHES TO DUE DILIGENCE

One of the challenges we face when it comes to mitigating human rights impacts is our relatively low leverage in many of our high-risk supply chains. One approach we are about to trial to address this problem in a different way in our retail supply chains is a sourcing framework. The aim of the framework is to increase the percentage of suppliers we buy from that put people and the environment before profit, by creating targets for buyers and incentives for suppliers to move up the framework. The framework is still in the final stages of consultation and sign-off, but once agreed it will be published on our website.

The rationale for taking this approach is as follows:

- It helps us to think strategically about who we work with and provides clear categorization so that we can measure improvements over time.
- It provides a clear and credible hierarchy of what we value in our suppliers.
- It allows us to communicate to customers and supporters how we work with suppliers and what we value.
- It incorporates relevant leading practice identified by Oxfam's research, policy and campaigns.
- It provides a tool to guide our dialogue and collaboration with suppliers so that they innovate, create new solutions and progress up the hierarchy.

We recognize that this framework does not provide a complete solution to the human rights issues that exist in our supply chains. What it does provide is a clear and transparent framework that measures whether our suppliers are set up in a way that supports them to put human rights and the environment above profit maximization and still be commercially viable.

Over the next year, we will be sharing the framework with our suppliers and more publicly. Then we will agree targets and work together with engaged suppliers to try and improve their overall governance and practices to allow them to move up the framework.

## INTERNATIONAL OPERATIONS

As detailed in section 1, the governance model for our international operations is complex, and country teams have their own country-based HR and procurement teams. In countries where Oxfam GB is Executing Affiliate, the Oxfam GB recruitment processes are followed. There are also agreed procurement templates and processes which are based on the Oxfam GB processes detailed in Table 1.

In addition to our standard due diligence processes, in the past year we have worked in partnership with one of our institutional donors (United States Agency for International Development (USAID)) to implement additional measures to reduce the risk of modern slavery in our country programmes. The initial focus has been in countries where the donor is funding programmes, but all activities have been designed to be rolled out to all countries where Oxfam GB operates.

Six country offices – Iraq, Zimbabwe, Nigeria<sup>34</sup>, Ethiopia, Lebanon and South Sudan – have developed implementation plans covering the actions they will take to implement the following:

- an awareness programme to inform employees about the United States Agency for International Development (USAID)'s prohibitions on trafficking in persons or activities that support trafficking;
- a reporting process for employees to report activity inconsistent with this policy;
- a recruitment and wage plan that:
  - only permits the use of recruitment companies with trained employees
  - prohibits the charging of recruitment fees to employees
  - ensures that wages meet the applicable host-country legal requirements or explains any variance;
- a housing plan that meets any host-country housing and safety standards;
- procedures to prevent any of our agents or sub-awardees 'at any tier and at any dollar value' from engaging in trafficking in persons.

As part of the central support for these plans and in line with our existing strategy to address the modern slavery risks in our operations and supply chains, we asked Anti-Slavery International (ASI) to produce a report with an assessment of the types of risk caused by our international operations, including the specific risks in the countries listed above, and to make recommendations for the development of a training package on modern slavery to be rolled out in-house by Oxfam alongside the implementation of the new Anti-Slavery and Human Trafficking Policy.

In order to produce its report, ASI met with relevant staff in Oxfam GB to get a sense of our current organizational understanding of modern slavery as an issue, as well as to learn more about the processes that are currently in place and that could be strengthened to reduce our risk of modern slavery. The teams that ASI spoke with included Corporate Responsibility, Risk and Assurance, Internal Audit, Safeguarding, Supply and Logistics, HR and Programme Oversight. Box 2 outlines its findings.

## **Box 2: Salient issues in Oxfam GB structure and operations, as identified by ASI**

Based on interviews and some desk-based research, ASI produced a report<sup>35</sup> which outlined three broad categories of risk.

### ***Organizational/structural risks***

- Insufficient organizational understanding of slavery and its relationship with Oxfam's work
- Too much focus on compliance
- Executing/Partner Affiliate model (inability to influence and implement a consistent policy and procedure)
- Partnership model (as above)

### ***Operational risks***

- Domestic workers
- Agency workers
- Supply chain workers

### ***Programmatic risks***

- Without a properly embedded understanding of the drivers of slavery, Oxfam could miss opportunities to reduce people's vulnerability to slavery.

## **DOMESTIC WORKERS**

The International Labour Organization (ILO) estimates that there are at least 67 million domestic workers worldwide.<sup>36</sup> These workers are among the most vulnerable as they are often hidden and isolated from other workers, making it difficult for them to organize and overcome power imbalances by advocating collectively for their rights. Domestic workers perform a range of tasks in private homes, including cooking, cleaning, doing laundry, taking care of children and elderly people and running errands. Domestic work can also include other tasks, such as gardening, security or driving. Some domestic workers also live in their employers' homes and are often considered 'on call' 24 hours a day. Although the roles of drivers and gardeners are commonly performed by men, 80% of people working in the sector are women. Domestic workers are found in every country across the world, most prevalent in parts of South America and Asia.

The exploitative conditions to which these workers are subjected commonly include very low pay, wages frequently being delayed or denied for 'poor performance' or being promised a payment of a lump sum only after completing a period of employment. Some domestic workers may not be paid at all or may only receive 'payment in kind' such as food or accommodation. In some contexts, this can be considered a common practice of 'doing a favour' or 'supporting family members', despite these actions commonly being in contravention of national law.

The circumstances and conditions of domestic work amount to slavery when employers stop domestic workers from leaving the house, do not pay wages, use violence or threats, withhold their identity documents, limit their contact with family or force them to work.<sup>37</sup>

Given the prevalence of domestic work and the vulnerability of these workers, particularly in some of the countries where Oxfam works, we are aware that we have a responsibility to be clear about our expectations of Oxfam staff as employers in their own homes. As with all forms of modern slavery, this is a complex issue, so we are taking time to take the right steps to

ensure that any potentially exploited workers can transition to decent work and ensure that we do not do anything that could make their situation worse.



# 4 SLAVERY AND HUMAN TRAFFICKING RISKS AND PLANNED ACTIONS FOR 2019–22

Based on the salient risks identified through the due diligence processes outlined above (including the ASI report) and our own assessment of Oxfam’s leverage to effect change, we have agreed the following prioritized actions.

**Table 2: Actions planned to tackle identified risks over the next three years**

Risks of Oxfam contributing to slavery in its operations and supply chains	Planned actions
<b>Organizational/structural risks</b>	
Insufficient organizational understanding of slavery and its relationship with Oxfam’s work	Appoint a senior executive who will hold operational responsibility for human/labour rights and remedy in the organization’s supply chains and operations.  Following the recommendations of the Independent Commission on Sexual Misconduct, Accountability and Culture Change, Oxfam International has made a commitment to establish two new global senior leadership roles – Chief Ethics Officer and Culture Lead. <sup>38</sup> Based on the recommendations in the report, these roles will ensure that ‘ethics and integrity are embedded into every facet of the organization by making decisions and setting strategies that have a clear link to the organization’s purpose’. <sup>39</sup>
Too much focus on compliance	
Executing/Partner Affiliate model (inability to influence and implement a consistent policy and procedure)	
Partnership model (as above)	
<b>Operational risks</b>	
Oxfam staff using domestic workers who are effectively bonded labour, either through intent or unintentional poor treatment (e.g. withholding ID documents)	Develop guidelines for UK-based staff on the use of domestic workers. Work actively with the confederation to understand whether these can be rolled out in all countries with appropriate changes to reflect the international context.
Agency workers (specifically those employed to work for Oxfam in our country programmes e.g. cleaners, security, etc.)	Adapt the existing self-assessment supplier questionnaire to include a section of questions specifically for working with agencies, ensuring it is appropriate for the international context. Look for opportunities to incorporate content from the questionnaire into ongoing training plans.
Supply chain workers	Continue to focus on UK procurement. Work with one engaged retail supplier with salient risks in their supply chain to develop a new ‘beyond compliance’ approach to understand and mitigate these risks, engaging with worker representation at a site level or national level where possible.

	Use the supplier framework to identify engaged suppliers with common issues and agree actions, support and resources, where possible, to address these issues.
<b>Programmatic risks</b>	
Without a properly embedded understanding of the drivers of slavery, Oxfam could miss opportunities to reduce people's vulnerability to slavery.	We will undertake a safe programming project to deliver a standard Safe Programmes Framework, which will strengthen project design, risk analysis and management strategies. <sup>40</sup>
<b>Overarching risks</b>	
Multiple actions are needed to reduce the risk of Oxfam causing harm to others. If these actions are too fragmented, it will make it more difficult for country teams to prioritize and implement them in an efficient way.	Strengthen mandatory safeguarding risk assessment and mitigation planning in International Programmes so that we understand, and seek to effectively manage, the risks that our work may pose to the people we come into contact with. <sup>41</sup>

# 5 EFFECTIVENESS IN ENSURING THAT SLAVERY AND HUMAN TRAFFICKING ARE NOT TAKING PLACE IN OUR OPERATIONS OR SUPPLY CHAINS

## DISCLOSURE OF ANY IDENTIFIED INSTANCES OF MODERN SLAVERY AND RESULTS OF ANY CORRECTIVE ACTION PLANS

In the course of delivering training on the new Anti-Slavery and Human Trafficking Policy, some staff members raised concerns in relation to activity that they believed might be in breach of this policy. The case is still under investigation and will be followed up in accordance with the principles detailed in the Anti-Slavery and Human Trafficking Policy.

The limitations of our current approach mean we cannot say unequivocally that there are no instances of modern slavery occurring in Oxfam's operations or supply chains. However, the awareness we have built through our investment in training and governance and the work we are putting into developing a better due diligence framework and process will put us in a stronger position to be confident in our report findings in the coming years.

## COMPANY-LEVEL COMPLAINTS MECHANISMS

We have a global grievance procedure for staff and managers, along with a whistle-blowing mechanism and a confidential employee assistance programme. The Oxfam Joint Trade Union Shop (OJTUS) unions are available to support workers through the grievance process, along with HR. The grievance guidelines are based on the procedures of the Advisory, Conciliation and Arbitration Service (ACAS) and were reviewed in consultation with the unions.

In March 2018, Oxfam GB launched a new third-party, independent whistle-blowing hotline and case management system, hosted by NAVEX Global, for use by anyone connected to our work to report concerns related to safeguarding, modern slavery, bullying and harassment and corruption. The line is available in multiple languages and anyone using this system can remain anonymous.

For financial year 2018/19, globally 67 HR cases were recorded on the NAVEX Global system, of which 76% were categorized as bullying and discrimination. Of the cases reported, 72% are now closed while the remainder are still under investigation.

## REMEDY AND COMPENSATION PROVIDED FOR LABOUR RIGHTS ABUSES

For Oxfam GB staff, the Dealing with Problems at Work Policy and guidelines provide a clear process for workers, unions and management to follow to ensure that appropriate investigation, hearings and remedial actions take place.

We do not have a formal mechanism in place for our supply chains, but our Anti-Slavery and Human Trafficking Policy makes clear our commitment to providing or facilitating workers' safety and access to compensation and/or redress (for lost earnings or unpaid wages as well as for pain and suffering).<sup>42</sup>

## SAFEGUARDING

Grievance mechanisms are often not appropriate for complex cases of abuse, human trafficking or sexual exploitation. Therefore since 2011 Oxfam GB has had a dedicated Safeguarding Team in place, with expert knowledge and skills to address complex cases of abuse and sexual exploitation.

We are committed to learning from our past safeguarding failures to better protect all those with whom we work. Over the last year, we have continued to invest and make improvements to our systems, policies and practices to prevent abuse happening in the first place, to improve reporting and the handling of cases, and to provide enhanced support and justice for survivors.

We created and appointed to the role of Global Director of Safeguarding, which is focused on ensuring sustained improvements to our safeguarding practice and that safeguarding is woven into all our work. We have increased our specialist Safeguarding Team to eight (full-time equivalent) working centrally and two specialist roles within our Global Humanitarian Team to deploy in humanitarian emergencies. We are also working with our confederation partners to recruit dedicated regional safeguarding advisors to support regional directors and their management teams to further strengthen our safeguarding capacity and focus in our overseas work. The number of safeguarding focal points - who support the safeguarding team by raising awareness, sharing best practices, and ensuring concerns are dealt with appropriately - has also been increased this year in the countries where we work.

We are committed to applying a rigorous safeguarding approach to any allegations of abuse, including any instance of modern slavery. For the number of incidents reported and investigated by our Safeguarding Team, please see our latest Annual Report.<sup>43</sup>

We remain committed to publishing data on safeguarding allegations involving our staff, volunteers or partners.

## EFFECTIVENESS OF GRIEVANCE MECHANISMS

In February 2018, Oxfam International created an Independent Commission on Sexual Misconduct, Accountability and Culture Change (IC) to conduct a confederation-wide review of Oxfam's culture, accountability and safeguarding policies, procedures and practices. The mandate of the IC included a review of the effectiveness of our whistle-blowing mechanisms and making recommendations for improvements that could be made to ensure that all relevant staff, partners, beneficiaries and volunteers have trust in and can access these mechanisms.

The IC '...heard multiple statements about cases of staff suffering reprisals for reporting and whistleblowing on cases of sexual misconduct. The people who shared these concerns had not heard whether the organization had dealt with their complaints'. Its report also stated: 'Even when staff reported identifying and being ready to report safeguarding violations, they demonstrated deep confusion over how and to whom to report them, particularly in country programs. They were unclear as to which violations should be reported to safeguarding focal points, human resources personnel, staff with accountability portfolios, and/or a whistleblowing hotline... The IC found that this confusion also existed among safeguarding focal points, senior leadership, and human resources departments within some countries.'<sup>44</sup>

Based on the recommendations of the report, Oxfam GB has developed an action plan which includes a commitment to 'better understand why people in our Programme countries are reluctant to report misconduct to us, so that we can start to break down the barriers to reporting',<sup>45</sup> and another commitment to '...improve our communications with people who report safeguarding allegations to us – so that they can be more confident in our people and our processes'.<sup>46</sup>

## TRAINING

### Operational staff

During the reporting period, there was an increased focus on our safeguarding policies and processes. All staff were trained on and asked to re-sign Oxfam's Code of Conduct and sent an online Safeguarding Training Course to complete. In addition to this, some staff received additional face-to-face training.

We have delivered workshops and awareness training for all trustees and for senior leadership and management teams, and an enhanced programme of training for our shop teams.

Safeguarding Focal Points received two-day face-to-face training on our safeguarding policies and whistle-blowing mechanisms to enable them to better support in-country teams, where they play a critical role.<sup>47</sup> This training included an introduction to the issue of modern slavery and an overview of where it is most likely to be found within our operations and supply chains.

At the end of 2018, a four-hour training course was developed, centred around Oxfam's Code of Conduct and whistle-blowing mechanisms. This included detail on Oxfam's new Anti-Slavery and Human Trafficking Policy, the risk areas within our own operations and an overview of the current due diligence processes in place to address these risks. The training began in March 2019, and over 1,200 staff have now been trained and have certified that they have understood the course's content and their obligations in relation to the Code of Conduct. In next year's statement, we hope to be able to share details on the effectiveness of this training.

### Procurement teams

The retail buying team received refresher training covering:

- the external frameworks that inform our standards
- Oxfam's policies, including the new Anti-Slavery and Human Trafficking Policy
- when and how we assess suppliers
- the tools we use to assess them.

Prior to training, 30% of participants rated their understanding of modern slavery as good or very good, and 40% stated that they had a good or very good understanding of how the issue was relevant to their role. Following the training, these proportions increased to 100% and 88% respectively.

## NOTES

- 1 This commitment was also shared in OGB's action plan response to the Charity Commission Report, p.12, point 3. <https://www.oxfam.org.uk/what-we-do/about-us/commission-reports>
- 2 See: <https://www.oxfam.org.uk/what-we-do/about-us/plans-reports-and-policies/oxfams-constitution>
- 3 See: <https://www.oxfam.org.uk/what-we-do/about-us/how-we-work/our-goals-and-values>
- 4 See: <https://www.oxfam.org.uk/what-we-do/about-us/plans-reports-and-policies>
- 5 Therefore excluding programme and partner spend.
- 6 UK-managed only, and excluding products bought through our in-country procurement.
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- 13 U.S. Department of State (2018). *Trafficking in Persons Report 2018*. <https://www.state.gov/trafficking-in-persons-report-2018/>
- 14 The Leadership Team consists of all Oxfam GB Directors.
- 15 For both policies, see: <https://www.oxfam.org.uk/what-we-do/about-us/corporate-responsibility>
- 16 Ethical Trading Initiative (ETI). *ETI Base Code*. <https://www.ethicaltrade.org/eti-base-code>
- 17 ETI (2017). *Base Code Guidance: Modern slavery*. <https://www.ethicaltrade.org/resources/base-code-guidance-modern-slavery>
- 18 See: <https://www.oxfam.org.uk/what-we-do/about-us/plans-reports-and-policies/code-of-conduct>
- 19 Ibid.
- 20 See: <https://www.oxfam.org.uk/safeguarding-at-oxfam>
- 21 Ibid.
- 22 See: <https://www.oxfam.org.uk/what-we-do/about-us/plans-reports-and-policies/reporting-misconduct>
- 23 See: <https://www.oxfam.org.uk/safeguarding-at-oxfam>
- 24 See: <https://www.oxfam.org.uk/what-we-do/about-us/contact-us/feedback-and-complaints>
- 25 See: <https://www.oxfam.org.uk/what-we-do/about-us/plans-reports-and-policies>
- 26 See: <https://www.oxfam.org.uk/what-we-do/about-us/corporate-responsibility>
- 27 Ibid.
- 28 United Nations (2011). *Guiding Principles on Business and Human Rights: Implementing the United Nations "Protect, Respect and Remedy" Framework*. [https://www.ohchr.org/documents/publications/GuidingprinciplesBusinesshr\\_eN.pdf](https://www.ohchr.org/documents/publications/GuidingprinciplesBusinesshr_eN.pdf)
- 29 ETI (2016). *Human Rights Due Diligence Framework*. <https://www.ethicaltrade.org/resources/human-rights-due-diligence-framework>
- 30 This does not include sole traders e.g. photographers, graphic designers.
- 31 Crown Commercial Service. Contingent Labour ONE. <https://www.crowncommercial.gov.uk/agreements/RM3749>
- 32 See: <https://www.livingwage.org.uk/>
- 33 We have agreed to accept WFTO certification in place of our own questionnaire to reduce unnecessary workload and duplication for groups that have demonstrated that they are committed to the Fair Trade Principles.
- 34 Nigeria is not included in the list of operational countries because Oxfam GB is not the Executing Affiliate for this country. However Nigeria received funding from USAID through Oxfam GB as a partner affiliate and is therefore mentioned here.
- 35 A. McQuade and K. Skrivankova (2018). *Oxfam GB: Slavery Risks, Responses and Opportunities*. Anti-Slavery International (ASI). Unpublished.

- 36 ILO (n.d.). *Who Are Domestic Workers*. <https://www.ilo.org/global/topics/domestic-workers/who/lang-en/index.htm>
- 37 Taken from the report produced for Oxfam by ASI. A. McQuade and K. Skrivankova (2018). *Oxfam GB: Slavery Risks, Responses and Opportunities* ASI. Unpublished.
- 38 Oxfam (2019). *Update to Oxfam Statement on the Independent Commission Report*. <https://www.oxfam.org/en/pressroom/pressreleases/2019-06-12/oxfam-welcomes-independent-commissions-recommendations>
- 39 Independent Commission on Sexual Misconduct, Accountability and Culture Change (2019). *Committing to Change, Protecting People: Toward a more accountable Oxfam*, p.37. [https://www-cdn.oxfam.org/s3fs-public/oxfam\\_ic\\_final\\_report-en.pdf](https://www-cdn.oxfam.org/s3fs-public/oxfam_ic_final_report-en.pdf)
- 40 This commitment was also shared in Oxfam GB's action plan response to the Charity Commission Report, p.12, point 3. <https://www.oxfam.org.uk/what-we-do/about-us/commission-reports>
- 41 Ibid., p.10, point 2.
- 42 ETI (2017). *Base Code Guidance: Modern slavery*, op. cit.
- 43 See: <https://www.oxfam.org.uk/what-we-do/about-us/plans-reports-and-policies>
- 44 Independent Commission on Sexual Misconduct, Accountability and Culture Change (2019). *Committing to Change, Protecting People*, op. cit., p.26.
- 45 This commitment was also shared in Oxfam GB's action plan response to the Charity Commission Report, p.12, point 5. <https://www.oxfam.org.uk/what-we-do/about-us/commission-reports>
- 46 Ibid., p.13, point 6.
- 47 Focal Points are based in each country and are trained to be a first port of call for survivors and to support them throughout the whistle-blowing and investigation process. They are also tasked with raising awareness of the issues and the processes and policies in place.

This statement was written by Sophie Brill, Interim Head of Corporate Responsibility; and Beck Wallace, Ethical Trade Advisor, Oxfam GB. We acknowledge the invaluable comments provided by Klara Skrivankova and Aidan McQuade. We would also like to thank Oxfam GB staff members Anna Coryndon, Nikki Glover, Caroline Gow, Xara Church, Clifford Isabelle, Amanda Wade, Bob Greenaway, Amanda Pope, Helen Bushell, Sue Turrell, Rachel Wilshaw, Chris Pritchard, Sophie Howell and Jon Slater.

Photos (front cover), clockwise from top left: A water point at a camp for internally displaced people in Hajjah, Yemen. Oxfam's water network project aimed to make drinkable water accessible to more than 2,800 households. Yemen, 2017. Photo: Moayed Al.Shaibani/Oxfam; A forklift operator loads equipment bound for Yemen onto a lorry at Oxfam's Bicester warehouse, Oxfordshire, UK, 2017. The shipment contains life-saving aid including water storage tanks, buckets, water purification kits and oral rehydration sachets. Photo: Alex Yallop/Oxfam; Julia, an aid worker for Oxfam, demonstrates good hygiene practice in Beira, Mozambique, following cyclone Idai, 2019. Julia manages a team of 25 'activistas' from the local community who promote good hygiene practices to prevent the spread of water-borne diseases such as cholera. Julia is from Beira and lost her home during the cyclone. Photo: Peter Caton/Disasters Emergency Committee; The Oxfam shop, Cowley Road, Oxford, 2016. Photo: Rachel Manns/Oxfam.

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