

### Phase 4: On-site assessment

#### Step 4.2: Things to consider during on-site consultations

##### What needs to be considered during consultations with workers?

###### Selection of interview participants

It is not always easy to decide which employees of a supplier company, such as a hotel, should be interviewed. In some cases, the management may try to influence or intervene in the selection of people interviewed. If the interviewees selected by the company do not provide a complete portrait of the working situation, or you suspect it is inaccurate, you should expand the list of participants by contacting other workers without the help of the company. It is important to meet with a wide range of workers from different departments, as wages, hiring practices or layoffs may differ substantially depending on the rank of a worker or the job description. Furthermore, both men and women from different age groups should be included in the interview process. This will provide you with a good overview of the general working conditions at the supplier company. Whenever possible, talk to the interviewees in private, and without management present.<sup>1</sup> Also use the opportunity to talk to workers in an informal way during the on-site assessment (e.g., a waiter in a restaurant, a driver, housekeeping in hotel)

###### Legitimate representatives

As stated before, it is important to take all necessary precautions to make sure that the workers consulted during the on-site assessment process are safe. If the risk of engaging directly with workers is high or direct engagement proves impossible or inappropriate, it may be necessary to engage with legitimate representatives or representative organisations. This could include trade unions, which may have sufficient knowledge and experience engaging with the local workers, and can therefore convey concerns on their behalf.<sup>2</sup> Further information on [legitimate representatives](#) can be found in the tool.

###### Interview process

When choosing an appropriate location for the interview, you should give some thought to whether it is better to interview the workers at their place of work or away from it. Fix a time that suits the participants' work schedules.<sup>3</sup>

Important topics for the interview could be:

- Forced labour/modern slavery (e.g., retention of passport, withholding of wages etc.)
- Migrant workers and/or undocumented workers and their high vulnerability to exploitation
- Freedom of association
- Discrimination towards trade union members

The HRIA Tool provides you with a stakeholder-specific [questionnaire for consultations with workers](#).

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<sup>1</sup> International Centre for Human Rights and Democratic Development (2011): Human Rights Impact Assessment Guide. Step 15: Selecting people to interview, <http://hria.equalit.ie/en/phases/index.html#/phase/d/etape/15/>.

<sup>2</sup> Danish Institute for Human Rights (2020): Human Rights Impact Assessment. Guidance and Toolbox, <https://www.humanrights-in-tourism.net/sites/default/files/media/file/2022/rc220danish-institute-hria-toolbox-and-guidance-2020-2009.pdf>, p. 128-129, p. 147.

<sup>3</sup> International Centre for Human Rights and Democratic Development (2011): Human Rights Impact Assessment Guide. Step 15: Interviews with workers, <http://hria.equalit.ie/en/phases/index.html#/phase/d/etape/15/>.