



International
Labour
Organization

Fair
Recruitment
Initiative



Fair Recruitment Initiative

► Strategy 2026-2030

The way forward, from policy to practice

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The way forward, from policy to practice

► The strategy

Fair recruitment: Why is it essential for achieving decent work and social justice?

Fair recruitment has been described as “the origin of decent work”, in acknowledgment of the critical juncture that recruitment represents in any employment cycle. Fair recruitment protects workers, supports sustainable enterprises and promotes the efficient and effective functioning of labour markets. As profound transformations, including technological advancements, reshape the world of work, new challenges are arising that demand renewed commitment and concerted action to advance fair recruitment for all workers. In this evolving landscape, effective enjoyment of labour rights and robust regulation and effective monitoring of recruitment actors and practices are more essential than ever.

Despite some progress, research and data show that recruitment-related abuses - such as discrimination, contract substitution, coercion and retention of documents, recruitment into unsafe or exploitative working conditions, and the charging of recruitment fees and costs to workers to obtain jobs - remain widespread, both within and across borders. In many countries, the payment of recruitment fees and costs by workers is so common that social norms lead workers to “expect” to face fees to obtain a good job. The risk of facing recruitment-related abuses **can be very high for low-wage workers, particularly migrant workers**, as

they are more susceptible to being trapped into deceptive or coercive recruitment, which can challenge their fundamental rights and even lead to exploitative working conditions, forced labour and trafficking in persons. ILO research reveals that migrant workers are three times more likely to be in situations of forced labour than other workers, largely due to unfair recruitment practices. In addition, forcibly displaced persons are among those most especially at risk of forced labour and trafficking for forced labour.¹ The illegal profits generated by charging recruitment fees and other related costs from migrant workers account for an estimated US\$5.6 billion per annum.² All migrant workers face unique challenges, be they in relation to recruitment, migration processes or the labour market as a whole. This being so, gender-responsive and transformative approaches are essential to advancing fair recruitment by taking into account and addressing gender norms, systemic inequalities, and intersecting forms of discrimination faced by women and men migrant workers, including those related to race, migration status and other identity factors.

Even when recruitment occurs within national borders, workers can still encounter significant challenges. Recruitment fees and costs being charged to workers (which could result in debt bondage), discrimination and contract deception are abuses that also affect internal migrants, displaced persons and local jobseekers, undermining equality of treatment and opportunity and hindering effective job matching. The often-limited

1 ILO, *Global Estimates of Modern Slavery: Forced Labour and Forced Marriage*, 2022

2 ILO, *Profits and Poverty: The Economics of Forced Labour*, 2024

resources and capacities of public employment services hinder their ability to provide effective labour intermediation services to the most vulnerable groups of workers and to cooperate productively with private employment agencies. Instances of forced recruitment also persist in some contexts, including through state-imposed forced labour.

Finally, employers also often face high costs associated with recruitment and encounter persistent challenges in identifying and retaining workers with the right skills. Unfair recruitment practices can lead to skills drains in countries of origin, creating or exacerbating skills shortages. Employers can encounter difficulties in contracting compliant labour recruiters and in navigating opaque recruitment procedures and fragmented labour migration regulations. Similarly, fair labour recruiters are often confronted with unfair competition coming from lower-cost actors operating outside regulatory frameworks.

These remaining challenges undermine the functioning of labour markets and the protection of workers, both internationally and domestically.

Fair recruitment going forward: Moving from principles and guidance to practical implementation and enforcement

The ILO approach to fair recruitment – as championed by the organization’s Fair Recruitment Initiative (FRI) – promotes strong well-regulated labour market institutions and social dialogue, as well as more transparent recruitment laws and practices aimed at eliminating worker-paid recruitment fees and costs. Similarly, recruitment processes need to be streamlined and improved, and overall recruitment and migration costs need to be reduced for all actors involved. The approach promotes effective cooperation between public employment services and private employment agencies to support efficient job and skills matching for more inclusive labour markets. It also calls for the establishment of effective

implementation and monitoring systems both within and across borders to promote access to justice. Enacting such measures requires:

- strong labour inspectorates and other enforcement authorities;
- employers being committed to proving the “business case” for fair recruitment;
- vibrant trade union organizations representing and providing relevant services to workers and monitoring recruitment practices; and
- partnerships with active civil society organizations in countries of origin and destination.

In migration contexts, it also means making sure that decent work is promoted in communities of origin to counter the push towards informal and abusive recruitment, migration and employment practices.

At the heart of the Fair Recruitment Initiative (FRI) are the [ILO General Principles and Operational Guidelines for Fair Recruitment](#), which are complemented by the [Definition of Recruitment Fees and Costs](#). Both documents are grounded in international labour standards, and were negotiated by a tripartite group of experts and adopted by the ILO’s Governing Body. They constitute a comprehensive, internationally agreed reference for private and public actors seeking guidance on recruitment policies and practices. Together, these documents have already inspired many improvements of law and practice among relevant stakeholders at all levels. Based on these principles and in consultation with its constituents, the ILO has developed a practical tool, the [Fair Recruitment Roadmap: A Guide for National Action](#), as a step-by-step guide for taking action to implement fair recruitment.

Over the past decade, the ILO and its partners have begun to turn fair recruitment principles into action worldwide – proving that progress is possible. Since 2015, the ILO has worked on fair recruitment in more than 50 countries and has supported more than 25 countries to align their laws and regulations with fair recruitment principles. The same period also saw 133 new ratifications of international labour standards related

to recruitment by countries around the world.³ A wealth of knowledge, guidance and awareness tools have been developed, covering different countries, regions and sectors and addressing key challenges. Private sector engagement also grew over the last decade, allowing for the testing of numerous fair recruitment pilot projects, and private employment agency associations in 14 countries adopted fair recruitment codes of conduct.

The ILO has also supported 95 Migrant Worker Resource Centres (MRCs) across 18 countries. In the Association of Southeast Asian Nations (ASEAN) region alone, MRCs provided comprehensive services to close to 650,000 migrant workers (43 per cent women) between 2011 and 2024. Some 15,600 legal cases were settled with MRC assistance between 2014 and 2024, with more than US\$13 million in compensation awarded to migrant workers,⁴ reinforcing protections against exploitation. Additionally, in collaboration with its International Training Centre (ITC), the ILO has delivered a wide variety of training courses on fair recruitment to support constituents in building their knowledge and capacity.⁵

Yet, **transparency of recruitment practices, accountability of non-compliant actors and effective enforcement remain major challenges.** While results have been achieved in many countries and sectors, progress remains unequally distributed and the scalability of successful initiatives is often limited. In addition, certain categories of workers such as forcibly displaced persons are often only marginally affected by new laws and policies. Sustaining progress and tackling these challenges requires co-operative, gender-responsive and multidisciplinary approaches at all levels, as well as more practical, localized and sector-specific solutions to build “intervention models” that can quickly be transferred to other contexts and upscaled.

Next steps...

Building on these advancements and leveraging the ILO’s unique position, the Fair Recruitment Initiative should advance a new phase of work through an updated strategy: **Strategy 2026–2030: The way forward, from policy to practice.**

The Strategy, which is the direct result of analysis of and deep reflection on ten years of prior work, will:

- **Continue supporting recruitment regulations and their alignment** with relevant international labour standards and ILO principles and guidelines, **and explore avenues for enhanced formalization of recruitment channels** (which can in turn lead to improved working conditions and formalization of employment).
- **Continue to actively pursue social dialogue and to promote a standards-based approach** to recruitment of workers in line with international labour standards, while combatting discrimination at all stages of recruitment and employment.
- **Adopt a stronger focus on the enforcement** of policies and regulations governing recruitment within and across borders to enhance



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3 Since 2014 the following ratifications have been reported:

- Forced Labour Convention, 1930 (No. 29): four additional ratifications;
- Protocol of 2014 to the Forced Labour Convention, 1930: 60 additional ratifications;
- Employment Service Convention, 1948 (No. 88): two additional ratifications;
- Private Employment Agencies Convention, 1997 (No. 181): ten additional ratifications;
- Migration for Employment Convention (Revised), 1949 (No. 97): four additional ratifications;
- Migrant Workers (Supplementary Provisions) Convention, 1975 (No. 143): seven additional ratifications;
- Work in Fishing Convention, 2007 (No. 188): 18 additional ratifications;
- Domestic Workers Convention, 2011 (No. 189): 28 additional ratifications.

4 For more information see the project webpages of: [FAIRWAY](#), [Safe and Fair](#), [TRIANGLE in ASEAN](#), [Ship to Shore Rights South East Asia](#), [Migrant Advocacy for Rights](#), and [Protecting the Rights of Migrant Workers through Empowerment and Advocacy](#).

5 The 2024 stocktaking exercise accounted for over 1,400 stakeholders trained on fair recruitment since 2018.



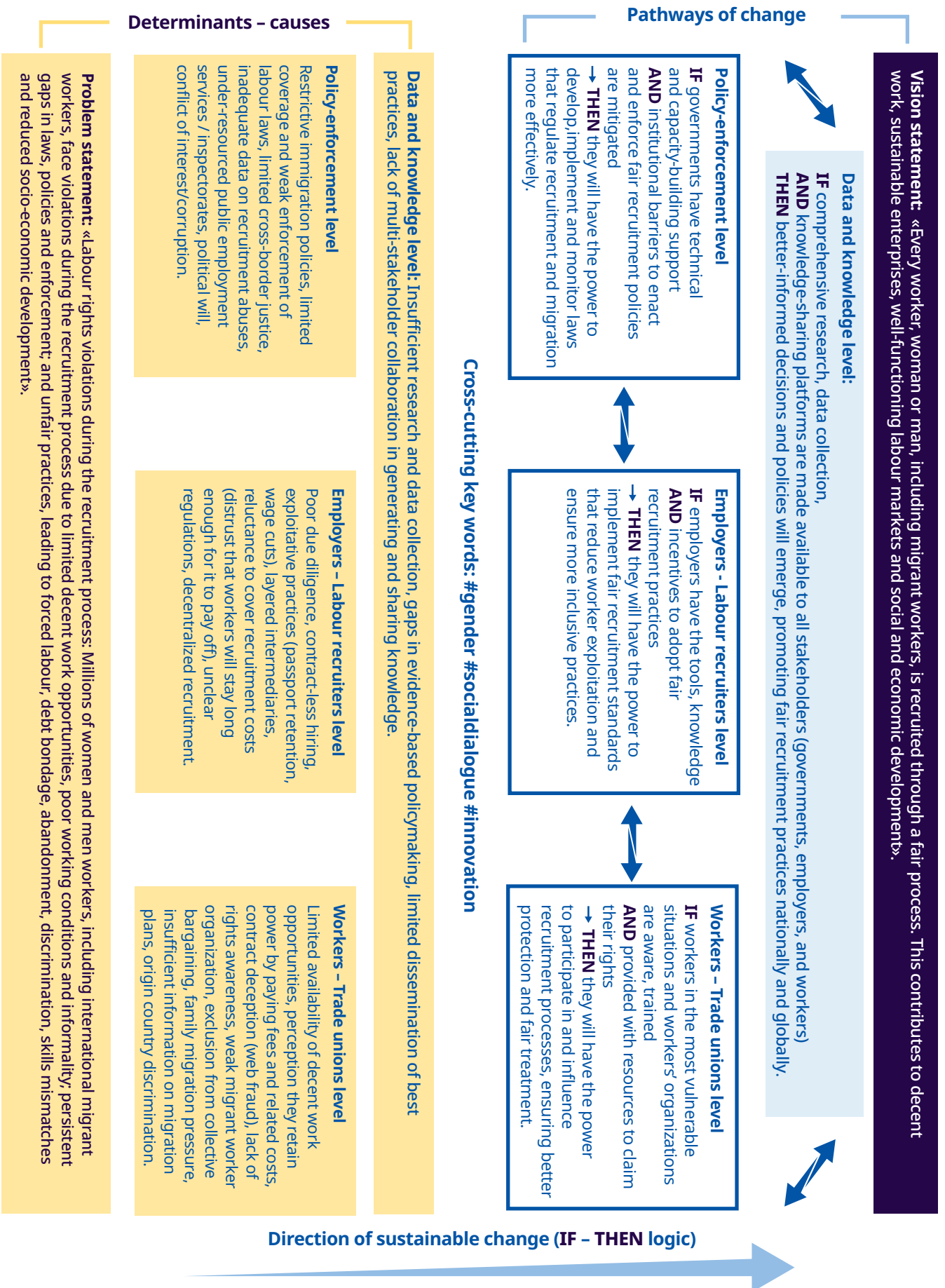
their impact on workers' lives, and step up work on **access to justice** for workers, including appropriate and effective remedies.

- **Increase the emphasis placed on localized solutions and tools that address context- and sector-specific challenges, barriers faced by specific groups of workers at risk of exclusion, as well as** barriers faced by employers and labour recruiters in putting fair recruitment into practice.
- **Engage in tripartite consultations** to promote the adaptation of global strategies and guidelines into **regional and bilateral approaches**, and to promote the implementation of national **actions plans** for fair recruitment to better respond to constituents' needs.
- **Bring promising practices** to scale and promote practical **peer-to-peer exchange and learning**.

- **Fill gaps in the evidence base** around re-recruitment costs and design **innovative methodologies** to measure progress.
- **Step up efforts to catalyse multi-stakeholder engagement** by expanding and deepening collaboration and partnership with UN agencies and other relevant organizations active in this space.
- **Improve knowledge and understanding of recruitment processes** within national borders, including in relation to the re-recruitment of **refugees and forcibly displaced persons**, and **support these individuals' access to fair recruitment and decent work**.

This will ensure synergies and improve communication, outreach and capacity to upscale best practices and more efficiently facilitate transfer of knowledge and learning across regions.

The Fair Recruitment Initiative theory of change in a snapshot



Our vision

A world where every worker – including migrant and refugee workers⁶ – is recruited through fair processes, leading to decent work and contributing to sustainable enterprises, well-functioning and inclusive labour markets, and socioeconomic growth.

Our mission

To be the leading source of knowledge, guidance and action on fair recruitment. We drive systemic change by equipping ILO constituents with the tools, evidence and partnerships needed to uphold rights, promote decent work, strengthen laws, foster social dialogue and build capacities – while mobilizing multilateral action to scale impact.

Our results areas

Acting at multiple levels, the Fair Recruitment Initiative Strategy 2026–2030 will ensure that evidence and data collected across countries, key migration corridors and high-risk sectors are effectively translated into targeted interventions and the development of new resources to tackle emerging challenges. The the Strategy 2026–2030 is built around four

interrelated results areas, supported by cross-cutting efforts.

- **Result area 1:** Knowledge, data, practical tools and measurement criteria to support evidence-based policies and practices
- **Result area 2:** Supporting law and policy reforms and their effective enforcement
- **Result area 3:** Promoting and supporting the implementation of fair business practices
- **Result area 4:** Enhancing workers protection, organization and empowerment

Transversally, the Strategy 2026–2030 will continue to promote international labour standards and their effective implementation and to foster social dialogue at all levels. Building on research and tools developed during past decade, the new strategy will implement specific actions to tackle multiple grounds of discrimination in recruitment and to promote gender equality. Additionally, recognizing the growing complexities of recruitment and migration contexts, the Strategy 2026–2030 will seek to better understand, and address challenges related to the recruitment of workers in crisis situations.



⁶ ILO standards are applicable to all workers, irrespective of nationality and immigration status, unless otherwise stated. International labour standards therefore apply to migrant workers and to refugees and forcibly displaced persons (FDPs) in their capacity as workers.

How we work

Our expanded partnerships

The ILO will leverage its tripartite structure and world of work mandate to promote and extend partnerships that multiply impact, scalability and sustainability.

With this view, strengthened collaboration with other UN agencies with an active role on recruitment issues, including the International Organization for Migration (IOM), UN Human Rights (OHCHR), the UN Refugee Agency (UNHCR), the UN Office on Drugs and Crime (UNODC), UN Women, the World Health Organization (WHO), the UN Development Programme (UNDP), the Food and Agriculture Organization (FAO) and others will be proactively pursued to capitalize on complementarity of mandates, constituencies, expertise and experiences. Joint tools, messages and awareness campaigns, as well as coordinated knowledge management and exchange platforms will benefit all. The role of the UN Network on Migration as a catalyst for joint UN action on fair and ethical recruitment and enhanced collaboration under Alliance 8.7 will also be leveraged.

In collaboration with its tripartite constituents, the ILO will foster new action-oriented partnerships with relevant research and academic institutions, multi-stakeholder initiatives, think tanks, civil society organizations and private actors. The FRI Advisory Committee membership will continue to be expanded to cover a broader range of geographic and thematic experiences, and the opportunity to create an academic advisory board to the Initiative will be explored to provide expert guidance on emerging areas for research.

Enhanced communication for strengthened outreach and advocacy

At the heart of the ILO approach to fair recruitment is the recognition that fair recruitment practices that protect workers and facilitate labour market functioning are critical to achieving decent work.

To increase the impact of communication and advocacy, efforts will be redoubled to expand the use of technology, including transforming the www.fairrecruitmentthub.org platform, to create and disseminate content to promote FRI-generated research, data, experiences and practices. In partnership with relevant actors, the FRI will design activities aimed at enhancing advocacy and outreach, including by developing human stories and campaigns targeted at different audiences and through different channels and platforms. Through its work on media engagement, the FRI will continue to promote balanced narratives on fair recruitment and labour migration with a view to improving public views and attitudes and to contribute to evidence-based policymaking debates.

Fostering innovation to achieve fair recruitment

In pursuing its goal to achieve fair recruitment in constantly changing and complex realities, the FRI will continue to seek and promote innovative and adaptive approaches and practices. This will include a focus on improving law and policy design, looking at more effective implementation strategies, concluding new and different types of partnerships, leveraging the use of digital tools, and reviewing the Initiative's working methods. A robust monitoring and adaptive learning model will be integrated to assess progress, generate evidence and continuously adjust the strategy to address the most compelling challenges.



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Result area 1. Knowledge, data, practical tools and measurement criteria to support evidence-based policies and practices

Knowledge and data about the root causes, characteristics, scale of and possible solutions to unfair recruitment within and across borders, as well as **sectoral- and context-specific tools**, are developed, shared with and used by stakeholders to better target interventions, support evidence-based policymaking, shape attitudes and behaviours, better measure progress and scale up fair recruitment practices.



Documented knowledge, data, promising practices and experiences will be translated into more targeted advocacy messages, capacity-building materials and practical tools to support constituents to implement and enforce fair recruitment on the ground. Suggested areas of work to achieve the expected results include:

- capacity-building and technical assistance for data collection and analysis and the development of different types of progress measurement indicators;
- development and dissemination of sector- and topic-specific research, practical tools and guidance;
- expansion and specialization of the available training on offer;
- facilitation of peer-to-peer learning and exchange among practitioners (via www.fairrecruitment.org, among others); and
- global promotion of awareness of and more balanced narratives and attitudes concerning fair recruitment and labour migration.

Under Result area 1, the FRI will seek to achieve the following outputs:

- **Output 1.1.** Increased availability of disaggregated, quality data and research on recruitment, including fees and costs charged to workers.
- **Output 1.2.** Increased availability of practical, evidenced-based guidance and tools on fair recruitment.
- **Output 1.3.** Capacities of governments, social partners, private employment agencies and other actors are reinforced to promote and implement fair recruitment.
- **Output 1.4.** Outreach, dissemination and knowledge sharing on fair recruitment are promoted and contribute to more balanced narratives on labour migration.



Result area 2. Supporting law and policy reforms and their effective enforcement

Polymakers and public institutions take concrete actions to adopt or improve fair recruitment laws and policies at the national, bilateral and regional levels and to ensure their **effective enforcement** in higher-risk migration corridors and sectors, including by enhancing access to justice.



Under Result area 2, the FRI will continue to support and advocate for policy and legislative development and reform, ensuring that these are gender-responsive, data-driven and aligned with relevant international labour standards. Strong emphasis will also be placed on implementation to ensure impact on the lives of workers and on the day-to-day functioning of labour markets. This will be achieved by deepening and expanding support for enforcement of legislation and regulations, including by building the capacity of relevant public institutions and social partners. A stronger focus will be put on sectors characterized by a high risk of recruitment abuses and on ways to address intersecting forms of discriminations in recruitment so as to better respond to the specific needs of workers at higher risk of abuse. In complement, and in recognition of the persistence of recruitment abuses, the FRI will prioritize strengthening effective grievance mechanisms and enhancing workers' access to effective labour dispute prevention and resolution systems to ensure redress.

Finally, work in this result area will seek to actively promote the link between fair recruitment and decent work, recognizing that decent work deficits, shaped by structural inequalities and intersecting forms of discrimination, push workers toward irregular and informal recruitment and migration channels and, conversely, that abusive

recruitment practices often lead to jobs with poor working conditions in the informal economy, or even to exploitation for criminal activities. Available and improved gender guidance tools will be used to ensure gender-responsive and inclusive policy and legislative measures, including the identification and mitigation of intersecting forms of discrimination, particularly those based on gender, race and migration status, to better address the specific vulnerabilities of different groups of migrant workers.

Under Result area 2, the FRI will seek to achieve the following outputs:

- **Output 2.1.** National, bilateral and regional policies, plans and regulatory frameworks are better aligned to international standards on fair recruitment.
- **Output 2.2.** The capacity of public authorities to monitor recruitment practices and enforce laws and regulations is strengthened.
- **Output 2.3.** The effectiveness of access to justice mechanisms, including grievance mechanisms, is strengthened to enable remedy of recruitment-related rights violations.
- **Output 2.4.** Policy dialogues at the global, regional and national levels reflect FRI approaches, knowledge and experience.

Result area 3. Promoting and implementing fair business practices

Employers and their organizations and private employment services have developed, adopted and strengthened fair recruitment practices across key countries, migration and displacement contexts, and sectors, including through public-private partnerships.



Under Result area 3, the FRI will intensify its engagement with employers' organizations, businesses and private employment agencies to embed fair recruitment practices across countries and sectors. Pilots in the construction, agriculture and garment sectors have shown that fair recruitment is not just the right thing to do, it is also a smart business decision. It improves skills matching, boosts worker retention and motivation, and reduces disputes, among other benefits. The goal is to scale these promising practices to all countries and across industries.

To achieve this, the FRI will consolidate and tailor its human rights due diligence guidance to address sector- and context-specific risks, in collaboration with employers' and workers' organizations. It will expand pilot initiatives that demonstrate the economic and social benefits of fair recruitment, among others, as a strategy to formalization, documenting lessons learned from both employer and worker perspectives to inform broader change. It will strengthen business networks, leveraging platforms such as the ILO Global Business Network on Forced Labour to exchange data, align practices and address operational challenges. The FRI will also support the establishment or improvement of operational-level grievance mechanisms to address and resolve fair recruitment issues in real time. It will

assist private employment agencies in drafting and adopting codes of conduct aligned with ILO standards and guidance, and will exchange good practices on responsible business models. Finally, the FRI will promote public-private cooperation by strengthening collaboration between private employment agencies and public employment services, improving outreach and coherence in recruitment practices.

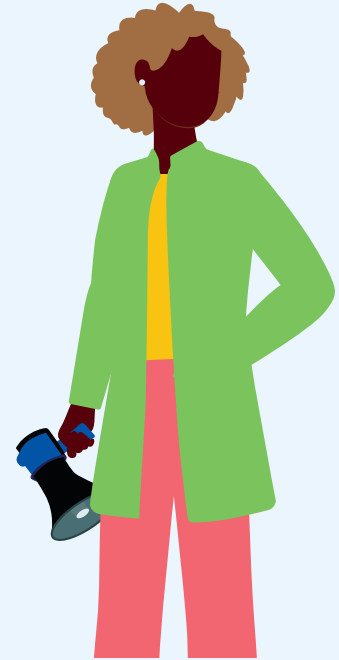
Under Result area 3, the FRI will seek to achieve the following outputs:

- **Output 3.1.** Promising practices of human rights due diligence in recruitment processes are efficiently documented, together with key stakeholders.
- **Output 3.2.** Private sector partnerships and business networks are enhanced to promote fair recruitment.
- **Output 3.3.** Employers' organizations, their sectoral members and enterprises have enhanced knowledge and capacity to effectively implement fair recruitment.
- **Output 3.4.** Private employment agencies have improved their processes to implement fair recruitment and improved their collaboration with public employment services.



Result area 4. Enhancing workers' protection, organization and empowerment

Workers and their organizations have effectively participated in and contributed to the development and implementation of fair recruitment regulations, policies and practices across key countries, migration and displacement contexts, and sectors, including by organizing and providing increased and improved services to migrant workers.



Under Result area 4, the FRI will continue to support trade unions and civil society organizations in their role of empowering and protecting workers, as well as supporting them to contribute to, advocate for, promote and monitor fair recruitment regulations, policies and practices. By providing access to critical services to migrant workers, such as legal information and support to those facing abuse, trade unions will make concrete contributions to the protection of such workers, while also deepening their own understanding of migrant workers' specific needs. Such efforts can also support trade unions in their strategies to organize and represent migrant workers to enhance their protection and empowerment, as well as deepening trade unions' capacity to effectively contribute to law and policy consultations on recruitment-related matters.

To deliver against this target, the FRI will support interventions aimed at advancing the understanding and capacity of workers' organizations concerning:

- fair recruitment challenges;
- sharing trade union best practices across countries;

- developing and disseminating targeted tools and guidance on fair recruitment and labour rights; and
- strengthening networks and strategic partnerships between trade unions in origin and destination countries.

Under Result area 4, the FRI will seek to achieve the following outputs:

- **Output 4.1.** Practical tools and promising practices are developed and disseminated among networks of workers' organizations.
- **Output 4.2.** Workers' organizations have enhanced their knowledge and capacities to strengthen migrant workers' representation, empowerment and voice and to implement fair recruitment.
- **Output 4.3.** Improved access to information and services for migrant workers throughout the recruitment process.
- **Output 4.4.** The capacities of workers' organizations to enhance workers' access to justice and remedies for recruitment-related abuses are improved.

► Annex. Suggested framework of activities to implement the Fair Recruitment Initiative Strategy 2026–2030

This annex outlines **suggested activities** that can be implemented to achieve identified outputs. This list, which has been compiled in consultation with ILO field staff, Fair Recruitment Initiative (FRI) Advisory Committee Members and partners, **is non-exhaustive and subject to availability of funding**. This document will be considered **a living document to be regularly updated** and revised in consultation with the FRI Advisory Committee and with a view to addressing emerging challenges and priorities.

Result area 1. Knowledge, data, practical tools and measurement criteria to support evidence-based policies and practices

Output 1.1. Increased availability of disaggregated, quality data and research on recruitment, including fees and costs charged to workers.

- **Continue supporting implementation of national statistical data collection** using SDG 10.7.1 methodology, and introduce modules covering migration and recruitment questions in other relevant statistical data collection activities, including specialized migration surveys, and/or conduct ad hoc Global Knowledge Partnership on Migration and Development (KNOMAD) surveys.⁷
- **Develop a “de jure” indicator on fees and costs** and an accompanying methodology to measure it based on the legislative mapping conducted in 2018 and 2023–2024.
- **Conduct a feasibility assessment to develop a methodology to produce a global estimate of recruitment fees and costs.**
- **Update the law and policies database on recruitment fees and costs, as well as the global study on fees and costs.**
- **Promote the standardization and harmonization of private auditing companies’ methodologies for data collection on fees and costs.**
- **Technical actionable research on key thematic areas**, such as:
 - ▷ the link between recruitment and formalization;
 - ▷ the role of fair recruitment in addressing climate mobility;
 - ▷ recruitment in crisis and forced displacement contexts;
 - ▷ public procurement; gender equality;
 - ▷ non-discrimination and disabilities; and
 - ▷ regulation of recruitment through digital platforms.
- **Conduct gender-responsive actionable research** on the recruitment challenges of workers in **sectors that offer a higher risk** of abuses, such as fishing, agriculture, tourism and hospitality, manufacturing, construction and domestic work.
- **Expand knowledge of how fair recruitment obligations, cooperation and enforcement are incorporated into trade, investment and economic policies.**

⁷ To learn more about the ILO–KNOMAD surveys, see: <https://microdata.worldbank.org/index.php/catalog/2944/download/41192>.

Output 1.2. Increased availability of practical, evidenced-based guidance and tools on fair recruitment.

- **Technical research and guidance** on recruitment practices **and adaptation of the theory of change to specific sectors**, such as fishing and seafood processing, agriculture, mining, tourism and hospitality, construction, domestic and care work, and sports.
- New **guides and practical tools** to support constituents to tackle recruitment-related challenges on issues such as:
 - ▷ regulation and monitoring of private employment agencies and subagents both within and across countries, including with regards to costs related to transfer of employer at destination;
 - ▷ cooperation between public employment services and private employment agencies;
 - ▷ access to justice mechanisms and payment of compensation and remediation; and
 - ▷ data collection approaches and methodologies.
- **Expanding and extending “promising practices” collection and Q&As** covering additional countries and issues such as:
 - ▷ successful social dialogue in law and policy design and implementation;
 - ▷ economic models/business cases for fair recruitment; and
 - ▷ implementation of grievance mechanisms to address recruitment-related abuses.

Output 1.3. Capacities of governments, social partners, private employment agencies and other actors are reinforced to promote and implement fair recruitment.

- **Review and expand the ITC-ILO training courses on fair recruitment**, including by continuing and regionalizing the annual open course on fair recruitment.
- **Incorporate fair recruitment materials into training in other specialized areas** of the ILO, such as:
 - ▷ including fair recruitment into human rights due diligence-related training;
 - ▷ expanding the scope of the existing fair recruitment training manual; and
 - ▷ targeting different audiences, including public employment services, private employment agencies, employers’ and workers’ organizations, business schools and the media.
- **Develop an e-training module on sectoral approaches**, based on research findings on sectors that demonstrate a higher risk of unfair recruitment.
- **Create an advisory group to the FRI – or a “think tank” – that includes academic partners** to identify emerging issues, research needs and field approaches, and leverage the potential of academic research networks and insights. Consolidated learning derived from thematic discussions by this group could also feed into and enrich the Knowledge Hub.

Output 1.4. Outreach, dissemination and knowledge sharing on fair recruitment are promoted and contribute to more balanced narratives on labour migration.

- **Research on the link between narratives and attitudes towards migrants, refugees and forcibly displaced persons (FDPs)**, including discrimination and xenophobia, as well as the **effects of media reporting on decision-making** by potential migrants.
- **Capacity-building for targeted communication and media professionals** to produce accurate, balanced and gender-responsive reporting on forced labour, labour migration and fair recruitment.
- **Strengthen media and communication networks** at the national and regional levels to ensure balanced labour migration narratives, including through cross-border reporting.
- **Establish partnerships with media and communication universities** to strengthen the capacities of future communication and media professionals to contribute to balanced narratives around forced labour, fair recruitment and labour migration.
- **Expand the Fair Recruitment Knowledge Hub**, including by fostering national, regional and global exchanges and seeking synergies with sister UN agencies' existing platforms.
- **Facilitate peer-to-peer exchanges across regions as well as learning opportunities** between targeted stakeholders (for example, between recruitment agencies and private employment agency associations).

Result area 2. Supporting law and policy reforms and their effective enforcement

Output 2.1. National, bilateral and regional policies, plans and regulatory frameworks are better aligned to international standards on fair recruitment.

- **Pilot the *ILO Fair Recruitment Roadmap* in targeted countries through inclusive social dialogue processes** to identify priority areas for action and support peer learning and exchanges across pilot countries. This includes:
 - ▷ **Assessing recruitment laws and regulations** and their practical application, and providing targeted technical assistance for **closing legal and regulatory gaps** in line with international labour standards.
 - ▷ **Supporting tripartite consultation on legal and policy reforms, and strengthening the capacities of social partners to meaningfully engage** in those consultations.
 - ▷ **Raising the awareness and build the capacity of lawmakers** on recruitment issues and related international labour standards, the associated risks of forced labour and decent work deficits in countries of origin and countries of employment to promote comprehensive policy and legal frameworks.
- **Promote ratification of international labour standards relevant to recruitment**, building on the work of the ILO supervisory bodies.
- **Support capacities of relevant stakeholders to negotiate and effectively implement rights-based bilateral labour migration agreements (BLMAs)** that incorporate fair recruitment principles and guidelines. This can include the development of specific tools and guidance for countries that are designing or managing bilateral and circular labour mobility schemes. These may include joint training frameworks, fair selection procedures and mechanisms to monitor the quality and impact of job-matching processes.
- **Support the development and implementation of regional fair recruitment policies and action plans** to contextualize and operationalize fair recruitment priorities.

Output 2.2. The capacity of public authorities to monitor recruitment practices and enforce laws and regulations is strengthened.

- **Strengthen labour inspectors' capacity and tackle institutional gaps** to improve detection of recruitment abuses, including through sector-specific, strategic and innovative targeting methods and gender-responsive approaches.
- **Strengthen authorities' capacity to analyse the underlying drivers of and workers' vulnerability to unfair recruitment, and support them in developing evidence-based interventions to address structural factors contributing to exploitative recruitment.**
- Deliver **technical assistance to public employment services** and other relevant government authorities; support **streamlining of registration/licensing and monitoring for private employment agencies**; and enhance cooperation with private employment agencies.
- **Build the capacity of public employment services** to provide fair and efficient national and international recruitment services, facilitate inclusive labour markets and work in synergy with private employment agencies. This can include the promotion of structured collaboration between public employment services and transnational private employment agencies through joint training, operational protocols and digital tools for vacancy and candidate management.

- **Strengthen National Statistical Offices' capacities to collect and analyse gender-disaggregated data on recruitment.**
- **Deliver tailored training to governments, employers and workers** to ensure they participate more effectively and address migrant workers' recruitment challenges in trade discussions and implementation mechanisms.

Output 2.3. The effectiveness of access to justice mechanisms, including grievance mechanisms, is strengthened to enable remedy of recruitment-related rights violations.

- **Review existing legal/practical gaps and channels for addressing recruitment-related violations** and support authorities and social partners in removing barriers to accessibility for migrant workers, with attention paid to gender-specific legal and practical barriers.
- Support mechanisms for **labour market integration for victims of forced labour and illegal recruitment**, including priority access to training, legal counselling, job matching and tailored support, delivered in cooperation with trade unions, labour inspectors and civil society actors.
- **Raise awareness and understanding of recruitment abuses and relevant international labour standards among staff of judicial and non-judicial mechanisms for accessing labour justice, and enhance the effectiveness of labour dispute prevention and resolution systems** in addressing recruitment-related complaints.
- **Support development of cross-border remedies**, including through bilateral labour agreements.
- **Document cases of strategic litigation**, including exploring links between criminal justice and labour administration systems.

Output 2.4. Policy dialogues at the global, regional and national levels reflect FRI approaches, knowledge and experience.

- **Provide technical inputs and elevate fair recruitment issues on the agendas of global and regional conferences**, including in the new ILO Tripartite Forum on Labour Migration and the World of Work, approved by the ILO Governing Body in 2025.
- **Enhance mechanisms of collaboration with UN agencies** (such as, the IOM) on fair and ethical recruitment activities linked with the Global Compact for Safe, Orderly and Regular Migration and other global policy dialogues.
- **Join forces with UN agencies to launch a global campaign on the elimination of recruitment abuses**, specifically on the elimination of worker-paid fees and costs.

Result area 3. Promoting and implementing fair business practices

Output 3.1. Promising practices of human rights due diligence in recruitment processes are efficiently documented, together with key stakeholders.

- **Regularly identify and showcase** promising human rights due diligence models in fair recruitment processes across various sectors and in various migration and displacement contexts. Provide easy access to lessons learned and best practices for the private sector and social partners.
- **Develop and maintain a dedicated section on the [ILO Fair Recruitment Hub](#)** with all relevant ILO resources on **human rights due diligence in recruitment processes**, organized by sector. Strengthen linkages between the [ILO Helpdesk for Business on international labour standards](#) and the Hub's dedicated webpage for seamless access to guidance.

Output 3.2. Private sector partnerships and business networks are enhanced to promote fair recruitment.

- **Leverage the [ILO Global Business Network on Forced Labour](#) (GBNFL)** to support the sharing of recruitment-related data among employers and the implementation at scale of human rights due diligence in recruitment processes, and organize consultations between the GBNFL and governments or regional organizations that have adopted human rights due diligence frameworks to facilitate exchange on operational challenges and any guidance needed.
- **Host a global event to discuss both progress and the remaining challenges in implementing human rights due diligence in recruitment processes** with tripartite partners, relevant UN organizations and initiatives (such as the ILO GBNFL, the UN Global Compact on Migration, OHCHR Business and the Human Rights Forum), and major private sector initiatives (such as the Responsible Business Alliance, Institute for Human Rights and Business, and Building Responsibly).
- **Engage and facilitate discussions in relevant global private sector forums** on recruitment to amplify the ILO's approach and learnings on fair recruitment.
- **Expand the partnership with the Global Business School Network** to disseminate the new teaching resource on fair recruitment among business schools.

Output 3.3. Employers' organizations, their sectoral members and enterprises have enhanced knowledge and capacity to effectively implement fair recruitment.

- Together with employers' organizations, sectoral employers' associations and workers' organizations in countries of origin and destination, **develop and implement practical models of human rights due diligence in fair recruitment processes** in migration corridors that are associated with the greatest risk of abuse in order to address sector-specific risks. This can be done through **public-private partnerships** building on existing models.
- Together with employers' organizations and labour recruiters' associations, **develop local awareness-raising and capacity-building materials for employers**, including on the risks of unfair recruitment and how it can lead to undeclared or informal work.

- **Convene national working groups** – in the framework of the GBNFL as relevant – together with employers' organizations and their members to contextualize the upcoming ILO–International Organisation of Employers *2025 Global Toolkit for Employers on Forced Labour Due Diligence* and to develop additional tools to address national and sectoral-specific risks in target countries.
- **Support employers' organizations and private employment agencies' associations to participate in development of law and policy** on the regulation of private employment agencies.

Output 3.4. Private employment agencies have improved their processes to implement fair recruitment and improved their collaboration with public employment services.

- **Review or develop codes of conduct for labour recruiters**, based on international labour standards and [*ILO General Principles and Operational Guidelines for Fair Recruitment*](#), as well as developing robust systems of monitoring. **Document promising practices** related to monitoring.
- **Conduct capacity-building and training activities for private employment agencies** based on available and new tools and existing practices, and foster compliant peer-to-peer exchange and learning among private employment agencies.
- **Support collaboration between public employment services and private employment agencies**, in line with ILO Conventions No. 88 and No. 181.

Result area 4. Enhancing workers' protection, organization and empowerment

Output 4.1. Practical tools and promising practices are developed and disseminated among networks of workers' organizations.

- **Document and disseminate good practices** on the root causes of unfair recruitment related to migrant workers' rights to freedom of association and collective bargaining.
- **Produce and disseminate tools and guidance on the role of workers' organizations** in the promotion of fair recruitment. This will include the finalization and dissemination of specific guidance and tools for workers' organizations on fair recruitment and migrant workers' rights, such as the [*ITCILO Trade Union Manual to Promote Migrant Workers' Rights and Foster Fair Labour Migration Governance*](#) or the ILO–International Trade Union Confederation (ITUC) guide for workers' organizations on combatting forced labour, including unfair recruitment.
- **Enhance and expand the workers' empowerment dedicated section** on the [*ILO Fair Recruitment Hub*](#).

Output 4.2. Workers' organizations have enhanced their knowledge and capacities to strengthen migrant workers' representation, empowerment and voice and to implement fair recruitment.

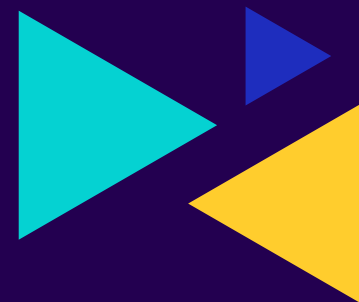
- **Support the capacity of workers' organizations to review and improve, as necessary, their internal regulations and procedures** so as to provide migrant workers with effective representation and promote their engagement in social dialogue and collective bargaining.
- **Support workers' organizations to raise awareness among their members on the rights and specific needs of migrant workers, refugees and FDPs** at all stages of the recruitment process, including in relation to gender and intersectional discrimination considerations.
- **Strengthen the technical and institutional capacities of workers' organizations in organizing migrant workers, including refugees and FDPs when relevant**, with a view to increasing the number of affiliated migrant, refugee and FDP workers and to improving their representation and services, with particular attention paid to gender and intersectional discrimination considerations. These efforts should include the appointment of specific focal points or dedicated units and the development of specific strategies, including for sectors or contexts where recruitment abuse prevalence is high.
- **Support the creation or strengthening of workers' organization networks focused on labour migration and fair recruitment within and across countries to facilitate peer-to-peer-exchanges** and the dissemination of information across different regions.
- **Support workers' organizations to develop the capacity to engage in strategic partnerships across migration corridors**, including the signature of trade union-to-trade union memoranda of understanding (MOUs) to strengthen fair recruitment across borders.

Output 4.3. Improved access to information and services for migrant workers throughout the recruitment process.

- **Increase the coverage of the ITUC Migrant Recruitment Advisor**, in terms of both countries and languages, and in addition improve the Advisor's information and services systems, increase its dissemination channels, and improve its capacity to register and address recruitment-related complaints.
- **Strengthen the capacities of workers' organizations to provide services for migrant, refugee and FDP workers** as relevant, targeting sectors that present a higher risk of abuse and including information and referral services that tackle specific intersecting vulnerabilities. This could be delivered through the **establishment or consolidation of Migrant Worker Resource Centres (led by trade unions) or migration units inside trade unions dedicated to developing and implementing organizing strategies targeting migrant workers**.
- **Support workers' organizations to raise awareness** among potential migrant workers and their communities through **communication campaigns targeted at and tailored to specific groups of workers** – for example, women or men migrant workers, or specific sectors, such as domestic work.
- **Support workers' organizations in providing specific gender-responsive services** to women migrant workers (including refugees and FDPs) in specific sectors of the economy. These services should address access to occupational safety and health, protection from violence and harassment, and working conditions.
- **Enable workers' organizations to establish strategic partnerships with other key national stakeholders** – such as labour inspectors and civil society organizations – to improve the delivery of specific services for migrant workers.

Output 4.4. The capacities of workers' organizations to enhance workers' access to justice and remedies for recruitment-related abuses are improved.

- **Strengthen and build strategic partnerships with key stakeholders on access to justice and remedies**, including partnerships with national legal practitioners, relevant UN agencies and specialized civil society organizations.
- **Improve the cooperation between workers' organizations and key stakeholders, such as civil society organizations**, to offer new services and improve the quality of existing services aimed at facilitating access – either directly or through referral mechanisms – to complaints mechanisms or grievance processes.
- **Strengthen and build the capacities of workers' organizations and their members to offer direct services** to migrant workers to access formal complaints or grievance mechanisms, be they through the legal system or other non-legal avenues.
- **Document and disseminate emerging practices on trade union and civil society action** to promote access to justice for recruitment-related abuses.



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**Fundamentals Principles and Rights
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