Workforce Due Diligence Package

Empowering companies to strengthen human rights due diligence (HRDD) and workforce management

Thomson Reuters Foundation

What it is

The Workforce Due Diligence Package (WDDP) is a practical, lightweight, and free resource specifically designed for companies in Thailand and Malaysia. It aims to enhance workforce management and human rights due diligence (HRDD), thereby helping businesses to attract more customers. By using the WDDP, companies can better understand their workforce data, enabling them to effectively address compliance gaps and prioritise interventions.

This package aids in the evaluation of current policies, processes, and performance related to workforce management and HRDD. It helps companies prioritise improvements and demonstrate progress, fostering trust with buyers, investors, and regulators. The WDDP combines in-person and online training to enhance understanding and capacity, and includes an HRDD survey offering comprehensive and practical guidance. Furthermore, it provides feedback on existing processes and features unique, detailed, and insightful legal research, allowing companies to assess their data gaps against national legislation. This enables them to identify operational, legal, or reputational risks and prioritise interventions accordingly.

Who is it for

The Workforce Due Diligence Package (WDDP) is designed to assist companies, particularly those in Thailand and Malaysia. It is especially beneficial for businesses with limited capacity to streamline social reporting or those with little experience in human rights due diligence (HRDD).

What it contains

The cornerstone of the package is in-person training focused on human rights due diligence (HRDD), followed by ongoing online lessons to reinforce and solidify the knowledge gained. The training is anchored on the Workforce Due Diligence Toolkit (WDDT), a survey designed to explain how to calculate basic workforce metrics and connect the results to clear HRDD steps. This approach enables companies to quickly identify gaps, address risks, and demonstrate more resilient workforce practices to buyers, investors, and regulators. Additionally, the WDDT provides an overview of existing HRDD laws and regulations in the region, ensuring that your team is fully informed and confident in the operational parameters.

Breakdown of offering:

- **Workforce Due Diligence Training (WDDTr) –** A one-day workshop, followed by short self-learning exercises over 2–3 months, helps companies disclose and interpret workforce data, build confidence in reporting, and strengthen accountability against HRDD frameworks.

- **Workforce Due Diligence Toolkit (WDDT) as an assessment framework –** An 18-question survey covering key HRDD areas such as workforce composition, health and safety, grievance and remedy, worker representation, and risk monitoring. This survey not only can be used to assess your HRDD practices but also acts as the first step of HRDD to identify risks.

- **Question-Level Guidance –** Plain-language notes on what each question means, where to find information, and how to calculate key metrics. Good practice examples are also provided to guide you to build your own HRDD process.

- **HRDD Guidance –** Step-by-step explanations of due diligence processes and tips for interpreting workforce data using our toolkit to identify the blind spots in workforce management and improve your competitiveness

- **Feedback on your processes –** Receive detailed benchmarking and feedback on your current HRDD policies and practices.*

- **Legal Guidance –** The package also includes a comprehensive overview of the countries' existing legal and regulatory landscape as it relates to ESG and HRDD. This detailed legal research offers support to assess companies' risk from operational, legal, or reputational perspectives.

Stronger HRDD and workforce practices are proven to enhance both resilience and financial performance. Evidence from research involving over 400 investors and 180k company data points shows that businesses improving labour standards, health and safety, and worker engagement record around **6% higher revenue growth** and **6–7% higher valuation multiples**. Companies with highly satisfied employees achieve **65–70% higher EBITDA margins**, while robust safety systems reduce downtime and operational costs.

*A benchmark card will be provided after the first disclosure cycle. Year-on-year comparison will be available if the company participates for a second year.

Why join

- **Win and retain buyers:** Show European and other international customers that you meet – and exceed - growing expectations on human-rights due diligence, basic workforce assessments, and clear grievance and remedy channels for workers.

- **Improve access to capital:** Earn trust from investors and lenders seeking responsible business practices and unlock new funding opportunities.

- **Operational benefits:** Use this toolkit to deliver safer practices, more reliable staffing, clearer working-hours controls, and early issue resolution through effective grievance channels. This supports more stable operations, less time spent firefighting, and stronger readiness for customer requirements.

- **Stay ahead of regulation:** Use a self-assessment framework aligned with the EU's Voluntary Sustainability Reporting Standard for non-listed SMEs (VSME), which is likely to become a baseline for workforce HRDD disclosure under the Corporate Sustainability Reporting Directive (CSRD). By aligning now with CSRD expectations, alongside key local requirements such as Malaysia's National Action Plan on Forced Labour and Thailand's Labour Protection Act, you'll be better prepared for future information requests from buyers and regulators across markets.

- **Maintain competitiveness:** See how your practices compare with peers through indicative benchmarking; get targeted recommendations to close gaps fast.

Preparing Suppliers for Evolving EU Sustainability Expectations

As EU–Malaysia FTA negotiations progress, sustainability is becoming more directly connected to trade and sourcing relationships. The EU's proposals include dedicated provisions on Trade and Sustainable Development, transparency, good regulatory practice, labour rights and cooperation on human rights and employment-related issues. For suppliers, this means that responsible business conduct is likely to become increasingly relevant to buyer relationships, procurement processes and customer due diligence.

In practice, EU buyers may place greater emphasis on whether suppliers can demonstrate clear policies, credible oversight and evidence of how workforce and supply-chain risks are identified and managed. This may include questions on working conditions, workplace health and safety, grievance channels, worker engagement, gender equality, decent work and alignment with internationally recognised labour standards.

The WDDT helps suppliers respond to this changing environment by translating high-level sustainability and human rights expectations into practical business steps. Through training, benchmarking and tailored guidance, it supports suppliers to identify gaps, strengthen internal governance, prepare for buyer questionnaires and build clearer evidence of responsible business practices. This can help suppliers improve readiness for EU-linked sourcing expectations and strengthen long-term buyer confidence.

How the WDDT Supports Suppliers

EU–Malaysia FTA proposal focus	What this means for suppliers	How the WDDT helps
Trade and Sustainable Development: the EU proposal includes commitments on sustainable development, labour and environmental protection.	Sustainability is becoming part of the trade relationship, not just a voluntary ESG add-on. EU buyers may increasingly expect suppliers to show that labour and human rights risks are understood and managed.	Helps suppliers translate high-level sustainability expectations into practical HRDD steps, including risk identification, governance and follow-up actions.
Human rights and labour cooperation: the proposal refers to cooperation on human rights, labour issues, workplace health and safety, gender equality, decent work and internationally recognised labour standards.	Buyers may ask more targeted questions on workforce practices, working conditions, grievance channels, worker engagement and management accountability.	Provides training and benchmarking to help suppliers understand current gaps and prepare clearer responses to customer due diligence questions.
Transparency and regulatory predictability: the proposal includes a dedicated transparency chapter and good regulatory practice provisions.	Suppliers may face higher expectations for clear policies, documented processes and consistent evidence, especially when responding to EU-linked customers.	Supports suppliers in building clearer documentation, internal visibility and evidence of responsible business practices.
Responsible sourcing and supply-chain expectations: alongside the FTA, EU companies are under growing pressure to assess risks across their value chains.	Even where suppliers are not directly regulated by EU rules, buyer requirements may be passed down through procurement, onboarding, audits and supplier questionnaires.	Helps suppliers prepare for these buyer-facing requirements by mapping risks, strengthening oversight and demonstrating readiness.

What you get

The value extends beyond the toolkit. After completing the survey, participating companies will receive:

- **A Feedback Package including:**
  - A benchmark card provided annually after each disclosure cycle, showing how your company's workforce practices compare with peers and how performance has evolved over time.
  - Suggested actions and a practical roadmap for next steps.
  - An optional one-page performance summary to share with buyers or investors.

- **An Exclusive, Complimentary HRDD Training** to strengthen your capacity to understand key risks, expectations, and regulatory trends, and build the skills to improve your workforce management, and reporting, including an implementation roadmap and personal action plan.*

- **A Recognition Badge** acknowledging your company's commitment to responsible workforce management and HRDD, which can be used to build trustful external communications.

- **Opportunities to engage with investor and buyer networks** that are actively exploring responsible-business partnerships across the region.

*Seats are limited and not guaranteed; early sign-up is required to secure a place.

How to partake

1. Register your interest → Email **rbtrf@thomsonreuters.com** to express your interests and we will get in touch with you to share secure survey link and guidance materials.

2. Complete the survey → Fill out the survey in approximately 30 mins with input from HR, ESG, or operations colleagues.*

3. Submit and review → Receive your personalised feedback package within one month and, if desired, schedule a short discussion on next steps.

4. Stay engaged → Access your annual benchmarking update and continue strengthening your workforce practices over time, particularly by partaking in the “S” in ESG training offering.

Thomson Reuters Foundation’s Responsible Business team leverage networks and data intelligence to encourage responsible business practices that support more equitable economies. We work with businesses, investors, lawyers, civil society organisations and journalists to build understanding of how business decisions affect lives and livelihoods.

More information about Thomson Reuters Foundation’s work on Responsible Business can be found at **www.trust.org/our-work/responsible-business/**

Disclaimer on data confidentiality:
Your data will never be shared with any external stakeholder without your explicit consent. Responses are used only to generate your company’s gap analysis and tailored recommendations. For benchmarking purposes, all information is analysed in aggregated and anonymised form, ensuring that no individual company data is disclosed.

* Actual completion time may range from 20 to 60 minutes, or even longer, depending on your company’s data readiness and available records.