

Lunch and Member Bingo





Agenda

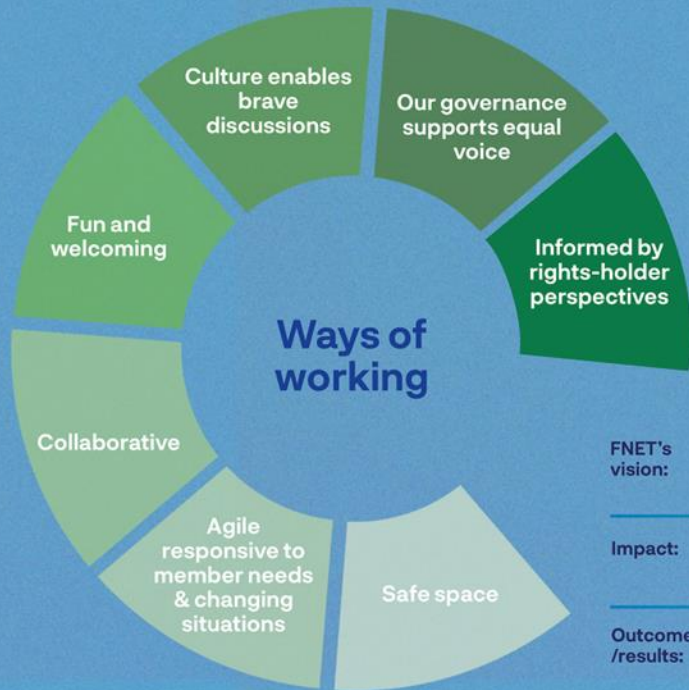
- 9.30 – 9.35** Welcome – FNET
- 9.35 – 9.45** Welcome from Tesco
- 9.45 – 10.55** Member vote
- 9.55 – 10.55** Panel discussion: How can supply-chain partners better share risk and return?
- 10.55 – 11.10** Break
- 11.10 – 12.10** Hot topics carousel (attendance at one session)
- 12.10 – 13.10** SMETA workshop
- 13.10 – 13.50** Lunch & Member Bingo
- 13.50 – 14.15** Insights from FNET membership survey (member-only)
- 14.15 – 15.15** Hot topics carousel (attendance at one session)
- 15.15 – 16.00** Working group update, Board questions & close



An aerial photograph of a dense, lush green forest. The trees are tall and thin, with vibrant green foliage. A blue rounded rectangle is centered in the middle of the image, containing white text.

FNET
Members only
Session

FNET THEORY OF CHANGE



FNET's vision:

A fair, equitable and resilient food system where people are able to realise their human rights

Impact:

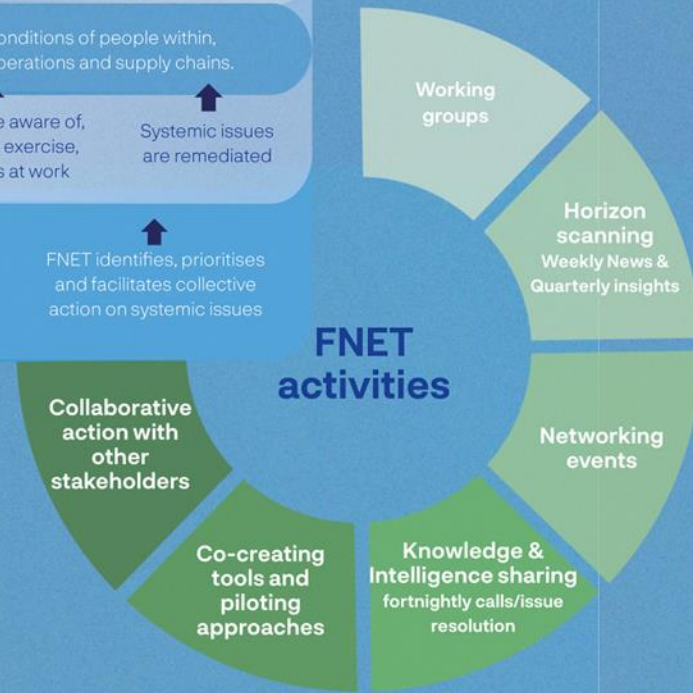
Improved livelihoods and working conditions of people within, and communities affected by, our operations and supply chains.

Outcomes/results:

Members implement Responsible Business Practices Workers are aware of, and able to exercise, their rights at work Systemic issues are remediated

Outputs

Businesses adopt common practical tools and approaches, and transparently report progress FNET identifies, prioritises and facilitates collective action on systemic issues

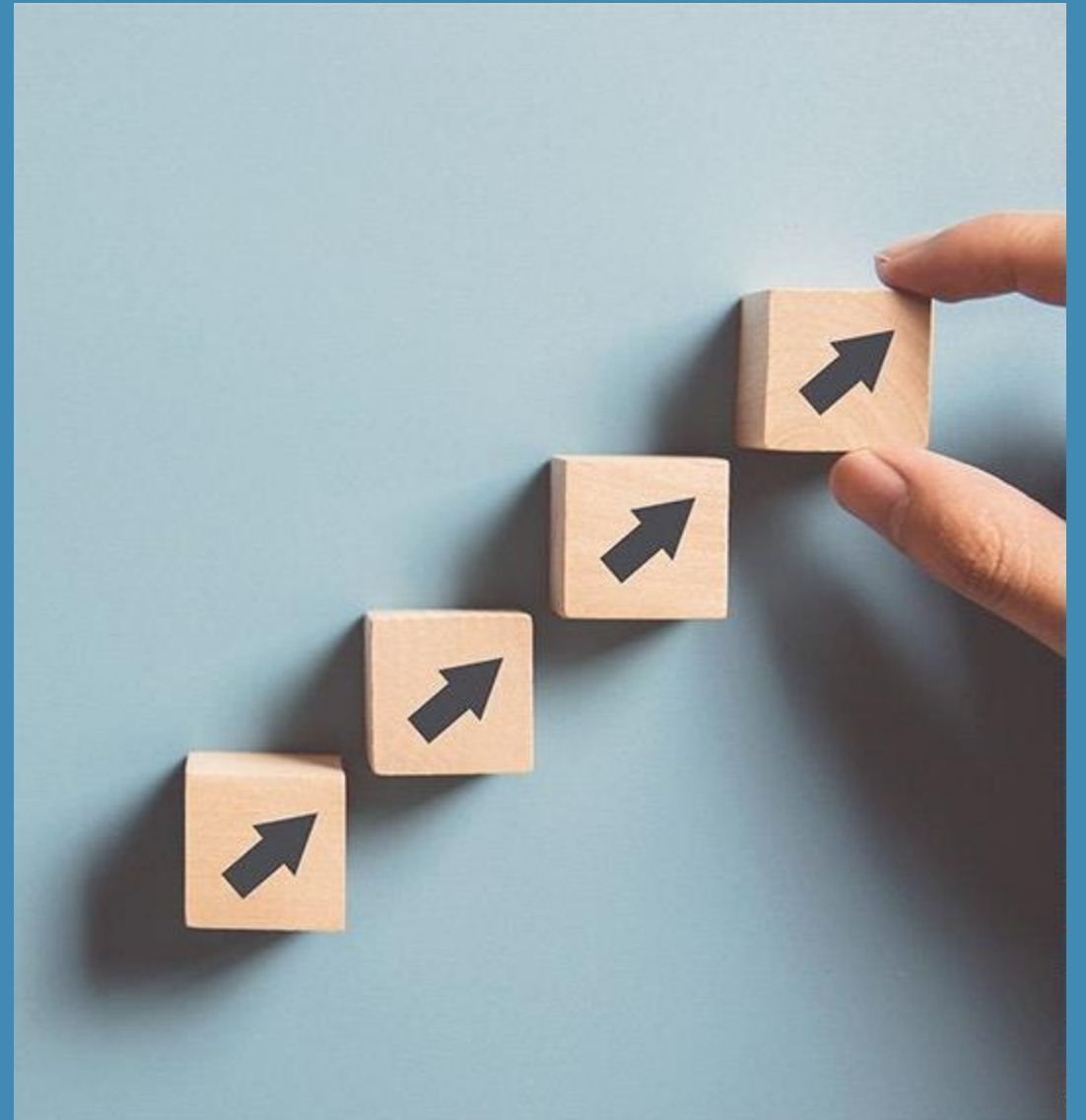


THEORY OF CHANGE

JUNE 2024



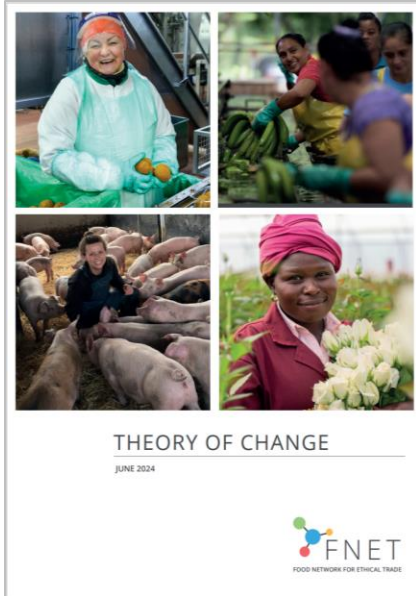
FNET Inaugural member benchmark insights 2024








Why ask members to complete an annual benchmark?

1. To measure if FNET is delivering against the Theory of Change



 DELIVERY ASSUMPTIONS
that FNET has the skills and resources to deliver on its activities.

 IMPACT ASSUMPTIONS
that the activities listed will result in the desired outcomes and impacts as members meaningfully engage with FNET activities.

 PROCESS ASSUMPTIONS
that the process of putting together the Theory of Change is robust and member and wider stakeholder views have been well-represented.

2. To support businesses to advance Responsible Business practices by understanding how they are performing against their peers

3. To inform FNET strategy and working group activity





Structure based on ToC and FNET HRDD reporting framework



FNET – Human Rights Due Diligence reporting template		
		Date of completion
Name		Organisation
Name & role of most senior organisational lead for Human Rights/Ethical Trade:		Sustainability Reports/Modern Slavery Statement Links:
What are our human rights priority areas of focus? (by country/ region/ theme or combination)	<i>e.g. we have identified x raw materials, or operations or countries as higher risk. Please simply describe the process you used to do this.</i>	
Summary of key Progress made in last 12 months implementing HRDD approach, including KPIs		
Assessment of HRDD approach	Below Foundation/ Foundation/ Intermediate/ Advanced*	Summary of the 3-5 identified actions to close the gaps towards next level in next 12 months*
Policy and Accountability		
Traceability		
Risk Assessment		
Taking Action		
Tracking performance		
Remedy		
Communication		

* Some members may wish to score this applying 1- Below Foundation, 2- Foundation, 3- immediate, 4-advanced. This needs to be balanced with encouraging a honest conversation on supplier maturity as they will be at different stages of their journey and what will work to drive internal integration in FNET members businesses. What we would encourage though is a focus on encouraging and rewarding suppliers to take action. Our suggestion is to encourage 3-5 actions in total – suppliers do not need to have an action in every box





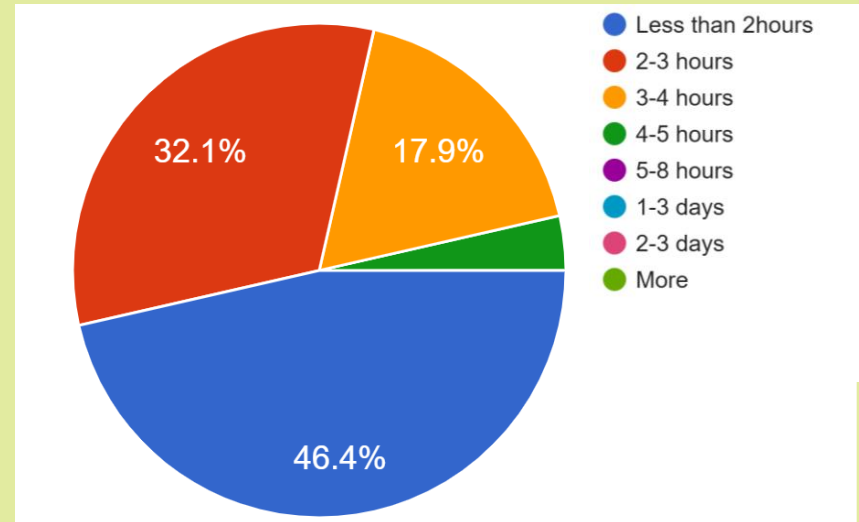
Format: What have we learnt so far.....



- 1 month since launch 40% of members have completed- 70 % retailers and 36% supplier*
- The format has caused some issues for non- google account holders and some of the questions are not in the right format
- Several members have suggested separating retailer and supplier surveys next year as some of questions not specific for retail perspective

** Members who have joined since start of 2024 are not required to complete as going through the new member process*

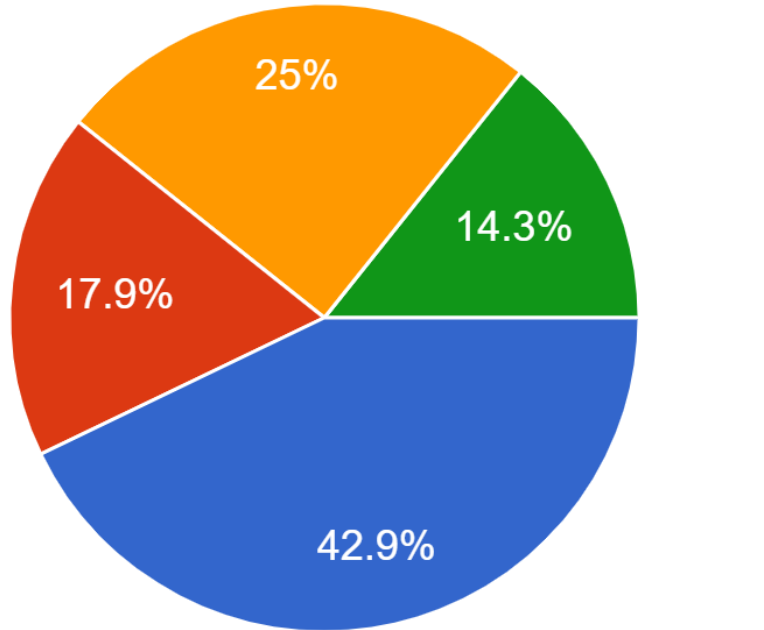
Time to complete





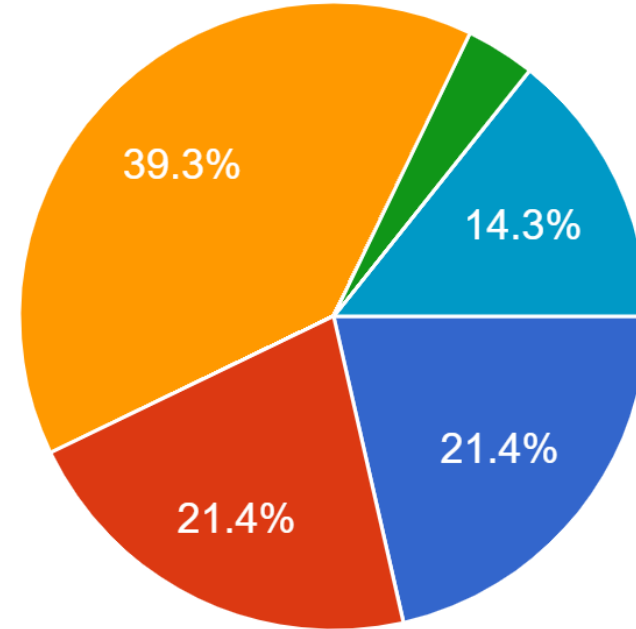
What proportion of supply chains are in scope

Planned



- All of Tier 1 including Goods Not For Resale (GNFR)
- All of Tier 1 & 2
- whole of supply chain
- Not defined

Practical Reality

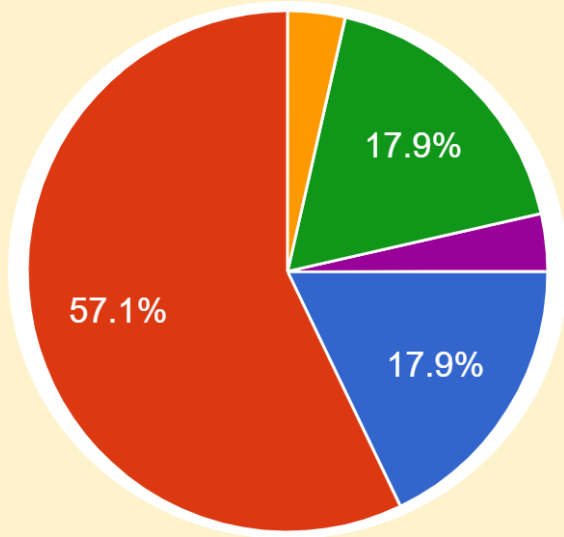


- 75% Tier 1
- 100% tier 1 including Goods not for resale (GNFR)
- 100% tier 1 and selected GNFR and Tier 2 based on saliency
- All of Tier 1&2
- Whole supply chain
- Other



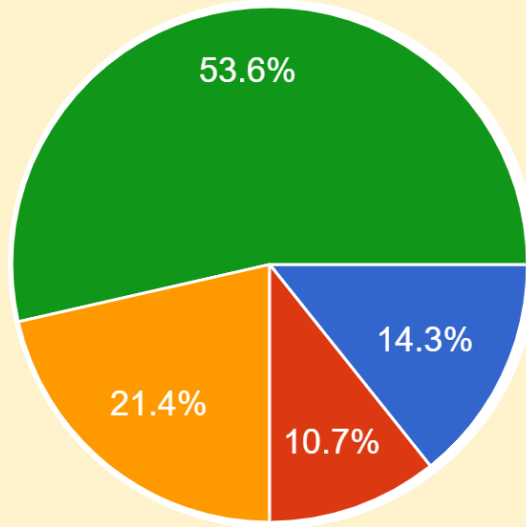
What proportion of members have set a human rights strategy?

Defined Human rights action plan



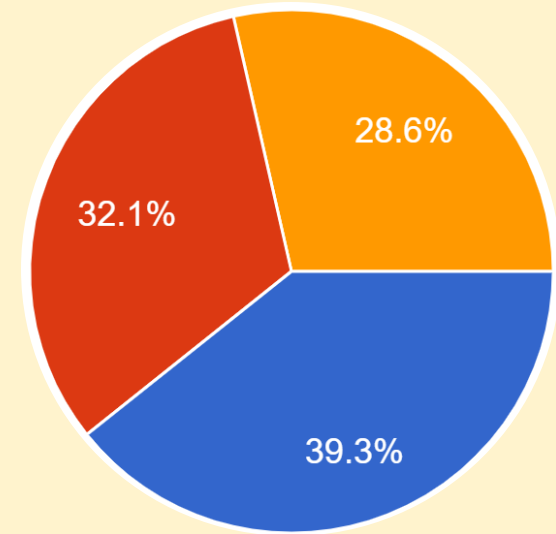
- Timebound goal to advance to next maturity stage
- Continuous improvement but no timebound goal
- Maintain current maturity level
- Not determined
- Don't know about FNET HR Due Diligence Framework

Rolled out HRDD framework to High-risk suppliers



- High risk suppliers have action plans in place
- Rolling out to high risk suppliers in 2024
- Piloting in 2024
- Not Started

Human rights strategy is published



- Yes
- No
- In progress

* Using FNET HR due diligence framework or equivalent



What public commitments have members made?

Has the company made a commitment to human rights which includes....	Yes	No	In progress
International Standards Commitment to respecting human rights (OR the rights under the Universal Declaration of Human Rights OR the International Bill of Human Rights), the UN Guiding Principles on Business and Human Rights (OR the OECD Guidelines for Multinational Enterprises)	82%	14%	4%
Commitment for <u>own operations</u> to respect the human rights that the ILO has declared to be fundamental rights at work AND the company's policy statement includes explicit commitments to respect: freedom of association and the right to collective bargaining and the rights not to be subject to forced labour, child labour or discrimination in respect of employment and occupation AND the company's policy statement(s) also expect(s) its suppliers to make these commitments .	71%	11%	18%
Commitment for <u>own operations</u> to respect the health and safety of workers AND the company commits to respecting the ILO conventions on labour standards on working hours or the company publicly states that workers shall not be required to work more than 48 hours in a regular work week or 60 hours including overtime and that all overtime work must be consensual and paid at a premium rate AND the company's policy statement(s) also expect(s) its suppliers to make these commitments	68%	18%	14%
Commitment for <u>own operations and supply chain</u> to respect ownership/use of land and natural resources and respect legitimate tenure rights related to the ownership and use of land and natural resources as set out in the relevant part(s) of the Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries and Forests in the Context of National Food Security (VGGT) OR the IFC Performance Standards AND to respecting indigenous peoples' rights or references the relevant part(s) of the ILO Convention on Indigenous and Tribal Peoples No.169 or of the UN Declaration on the Rights of Indigenous Peoples AND a commitment to obtain free, prior and informed consent (FPIC) from indigenous peoples and local communities for transaction(s) involving land and natural resources or to a zero tolerance for land grabbing AND the company commits to respecting the right to water AND the company's policy statement(s) also expect(s) its suppliers to make these commitments	25%	46%	29%



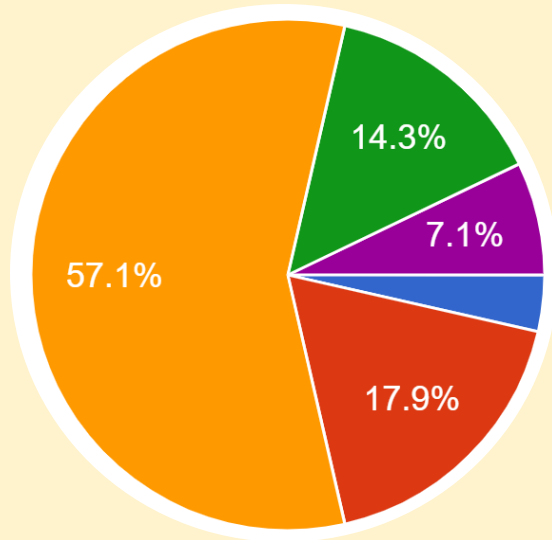
What public commitments have members made?

Has the company made a commitment to human rights which includes....	Yes	No	In progress
Commitment to respect women's rights refers to the relevant part(s) of the Convention on the Elimination of Discrimination Against Women or of the Women's Empowerment Principles OR the company's publicly available policy statement committing it to respect children's rights also refers to the relevant part(s) of the Convention on the Rights of the Child or of the Children's Rights and Business Principles OR the company's publicly available policy statement committing it to respect migrant workers' rights also refers to the relevant part(s) of the International Convention on the Protection of the Rights of All Migrant Workers and Members of Their Families AND the company's policy statement(s) also expect(s) its suppliers to make these commitments.	32%	47%	21%
Commitment to remedy the adverse impacts on individuals and workers and communities that it has caused or contributed to AND the company expects its suppliers to make this commitment too	39%	18%	43%
Commitment to collaborating with judicial or non-judicial mechanisms to provide access to remedy AND the policy statement includes a commitment to work with suppliers to remedy adverse impacts which are directly linked to the company's operations, products or services	39%	32%	29%
Commitment to neither tolerate nor contribute to threats, intimidation and attacks (both physical and legal) against human rights defenders AND the company expects its suppliers to make this commitment too	29%	46%	25%



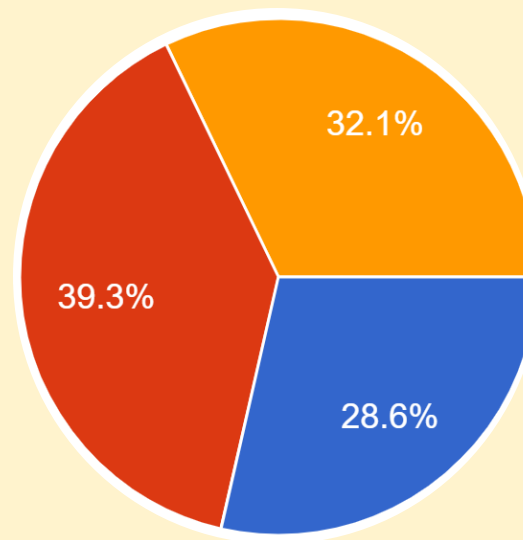
Responsible recruitment

Public commitment to responsible recruitment



- Yes referencing to the consumer goods forum CGF Priority principles
- Yes referencing the IHRB Leadership group Employer pays principle
- Yes referring in general terms to forced labour
- No, its planned but not public yet
- No not planned or in place

Commitment to Employer pays Principle in own operations

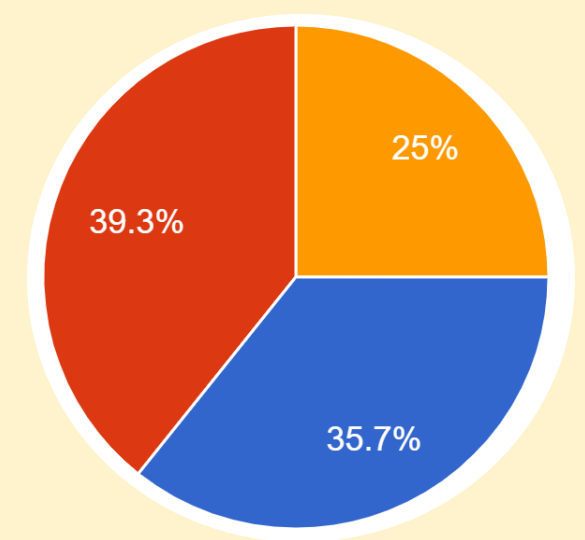


Of those yes

- 5 achieved
- 1 target end 24
- 2 target end 25
- 2 target end 26

- Yes
- No
- In progress

Commitment to Employer pays principle in all or part of Supply chain



Of those yes

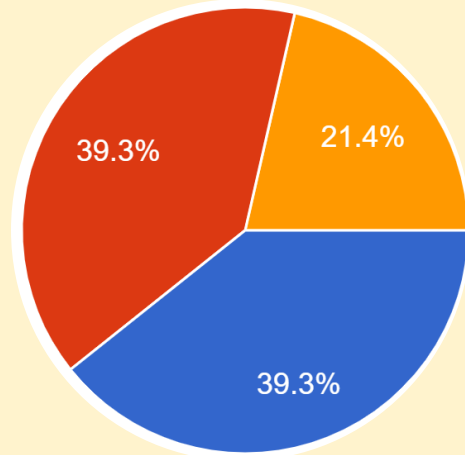
- 10 No target date
- 2 target end 26
- 2 specify scope limited to saliency South Asia or UK SWS

- Yes
- No
- In progress



Living wage/ Living income

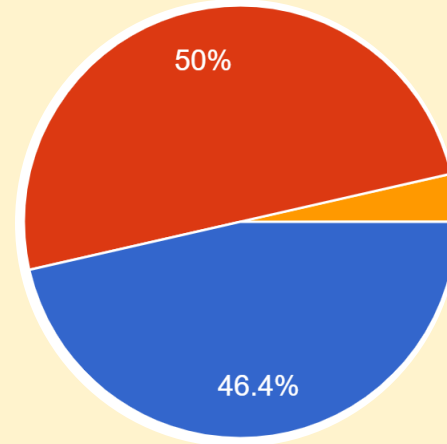
Commitment to pay a living wage to your direct employees in own operations



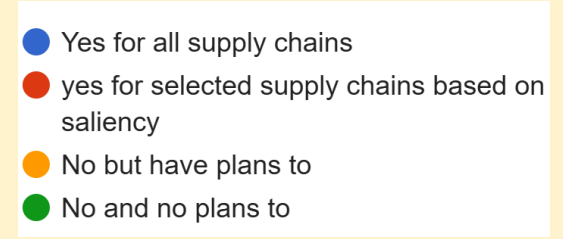
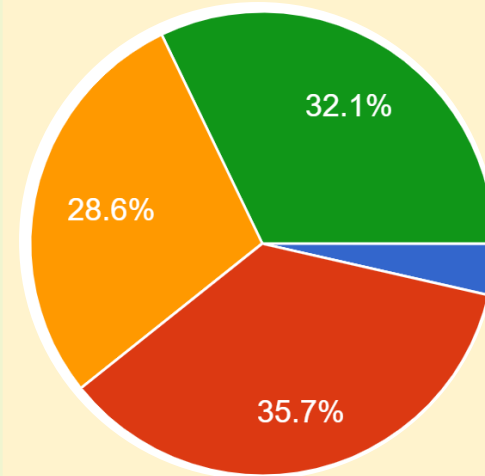
Of those YES

- 1 accredited living wage employer
- 6 Pay equivalent to UK real living wage or London Living wage
- 3 Use benchmarking to pay higher than minimum wage

Assessed the living wage gap for direct employees in your own operations



Assessed the living wage/ income gap for workers & producers in your supply chain



Of those YES for selected supply chains

- 7 working with IDH, on collective goal to close the living wage gap within **banana** supply chains by the end of 2027.
- 2 mentioned Sustainable cost of production models e.g. **Dairy**
- Others referred to Fairtrade **Tea, Coffee, Cocoa, Wine, Flowers**

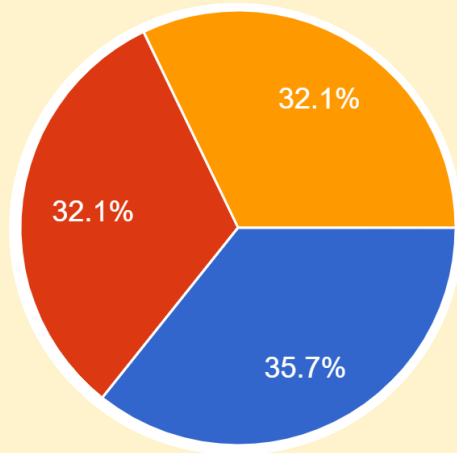


Most common reason given for no action fear of inability to control wage levels/costs , cost pressures from retailers and the scale and complexity of supply chain



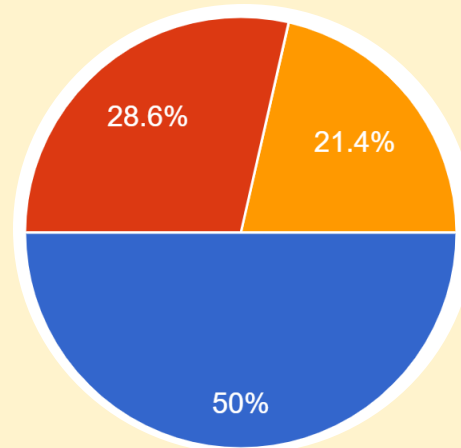
Gender

Defined a gender strategy with a timebound action plan



- Yes
- No
- In progress

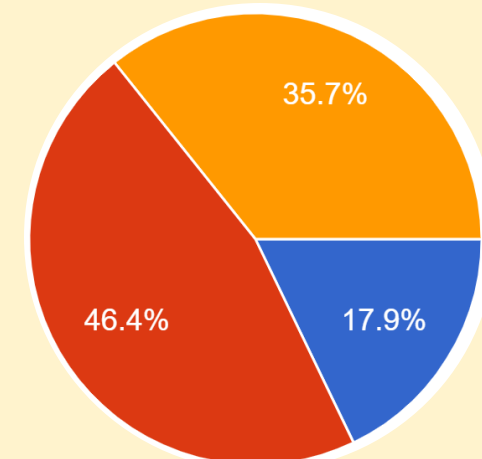
Commitment to address gender gaps for direct employees in own operations



Of those YES

- 100% gender pay gap reporting
- 3 target 30% women in leadership positions
- Sainsburys 50 % for senior leaders and 43% for senior management positions by 2024.

Commitment to address gender gaps for direct employees in your supply chain



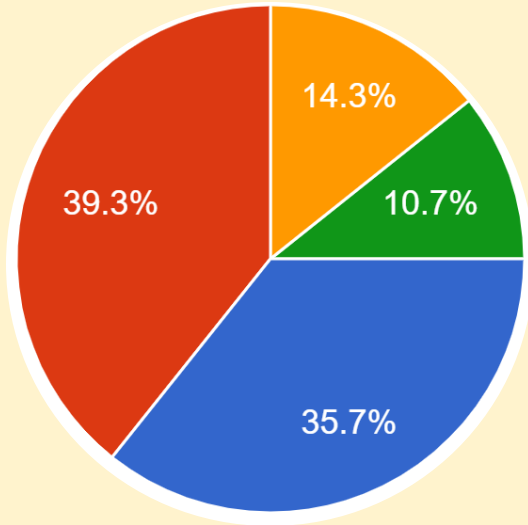
Of those YES

- Developing gender policy and/or further gender empowerment programmes
- Collecting more disaggregated gender data
- Funding FT programme to address gender biases

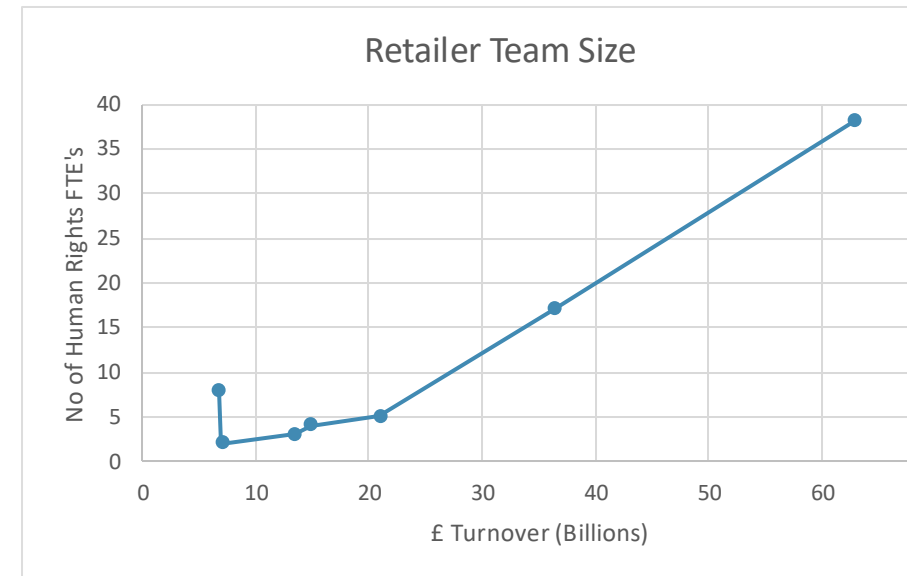
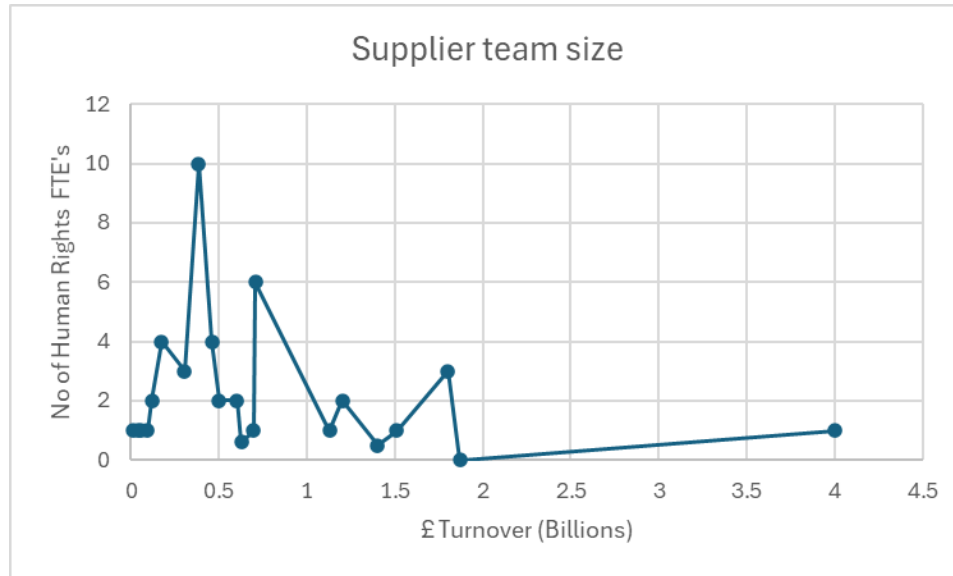


Resources

Sufficient Resource allocation



- Yes we have the resources to deliver our action plan
- We are under resourced but with efficiencies can deliver our plan
- we are significantly under resourced
- Don't know

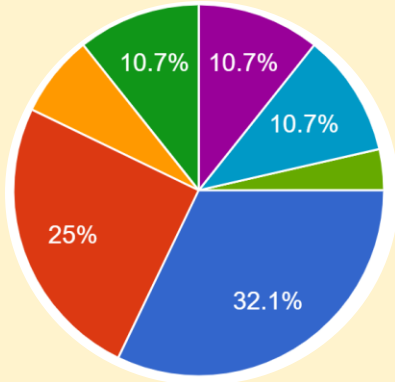


- Only 1 member has no FTE. 2 other members have no dedicated FTE instead the time is allocated across multiple roles
- Size of team is not a ratio of turnover. Businesses highly reliant on international sourcing e.g. produce, fish typically have bigger teams or in country personnel.



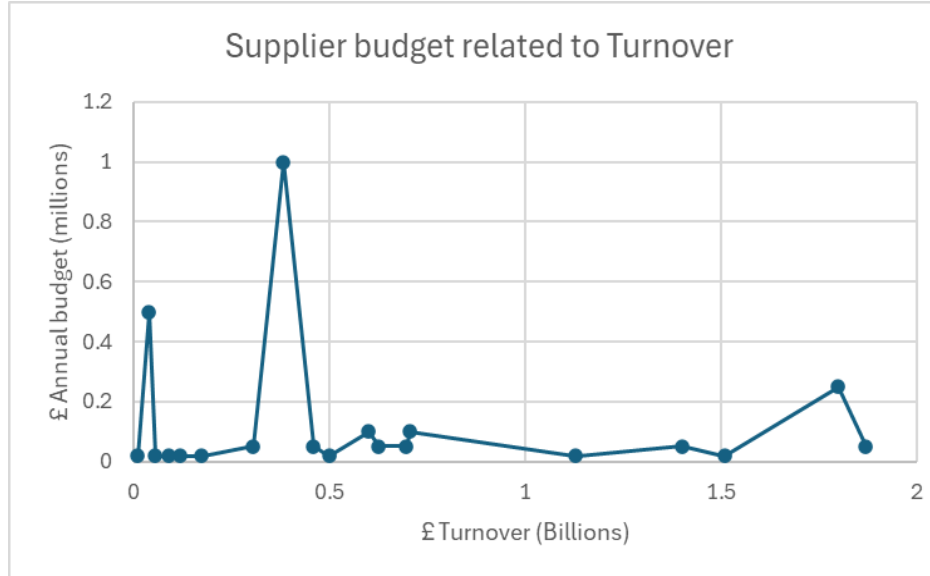
Resources

Annual budget*

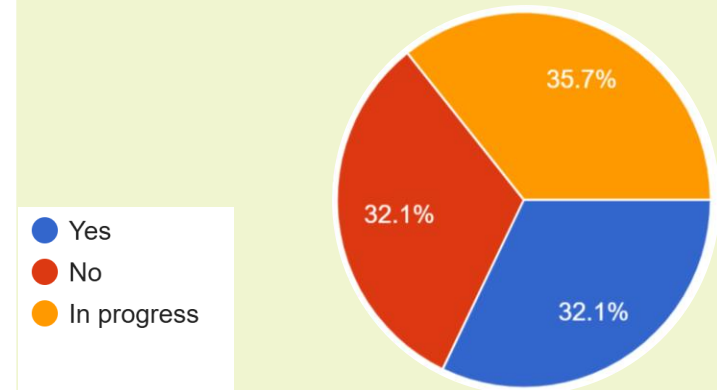


- <£20 000
- £20k - <£50K
- £50K-<£100K
- £100K-<£250K
- £250K-<£500K
- £500K-<£1 Million
- £1 Million-<£3 Million
- more than £3 Million

*exclude salaries but includes membership subscriptions, investment in external projects, team travel and training



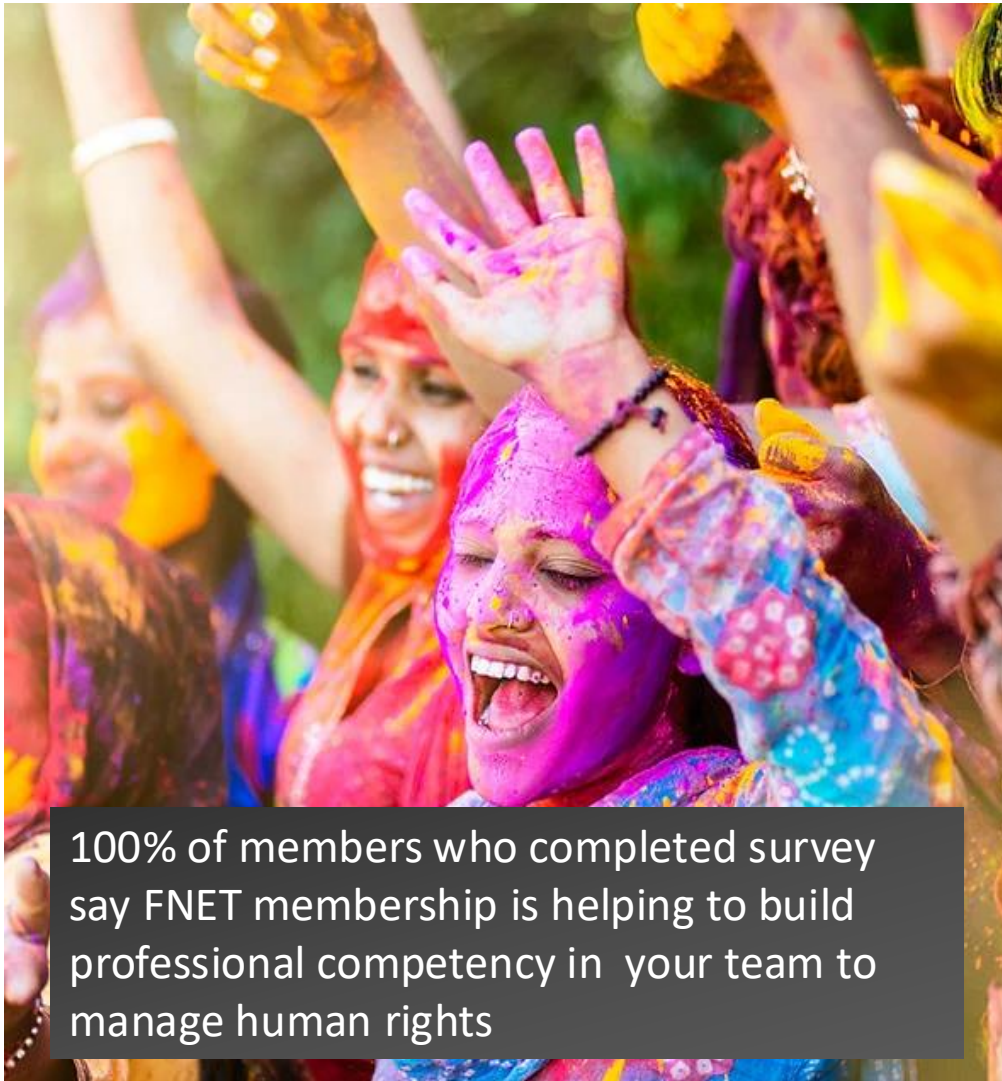
Annual human rights strategic plan has budget and implementation responsibility embedded in other teams



- 70% of members have a budget of less than £100K and 96% less than £1m
- 50% of members who completed the survey their budget is level on last year and 18% have seen an increase.
- Retailers' there is some correlation between budget and turnover but suppliers there is not
- FNET's more mature members have secured budget and resources in other teams such as buying/procurement and technical



Skills



100% of members who completed survey say FNET membership is helping to build professional competency in your team to manage human rights

What could help further?

- Better way to navigate the website, tools and templates
- More templates to aid implementation
- Continue to share weekly and quarterly insights
- Support HR teams to incorporate ethical/human rights into legal framework
- Basic or foundational webinars and training. Bring to life HRDD
- Wider team training and knowledge sharing
- Inclusion of external experts on fortnightly calls to keep us updated on key challenges and risks

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**What would help you and your business
build human rights skills?**

ⓘ Start presenting to display the poll results on this slide.



Introducing FNET Learning library

Signposting resource to help guide members through key FNET and non-FNET resources

Risk Assessment	Due Diligence approach introduction
Supply chain mapping	Climate and Human Rights
Grievances	Regulation Briefings and Trend summaries
Remediation	Risk Assessment
Freely Chosen Employment – Eliminating modern slavery and enabling responsible recruitment	Health and Safety
Child Labour and Young Workers	Wages, Benefits, Working Hours
Non-discrimination	Freedom of Association

Level 1- Foundational Primers
 Level 2 – Tools & Techniques
 Level 3 – Specialized Content
 Level 4 – Expert Access



Schedule: Circulate draft in weekly news - June 2024

Early September: Collect feedback from members to inform digital strategy and how information is adapted to the website.

FNET HUMAN RIGHTS & ETHICAL TRADE LEARNING LIBRARY (14th June 2024)



Learning Model Topic	Level 1- Foundational Primers	Level 2 – Tools & Techniques	Level 3 – Specialized Content	Level 4 – Expert Access
Due Diligence approach introduction	<ul style="list-style-type: none"> • What are the UNGPs? • Why implement the UNGPs? • What is Human Rights Due diligence? 	<ul style="list-style-type: none"> • How to implement Human Rights due diligence 	<ul style="list-style-type: none"> • How to implement Human rights due diligence in areas of conflict? • How to implement Human rights due diligence in lower tiers of the supply chain where the business has low leverage? 	<ul style="list-style-type: none"> • How to track effectiveness of the businesses approach?
	<p>FNET Library:</p> <ul style="list-style-type: none"> • The UN Guiding Principles on Business and Human Rights: An Introduction (Video) • Due Diligence the Danish institute of Human Rights (video) • UN Guiding principles on business and Human Rights framework (Jan 2012) • Shift Practical guidance on doing business with respect for human rights • ETI Human rights due diligence framework • OECD guidance on responsible business conduct (2018) • OECD- FAO guidance for responsible agricultural supply chains (2016) 	<p>FNET Library:</p> <ul style="list-style-type: none"> • FNET Ethical Trading Tool kit (spices) 2018 • Ethical Checklist for lower tier suppliers (growers) April 2022. Based on ETI Base Code • Farm-level risk assessment metrics June 2022 – (for use when farm is too small to be on Sedex) • Human Rights Due Diligence Reporting Template • FNET Resolution of ethical audit issues guidance Mar 2023 • FNET Mitigation Guidance Feb 2023 • UK Grower Seasonal Worker Scheme toolkit (2023) <p>Policies (see specific additional policies under base code topics)</p> <ul style="list-style-type: none"> • GBI Making a Human Rights policy commitment • ST template on Ethical Trade • UN Guide to developing Human Rights policy • ST template on remediation policy <p>Supplier codes of conduct</p> <ul style="list-style-type: none"> • Ecovadis guidance for developing supplier code of conduct 	<p>FNET Library:</p> <ul style="list-style-type: none"> • Responsible Purchasing Practices – A Handbook for buyers of spices • Decision Tree and Guidance for Ethical Consideration (2018) • Best practice procurement for spices (Nov 2018) • Engaging the Board – top tips (2023) • FNET skills share - Responsible Business Practices - Managing Issues top tips - Feb 2024 <p>Other Resources</p> <ul style="list-style-type: none"> • UNGP Practical implementation of human rights due diligence in 10 companies (2021) • Fairtrade Implementing Human Rights and Environmental Due Diligence (HREDD) for small businesses and traders (2022) • FLA Ensuring responsible factory retrenchment, exit, and closure: Guidance for companies (Nov 2023) • UNGP Stakeholder engagement in Human Rights Due Diligence (Aug 2014) • DIHR stakeholder engagement guidance and tools (2020) and practitioner supplement (2020) and interview guide (2020) • International alert: Human rights due diligence in conflict-affected settings: Guidance for extractives industries (2018) 	<p>FNET Library:</p> <ul style="list-style-type: none"> • SHIFT Tracking the effectiveness of a businesses Hurman rights approach • CHRB Food and Agriculture methodology for 2022/23 benchmarks

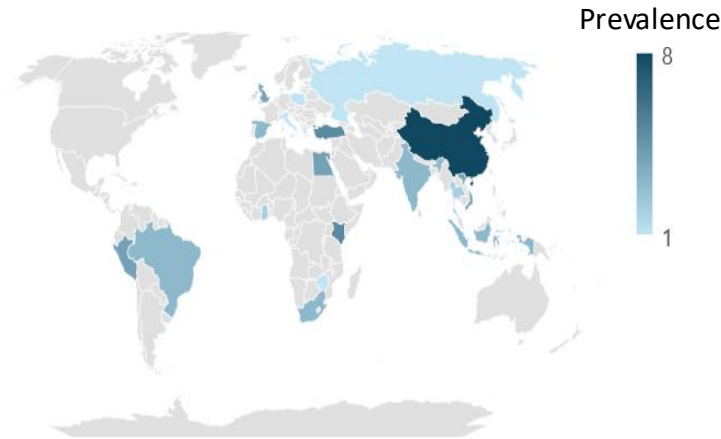


Understanding potential and adverse risks

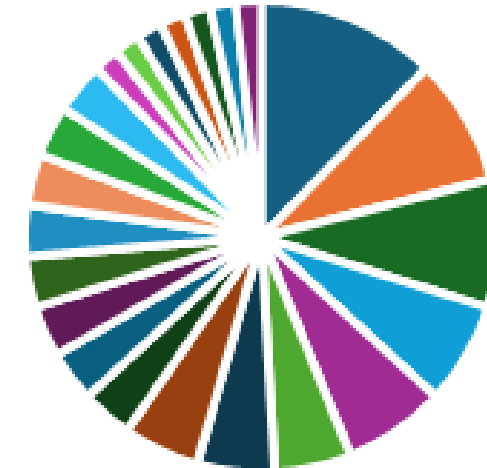
Most common salient issues identified



Identified higher risk countries



Identified higher risk products and services



- Wild fish
- Prawns
- Farmed fish
- tea
- car washes
- Hebs & Spices
- Coffee
- Rice
- Tomatoes
- Fresh produce
- meat
- Cocoa
- Bananas
- soy
- Flowers
- Palm oil
- Sugar
- dates

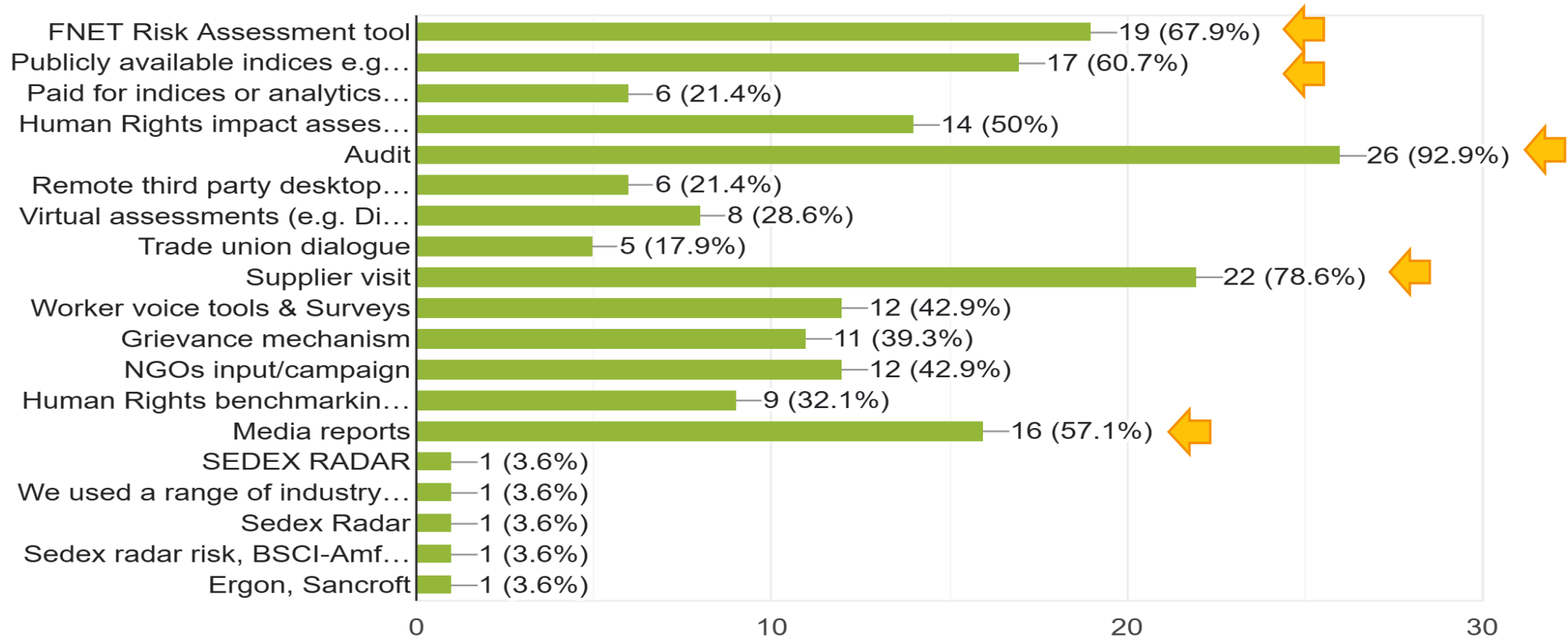


- **Over 70% of FNET members who completed the survey have identified their salient human rights with further 25% in progress**
- Some of the issues identified are not 'salient human rights' issues but reflect members are learning more about risks e.g., vulnerable workers, operating in areas of conflict, labour shortages, mental health
- **Do the higher risk products and services reflect most salient risks or allegation focus? Is there an opportunity to better share how members identified risks?**



Which tools are helpful in identifying risks?

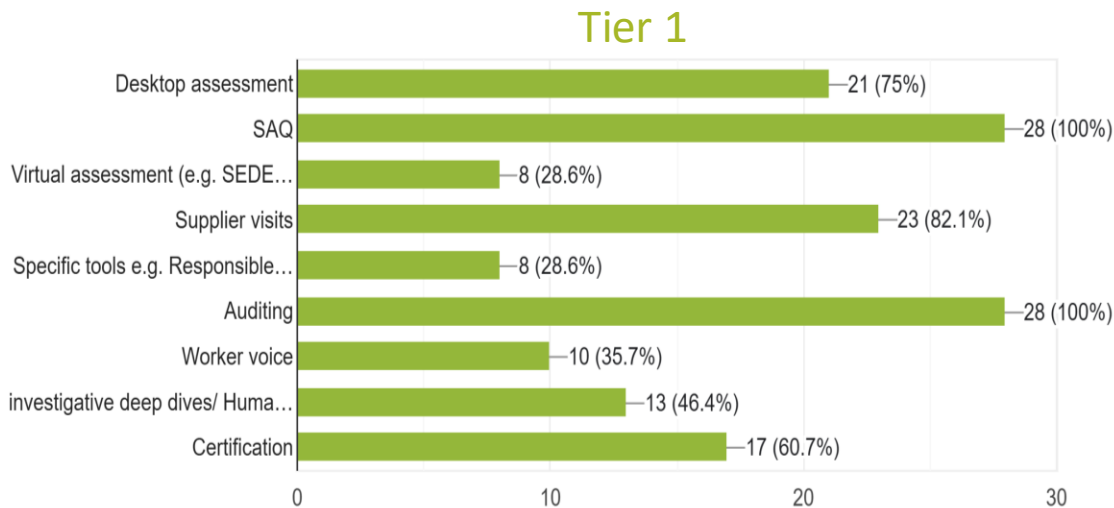
For determining saliency....



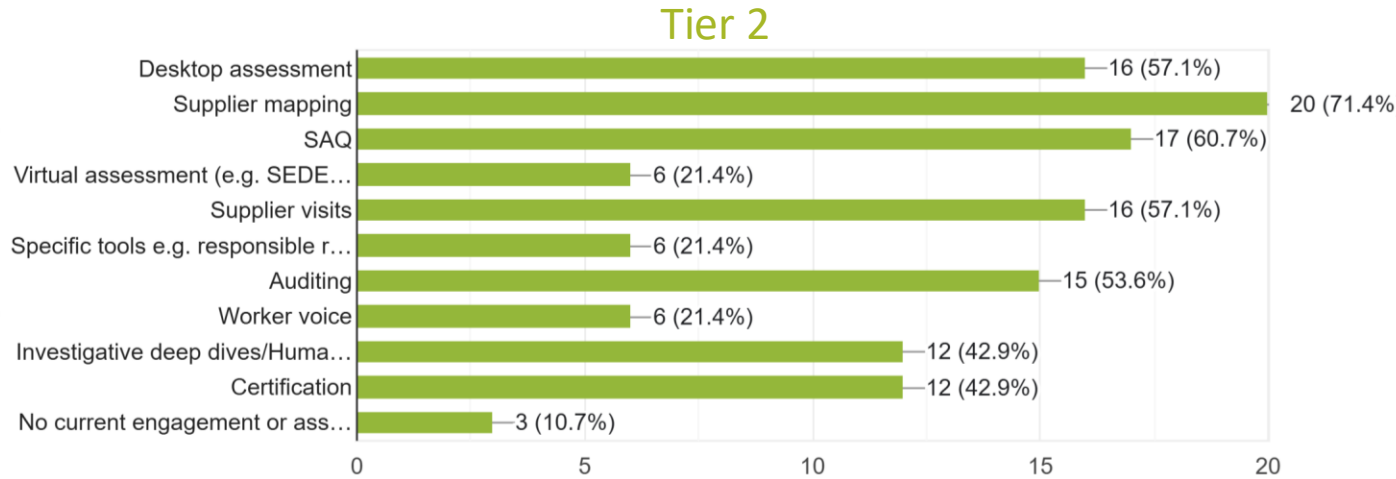
All members are using data indices (**most used FNET risk tool update due August 24**) and supplementing this with other data sources (audit, visits, grievance). More mature members are engaging with stakeholders to validate.



Which tools are helpful in identifying risks?



- #### Tier 1 Top 5
- SAQ -100%
 - Audit- 100%
 - Supplier visit- 82%
 - Desktop assessment- 75%
 - Certification -61%



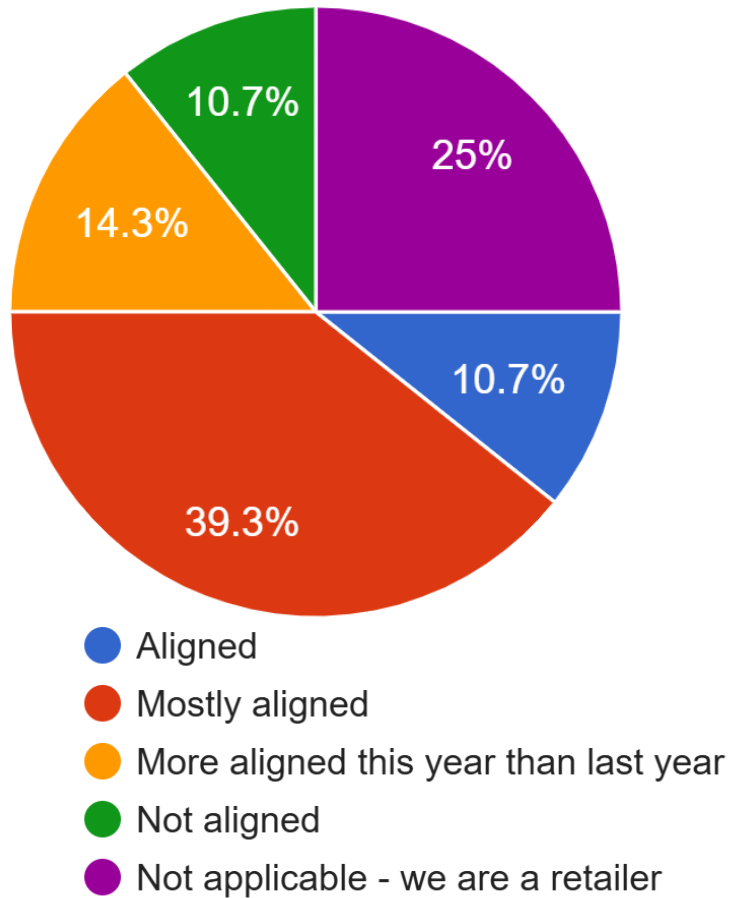
- #### Tier 2 Top 5
- Supplier mapping -100%
 - SAQ- 61%
 - Desktop assessment- 57%
 - Supplier visits 57%
 - Certification -43%
 - Investigative 'deep dives' -43%



- Most insightful are investigative deep dives and HRIA's– **could we do more of these collaboratively?**
- What could FNET do -Improve the FNET risk assessment tool so it is fit for purpose (update due Aug 24)



How aligned are your customers that are members of FNET in their ethical trade and Human rights requirements?



What could customers do to help further?

'Agree on human rights vs just compliance activities'

'Align risk rating changes'

'Align on same requirements for audits/ audit frequency'

'Align approach on SMETA 7.0 and collective action required implementation'

'Align on GNFR requirements'

'Proactive sharing of their initiatives – **why not announce potential projects in FNET so more suppliers/ other retailers could get involved?**'

'Agree common DD min standards'

'Share information, when a supplier already has a robust HRDD process, rely on trust and sharing of information rather than duplicating due diligence and assessment efforts'

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What else could customers do to help support your business implement human rights due diligence?

ⓘ Start presenting to display the poll results on this slide.



Integrating human rights with purchasing practices

Are Responsible Sourcing expectations/requirements part of your standard buying/ procurement processes



89% Part of T&C's



89% new supplier requirement



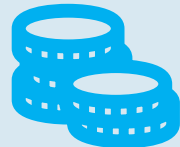
57% Tier 1 HRDD status factored in **tendering decisions**



7% offer **financial or contractual rewards for performance**



0% incentivise buyers to act **ethically** via objectives



14% procurement factor in **true cost of labour and production**

Is it evident responsible sourcing is being proactively considered in majority of your customers standard buying/ procurement processes?



61% Part of T&C's



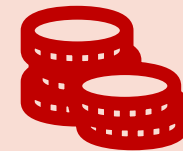
54% new supplier requirement



46% our HRDD status is factored in **tendering decisions**



0% offer **financial or contractual rewards for performance**



7% procurement factor in **true cost of labour and production**



Worker representation and voice

60%

All workers in our own operations and tier 1 suppliers are informed of their rights as part of induction

64%

We proactively promote effective worker representation in own operations and supply chains,

40%

Where unions are present, we require meetings to take place without opposition or obstruction

25%

We promote CBA's and participation and representation of women and minority groups

Examples of support for workers being more aware of, and better able to exercise, their rights at work

'Training of worker committees and / or worker representatives'

'Developed toolkit for sites to use to set up effective worker committees'

'Worker voice programme for 500 sites'

'Included Worker Rights video in induction and modern slavery training'

'Just Good work app'

'In Thailand and Malaysia, we work with Issara to increase knowledge of their rights and access to grievance mechanisms.'

'signed a new national agreement with USDAW to improve trade union organising and representation within our business'



Critical issue Mitigation

CEASED SUPPLY

2 members ceased supply with responsible disengagement plans on 3 sites in 2023/24

WORKING WITH SUPPLIER TO RESOLVE

50% members reported having critical issue improvement plans.

On average suppliers reporting less than 10 and retailers under 40 sites

WORKING WITH OTHER FNET MEMBERS AND SUPPLIER TO RESOLVE

32% members reported working with other members critical issue particularly at lower levels of supply chain



Several members shared currently not tracking this data
What is the opportunity to increase collaborative action?



Are FNET working groups at helping your business address salient issues and advance responsible business practices

	Highly effective	Effective	Not effective
Empowering Work	10%	80%	1%
Responsible recruitment	18%	82%	
Climate change & human rights	12%	82%	6%
Common Due Diligence	17%	77%	
Raw material & services	23%	77%	

What could we do better

‘Better website with easier to navigate content’

‘More guidance and content on navigating HRDD’

‘Hosting retailer supplier dialogue to collaborate on allegations and issues’

‘More support for smaller and less mature businesses. It can feel overwhelming sitting in working groups’

‘Update the FNET Risk Assessment Tool to be more fit for purpose’



Systemic issue programmes

70+
Programmes
mentioned
more than 50%
are
collaborations!



GBVH Programme
Grievance Mechanisms in Agriculture
Just transitions



Banana living wage/living income



Heat stress project

Seasonal Workers
Scheme Taskforce

5 Workstreams: EPP feasibility study,
Grievances, RRPA, Grower training, Advocacy



Working with Fairtrade on gender
empowerment



Various in country responsible recruitment
programmes



Tuna Recruitment Fees mapping
Worker welfare app for Scottish fishing



Would members be willing for FNET to hold an excel of all member programmes which can be shared via website?



Engaging with Worker & Rightsholders to mitigate or remediate issues

10%

Not engaging
workers and
rightsholders yet

36% members
have a workers
and
rightsholder
strategy

50%

have mapped
and identified
relevant
rightsholders
to engage with

28%

Engage vulnerable
rightsholders when
evaluating the
effectiveness of
actions to address
critical issues



50%

Engaging
workers in own
operations to
inform human
rights strategy

36%

In areas of higher
risk -actively
engaging with
NGO's, Unions,
workers to design
mitigations

50%

Suppliers are
engaging workers
to inform human
rights strategy



Trend Analysis

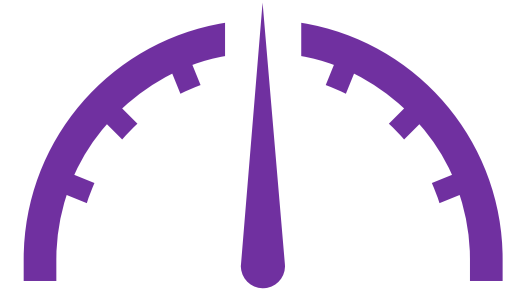
39% members who completed the survey have set KPI's - **50%** said its work in progress

Only **1** member filled in the suggested KPI's – **Are they the right ones?**

No one had a process to assess if more systemic issues are being remediated this year compared with last year

46% members who completed the survey had no process for validating their understanding of human rights impacts in own operations and supply chain. **35%** are using third parties to validate.

61% use publicly available HRIA from other companies to inform its understanding of human rights impact

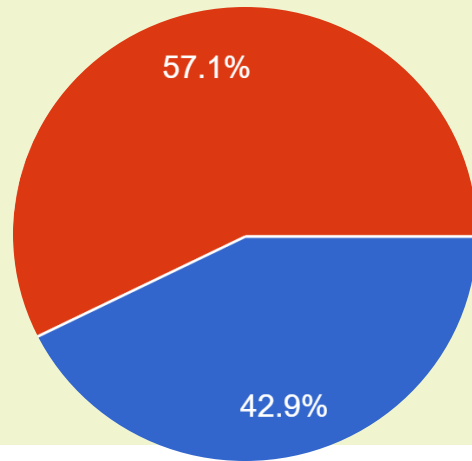


**'If you can't
measure it, you
can't manage it'**



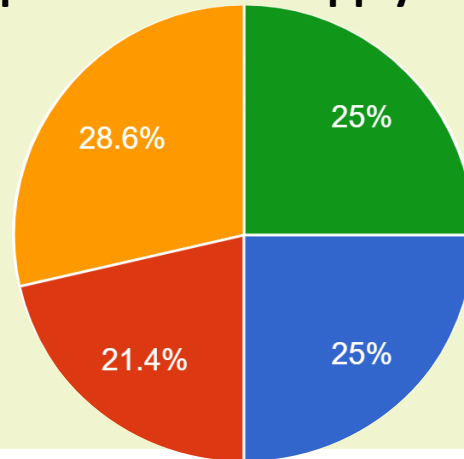
Grievance Mechanisms

Company Grievance Mechanism



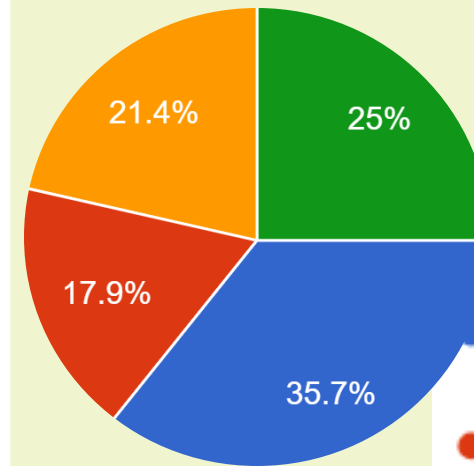
- Yes for own operations and supply chain
- Yes own operations only
- No

Do you report on the numbers of grievances raised in your own operations and supply chains



- Yes own operations and supply chain
- Yes own operations only
- Not yet but planning to
- No

Does the company have a documented procedure on how you will investigate and remediate human rights issues



- Basic response plan for managing severe human rights violations in own operations
- High risk suppliers have response plans for managing severe human rights violations
- Our company mentions remediation in HR policy
- no



- KPI's Measured: Number and types of grievance raised, resolved, % escalated to statutory grievance, % statutory grievance resolved
- **78%** of members surveyed have **no allocated budget for remediation**. Those that do allocate 5-15% total.
- **Only 50%** members engaging with suppliers to improve their grievance mechanism effectiveness
- **82%** Do not evaluate supplier grievance data for high-risk suppliers to identify trends, gaps and opportunities and work together to improve their grievance mechanisms



Reporting

10% members who completed the survey have a standalone human rights report, **96%** report via modern slavery statement, **50%** include a section in their ESG/annual report

57% members who completed the survey communicate on human rights on their website

More than **20%** members also communicate in employee and supplier briefings

82%
High level
statements

71%
Policy
Commitments

67%
Senior
commitment

53%
Stakeholder
engagement &
collaboration

42%
e.g. issues in
operation +
Supply chain

53%
KPI's and
outcomes
delivered

32%
e.g. of
remedy

40%
How insights
inform DD
approach

14%
Focus on
vulnerability
and
rightsholders

How is FNET the organisation doing against ToC

	Strongly agree	agree	disagree	Don't know
FNET Membership represents value for money	40%	50%	-	10%
FNET supports my company to understand human rights trends	43%	50%	-	7%
FNET website & learning library supports my company adopt responsible business practices	4%	50%	25%	14%
FNET's weekly news and Quarterly insights informs our business approach	36%	57%	-	7%
FNET technical team provide right level of support	42%	46%	-	11%
FNET has the right collaborative partners to influence sector transformation	25%	61%	7%	7%
FNET has supported my company to advocate for better worker rights, livelihoods and working conditions	18%	64%	4%	14%

FNET Quarterly insights Q1 2024

Regulation: Human rights due diligence strengthened with mandatory requirements for companies in scope.

- **Forced Labour:** [new regulation enabling the EU to prohibit the sale, import, and export of goods made using forced labour](#). Member state authorities and the European Commission will be able to investigate suspicious goods, supply chains, and manufacturers. If a product is deemed to have been made using forced labour, it will no longer be possible to sell it on the EU market (including online) and shipments will be intercepted at the EU's borders
- **EUCSDD:** [the Corporate Sustainability Due Diligence Directive \(CSDDD\)](#), a landmark piece of legislation setting mandatory obligations for companies to address their negative impacts on human rights and the environment has now been adopted. Summary here from [BHRRC](#) and [Danish Institute of Human Rights](#)
- **Green Claims Directive:** [New directive establishes a verification and pre-approval system for environmental marketing claims](#) to protect citizens from misleading ads. Companies will face fines of "at least at 4% of their annual turnover" if claims are not verified
- **Artificial Intelligence Act:** EU introduce [comprehensive legal framework on AI first worldwide](#) ensures that AI systems are used safely and ethically, prohibiting certain practices that pose an unacceptable level of risk, and setting out clear requirements for other AI systems that have potentially harmful outcomes.
- **Gig Economy:** [Directive aims to give taxi and delivery drivers](#) such as those working for Uber and Deliveroo rights similar to those enjoyed by full employees
- **Climate inaction violates human rights:** A group of older Swiss women have won [the first ever climate case victory in the European Court of Human Rights](#). The women, mostly in their 70s, said that their age and gender made them particularly vulnerable to the effects of heatwaves linked to climate change. The ruling is binding and can trickle down to influence the law in 46 countries in Europe including the UK.
- **Wages:** National Minimum Wage and National Living Wage rose on 1 April. Differences explained [here](#).
- **LGBTQ rights:** [Ghana's parliament passes anti-LGBTQ bill](#). Rights activists condemn the law that would punish LGBTQ people as well as those who promote gay rights with years in prison.
- **GLAA:** [Gangmasters and Labour Abuse Authority \(GLAA\)](#) release latest intelligence picture of forced labour and labour exploitation in the UK. Government accused of undermining the GLAA regulator [after £2m real-terms cut to oversight budget](#).
- **Immigration rules** [major changes in the UK immigration system impact businesses](#). [Farmers say the cost of meeting the new £38,700 salary threshold from 4 April 2024](#) is unsustainable and will leave many unable to operate their businesses.
- **Climate litigation:** [Climate change-related litigation is on the rise](#), with 2/3rds 2,300 cases raised in last 8 years and impacts on plaintiffs' human rights is increasingly being used to hold companies to account for their contributions to global warming.

In addition, [AIM Progress Spring regulatory update](#) is available here which includes new detail on the proposed South Korean Act on Human Rights and Environmental Protection for Sustainable Management of Companies; U.K. Commercial Organisations and Public Authorities Duty (Human Rights and Environment) Act; California Voluntary Carbon Market Disclosures Act and Illinois Climate Corporate Accountability Act.

Standards: Tougher monitoring standards and expectations to prepare supply chains for regulatory requirements.

- **Fairtrade Trader and hired labour standards updated** - [Standards are updated to include HREDD criteria](#). The Fairtrade Trader standard applies to all companies that buy and sell Fairtrade products, and/or handle the Fairtrade price and premium. The Hired Labour Standard applies to organisations that employ hired labour to supply Fairtrade-certified products

Quarterly insights



500+ downloads!!

slido



**Any suggestions on further improvements
on quarterly insights report?**

ⓘ Start presenting to display the poll results on this slide.

Next steps

We need the remainder of members to complete the member survey **by end of July 2024**

We are looking for a group of members who would like to be part **member survey review group** to recommend further improvements to the **process, questions, guidance and analysis**. Commitment is 2 meetings between now and next all members meeting

Interested email

technicallead@foodnetworkforethicaltrade.com



Hot Topics Carousel – Session 2

Option A

Main room:

Responsible
business conduct &
water scarcity



Option B

Annex:

Grower and HRDD
minimum
requirements

Responsible business conduct & water scarcity



Mel Miles Head of CSR, Westfalia Fruit



Pins Brown, Chair, FNET



Peter McAllister, Executive Director, ETI



Nick Hepworth, Executive Director, Water Witness



Willie Wood, Head Head of Technical, World Wide Fruit



Session objectives and current FNET work

SESSION OBJECTIVES

Increase understanding of a) some of the environmental and social issues around water and agriculture and their impact on worker rights/local communities, b) guidance on sourcing in conflict-affected/high-risk areas.

Share learning on improving responsible business conduct on these issues in practice: how some businesses are tackling challenges around water, short-medium-term sourcing and human rights.

Discuss action for businesses to take internally, or collaboratively via FNET and other stakeholder initiatives.

CLIMATE & HUMAN RIGHTS WORKING GROUP

HREDD short guide nearly launched for members - lots of practical examples

Monitoring impact of extreme weather on supply chains and people

In-person meeting on Tuesday 9th July – on extreme heat and supporting/presenting the business case for integration of climate & human rights.



Understanding the water emergency in our food supply chains

Towards a Just Transition for Water Security

*Dr Nick Hepworth, Executive Director
Water Witness International*
FNET members meeting
18th June 2024

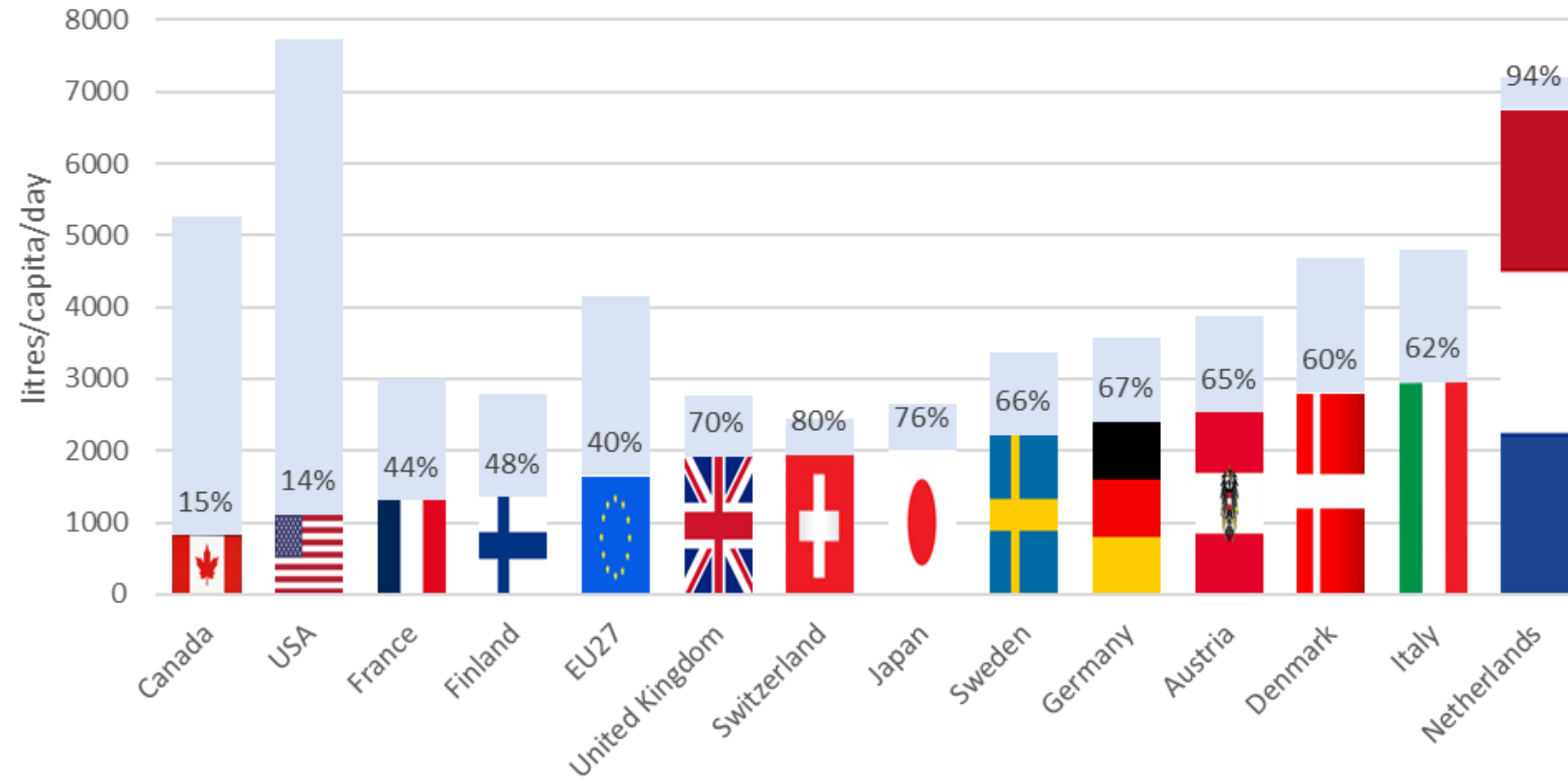
THE GLASGOW DECLARATION FOR
**fair water
footprints** 



Foreign &
Commonwealth
Office

New analysis of global water footprints launched at UN Water 2023

Dependency on external use within the water footprints of selected Global North economies, per capita, 2016-2020

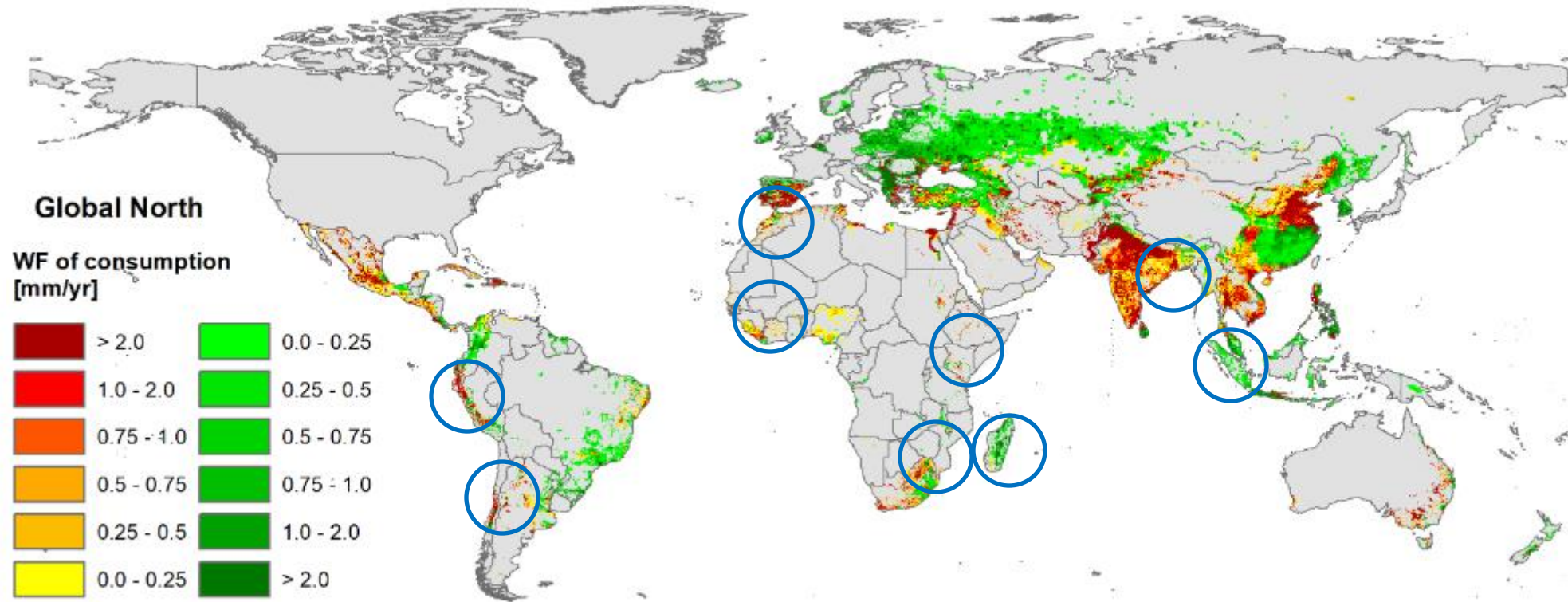


Percentage indicates proportion of total WF which is external

■ (Flagged area) External WF of consumption per capita ■ Internal WF of consumption per capita



Unsustainable water footprint of Global North economies*



*External blue - modelled using WFN methodology, See Chapagain and Mesfin, 2022

Sugar – East and Southern Africa



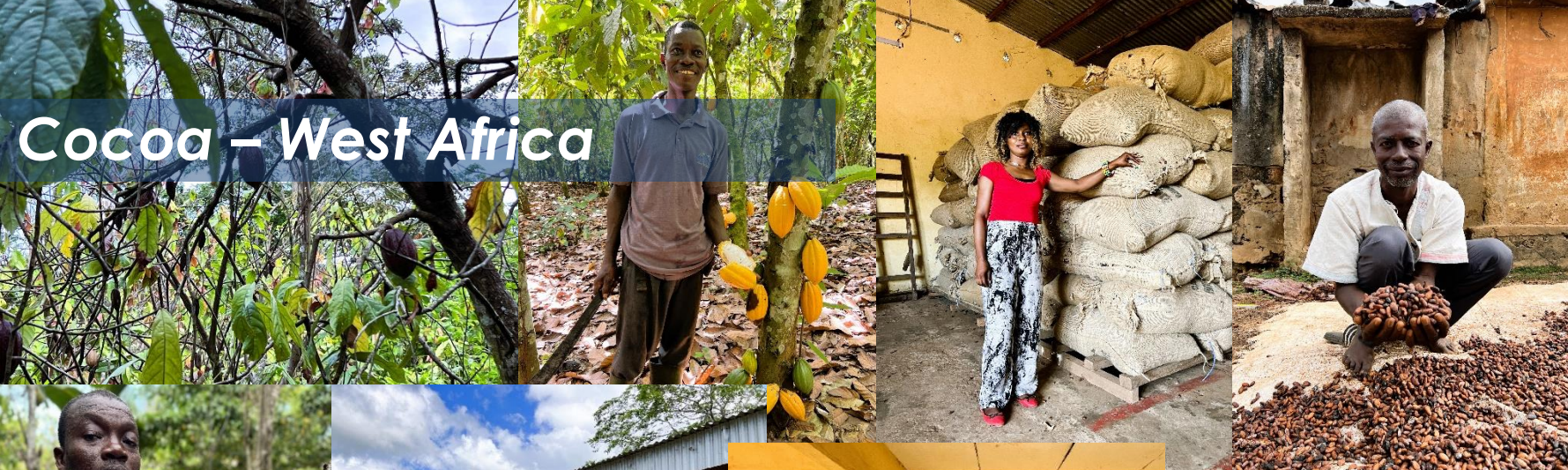
An AB Sugar company



**Associated
British Foods
plc**



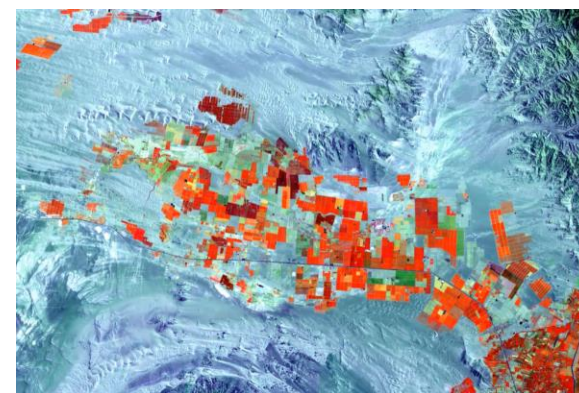
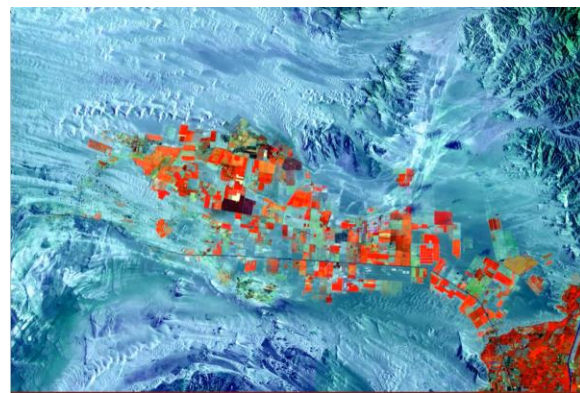
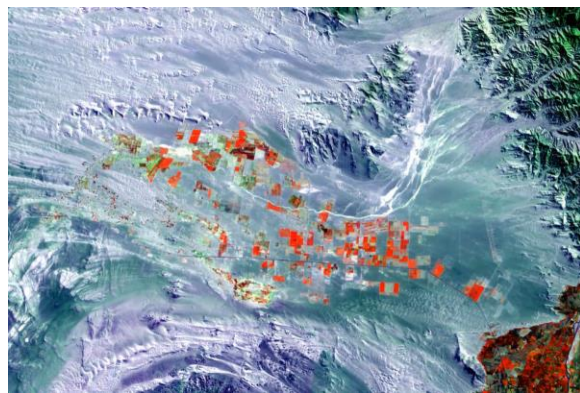
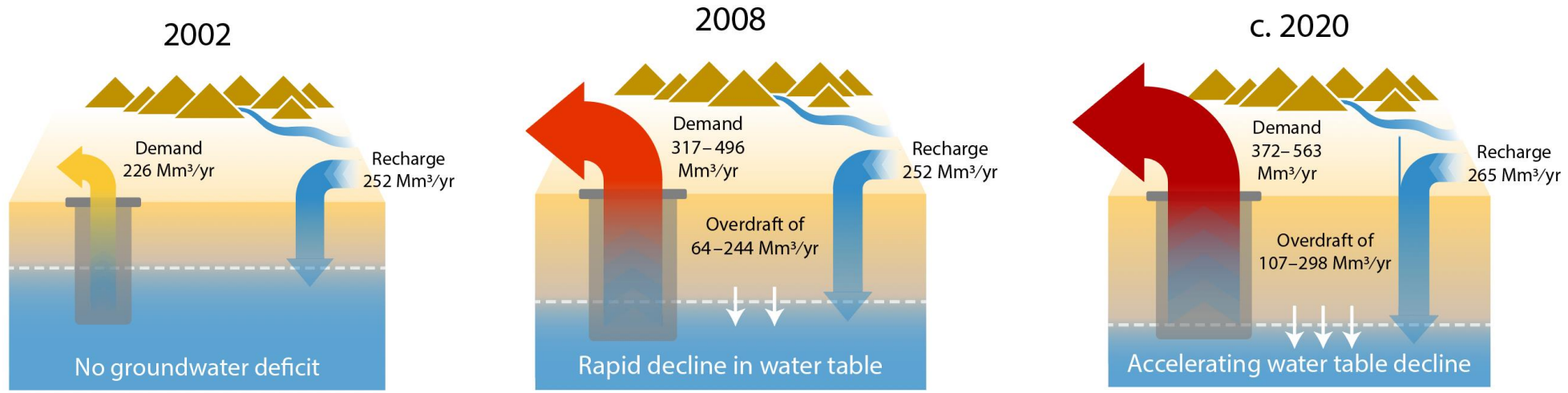
Cocoa – West Africa



Fresh fruit & vegetables - Peru



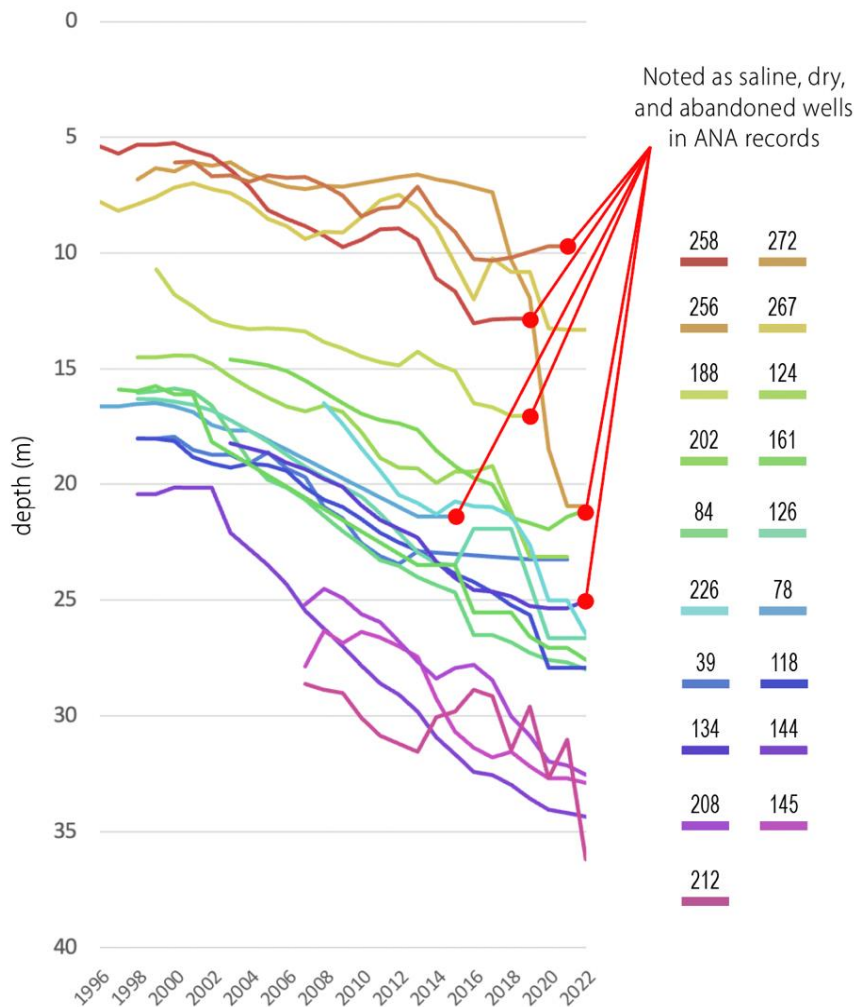
Peru: Evolution of Ica-Villacuri aquifer exploitation and landuse



Data sources: ANA 2017, Salmoral et al. 2020, Fernandez-Escalante et al. 2020, OECD 2021, GRADE 2023

Ica aquifer decline - 30 year trend

Static water levels, ANA observation wells, Ica, 1997-2022



Global stakeholders: *Investors, brokers, supermarkets, support agencies and trading partners*



Conclusions:



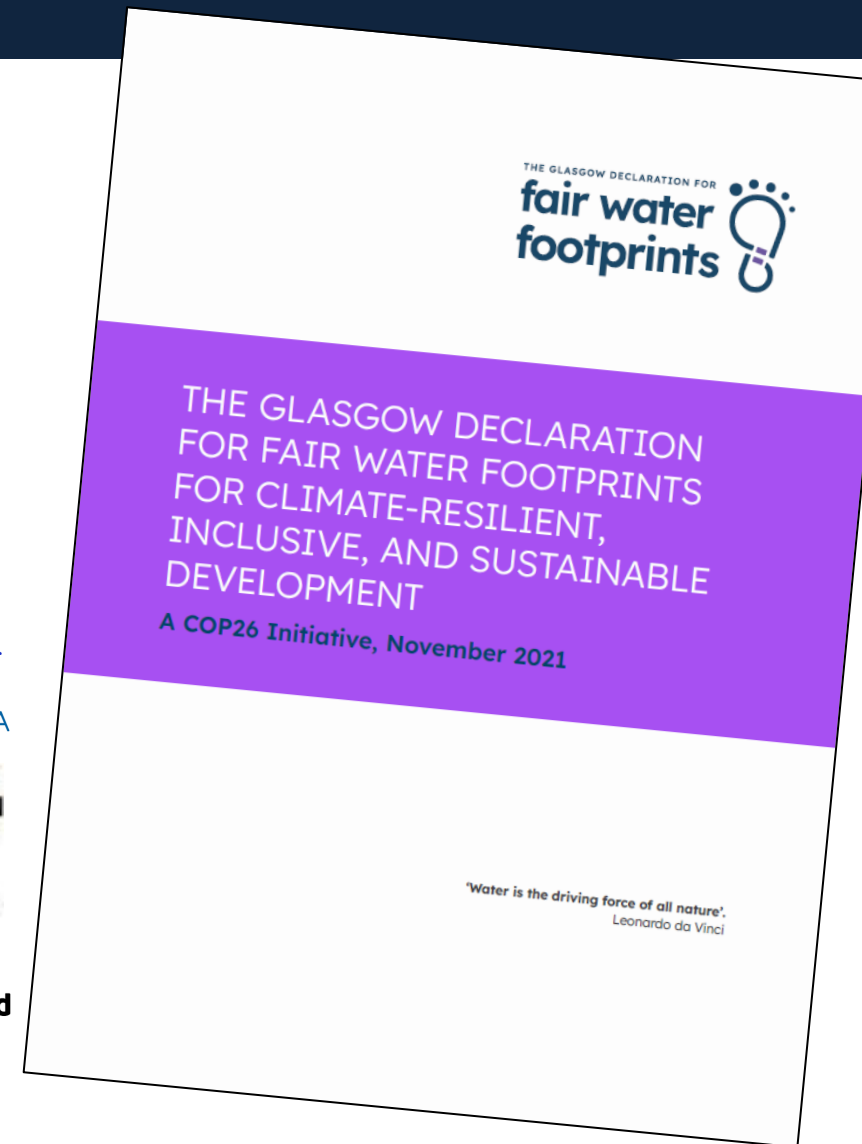
'There's not a single place that we source from where water is used sustainably', Nature's Pride

- 1. Multiple governance failures mean production is driving profoundly unsustainable & inequitable patterns of water use.**
- 2. Impacts include:**
 - Catastrophic depletion and degradation of water resources and ecosystems*
 - Infringement of the human rights to water and sanitation & conditions indicative of slave labour*
 - Water conflict, extreme climate vulnerability and food insecurity*
- 3. New collaboration and transformative action by all stakeholders is needed.**

Glasgow Declaration for Fair Water Footprints, COP26

Collective commitment to **transformative action** for a **fair water footprint** by 2030.

- Producer & consumer nations, 185M people and \$5 trillion GDP.
- Businesses & banks
- NGOs & civil society
- Water leaders, researchers & initiatives



A fair water footprint...

Zero water pollution

No adverse impacts on the environment or water users from wastewater discharges, and control of diffuse pollution.



Protection & restoration of nature

Ecosystems & their services are valued and protected. Nature-based and regenerative solutions are prioritised.



Universal WASH access

All workers have access to reliable & safe drinking water, toilets & washing facilities, & collective action reaches communities in need.



fair water footprints

Sustainable & equitable water withdrawal

Abstraction & use within sustainable limits, not compromising the human right to water, downstream needs or future generations.



Resilience to drought, floods & water conflict

Effective planning, policy and investment for resilience to climate change, water-related disasters & conflict.



So what should food sector stakeholders/buyers do?



1. **Remedy - invest in collective action**
2. **Protect and respect - specify sustainable water management:** demand & disclose on compliance, sustainable resource use, safe WASH for workers on & off-site, a Fair Water Footprint, as precursor to trade.
3. **Champion responsible producers:** clearer differentiation and favourable terms, strengthening and scaling of standards (Alliance for water Stewardship as best in class)
4. **Strategic leadership and advocacy for change:** influence for investment, reform, accountability and political prioritisation of water; high-level delegations; meaningful investment; horizon scanning, sustainable consumption & behaviour change.

Discussion question (3mins)

In pairs, please discuss...

What are your main concerns regarding water and human rights in your supply chains/operations or about sourcing in conflicted-affected and high-risk areas?





Westfalia Fruit

Context

Westfalia are vertically integrated; growing Avocados ourselves and with growers we manage 1,800 ha - although not in the Ica region. We have operations and management teams in Peru supporting third party growers and packers – including some in the Ica region. All growers have third party accreditation which support sustainable water use.

Support

Sustainability and human rights support is provided from a team ranging from global experts to local specialists

Challenge

We think our integrated model with in-country resource is the best way to address sustainability and human rights challenges. However, landscape-scale complex impacts will become more frequent – how do we collaborate with stakeholders to address such questions of scale?

Johnathan Sutton

*Group Chief
Sustainability Officer*

Maya Da Silva

*Environment &
Sustainability Specialist
(Global)
Water*

Daniela DallOrso

*Environment &
Sustainability Specialist
(Global)
Climate Change*

Mel Miles

*Head of CSR
Human Rights
Based in UK*

Rossana Oropesa

*Responsible Sourcing
Manager (Americas)
Human Rights
Based in Peru*

HRDD and RBC in challenging contexts



Ethical
Trading
Initiative

- UNGPs and OECD guidelines continue to serve as relevant frameworks
- Limited consensus on what is expected from business in challenging contexts
- Importance of heightened human rights due diligence and implementation of special HRDD measures
- Further need for practical examples and identification of emerging practices

Practical considerations for ongoing heightened HRDD

- Ongoing reassessment of the context and risks
- Ongoing engagement with experts and local stakeholders, most importantly with workers and their representatives
- Adaptation of HRDD and implementation of special measures
- Planning for responsible disengagement when RBC is impossible



**Ethical
Trading
Initiative**

Responsible Sourcing Framework - Evolution



Supplier Code Of Conduct

New Supplier & New Season Ethical & Environmental Due Diligence

Sustainability Assessment Global Roll Out

Seasonal Environmental & Ethical Risk Assessment & Ratings

High-Risk Supplier - Beyond Compliance Supplier Plans

High-Risk Supplier Boots On Ground Visit Schedule

End Of Season Supplier Scorecard

Protecting The Future Scorecard Section

How We Do Business Scorecard Section

Supplier Reports

Supplier League Tabling

Supplier Classification

Program Tonnage % - Last Year

Program Tonnage % This Year

Program Tonnage % Next Year

Contradictions - Called Out

Sourcing Decisions

Increasing Levels Of Customer Involvement

Workstream update





Climate Change and Human Rights Working Group – Elevator Pitch

The Food Network for Ethical Trade – 18th June 2024



Climate & Human Rights Working Group

The focus of this group is on increasing understanding and building capacity to tackle the joint impacts of human rights and climate change that include migration, water and extreme heat.



Natalie McWilliam
Group Head of Sustainable Sourcing
DPS (maternity leave)



Ed Brent
Sustainability Manager - Carbon
M&S



Iwona Janik
Head of Technical & Ethical Sourcing
Ethical Food Company



Shannon Hilton
Sustainability Co-ordinator
DPS



Hannah Radvan
Human Rights Manager
M&S



Pins Brown
Chair
FNET



Climate & Human Rights Working Group Objectives

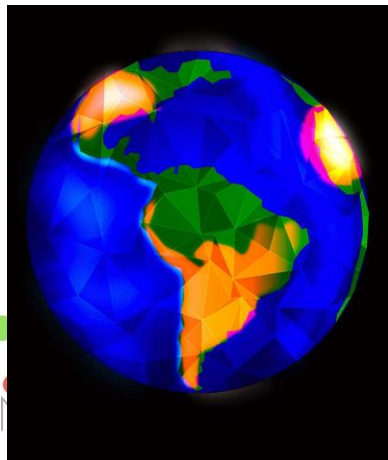
1. Increase understanding of climate change related impacts through a human rights lens.
2. Increase FNET members ability to map human rights and climate change related risks and create targeted adaptation, mitigation and/or diversification action plans.
3. Support cross-departmental collaboration, accelerating progress towards de-risking.



Key Actions 2024

FNET Climate Impact Monitoring

Global Region	Country	Region	Climate Risk	Supply Chain Category	Supply Chain Product
	China	North-East	Low temperature/snow		
Europe	Italy		Drought		Various
Africa	South Africa	Western Cape	Storms (including hail)		blueberries
South America	Peru	Olmos	Flooding		Avocado
	Peru	Piura	Drought		Mango
	South Africa	Johannesburg	Low temperature/snow		Passion Fruit
	Morocco	Larache	Storms (including hail)		Avocado
	Turkey	Central Turkey	Storms (including hail)		Farmed bass/bream
Europe	UK	South, South-East, Scotland	Flooding	Vegetables	Cauliflower, cabbage, s
Europe	Spain		Drought	Vegetables	cucumbers, tomatoes
Africa	Kenya	Nairobi	Flooding	Vegetables	Mangetout
Europe	UK	Lincolnshire/Cambridgeshire	Flooding	Vegetables	Leeks



Working group meeting on **water**; member case studies & contributing to dialogue with WRAP on integrating human rights into Water Roadmap.

FNET Guide on **Climate & Human Rights Due Diligence** – launch in July



Upcoming outputs & dates

In-person meeting 9th July – heat stress deep dive

Upcoming briefings: water, heat & biodiversity loss

Member Ask:

- Share how you're assessing environmental impact on workers in your supply chain
- Climate Impact Tracker – please add





Developing Common Due Diligence Working Tools Working Group – Elevator Pitch

The Food Network for Ethical Trade – 18th June 2024



Developing Common Due Diligence Tools Working Group

Summary of aims:

1. To review & update identified FNET resources:
 - FNET Resolution of Ethical audit issues guidance
 - FNET Mitigation guidance
 - Input into the regular updating of the FNET Risk Assessment Tool
2. To develop a maturity framework' that FNET members can use with suppliers & to gain a common understanding of how FNET members measure supplier performance.
3. To develop guidance on how to engage complex parts of the supply chain where low leverage e.g., smallholders, commodity supply chains. Explore how responsible sourcing and procurement practices can be adapted to enhance leverage.
4. To identify Cost effective enhanced due diligence options (HRIA, others) to address salient issues and & identify how members can collaborate to implement these.



Outputs

- ✓ Mitigation Guidance document - Live
- ✓ Resolution of Ethical audit issues guidance – Live
- ✓ *HRIA spreadsheet updated*
- ✓ FNET HRDD tool approved - Live
- ✓ Specialist directory & consultants – chasing content
- ✓ Mutual recognition review and output
- Low Leverage Guidance document – In draft pending updates following group review

Our Activities for 2024/25

Past meetings 2024:

17th January - in person

- **Case studies - complex supply chains:**
 - Fyffes
 - Past work on herbs and spices
- **Legislative update**
- **External presentations:**
 - IDH
 - Body Shop
 - Provenance
- **Group discussions:**
 - How to prioritise complex supply chains
 - Manage the prioritisation
 - How and when to collaborate

2nd May - online

- Workshop the Guidance Document for low leverage and complex supply chains
- Mutual Recognition Summary
- Specialist Directory Presentation
- Collaboration Case Study Examples

Future meetings:

- 25th July - online Review RAT/HRDD/Buyer training materials
- 24th October - in person Melton Mowbray
 - Agenda - Cost effective enhanced due diligence Workshop (HiRA), Salient Issues how to identify



Highlight Key Resources - FNET HRDD Maturity Framework



FNET – Human Rights Due Diligence reporting template		
		Date of completion
Name		Organisation
Name & role of most senior organisational lead for Human Rights/Ethical Trade:		Sustainability Reports/Modern Slavery Statement Links:
What are our human rights priority areas of focus? (by country/ region/ theme or combination)	<i>e.g. we have identified x raw materials, or operations or countries as higher risk. Please simply describe the process you used to do this.</i>	
Summary of key Progress made in last 12 months implementing HRDD approach, including KPIs		
Assessment of HRDD approach	Below Foundation/ Foundation/ Intermediate/ Advanced*	Summary of the 3-5 identified actions to close the gaps towards next level in next 12 months*
Policy and Accountability		
Traceability		
Risk Assessment		
Taking Action		
Tracking performance		
Remedy		
Communication		

* Some members may wish to score this applying 1- Below Foundation, 2- Foundation, 3- immediate, 4-advanced. This needs to be balanced with encouraging an honest conversation on supplier maturity as they will be at different stages of their journey and what will work to drive internal integration in FNET members businesses. What we would encourage though is a focus on encouraging and rewarding suppliers to take action. Our suggestion is to encourage 3-5 actions in total – suppliers do not need to have an action in every box



- This document is on FNET website found in Resources/Templates. FNET survey suggests many members are not aware of it.
- Used by FNET members already with a review planned for the next WG meeting
- FNET secretariat are using for New Member Onboarding step 3 – “Where are you now?”

OUR ASK?

Use it, and feedback to the WG.

We need your feedback to make this document practical for all. Share any recommendations after real use with your supply chain partners with WG Leads – by Jul 13th



Empowering Work Working Group – Elevator Pitch

The Food Network for Ethical Trade – 22nd November 2023



Empowering Work – Why join our group



We in the Empowering work group are looking at the levers to ensure workers get the best out of their time at work

We understand that worker voice and remuneration are critical to worker experience and we are looking to work collaboratively to enable a positive work experience through effective worker voice, satisfactory resolution of grievance and the tools to alleviate in work poverty.

We have engaged with subject matter experts and heard from business outside of produce on how they tackle these thorny issues and what it looks like when it goes wrong

Do come and join us – who doesn't want motivated collaborative engaged workers???

... What are we working on in 2024/5?

Aspirations for 2024

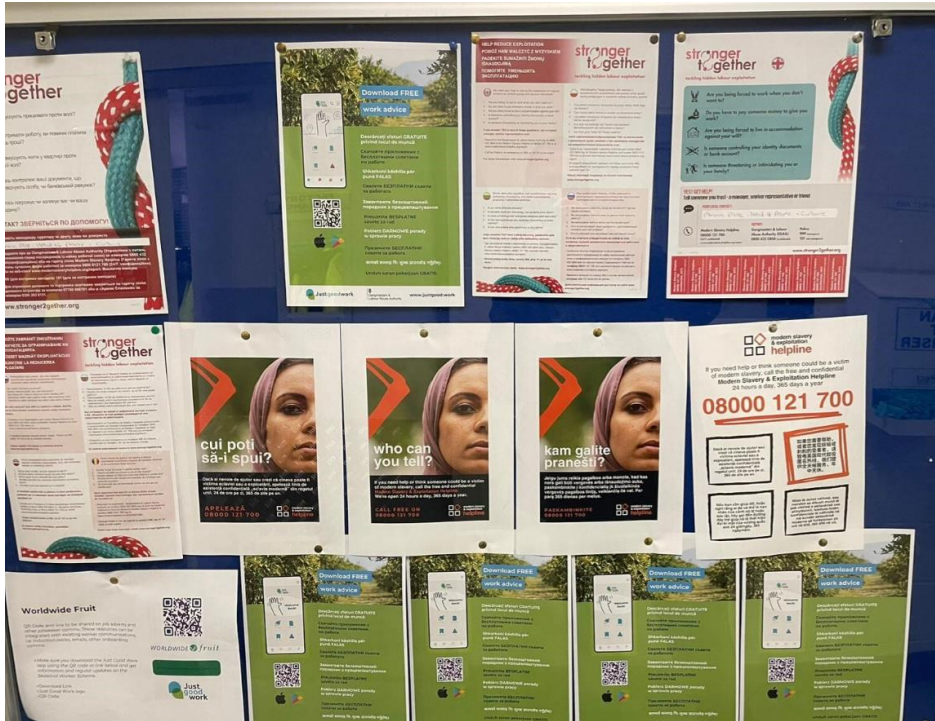
- ❖ Aligning member requirements on worker voice to reduce duplication and improve impact
- ❖ Human Rights Skills Map and how to upskill.
- ❖ Advance gender due diligence approaches
- ❖ Share learning on Living Wage pilots

Planned Output

- ❖ Worker Voice Guidance (in draft)
- ❖ Standard approach to Whistleblower and Hotlines retailers
- ❖ Human Rights Skills Map
- ❖ Ethical Structures for Human Rights and developing the Business Case for resources.



2024 highlights so far...



Retailer Survey – worker Voice and Hotlines

- Retailers completed our survey at the start of the year
- Discussed summary data at workshop & how to **Reduce Duplication**

In person Workshop Focus on Worker Voice – April 11th

- **Presented worker survey Apps, their uses and their strengths**
 - NGage
 - Ulula
 - Just Good Work
 - & Wilder
- **Reviewed alignment of Worker Voice and barriers to engagement for workers**
- **Identified success criteria to develop Worker Voice Guidance (*in progress*)**
 - Feedback is key – "you said..... we did"
 - Regular and appropriate time for survey. Must keep repeating
 - Must be accessible and multiplatform for ease of engagement
- **Employee Hotlines – What are they telling us – Are they working?**
 - Our ask for hotline data, is it shared with suppliers – can we align around a single format?



Responsible Recruitment Working Group – Elevator Pitch

The Food Network for Ethical Trade – 18th June 2024



Our Activities for 2024/25

30th January - online

- EPP Commitment Discuss Results of WG Survey
- Share resources and current challenges within the group.

29th February – In person Workshop

- Why EPP Matters – Impactt
- Barriers to Implementation – IHRB Leadership Group
- Workshop the barriers for business
- A perspective from Australia – Woolworths Group
- Develop the plan for Best Practice and Remedy

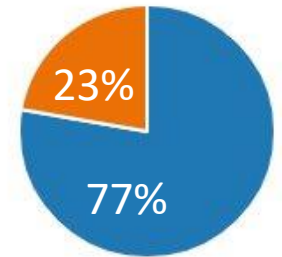
21st May- online

- Position Statement Developed for WG Member Safe Space
- Update on DEFRA investment £150k++ on SWS Migrant Worker Recruitment starting August

12th September – In person Workshop Implementing EPP (Responsible Recruitment) in business

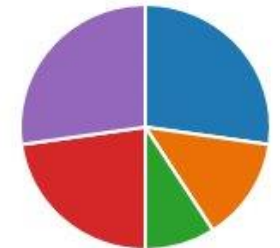
1. Has your business made a commitment to EPP

Yes	14
No	4



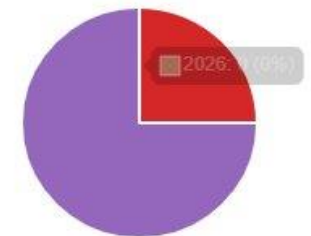
2. If Yes, Please confirm if this commitment is in the public domain and location

Modern Slavery Statement	6
Website	3
Sustainability Report	2
Not published in Public Domain	5
Other	6



3. If No, does your business plan to commit in the future during any of the following years

2024	0
2025	0
2026	0
No	1
Other	3



Responsible Recruitment Roadmap 2024/5



Considerations

- Key labour sourcing countries
- What is a reasonable recruitment fee in each country Impactt 2022 analysis!!
- Verité cost calculator (SE Asia)
- Use existing resources!

Responsible Recruitment WG Outputs

- ❖ Draft FNET Position Statement on a continuous improvement approach to EPP
- ❖ An ask to Leadership of IHRB around flexing the definition of "Employer"
- ❖ A clear plan to take FNET members one step forward with activities and workshops



FNET Responsible Recruitment Working Group

Employer Pays Principle Position Statement

Debt bondage is the situation by which individuals are not able to freely choose work due to indebtedness¹. Debt bondage caused by the excessive recruitment fees charged to workers can make them more vulnerable to situations of forced labour. Globally it is estimated that 50% of forced labour cases are driven by a form of debt bondage, rising to 70% for those in the agricultural sector².

Many FNET members, including the majority of retailers, endorse the Employer Pays Principle³. This is an initiative of the Institute for Human Rights and Business which states that "no worker should pay for a job – the costs of recruitment should be borne not by the worker but by the employer".

Despite this commitment, we recognise that for many suppliers, particularly those in the farming sector, the transition to 'no fee' recruitment will take time. This is due to the difficulty in overcoming complex challenges including root causes, specific geo-political contexts, and immigration-related labour schemes.

As with any human rights standard, FNET is supportive of a continuous improvement approach towards the Employer Pays Principle, meaning that members recognise there may be a need to phase a move towards this model and progress made in taking 'one step forwards'.

In the spirit of this, FNET encourages members to:

- Obtain a clear understanding of the processes and costs associated with migrant worker recruitment in their own business and supply chains.
- Develop a time bound action plan to move to a responsible recruitment model, considering the need for a recruitment policy and alignment with the ILO definition on recruitment fees and costs.
 - A company or group migrant worker recruitment policy should stipulate clearly what fees and costs shall be borne by workers and the employer respectively as well as the main principles that shall guide the suppliers recruitment activities and their engagement with registered recruitment agencies, registered sub-agents, 3rd party recruiters or suppliers.
- Other than a one-off repayment for past recruitment related fees and costs incurred by workers, repaying recruitment fees and related costs on an on-going basis does not meet expectation regarding migrant worker recruitment. Long-term remediation must therefore include a plan to embed a sustainable no-fees recruitment model.
 - Relevant activities for this can include training, engagement with recruitment agents, specific clauses in service level agreements and contracts, third party monitoring, and targeted worker voice.

FNET activity supports these aims through its Responsible Recruitment working group, which is open to all FNET members. FNET also engages closely with key stakeholders including the IHRB, IOM and key industry bodies such as the Seasonal Worker Scheme Taskforce.

Responsible Recruitment – Barriers to implementation of the Employer Pays Principle

Recruiters

- System of worker pays is very embedded and entrenched
- Cash flow – many recruiters cannot function without up-front payments
- Small scale operators
- Lack of leverage
- Corruption in Govt processing centres
- Lack of trained staff

Suppliers

- Cash flow – up-front payments
- Potentially paying for staff for whom they may have insufficient orders / Seasonal workers
- Hiring managers – demanding payments to award contracts
- Insufficient visa allocation
- Fear of workers absconding

Brands

- Lack of oversight
- Output at suppliers – if you only own 5% output why would you pay full recruitment costs?
- Purchasing practices
- Price competition

Raw Materials & Services working group

Objectives

1. Improve understanding of human rights risks in raw materials and services for members.
2. Increased supplier understanding about human rights risks in FNET raw materials and services supply chains.
3. Increased number of raw material and service suppliers to FNET members actively managing human rights risks.



Working group leads



Louise McCafferty
Head of CSR
Joseph Robertson



Peter Fletcher
Indirects Procurement
Manager
Yeo Valley



Board Sponsor
Andy York
Human Rights Manager
Pilgrims Pride Ltd.



2024 highlights so far...



FNET

Haulage

- Continued work with road haulage companies and held a follow-up meeting with hauliers to share information on risks.
- Promoted Sedex SAQ for Service Providers to haulage companies
- Liased with the EU-level Responsible Trucking Initiative to share their best practice on monitoring and understand risks for drivers.

Deep-dive template

- Template for businesses to use for doing investigations/research/deep dives into high risk products or services.
- Research can be anonymised and shared with FNET to build a library of knowledge on specific high-risk materials

In-person meeting

- Fantastic contributions and energy from members to draft deep dive template
- Innovative and brave conversations to identify scope of work on goods and services not for resale (survey coming up.....)

Some deep dive areas for 2024



23rd July
Incorporating human rights into tenders



Dairy

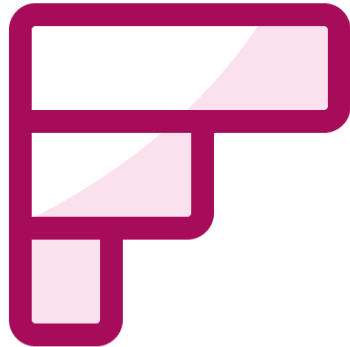


Pea protein from China



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Please rank the following GSNFR sectors according to your businesses highest spend.

① Start presenting to display the poll results on this slide.

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Are there any other GSNFR sectors that are a priority spend for your business?

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Questions to WG



Questions for the FNET Board



Fiona Wheatley,
Bakkavor



Mel Miles,
Westfalia



Courtney Forbes
Tesco



Sam Ludlow Taylor,
Waitrose



Aisha Aswani,
Co-op



Andy York,
Pilgrims



Julia Black,
Hilton Food Group



Anna Pike,
World Wide Fruit

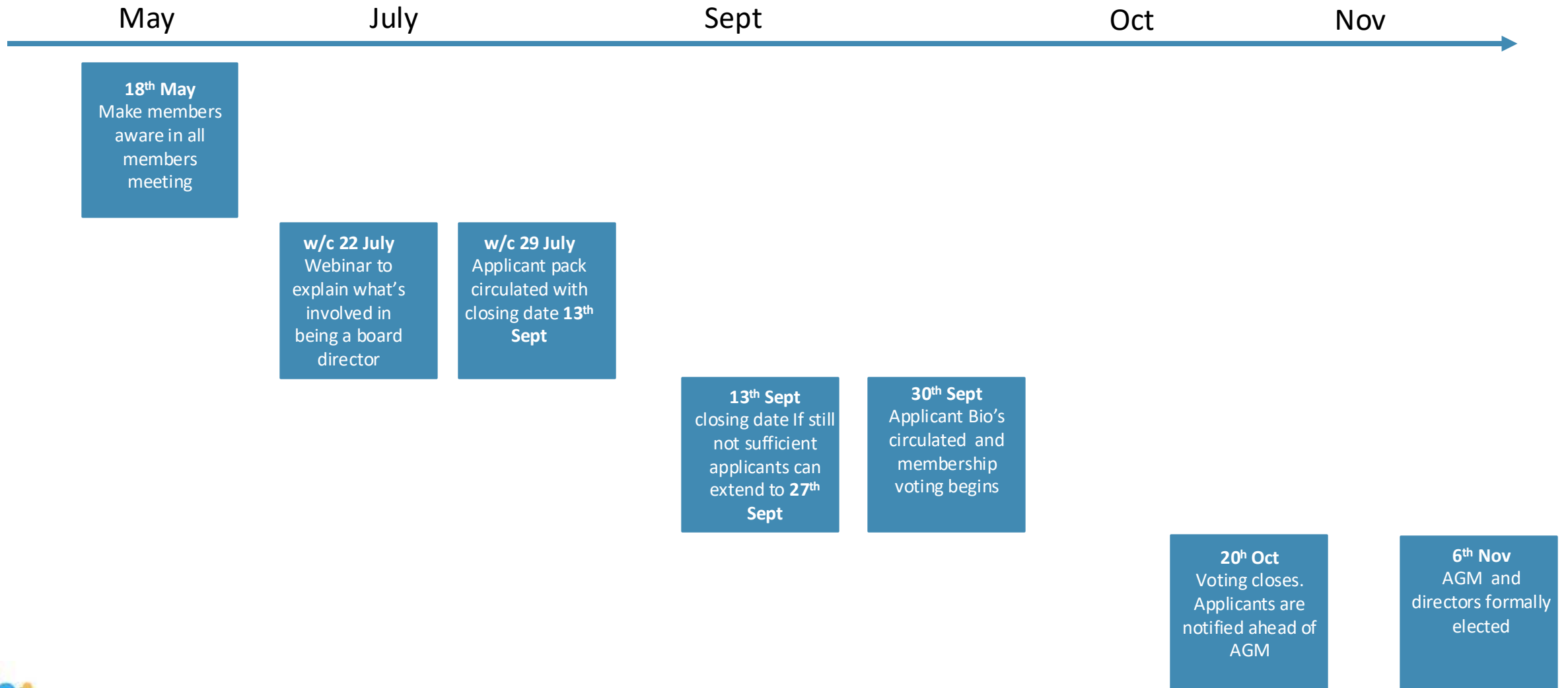


Pins Brown
Chair



Chris Sutton
Finance INED

Member elections timeline



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How much did you enjoy this All Member Day?

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Which session(s) did you get the most value from?

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What can FNET change for the next meeting?

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What did you benefit from today's meeting?

① Start presenting to display the poll results on this slide.



Looking forward to seeing you all at G's on Wednesday 6th November

