



FNET Fortnightly Call

EVERY OTHER WEDNESDAY FROM 10.00 – 11.00AM

Competition Law and Safe Space Statements

Participant Identity:

*Please display your **name** and the **business name***

Competition Law Statement

“We are meeting to discuss issues raised in the forum of the Food Network for Ethical Trade.

We take competition compliance seriously. Whilst discussions can cover matters of interest to our industry, we cannot discuss or exchange sensitive commercial information.

If at any time during this meeting, you think our discussions may be in breach of competition rules, please inform the Chair. The Chair may close the meeting at any time if the chair believes that discussions are in breach of competition law”

Safe & Brave Space Statement

*The fortnightly members call is a **safe & brave** space for members to discuss and exchange ideas on human rights risks and improvement actions and all are reminded to please always respect this principle.*

Agenda 26th March 2025

Timing	Item
10.00 – 10.08	Welcome & Competition Statement Saying goodbye to Linda and introducing Surmaya Talyarkhan
10.08 - 10.23	Marlies Huijssoon – Senior Program Manager Agri-Commodities at IDH, presents the work IDH have been doing in the tea sector on living wages. This case study is a concrete example on how Living Wage gaps can be addressed and will be very informative for those involved in Living Wage CAR's.
10.23 - 10.38	Presentation of the 2025 updated version of the FNET Risk Assessment Tool using the latest data sets and updated introduction. Rick Fletcher – Head of Human Rights, Greencore.
10.38 - 10.48	Presentation of the Worker Engagement Maturity Framework from the Empowering Work WG for final consultation by members – Fiona McKerrow, Ethical Manager, Dole UK.
10.48 – 11.00	FNET Member Questions Sedex Consultation – would a joint response from FNET be helpful Upcoming FNET Meetings

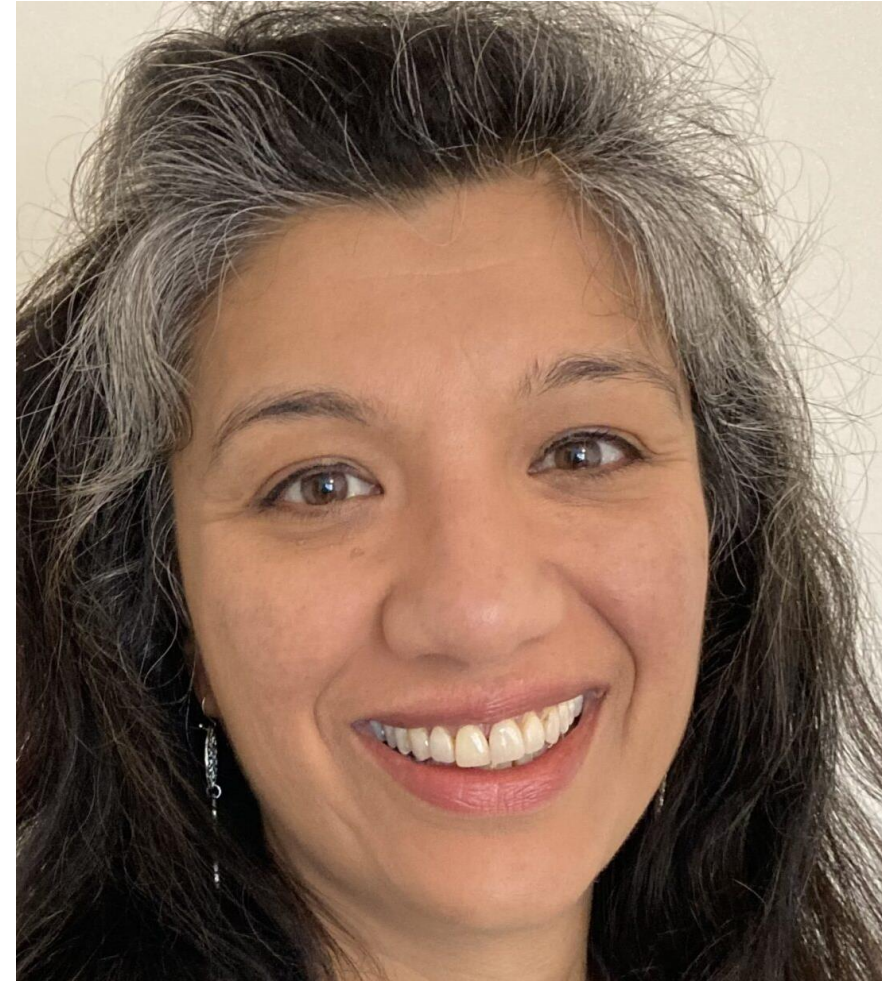
Thank you and Happy Retirement Linda



Welcome Surmaya Talyarkhan our new Project and Membership Manager

Surmaya brings experience in cocoa, banana, sugar and other supply chains, from fifteen years working at the Fairtrade Foundation. Key achievements at Fairtrade include working on a £2m Climate Change and Organisational Strengthening (CCOSP) programme in Ghana with Cocoa Life and evaluation of the Comic Relief-funded Technical Assistance Fund, as well as managing relationships with Mondelez International, Fyffes, Tate & Lyle and others. Surmaya has a good understanding of supply chain dynamics and the sustainability challenges facing food businesses.

Before Fairtrade, Surmaya worked in the British Council's Strategy team. She studied French and Spanish and has an MSc in Management, and in her spare time enjoys creative writing and dance.



Reminder to complete FNET Annual Membership survey



FNET Member Review team

Thank you to those who
have completed

you
said we
did

- ☐ The questions are too complex and mix own operations with supply chain
- ☐ Survey is time consuming to complete.
- ☐ Too many free text boxes question formats
- ☐ Not aligned to other requests for information in the working groups

- Reduced number of questions and question complexity, focusing on what members really want to know and aligning with working groups
- Separated relevant answers for own business and supply chain
- Changed most free text to drop down lists to making the survey easier to complete and analyse

TESCO



innocent



COOK



Next steps

- The survey includes 32 questions and is designed to follow the FNET human rights due diligence reporting framework. The information requested relates to the **calendar year 2024** or if your **annual year runs financial year April 24 to March 2025 or equivalent**.
- It takes less than 3 hours to complete (60% said under 2 hours)
- Excel version available
- **DEADLINE is the April 2025**
- Only the FNET technical team will have access to individual company responses.
- Kate Robinson expert in M&E is completing the analysis and will present the results at the All members meeting on 7th May!
- Any queries on the survey questions, please contact technicallead@foodnetworkforethicaltrade.com



FNET All Member Day

Wednesday 7th
May
@ Co-op
Manchester

Please register
using Eventbrite

Sessions to include

- ❖ How CARs work in practice
- ❖ Measuring impact and KPIs
- ❖ Understanding adequate/successful remediation
- ❖ Lots of peer learning
- ❖ Networking & getting to know other FNET members to build the safe and brave space.



Working group update: Raw Materials & Services 24th April

11-1pm

Approximate timing	Item
11.00 – 11.05	Introductions
11.05 – 11.30	<i>Procurement training slide deck and video - feedback session for members – Laura Falk, Inherently Human</i>
11.30 – 12.00	<i>Workwear deep dive – Beeswift (work wear company)</i>
12.00- 12.30	<i>Sedex – Service provider audits & pilot – an overview</i>
12.30 – 13.00	<i>Introduction to warehousing - Stronger Together</i>

New FNET resources



Security services: An overview from a human rights perspective

March 2025



Water: Impacts on people working in food supply chains

A guide for FNET members, January 2025





Sedex consultation on SMETA guidance changes

The proposed changes are:

- **Removing Announced Audits:** From the end of June 2025, announced audits will no longer be able to be scheduled.
- **Recommending a maximum audit cadence of 2 years for high and medium-risk suppliers:** We will be strengthening our recommendation on audit cadence (to audit high-risk suppliers yearly and medium-risk suppliers every 2 years) to specify that we no longer accept SMETA audits as a robust assessment of current workplace conditions after 24 months.
- **Exploring the recommendation that all suppliers should be audited within 12 months of joining the Sedex platform:** We will be recommending that buyer and buyer/supplier members request all suppliers that are new to the Sedex platform to be audited within 12 months of joining.

Consultation is open until 31st March 2025. Please contact smetaevolution@sedex.com, or respond to FNET's consultation document shared in last week's news.



Member Questions

Anti-bribery Training

Are there any members that can offer some support, we are putting together Anti Bribery training for all our people managers to be delivered through an E learning platform and we were looking for something like a video on Bribery and corruption with some questions or scenarios after. Is there any resources that members have used?

Excessive Working Hours in China

I am looking for advice on open non conformance concerning excessive overtime in China and would be grateful to connect with someone with experience in this.

FNET CAR's Tracker

After a flurry of activity when we launched the tracker can we ask members to continue to populate the data as we will be reporting quarterly any trends here and using to identify areas for further support

Upcoming FNET meetings



- **Empowering Work** – Thursday 10th April – 1.00 - 3.00pm
- **Sedex Call** – All Members – Wednesday 23rd April - 10.30-11.30
- **Raw Materials & Services working group** – Thursday 24th April 11.00 – 13.00
- **Climate & Human Rights working group** – Tuesday 29th April 10.00 – 12.00
- **FNET All Member Day** – Wednesday 7th May, Coop, Manchester **PLEASE COMPLETE EVENTBRITE**
- **Onboarding for New FNET members and Existing Members New Colleagues** – Wednesday 14th May 10-11.30
- **Sedex Call** – All Members – Wednesday 4th June - 10.30-11.30
- **Sedex Call** – All Members – Wednesday 16th July - 10.30-11.30

Addressing Living Wages in the tea sector: a practical approach

26-03-2025



IDH Roadmap on Living Wages



1

Identify the living wage

Credible living wage benchmarks applicable to the countries and regions you source from are identified



2

Measure living wage gaps

The IDH Salary Matrix enables companies across every sector to evaluate how total remuneration (including cash and in-kind benefits) compares to the relevant living wage benchmark.



3

Verify calculations of living wage gaps

Ensuring the living wage gap is not only self-assessed but also verified according to credible auditing protocols.



4

Close living wage gaps

Finding solutions to close living wage gap through partnerships and strategic interventions



5

Share learnings

Sharing the best practices and insights on actions taken through our own work and the work of other companies

Roadmap on Living Wage



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5

Setting the scene – average living wage gaps in tea supply chains

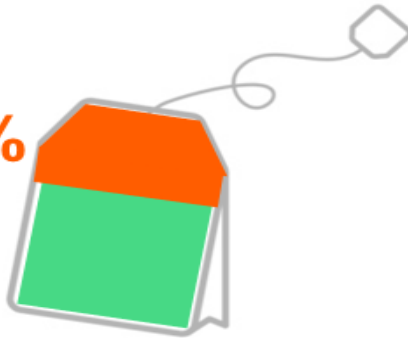


**Based on 2023 data for a given origin (not buyer/supplier specific), audited.*

Kenya



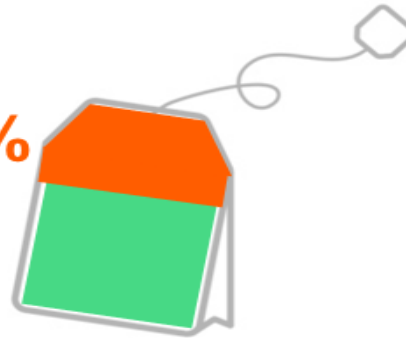
25-35%



Sri Lanka



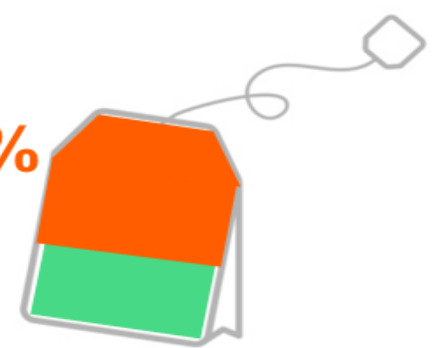
25-35%



Malawi



50-55%



Improved livelihoods for tea workers through practical **collection** and **distribution** mechanism to transfer additional financial value from buying organisations to tea producers and workers

A jointly agreed, pro-rata based living wage differential per producer

1. Measure Living Wage Gaps

Living wage gap per producer calculated with IDH **Salary Matrix** data



2. How is the differential determined?

The **differential** (in LC and USD/ kg) calculated per producer company is based on the living wage gap, and to be paid for by brand owners **in proportion to the volume sourced**.

3. How are funds collected and distributed?

Ringfenced funds paid to producers and transferred to workers via i.e. :

- Base wages (unlikely)
- Bonus payments (likely)
- In-kind benefits (likely)

Destination and payment approach of the funds is dependent per origin.

4. How are contributions assured?

3 levels of **verification** to ensure that the funds are received by the intended recipients:

- Salary Matrix data (IDH)
- Transfer of funds from brand owner to producer
- Allocation of funds from producer to workforce



2024: Launch of the Collection & Distribution mechanism pilot with committed partners



Results



+ **€715K** additional financial value into the tea value chain



Contribution covers **9.5%** of the total living wage gap of involved producers



14,241 workers with improved remuneration through the differential payment



26% of total production volume by differential payment for involved producers represented



Q&A

Contact Us

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Senior Program Officer



Ministry of Foreign Affairs



Schweizerische Eidgenossenschaft
Confédération suisse
Confederazione Svizzera
Confederaziun svizra

Swiss Confederation

Federal Department of Economic Affairs,
Education and Research EAER
State Secretariat for Economic Affairs SECO

FNET February 2025 Risk Assessment Tool Launch

Data Entry Key	
Cells where suppliers should enter data as free text or from drop down options	
Voluntary data	
Used for assessment of Risks	

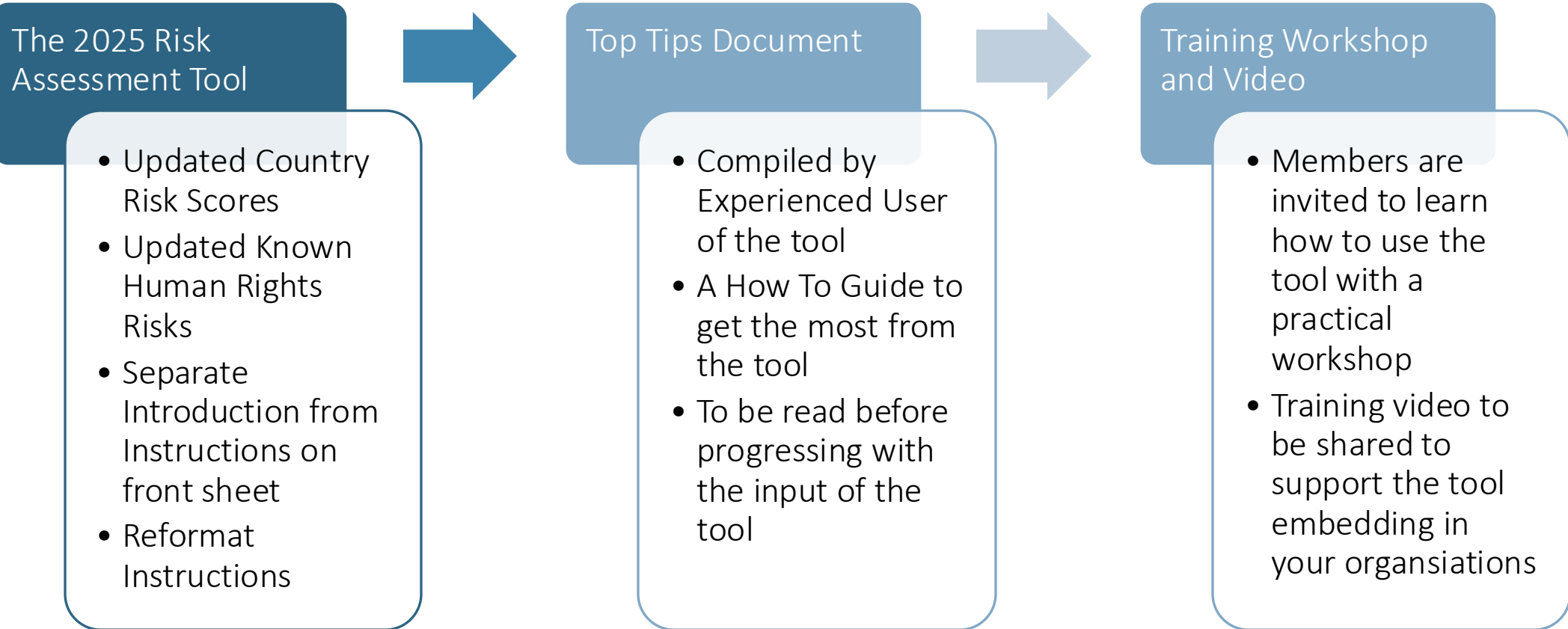
VALIDATE

ANALYSE

ADD ROWS

Supplier Name	Unique Identifier	Product	Ingredient/s	Tier	Supply Chain Level	INHERENT RISKS				PRIORITISATION			
						Source Country/ Final Processing Country	Buying Channel	Industry Risks	Labour Risks	Annual Spend	Volumes	Commercial value	Business Risk
X1234	123457	Orange Syrup	Oranges	2	Supplier	Italy	Agent	Accommodation	Migrant & Seasonal/ Temporary	123	456	3	3
		Amber	bananas	3	Agent	Germany	Agent	Accommodation	Migrant & Seasonal/ Temporary	456	123	3	1
			Sugar syrup	3	Agent	Belize	Agent	Unknown	Seasonal	456	123	3	1
			Sugar	3	Agent	Malawi	Agent	Low Pay & Unskilled Labour	Seasonal	456	123	3	1
		Fish fingers	Fish	1	Supplier	United Kingdom	Direct Source	Unskilled Labour	Seasonal	3456	12	3	3
			Breadorumbs	1	Agent	France	Agent	None	Permanent	3456	1234	1	1
			Garlic Paste	2	Direct Supplier	China	Direct Source	None	Temporary	2345	1234	1	1
			Skimmed Milk Powder	1	Agent	france	Agent	Unskilled Labour	Agency/ third party labour & Temporary				

FNET Risk Assessment Tool – Update 2025





Introduction - FNET Supplier Risk Assessment V02 February 2025

Between October and December 2018, FNET appointed Anthesis to conduct the update of the Country Risk Scores and Known HR Issues. Anthesis have developed a change to the methodology of calculating the composite country risk score index, based on weighting several labour and social rights indicators (with appropriate weightings fixed to each indicator), which meant that the 2018 Country Risk Scores were more normally distributed and not solely based on the highest indicator score available for a country. As a result of this change in methodology, Anthesis (with the support of Carnstone) adjusted the risk rating thresholds to avoid unnecessary changes in ratings compared to 2017 tool. More information on the change of methodology is available on request. The same methodology has been used for the 2021 update of the tool.

During August and September 2024, FNET appointed Anthesis to update the Country Risk Scores and Known HR Issues and Risks. Using the stated source data these reports were updated together with member evidence provided. There has been no change to methodology, which is the same as 2021 updated version of the tool. Links to known human rights risks have been evidences to the source data.

HOW TO USE THE RISK ASSESSMENT TOOL

The FNET Risk Assessment tool provides *guidance* for companies on the *relative* risks of products/ ingredients/ sub-components/ raw materials in their supply chain. It uses publicly available information on country risks and known-human rights risk in combination with risks associated with labour types and industries drawn from public sources and best practice. Combined, these risks produce a low, medium or high risk score which is intended to inform a company's ethical trade risk assessment. The tool encourages companies to enter commercial information against which to assess their ethical trade risks in order to be able to prioritise the resources they have for managing ethical trade.

HOW THIS TOOL FITS INTO THE FNET GUIDANCE FOR MANAGING ETHICAL TRADE IN SUPPLY CHAINS & HOW IT FITS WITH THE "UN" GUIDING PRINCIPLES

The FNET Risk Assessment tool should be used once companies have established their commitment to ethical trade and determined their strategic goals for managing ethical trade in their supply chains. It is then recommended that companies follow the FNET guidance for managing ethical trade in supply chains which includes the following steps:

- 1) Assess – The FNET framework and risk assessment allows companies to identify high risk products/ ingredients/ sub-components/ raw materials
- 2) Prioritise – The risk score can be combined with a value of “importance”, for example spend, to determine the business's priorities
- 3) Respond – Companies must determine how they are going to respond to the priorities they have identified through the risk assessment process.
- 4) Measure – Measure and report on the progress you make

DOCUMENT STRUCTURE

Tab "INTRODUCTION"

The Introduction sheet provides an overview of the Supplier FNET Risk Assessment Tool

Tab "INSTRUCTIONS"

The Instructions sheet provides guidance on how to use the Supplier FNET Risk Assessment Tool

Tab "FOR COMPLETION"

The For Completion sheet is to be used by companies to enter details of their products/ ingredients/ sub-components/ raw materials

Tab "RISK ASSESSMENT"

The Risk Assessment sheet pulls through the information that companies enter on the For Completion tab and calculates the risk rating for each product/ ingredient/ sub-component/ raw material. Companies should NOT enter any information on this sheet except for in column R "Prioritisation" as this sheet uses macros to pull information from the For Completion sheet.

Tab "FOR INFO Known Human Right Risks"

The Known Human Rights Risks sheet is **for information only**. It shows publicly available information about child labour (CL), forced labour (FL), human rights risks (HR) and member reports of risks (MR) at country and product level. The information from this tab is used in the Risk Assessment columns H and I. Companies should use this sheet to identify quickly high risk ingredient and country combinations

Tab "FOR INFO Risk Metrics"



INSTRUCTIONS

GENERAL NOTES

- Where the word "ingredient(s)" is referenced, this refers to components & sub components of the ingredient/raw material.
- If you have more than 500 products & ingredients please refer to row 37 on the INTRODUCTION tab
- This document is macro based and adding a large quantity of data may take a while to Validate & Analyse. Adding over 500 rows using the Add Rows button may also take a while to complete.
- The example data within the FOR COMPLETION worksheet can be deleted as necessary, however, please use it as a guide for completing your data.
- Any unknown information, whether country cells left blank or "Unknown" chosen from the drop down menu attract the highest risk score on the basis that ethical trade risk can't be assessed without this information.
- The Risk Assessment will go blank if data is changed on the FOR COMPLETION worksheet after pressing the Analyse button. You will need to press the Analyse button again to update the "Risk Assessment" worksheet.

1. CREATE A LIST OF PRODUCTS AND INGREDIENTS

- If you have less than 500 products & ingredients, move to step 6.
- Start with a full list of all products & ingredients purchased OR use a sub-section of their ingredients.
- Gather data to the lowest level available, including, where feasible, the sub-components of raw materials and their sources. e.g. the spices and other ingredients which form the sub-components of curry powder.

2. REMOVE ANY KNOWN PRODUCTS/INGREDIENTS FROM LOW RISK COUNTRIES

- Remove any ingredients sourced from countries listed in the Low Risk Exemptions tab from the list you are risk assessing. Keep a record of what you have removed from your list.

3. REMOVE HIGH RISK PRODUCTS/INGREDIENTS

- Refer to the FOR INFO Known Human Rights Risks sheet and identify any combinations of products, ingredients and country combinations that you currently purchase which are shown as having known risks of child labour and/ or forced labour.
- Assign those products & ingredients as ethical trade priorities subject to your prioritisation (assessment of commercial value and volume).
- Use the Risk Assessment tool to assess the risk of all remaining products & ingredients, unless steps 1-2 have produced a large list which it would only be possible to focus on in year one.

Note: If, after completing Step 3, there are a large number of known high risk products & ingredients consider focussing resources on these in the first year.

4. CREATE A LIST OF PRODUCTS & INGREDIENTS TO RUN THE RISK ASSESSMENT ON

The risk assessment tool should be run on "Unknown" risks once low and known high risk products & ingredients have been removed.

5. RUN THE RISK ASSESSMENT ON THE REMAINING PRODUCTS & INGREDIENTS

Use Steps 1-4 to produce a final list of products & ingredients to run the risk assessment on:

- Use the "For Completion" sheet to enter information about products & ingredients based on information taken from technical specifications/ procurement data/
- Products & ingredients should be entered into the Cells which are highlighted yellow on the FOR COMPLETION sheet

FNET Risk Assessment Tool – Top Tips

The following TOP TIPS have been collated from regular users of the tool, who have used it in different businesses and using different methods.

The Risk Assessment Tool is available to be used how best suits your business and the below are by no means exhaustive.

It is separated into 5 categories to help members get the best efficiency from the tool for their business operation:-

- **Downloading, saving and accessing the tool:**
- **Preparing your Data**
- **Entering Data**
- **Validate**
- **Analyse**

How to deal with "error messages" on some platforms and Macro tips are also included in the document



Entering Data

- **IMPORTANT:** Data should only be entered into the "For Completion" tab.
- The tool is flexible in terms of how you present the data. You can opt to use:
 - One line per purchased ingredient
 - Multiple lines for each purchased ingredient, splitting out the sub-ingredients onto separate lines

This is really down to how your data is held in your company systems, the types of ingredients you are buying, the size of your ingredient portfolio and how best you wish to use the risk data provided by the tool
- If an ingredient is sourced from multiple countries, you can enter all of the countries into a single line, separating them with a comma (e.g. United Kingdom, Germany, Luxembourg)
 - The tool will use the highest risk it finds for the country, and the country and ingredient combination, in this scenario
- If working with large amounts of data, it may be onerous to manually enter it all. It is possible to copy / paste the data into the tool, however please be mindful of the following:
 - If you have more rows of data than are provided by default, please use the "Add Rows" function to add the required amount of rows *before you paste in your data*. If you do not do this, or add the rows manually the functionality within the calculation macros will not work properly.
 - The ingredient and country data will be checked during the validation step. However the data entered into the inherent risks fields will not. Therefore if you are intending to bulk copy and paste this data you will need to make sure that the data you are entering is entirely consistent with the values available in the drop downs for these fields. If unrecognised data is found in these fields the tool will deliver a risk score of -1000 for the field, to signify that the data is incorrect

Validate

- The validate macro checks the contents of the ingredient and country columns to ensure they match recognised ingredients or countries within the tool.

Welcome to the Worker Voice Maturity Self-Assessment

START ASSESSMENT



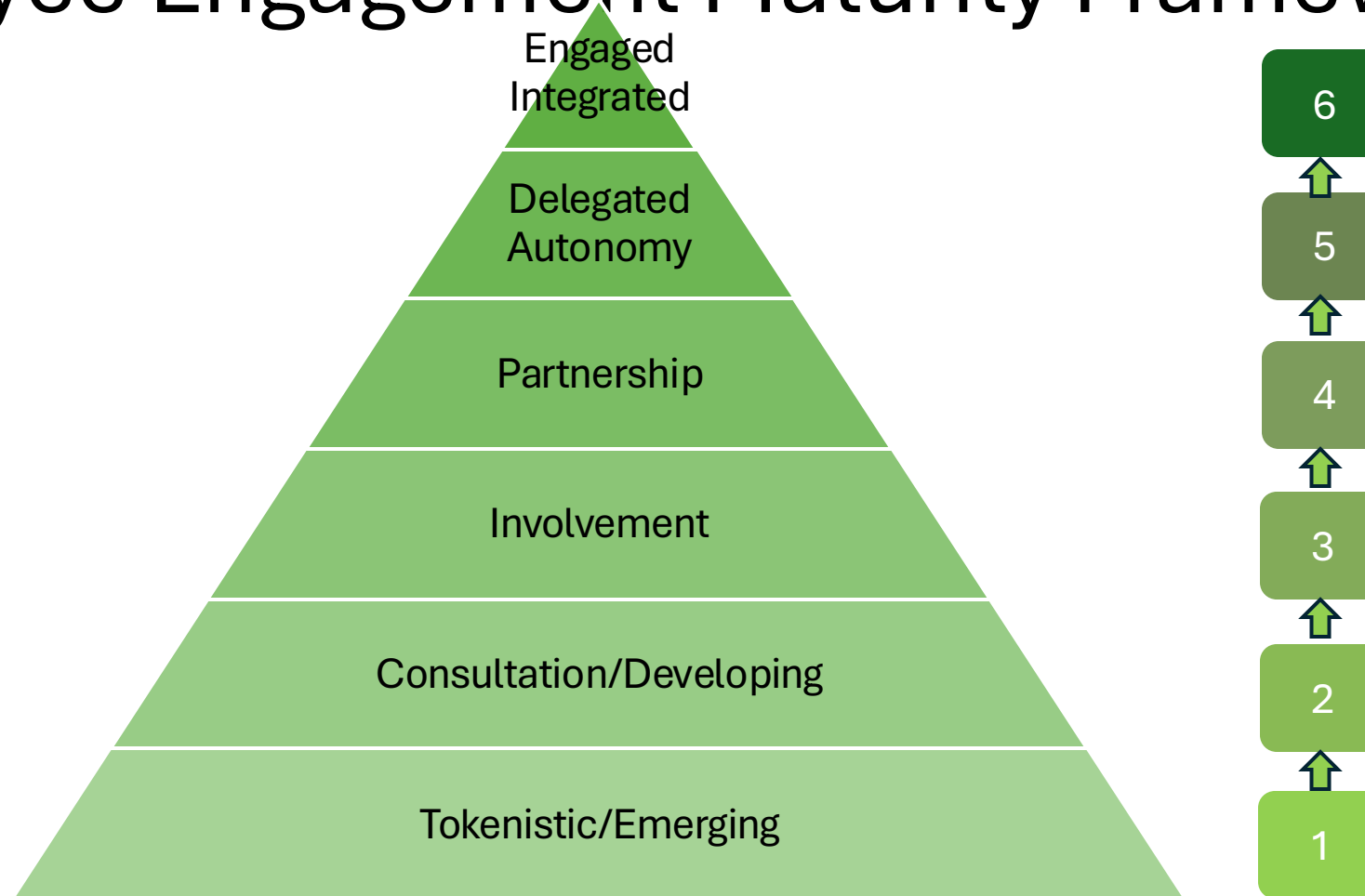
In line with the FNET Theory of change, we have created this useful tool to assess your employee engagement maturity.

Answer 6 simple questions, please select the most accurate and honest answer that is true to your business processes.

The self-assessment will identify what level your business is currently at, what the next stage is and how to get there, including top tips, KPI suggestions and available tools and training resources.

Allowing your business to continually improve over time.

Employee Engagement Maturity Framework



A

What is your process for managing worker engagement?

We have a basic policy which covers our statutory legal requirements

We have a site-specific Human Resources managed Grievance / Whistleblowing policy

We have a worker committee / trade union constitution which outlines the committees' purpose and process

We conduct root cause analysis with counter measures for improvement on all grievances

We have fair and consistent worker recognition awards & / or rewards system for employees

We have board commitment and a protocol for worker integration into decision making

What are your reporting channels for employee engagement?

Open door culture and suggestion boxes

Site conducts worker surveys

Worker recommendations are considered and acted upon

There are multiple avenues to report e.g. confidential whistleblowing, grievance procedure, worker forum, social media, WhatsApp and external Whistleblowing

We internally disclose the status of whistleblowing cases with the senior management team and / or the worker committee

We externally disclose the status of whistleblowing cases

GO BACK

What is your employee engagement communication channels?

Workers are given informal updates

Workers are given formal but irregular briefings

We have scheduled employee forums / worker committees

We have a worker committee that is fully involved in worker survey recommendations and actions

We have worker representation in senior leadership team and / or management meetings

We have worker representation at board level

GO BACK

What is your employee engagement training strategy?

Workers are given informed of the available reporting channels in their induction training only

Workers are trained on whistleblowing procedures and which avenues are most appropriate for each scenario

Worker representatives are trained in their roles, responsibilities and case handling / escalation procedure

Managers are trained on supporting committee / union members in their roles and know how to identify cases for escalation

“Business Champions” are recognised in the organisation to bring about change based on recommendations from the worker committee

Board members are trained in the importance of worker engagement and listen directly to workers through accessible platforms such as open door and visible presence

GO BACK

How does your business communicate by listening and responding to workers?

Verbal communication only

Workers receive written communication via noticeboards in relevant languages or pictograms

Celebrate recommendations and advertise solutions, including the positive impact that it has made to working conditions &/or business activity

Workers are empowered to implement aspects of the initiative or project proposal that they have recommended

Worker ideas are listened to and workstreams created to move our business forward

Workers are empowered to make decisions and bring about change

GO BACK

How do you measure employee engagement?

No measures in place

Workers trained in why worker voice is important and training is measured and recorded

Worker survey participation results are measured including the level of trust that workers have in the process

We track worker recommendations and resulting initiatives with trends and outcomes

We record the number of internal / external whistleblowing cases reported to management and we regularly self test our worker reporting routes to ensure effectiveness

Our workers are surveyed on the effectiveness of our worker voice &/or committee process, ensuring 360° feedback and assessing trust in our systems

[GO BACK](#)

Employee Engagement Maturity Framework

Multiple choice scoring yet to be determined

Where are you on the journey

What is the next step

Top tips to get you to the next step

KPI indicators to consider

Key guidance documents – to be incorporated

You are **Stage 1**
Tokenistic

GOOD NEWS – you are at the start of your journey! Lets get you on your way




What's Next?

Stage 2
Developing

What does a developing employee culture look like?
Workers are fully informed and encouraged to express their opinion but have little or no impact on outcomes





TOP TIPS

-  Quarterly company briefings help to inform all levels of employees of what is happening and how to get involved
-  Worker surveys are a useful tool to measure feedback against a set criteria asking workers their thoughts and feelings
-  Open door HR policy & confidential whistleblowing channels that are available and employees are trained which channel is most appropriate and accessible, this will allow workers raise concerns in a constructive, simple and effective way allowing the business to manage and respond appropriately.



KPI MANAGEMENT

-  X% worker survey participation
-  At least one person on HR team trained on S2G Investigative Interview Skills in the Workplace



TOOLS & TRAINING

You are Stage 2 Developing

GOOD NEWS – you're moving nicely out of Tokenistic employee participation into a higher engagement culture. There is still more to do but let's break it down into easy steps to get you onto the ladder of full participation

What's Next?

Stage 3 Involvement

What does an involved employee culture look like?
Workers are fully informed, and their views are listened to, to inform and where mutually beneficial be able to influence the decision-making progress





TOP TIPS

-  Scheduled employee forums / committees and / or union meetings to discuss business plans and take on board employee's opinions and feedback ahead of the decision making.
-  Give employees a platform to be able to raise recommendations or suggestions on business improvement processes which are escalated to the senior management in a formal process.
-  Proactively communicate to the employees the results of any worker surveys and / or reports raised including, outcomes of investigations and what the company has agreed to do to address any improvement opportunities



KPI MANAGEMENT

-  Stipulate the timeframe between publishing employee survey results from original survey date
-  X% attendance by worker committee members at scheduled forums / committees



TOOLS & TRAINING

You are Stage 3 Involvement

GOOD NEWS – you're moving nicely out of a developing culture into a higher engagement culture. There is still more to do but let's break it down into easy steps to get you onto the ladder of full participation




What's Next?

Stage 4 Partnership

What does an employee partnership culture look like?
Workers are fully informed and consulted in the decision-making process, with outcomes resulting from negotiations and shared decisions





TOP TIPS

-  Involving forums / committees and / or union representation at early business planning stages to ensure that employee voice has been heard including actions related to worker surveys and negotiations have taken each party's decisions into consideration.
-  Employee recommendations acted upon in collaboration with the management and progress can be tracked and feasibility / implementation and execution.
-  Mechanism for workers to raise a query at any time and the management protocols for response timeframes and method of communication, for example mediation between the business the employee and an independent party



KPI MANAGEMENT

-  Mystery 'shopper' quarterly test of mechanisms available
-  Tracker for recommendations updated monthly with status (closed / in progress / open) and communicated to senior management team



TOOLS & TRAINING

You are Stage 4 Partnership

GOOD NEWS – you're moving nicely out of an involved employee culture into a higher level of partnership engagement. There is still more to do but lets break it down into easy steps to get you onto the ladder of full participation

What's Next?

Stage 5 Delegated Autonomy

What does a delegated employee autonomy culture look like?
Workers do not decide the agenda but are fully informed and responsible for aspects of an initiative or project



TOP TIPS

- FNET Fully engaged forums / committees and / or union are the primary conduit for employee communication in relation to employee survey / recommendations actions.
- FNET Employee are recognised for their contribution for making recommendations and championing workplace participation.
- FNET KPI measurements and reporting for employee suggestions / issues against management protocols (e.g. timeframes and method of communication).



KPI MANAGEMENT

- FNET Satisfaction survey at the end of each committee meeting to gauge representatives experience of input and output from the meeting
- FNET Published employee recognition board / newsletter communicated to all employees



TOOLS & TRAINING

You are Stage 5 Delegated Autonomy

GOOD NEWS – you have moved from a partnership culture into delegated autonomy. There is still more to do but lets break it down into easy steps to get you onto the ladder of full participation

What's Next?

Stage 6 Integrated

What does integrated employee culture look like?
Workers initiate the agenda and have responsibility and empowered to make decisions and bring about change



TOP TIPS

- FNET Fully engaged forums / committees and / or union representation is fully intergraded into the management structure and a framework deployed for consulting stakeholders to remove barriers for engagement.
- FNET Board participation in employee focus groups that allow free discussion and ideas to move the business forward using an informal fluid approach.
- FNET Public disclosure, visibility and ownership of the KPIs related to employee feedback.



KPI MANAGEMENT

- FNET Number of work representatives in management meetings established at X%
- FNET Public commitments to employee engagement made on company web site along with progress made at least twice per year




TOOLS & TRAINING

Stage 6 - Integrated

Well done you have made it to fully integrated employee engagement..... but it's not the end of your journey!

HAVE YOU THOUGHT ABOUT?

- Sharing best practice or implementing in strategic supply chains
- Mentoring another FNET business
- Publishing how you achieved this level of participation on your company web site
- Obtain a statement from stakeholders as to their experience



We need your feedback for the Worker Voice Maturity Self-Assessment



Next Steps

- We are asking members to test their answers and share with us that the output level is as expected by completing this form
- [Link to ppt slide deck](#) - please show in presentation mode for the document to work
- [Link to feedback form](#) - Please send to Surmaya Talyarkham and Fiona McKerrow