



# Empowering Work Working Group –

The Food Network for Ethical Trade – 11th April, All Day



# Competition Law Statement

*“Today we are meeting to discuss Food Network for Ethical Trade agenda on Empowering work.*

*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 she believes that discussions are in breach of competition law”*

# Agenda

<b>Estimated time</b>	<b>Item</b>
09.30 – 10.00	<b>Coffee and Networking</b>
10.00 – 10.20	Welcome & attendees introduction to New Co-Lead Welcome address from Jonathan Reed – MD Hilton Food Group
10.20 – 10.30	Setting The Scene – Worker Voice - What is it? and Why are we interested in Alignment – Claire Donovan
10.30 -11.30	Tools to support Worker Surveys – How do they work, who is using, where and to what results? -Just Good Work – Phillip Clayton                                 -& Wilder – Lea Esterhuizen -Ulula – Thomas Radal   - nGage – Gillian Haythornthwaite
11.30 - 11.40	<b>Coffee Break</b>
11.40 - 11.50	Summary of the Retail Survey on Alignment – Linda Beresford
11.50 - 12.20	Breakout Group 1– <b>Alignment Review – Worker Voice the Supplier Perspective – Kealey Burbidge to lead</b>
12.20 – 12.50	Breakout Groups 2- <b>Identify the Barriers For business and for workers - Julia Black to Lead</b>
12.50 – 13.50	<b>Lunch</b>
13.50 - 14.30	Group Work - <b>Discussion on Alignment of Hotline - All</b>
14.30 – 15.00	Action and Next Steps – Assign Accountability
15.00 – 15.10	Discuss the Plan to develop the FNET <b>Human Rights Skills Map – Outreach for support from HR</b>
15.10 -15.30	Agree Next Meeting date, Agenda and Depart



# **BUSINESS OVERVIEW**

2024





# A growth story



1 category

1 channel

1 country

1 facility

1 strategic customer

c.160 people



5 categories

Multi-channel

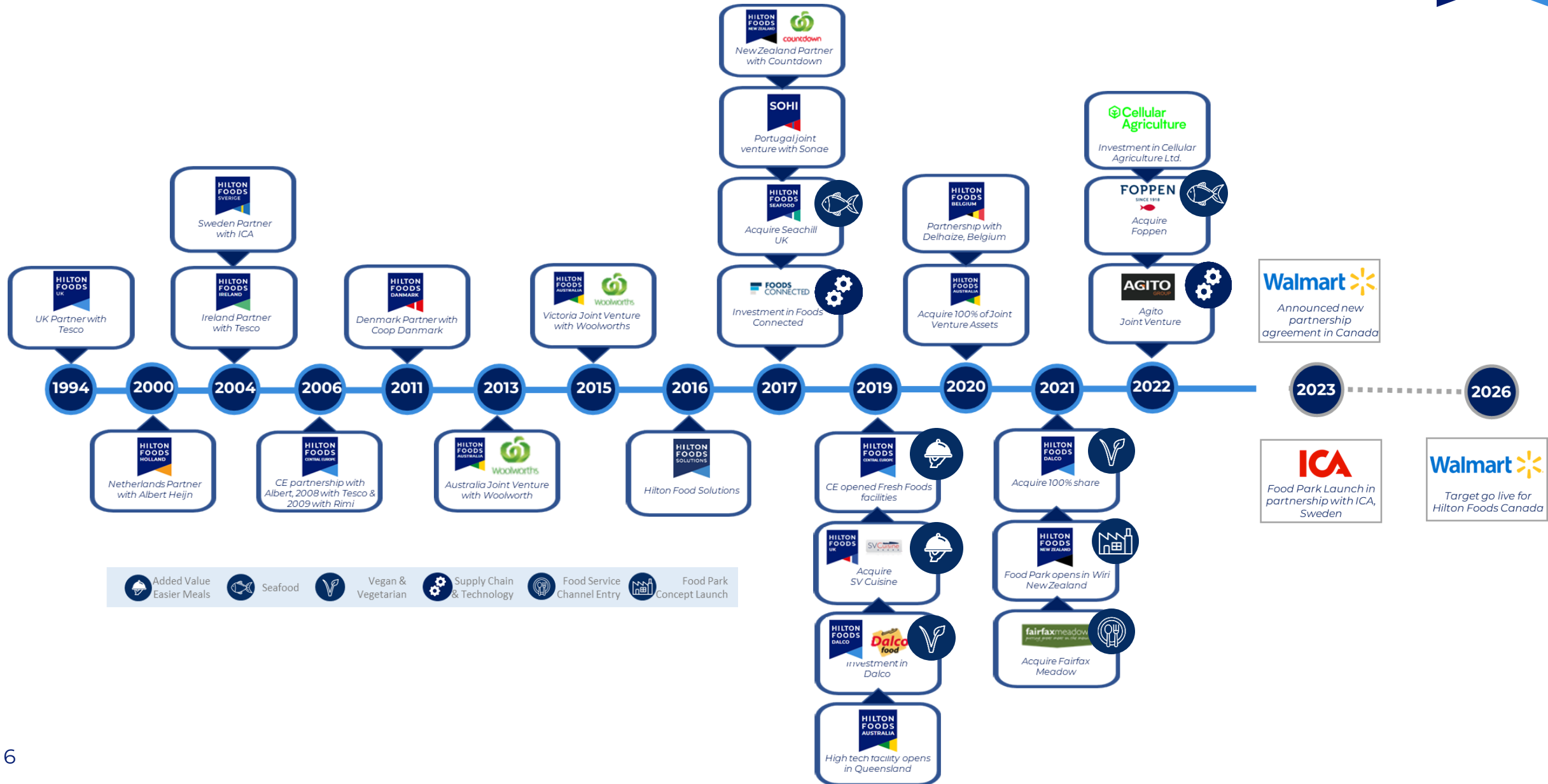
10 countries

24 facilities

>20 strategic customers

>7000 people

# Growth through long-term partnerships





# Strategic priorities



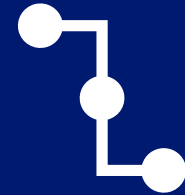
**To continue to grow  
our global footprint**



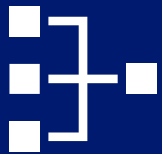
**To expand our multi-  
category offer**



**To continue to  
leverage technology  
as a driver of value**



**Build further expertise  
as a supply chain  
partner**



**Philosophy of  
simplicity**



**Develop food skills  
and product  
innovation**



**To continue to recruit  
and develop expert,  
motivated people**



**To be rigorous in our  
approach to the ESG  
agenda**

# Huntingdon UK food park

## Growth and diversification through partnership



### MULTI SPECIES

Our UK Food Park has grown and developed through long-term partnership. Our multi-protein site in partnership with our Grimsby Seafood expertise brings to life the protein partner of choice for our partners and their consumers. Each production unit is purpose built and designs to best meet the needs on consumers within each product category.

### MULTI CATEGORY

Our segregated facilities enable specialism by product category as the UK site has grown through long-term partnership over time since 1994. The site has expanded over time to meet our customer needs for high quality, affordable products in beef and lamb and through diversification into new proteins such as convenient slow cooked protein, added value poultry and vegan meat alternatives.

### AUTOMATION

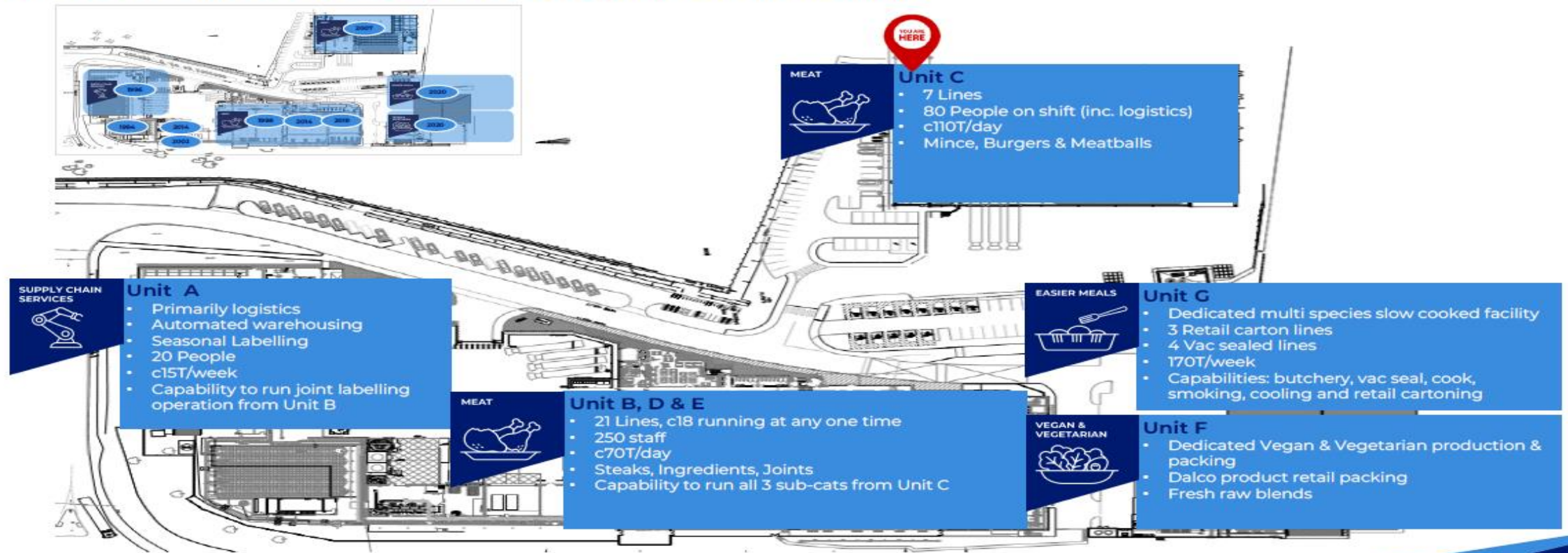
Our continued investment in automation enables high protein quality, consistency and affordability. From our automated warehouse system to ongoing investment in line automation reduced labour reliance and improved our facilities efficiencies and controls.

**Beef Steaks****Beef Mince****Burgers****Meatballs & Kebabs****Beef Joints****Beef Ingredients****Lamb Joints****Lamb Steaks****Lamb Chops****Lamb Mince****Lamb Ingredients****Lamb Kebabs****Slow Cooked****Poultry****Vegan**



# Hilton Foods UK Huntingdon

Growth and success through partnership



# Affordable protein products

Our continued investment in automation

Reducing labour reliance and improving efficiency



Unit A

Reducing labour reliance

3 Robots installed to pick up to 49 pallets per hour with 11 autonomous mobile robots delivering pallets from collation area to lorry loading in Unit A



Unit D & E

Reduced labour and increased efficiency

End of line automation across 7 packing lines, picking 120 packs per minute in retail crates and system delivering 1200 stacks per hour to the NAWI



Unit D & E

Efficiency of process flow

Depalletisation robots in units D and E to decant up to 20 pallets per hour delivering primal to the NAWI automated warehouse



Unit C

Reduced labour and increased efficiency

Unit C retail packing facility enhanced with robotic installation with the ability to process 28 pallets per hour including 6 autonomous mobile robots to deliver pallets to lorry loading



Unit C

Efficiency, capacity and reduced labour reliance

Installation of high speed two pack portioning with capacity of up to 360 burgers per minute and 4 robotic picking lines installed to pack up to 120 packs per minute into retail crates



# High quality protein products

Innovation through leading technology in TVI slicing and skin pack



## Increased yield

Mono blade advanced technology improves slice yield in combination with crusting process



## Packing options

Portion control and line balancing enables automated packing



## Fixed weight portioning

Controlled give-away on fixed weight portions enabling fixed price range for customers



## Portion speed

Up to 220 portions per minute



## Product presentation

Crusted, formed primal enables consistent presentation and portion shape for best product presentation on shelf for customers



## Extended shelf-life

Extended shelf-life for supply chain and customer versus MAP packaging alternative enabling reduction in waste



## Quality

Continued maturation of product for improved consistency of product quality



# Worker Voice

UNDERSTANDING WHAT WE MEAN  
WHAT IS IN SCOPE FOR OUR DISCUSSION TODAY



# Empowering Work – Alignment of worker voice



Worker voice is a critical part of equitable and inclusive worker success strategies.

Authentic worker voice is more than employee satisfaction surveys – or the posting of helplines on toilet doors

# Empowering Work – Alignment of worker voice

Core elements of worker voice include

## Representation

The freedom and ability to represent their own interests or have those interested fairly represented by a larger collective

## Empowerment

Workers feel empowered to raise concerns or shine light on problems to address any adverse conditions or terms surrounding their employment

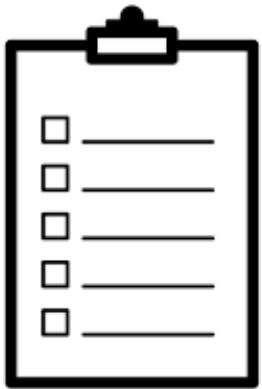
## Agency

Workers are stakeholders and engaged in two-way transparent communication where their input is valued and yields policy and equitable opportunities for all workers to survive





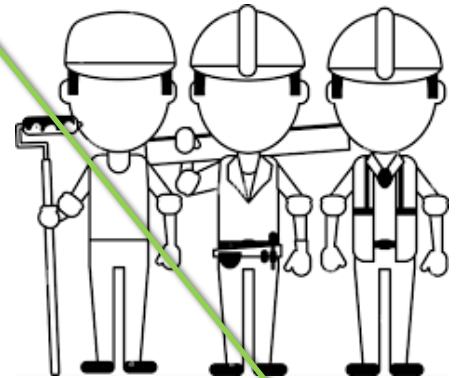
# Empowering Work – Alignment of worker voice



Worker  
surveys



Grievance  
mechanisms



Worker  
committees

# What are the challenges

**YOU MAY HAVE ALREADY FOUND THAT ITS NOT AS EASY TO GET WORKER VOICE AS WE MAY LIKE**

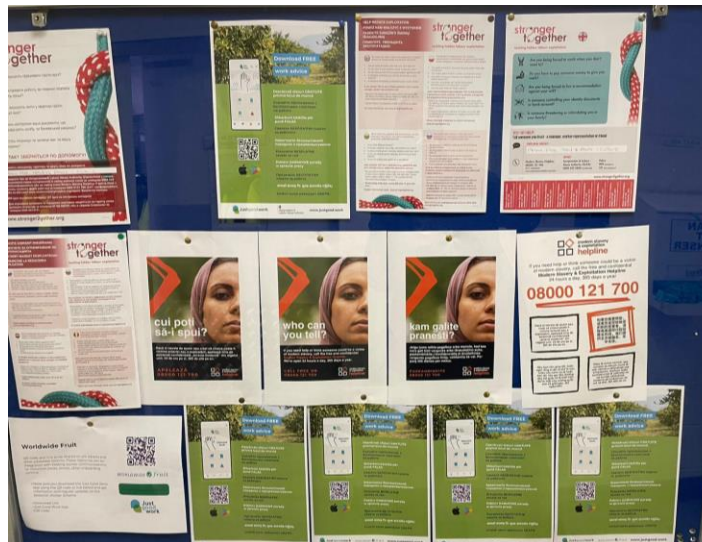
**MANY REASONS — INCLUDING**

- ❖ **LACK OF AN IMMEDIATE PROBLEM FOR A WORKER AT THE TIME OF THE CALL**
- ❖ **PERCEIVED LACK OF RELEVANCE- 'ITS NOT FOR ME'**
- ❖ **CULTURAL — LACK OF TRUST**
- ❖ **AS WELL AS THE SPECIFIC LABOUR RIGHTS ABUSES THAT WE ARE CONCERNED ABOUT**



# But is the range of approaches a challenge also?

- Do workers know how to communicate a problem?
- Are they clear about who they should speak to and over what?
- Is the language we use blocking?
- Or is it the range of options?



# Examples of Tools for Worker Voice – Just Good Work

PRESENTED BY PHILLIP CLAYTON



# Just Good Work Mobile App

## Worker Voice Case Study



## The Problem



### Malaysian Factory

20% of Workers resigning or leaving during the first month of arrival.

Because workers found that the work and accommodation were different than what they imagined/were told. Significant management time was redirected to address these issues.

Recruits 250-300 workers per year.

## How We Helped



**Developed short videos and images** of the work environment and accommodation



**Uploaded** them to Just Good Work



Helped management to **promote the app and content to workers** via their recruitment agencies



**Management have assurance that workers know** what the factory is like, where they will be living and decide to work in Malaysia based on this



Reduced cost



## What this means

- 1. Reduced cost spent on repatriation, rehiring and re-training**

20%  0

Workers resigning or leaving during the first month of arrival.

Increased worker productivity

## What this means

### 2. Increased worker productivity

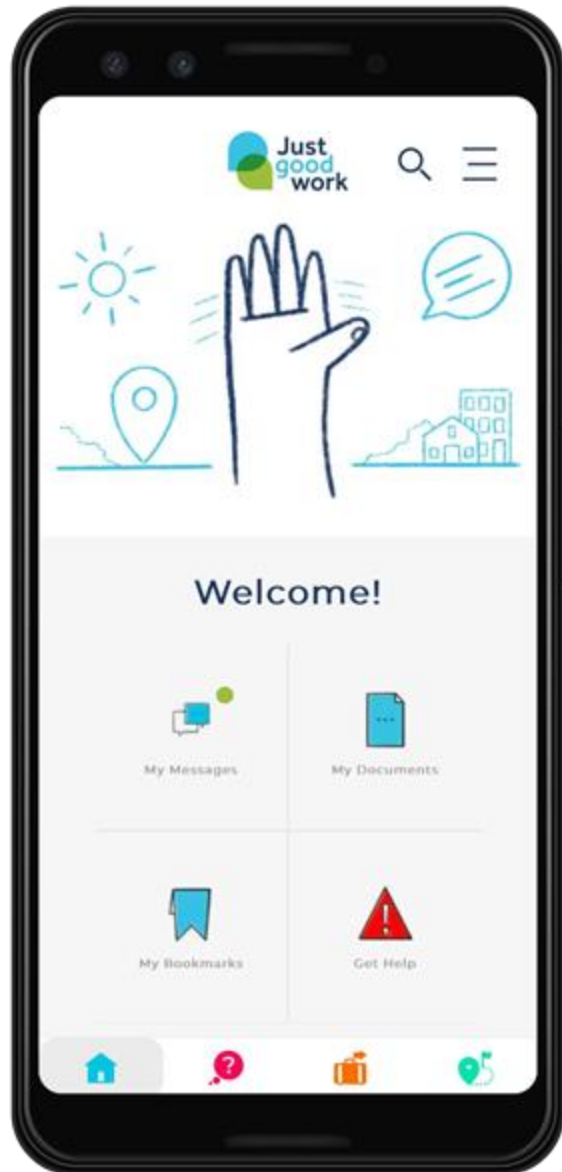


Workers feel a stronger sense of belonging



Increase in productivity  
(previously hard to achieve)

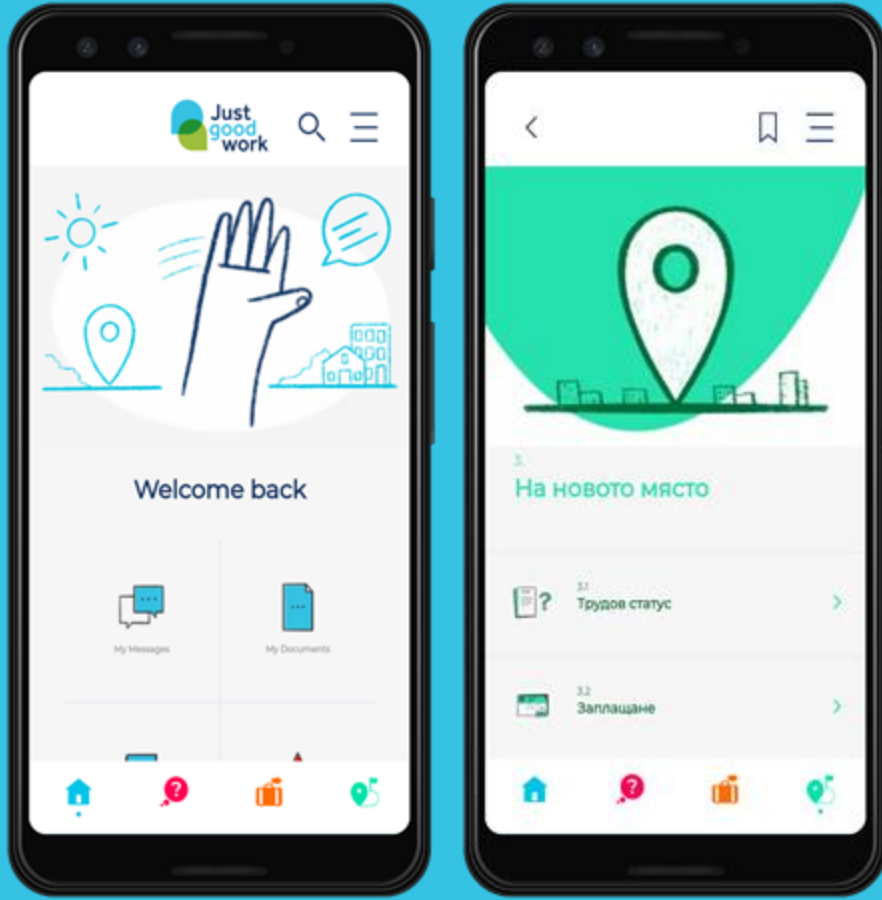
- Workers and their friends and family have assurance about where they are going to work.
- One of their workers noted: "This is how recruitment should be done."



# Just Good Work: An Overview



# Just Good Work



## **A mobile app that supports businesses to:**

- Meet growing ESG commitments to build supply chain sustainability, and
- Optimise HR and recruitment processes,

by taking and exhibiting proactive approach to manage labour risks in its operations and/or supply chain.

Just Good Work supports businesses and workers from the start of recruitment through completion of employment.

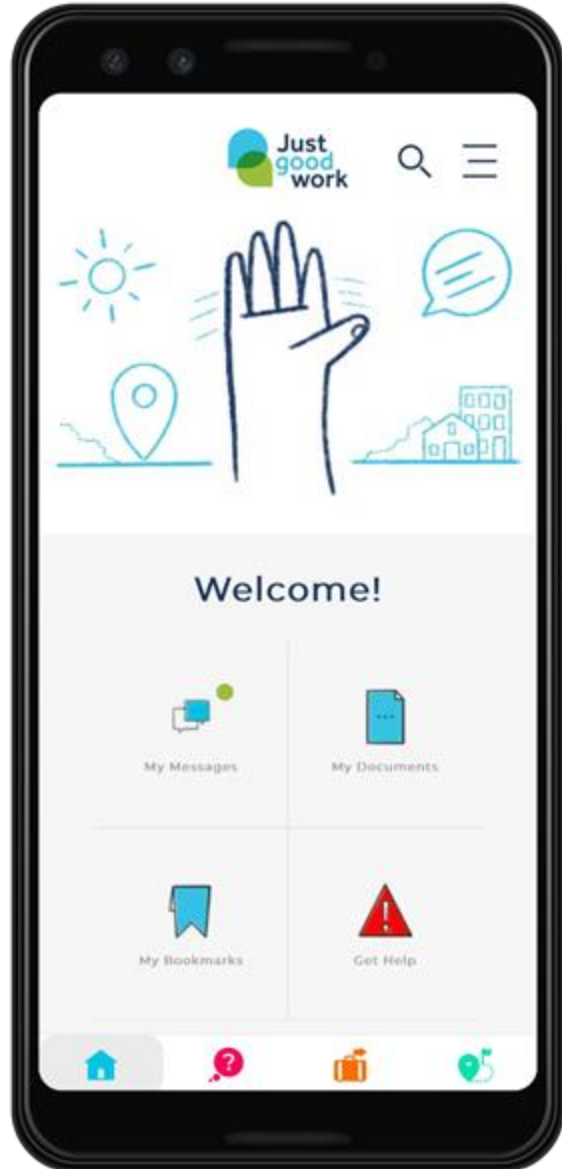


**95 businesses** and **65,000 workers**  
in **32 countries** trust Just Good Work.

**Some of our  
clients and  
partners:**







## Features

Building Supply Chain  
Sustainability  
&  
Optimising HR and  
Recruitment Processes

# JGW for Businesses



User feedback from the early stages of the recruitment process, providing visibility of their journey into and at work



Open channels to facilitate messaging, anonymised surveys and live feedback across the platform



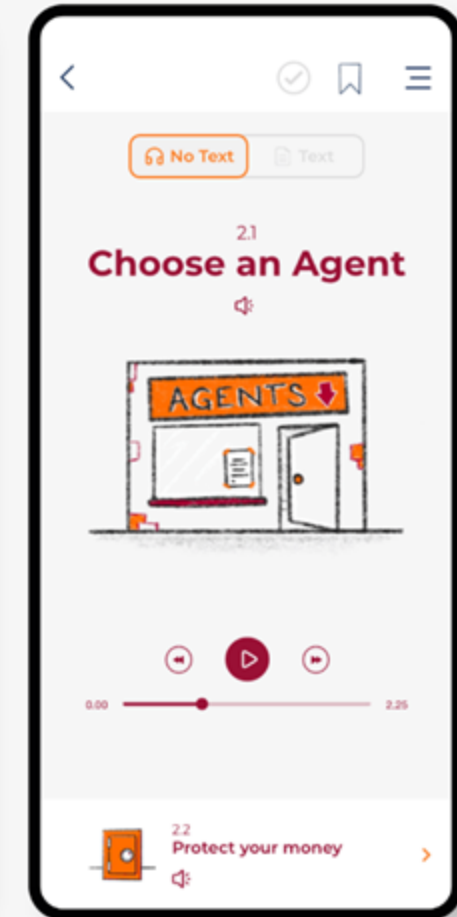
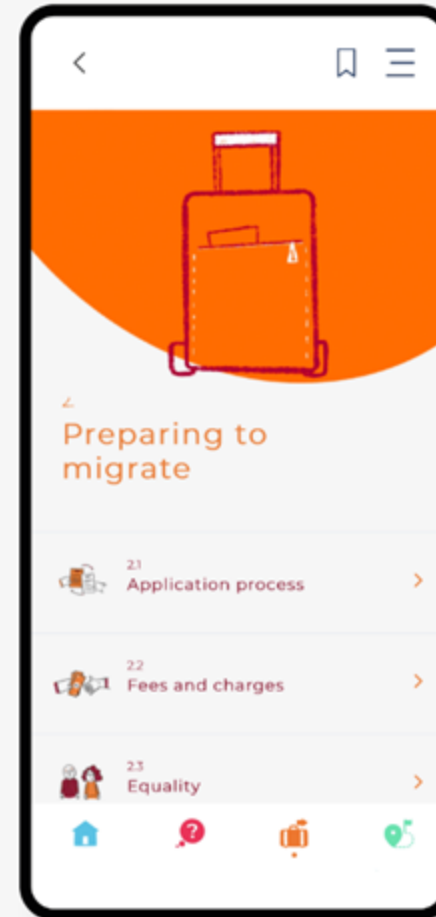
Document storage.  
Give workers a place to store their visas, contracts, medicals and payslips



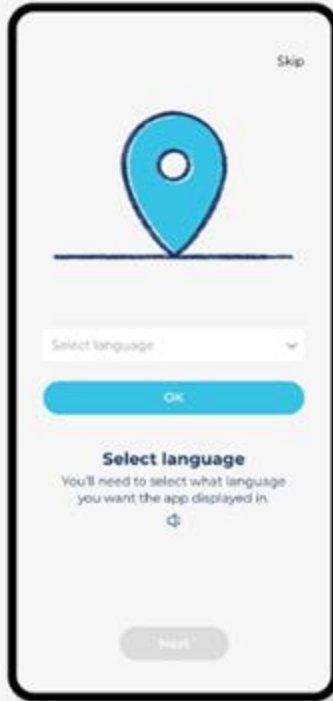
Interactive pre-departure, induction, onsite training and employee handbook



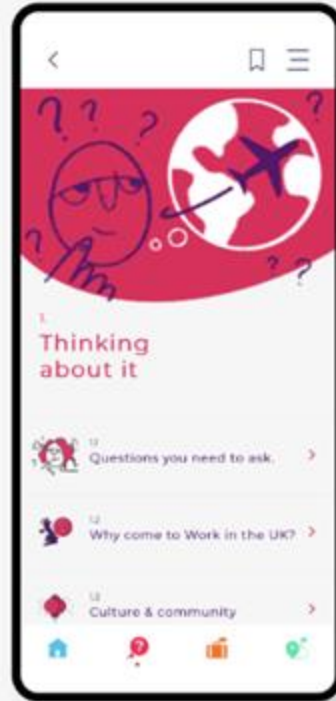
Cultural and local orientation for migrant workers



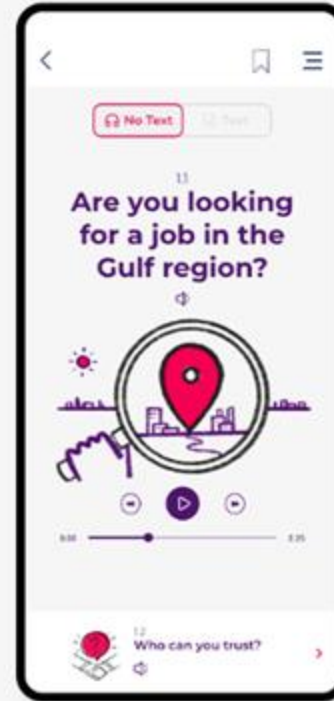
# JGW for Workers



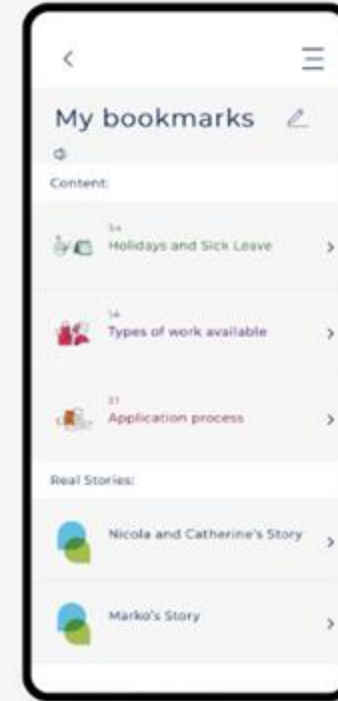
- ✓ Easy to navigate user interface. Entire app is available offline!



- ✓ Job, Visa, Medical and Contract Information



- ✓ Real stories from real people on the same journey



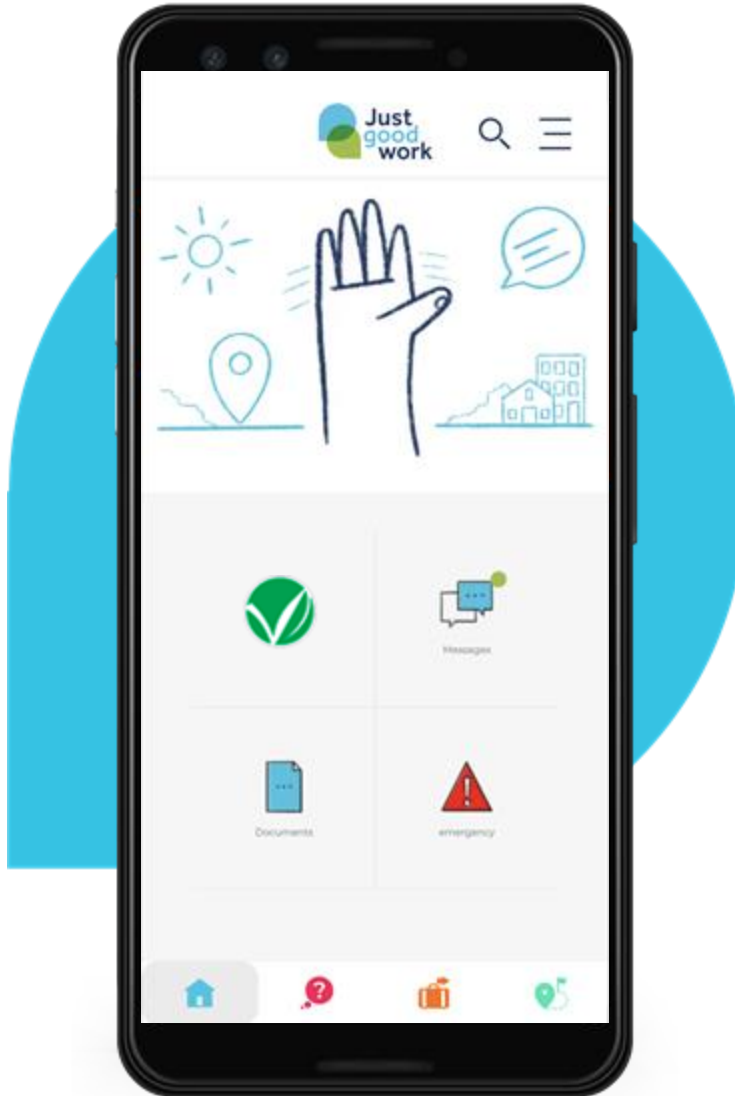
- ✓ Store documents safely - Keep all your paperwork on you all the time



## Just Good Work...

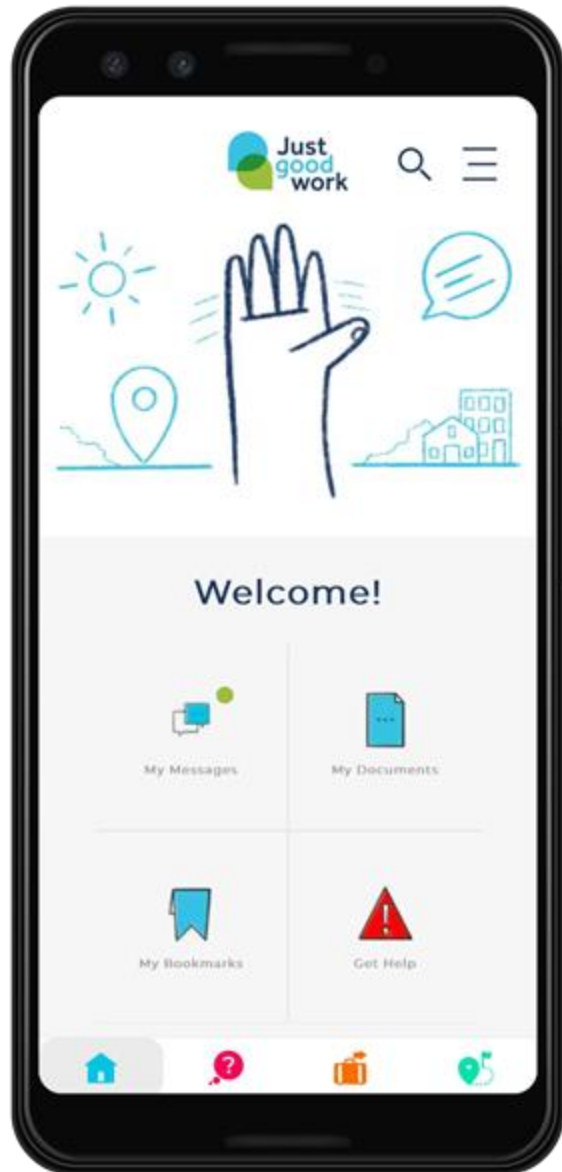
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- Take and exhibit **proactive approach to responsible recruitment and employment**
- **Reduce onboarding time and cost** through custom training, induction and orientation content
- **Mitigate risks** of labour issues in your supply chain
- **Improve worker connection and engagement** across your business and supply chains **with reduced cost**



### ...helps workers have:

- Simple and accurate information on their rights and responsibilities, in their own language
- Signposts to further help, advice and how to access support
- A good and trusting relationship with you



## How It Works — Understanding the Risks and Measuring Impact

# JGW for Businesses



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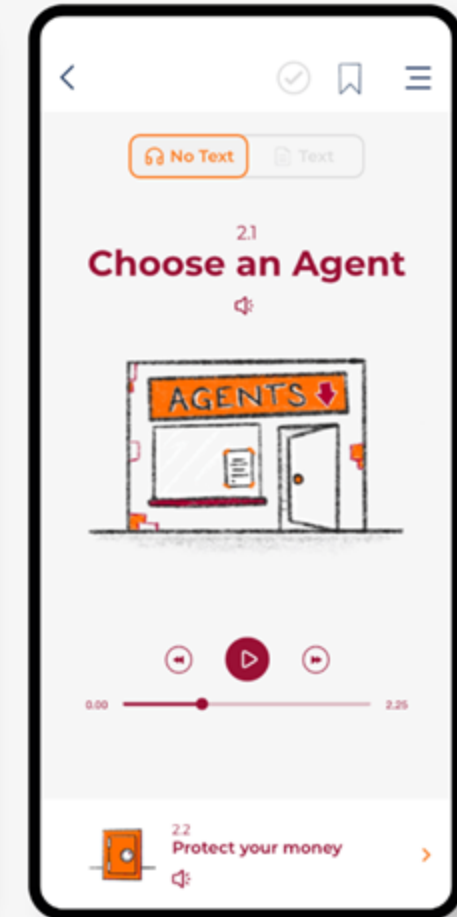
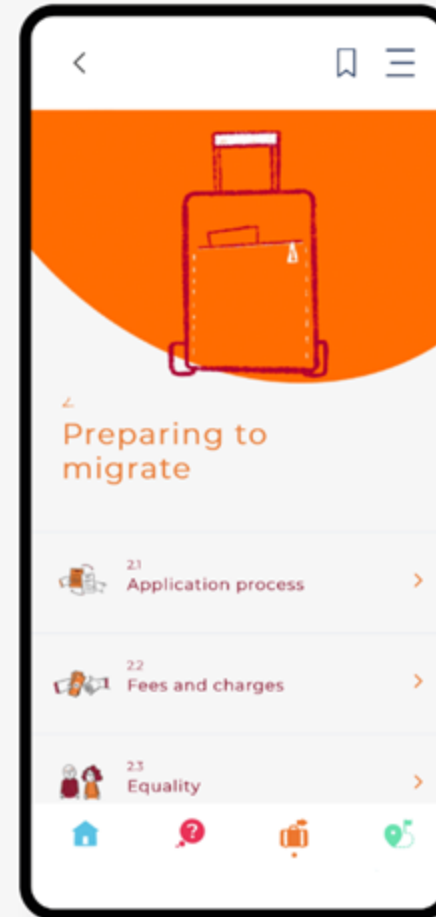
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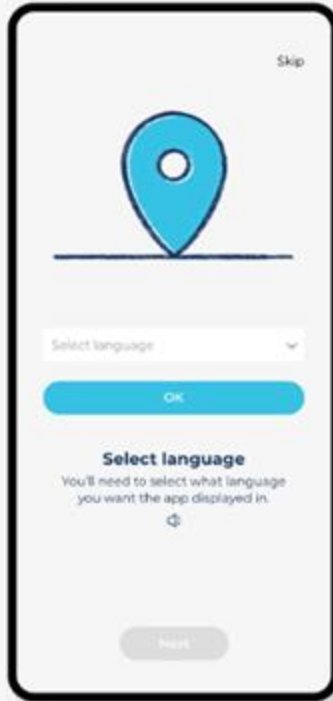


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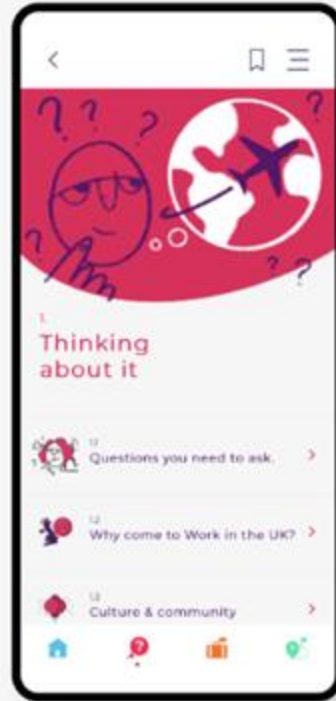




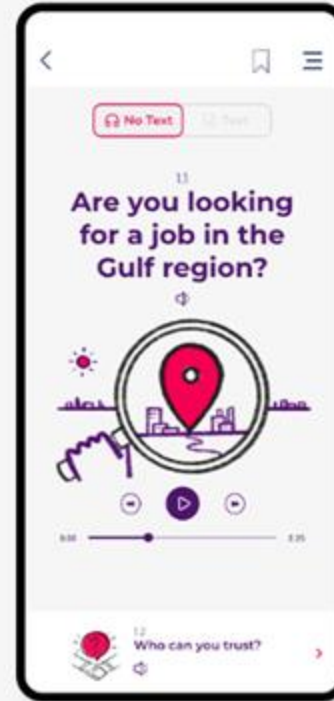
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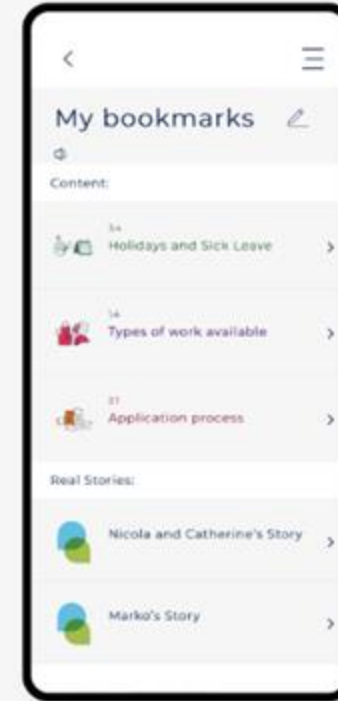
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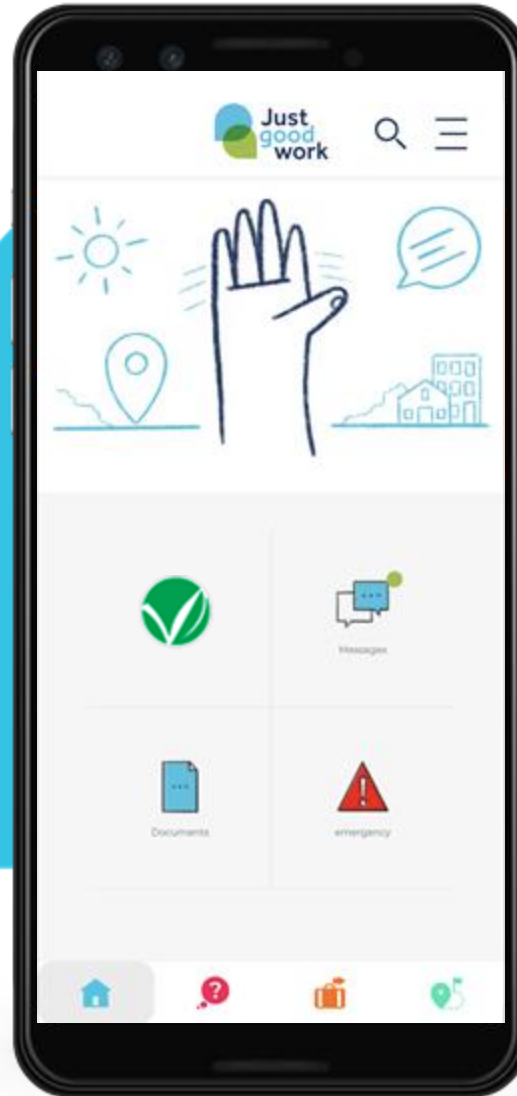


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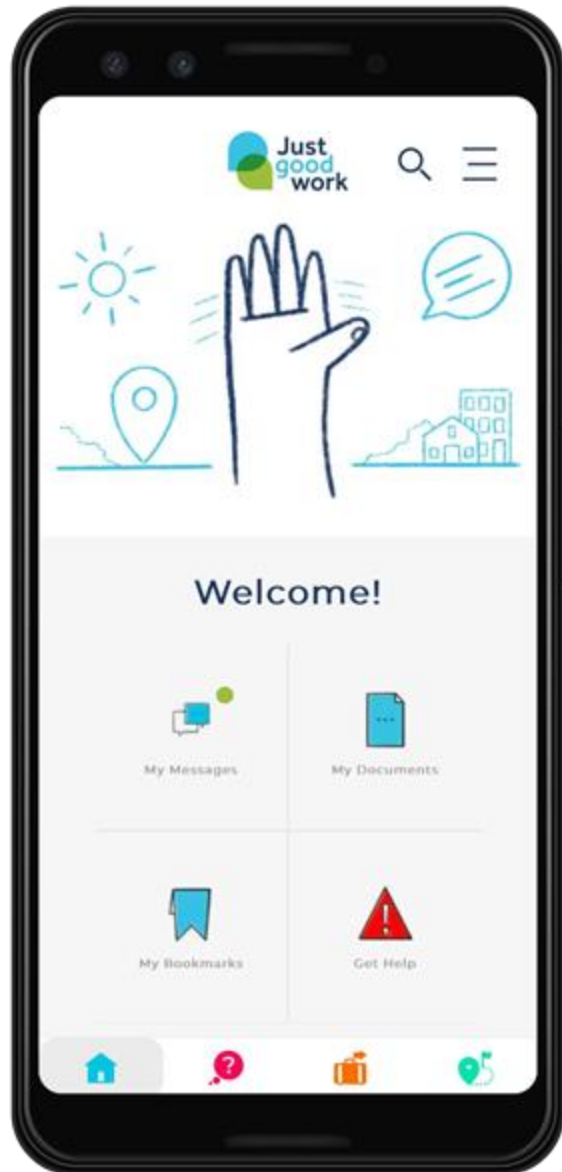
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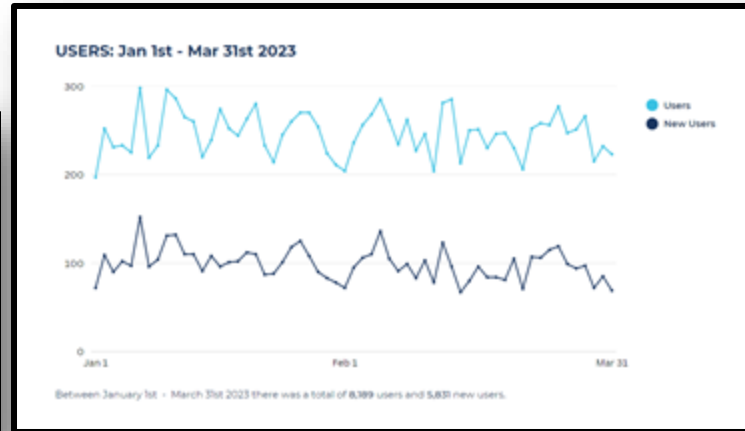
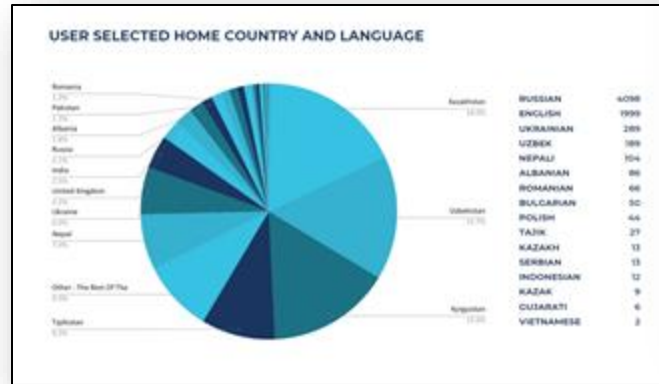
- Simple and accurate information on their rights and responsibilities, in their own language
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- A good and trusting relationship with you



## How It Works — Understanding the Risks and Measuring Impact



# Measuring Impact: Downloads, User Demographics etc



Get the **data and information** you need to **measure and report** on the impact of your commitments to address labour and recruitment risks.

# Fifty Eight

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1 Clocktower Park Offices  
New Hall  
Longmoor Lane  
Liverpool  
L10 1LD  
United Kingdom

Email us | [valentinalai@fiftyeight.io](mailto:valentinalai@fiftyeight.io)  
Call us | +6 018 396 4758

[fiftyeight.io](https://fiftyeight.io)

# Contact Us

# Examples of Tools for Worker Voice – Ulula

PRESENTED BY THOMAS RADAL



# A Worker centric Risk monitoring solution

April 2024

Certified



Corporation





# Trusted by +170 companies



# Ulula's impact to date

4+

Million people

60+

Countries

80+

Languages





# Full solution for moving workforce



Fishing



Logistics & truck drivers



Labor Recruitment



Waste management



Facility management



# About Ulula

## Connecting Companies with Workers

1

Collect  
feedback



Worker Surveys

Grievance Mechanism

2

Real time data  
analysis



3

Respond to  
grievances



# About Ulula

## The most accessible solution



Multi-language

Simple user experience

Free to workers

Leverage local chat Apps



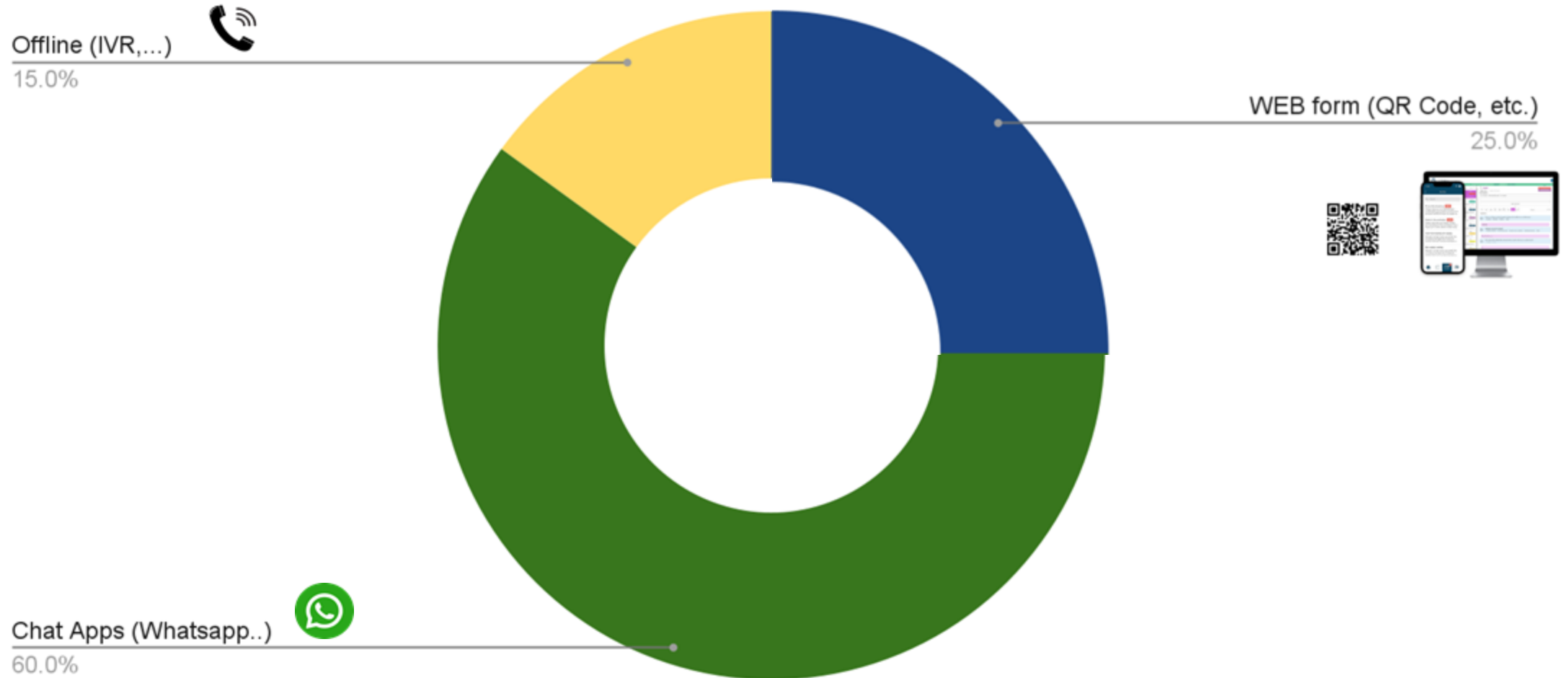
& more...



# WHY MULTI-CHANNEL MATTERS ?

TURN YOUR DUE DILIGENCE SYSTEM MORE WORKER CENTRIC

## WORKERS CHANNELS PREFERENCES\*



\*ULULA AGGREGATED DATA ASIA

# Capture the voice of the most vulnerable workers

## Collecting sensitive and nuanced information



Positive Neutral Negative Skip Not enough data received





# Case study

**Baseline:** High Risk of Modern Slavery detected during an initial survey in Asia.

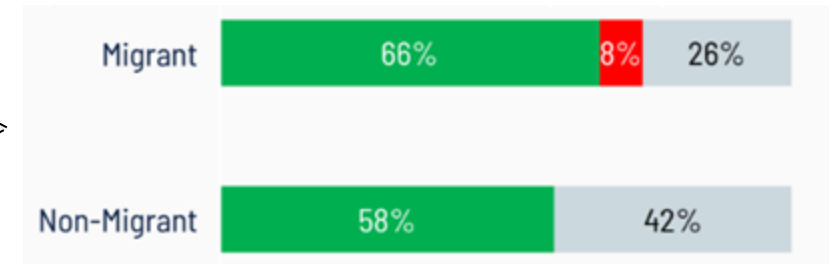
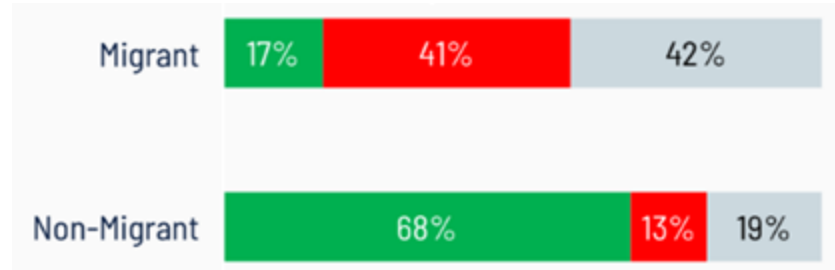
The brand, suppliers, Ulula and third party worked on corrective measures, including trainings, awareness raising, factory level grievance system.

Improvements validated during the **follow-up surveys** after 1 year.

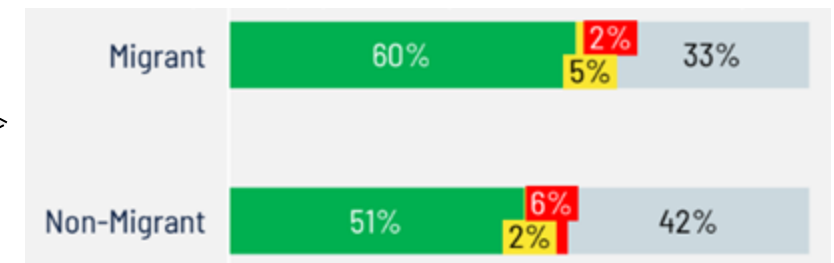
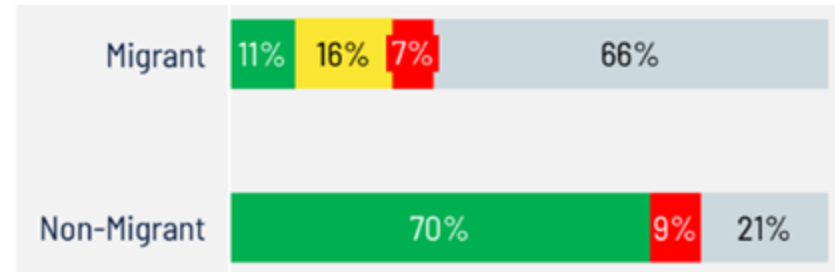
## Baseline

## Follow-up

### Freedom of movement



### Effective Grievance mechanism



# Program alignment with Standard setters and MSI

## Ulula surveys x Social audits



Sedex



amfori  
Trade with purpose



SOCIAL & LABOR  
CONVERGENCE



**+300**  
surveys  
Before  
During  
After  
audits



# Program alignment with Standard setters and MSI

## Ulula surveys x Social audits



Sedex



amfori  
Trade with purpose



SOCIAL & LABOR  
CONVERGENCE



82%

of auditors found the **survey results useful**, helping to **increase the overall quality**, accuracy and outcome of the audit.

Factory in China

*"The **experience is better than in-person interview**. Workers **felt more comfortable** to answer the survey than undergo the interview"*





## CASE STUDY SURVEY x AUDIT

### Australia

**Issue raised through the survey:** Do you have to pay for personal protective equipment like: eye glasses, safety boots, and ear protection? **41% of workers answered 'yes'.**

**Auditor activity onsite:** Raised as a discussion topic in worker and management interviews.

**Finding:** Some instructions and **worker contracts were not translated into migrant languages.**

Workers did not know that they could **get reimbursed when they bought PPE.**



# Palm Oil

## Investigating public allegations of Sexual harassment

**Following alerts** received in 2017, **certification scheme worked with Ulula to define extend of the Human Right violation.**

Ulula launched:

- A **regional survey** accessible in **local language through various mobile channels.**
- A **reporting lines** for a period of **3 months to collect individual complaints, abuses, and engage in a 2-ways conversation** with individual to address grievances.

**A clear mapping of the region at risk was established**

## Launch a multi-stakeholder grievance management tool for Fruits & Vegetable supply chain in Spain

**16%**

Of workers declare having access to grievance mechanism via **suggestion boxes**.

**50%**

Of workers **fear retaliation** using their existing grievance system

Up to  
**70%**

**Female workers** fear retaliation

Murcia



Almeria



Foros Comercio Ético  
Ethical Trade Forums

**Ulula country wide survey** across 80 producers **highlighted the absence of effective grievance system** in place yet and lack of transparency.

In 2023, Foros Comercio Etico launch a country-wide comprehensive **grower-level grievance management system** with producer organisations, using Ulula platform.

It is a call “Foros Etico”.

It covers all fruits and vegetables.

Companies can encourage their traders, growers to join the program.



# KEY DRIVERS: WORKER CENTRIC APPROACH AND WORKERS SATISFACTION



**Very positive** Worker satisfactions with the Ulula Grievance solution:

**90%** workers reported having a **positive experience** while submitting a grievance using Ulula platform;

**77%** workers expressed **satisfaction with the remedy they received**;

# Thank you!

*Thomas RADAL | [thomas@ulula.com](mailto:thomas@ulula.com)*  
*Alfonso HERIAS |*  
*[alfonso@ulula.com](mailto:alfonso@ulula.com)*



# Examples of Tools for Worker Voice – & Wider

PRESENTED BY LEA ESTERHUIZEN





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Monitoring businesses to  
benefit workers, businesses  
and supply chains





A background image of a lush green tea plantation with terraced rows of tea bushes on a hillside. In the distance, there are more hills and some buildings under a clear sky.

# What we do and **why** it matters

Monitor working conditions (and human rights impacts) across workforces and supply chains to drive improvements where needed, based on listening.

Yes this is needed for human rights due diligence, but it is also just good business practice.


Enable businesses  
to listen

& workers to share what's happening

# &Wider's focus

## Monitoring partner

- Data + support
- Spot priorities and measure improvement
- Business level & across sourcing geographies
- Early warning - detecting issues as they arise
- Data quality - survey design, data candour
- Data quantity
- Easy to implement



Anonymous feedback on working conditions via mobile. It's simple, scalable and crucial for human rights due diligence and labour retention



# 12 sectors we work in...

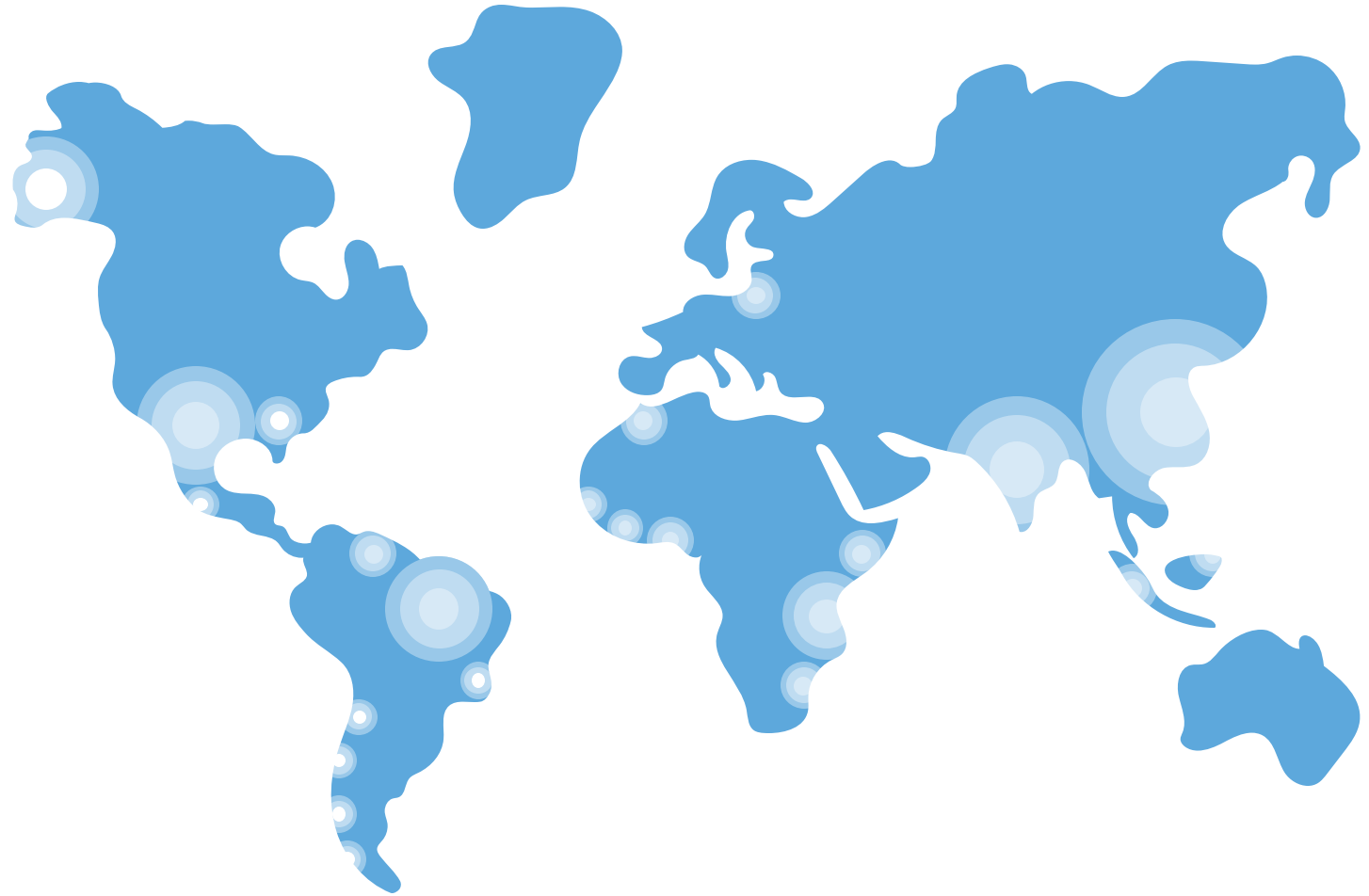
- Agrifood
- Apparel and footwear
- Automotive industry
- Beverage
- Construction
- Electronics
- Floriculture
- FMCG non-food
- FMCG retail
- Home improvement
- Logistics
- Service providers





# We are currently working in 66 Countries

- Australia
- Austria
- Bangladesh
- Belgium
- Brazil
- Bulgaria
- Cambodia
- Chile
- China
- Colombia
- Costa Rica
- Czech Republic
- Denmark
- Dominican Republic
- Ecuador
- Egypt
- Ethiopia
- France
- Finland
- Germany
- Ghana
- Greece
- Honduras
- India
- Israel
- Italy
- Ivory Coast
- Jamaica
- Kenya
- Lebanon
- Lithuania
- Malaysia
- Mexico
- Morocco
- Mozambique
- Myanmar
- Netherlands
- Nigeria
- Norway
- North Macedonia
- Oman
- Pakistan
- Peru
- Philippines
- Poland
- Portugal
- Romania
- Saudi Arabia
- Singapore
- South Africa
- Spain
- Sri Lanka
- Sweden
- Tanzania
- Thailand
- Tunisia
- Turkey
- United Arab Emirates
- United Kingdom
- United States
- Vietnam
- Zambia
- Zimbabwe



Mobile surveys only add value, if they  
gather high quality data

# How to measure data quality?

What factors influence  
data quality?



A photograph of a kiwi fruit processing facility. In the foreground, a large blue metal tray is filled with numerous brown, fuzzy kiwi fruits. In the background, three workers wearing teal protective suits and white gloves are working at a conveyor belt. The word "TRUST" is overlaid in large white letters across the center of the image.

# TRUST

# Building trust, remotely

What is  
happening  
and why?

Am I safe?

What are the  
consequences?

What do I  
gain?

Will this  
continue?





**One business that listened,  
and took action**





[Lea@andwider.com](mailto:Lea@andwider.com)

[Emily@andwider.com](mailto:Emily@andwider.com)

Our website and socials



Desc  
Lorem  
iam eg

Join our other clients in  
engaging directly with workers  
to drive change



# What is nGaje?



nGaje is an intuitive software for businesses to actively engage with their workforce and help improve productivity and output

LISTEN TO THE VOICE OF YOUR WORKERS AND YOU'LL HEAR THE HEALTH OF YOUR BUSINESS



**Grab a coffee for 10mins**



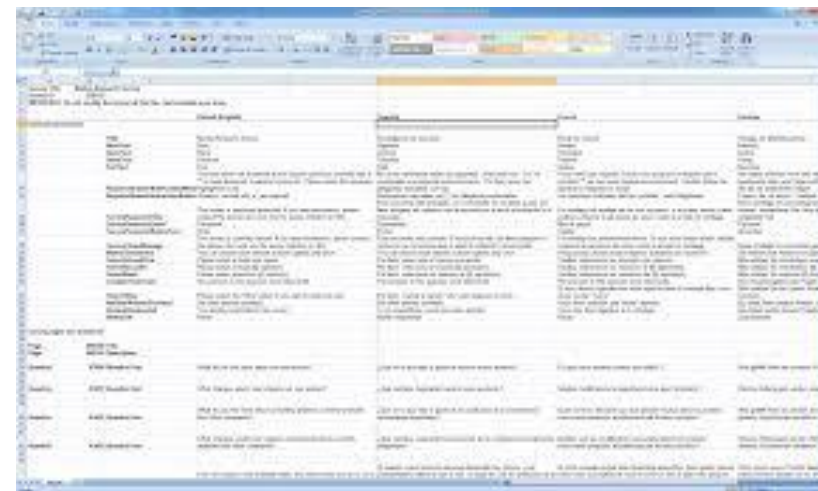
# Agenda

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# Retailer Survey Results

- Worker Voice Alignment Survey sent to all FNET retailer members
- 9/10 Members completed the survey
- Results shared in detail in Excel
- Some retailers have own policies in place which have been shared to help alignment
- Others are currently in development and are keen to learn from today's session with suppliers
- A good response on willingness to collaborate and reduce duplication as long as the worker is not disadvantaged
- Only one with an International Team believed alignment would be a challenge
- The detailed responses are printed in A3 on the tables for you to refer to during the day

A screenshot of an Excel spreadsheet displaying survey results. The spreadsheet has multiple columns and rows of data, with some cells highlighted in yellow. The data appears to be organized into sections, possibly corresponding to different retailers or survey questions. The text is small and difficult to read, but the structure suggests a detailed data table.

[Link to Analysis](#)

# Summary Headlines – Hotlines

Whistleblower Line	Requirements	<b>Alertline</b> <b>0808 234 1238</b> <a href="http://www.aldiuk.alertline.eu">www.aldiuk.alertline.eu</a>	Directed to <b>Asda Ethics Whistleblowing</b> hotline 0800 318 405 <a href="http://www.asdaethics.co.uk">www.asdaethics.co.uk</a>	<b>Speak Up</b> <b>0800915 1571</b> after all other avenues have been exhausted or feel they have been the subject of retaliations a result of registering a complaint	We encourage suppliers to advertise the Modern slavery Helpline in their businesses (for workers) There is also a portal - <a href="https://www.bkms-system.net/lidl">https://www.bkms-system.net/lidl</a> and email address <a href="mailto:grievance@lidl.com">grievance@lidl.com</a>	Worker Hotlines general rules, then shared this option <b>Speak Up</b> <a href="http://www.peopleintouch.com">www.peopleintouch.com</a>	Ethics Point run by Navex global			<a href="http://protectorline.ethicspoint.com">Protector Line (Ethics Point) 0800 048 8958</a> <a href="http://protectorline.ourtesco.com">protectorline.ourtesco.com</a> Available in own language as posters for 32 supplying countries Encourage users to raise concerns internally at the local level first.	Not a JLP requirement We expect UK sites to have Stronger Together Posters and UNSEEN (Modern slavery helpline)
	How is it promoted at site	It is important to have this in the workers first language	Require suppliers to promote across the business. Posters are available on request		Suppliers are expected to advertise in all international supply chains		We do not ask for this to be promoted via a poster or other			Posters on notice boards, access via phone, Online, Mobile	Through poster campaigns

Worker Voice Policy	Worker Voice Tools - for hearing worker perspectives	Not generally Limited use of <b>ISSARA</b>	We are piloting an app-based real time workervoice tool . It is in development and is Not Mandatory to participate I the project.	We do not have this	Worker Voice Programme introduced in 2021 in partnership with <b>nGage</b>	The Reassurance Network	We don't have one at this stage but have been involved in workervoice initiatives in order to improve visibility of worker experience in some supply chains	<p>In 2022, we worked with <b>&amp;Wider</b> in South Africa to understand how worker voice technology can strengthen our current due diligence processes</p> <p>In 2022, Seasonal Worker Scheme (SWS) version of the <b>Just Good Work app</b>,</p>	The Partnership supports suppliers to strengthen their site-level grievance mechanisms whilst involving workers in their design and implementation. We particularly recognise that gender related grievances may be sensitive.
	Where is it in use	Thailand suppliers and their workers	Pilot only in our George (Clothing) supply chain. Participants receive . We would like to expand to food suppliers	N/A	Participation is mandatory for suppliers in the UK and ROI	Clothing Division only	Gernal Merchandise UK Berries Italian Tomatoes	<p><b>&amp; Wider</b> - South Africa Fruit Industry</p> <p><b>Just Good Work App</b> - UK Agriculture and farming</p>	<p>We used to use <b>ISSARA</b> in Thailand but are no longer working with them</p> <p>We promote the <b>Just Good Work App</b> in UK agriculture</p>
	How does it work		Participants receive continuous feedback data points from workers about their working conditions on site	N/A	<p>The programme asks colleagues to agree or disagree with 13 statements to help us understand worker sentiment at our supplier partner sites. Surveys are completely anonymous and can be undertaken in multiple languages. We also offer workers an opportunity to input their comments directly</p> <p>We are using the survey results in our ongoing conversations with our supplier partners to identify any issues and encourage continuous improvement</p>			<p><b>&amp; Wider</b> - includes the use of mobile technology and worker engagement to help build a comprehensive view on working conditions on South African farms.</p> <p><b>Just Good Work App</b> - is a mobile app that provides workers with critical information and access to help at every stage of their recruitment and employment journey. The platform provides workers with consistent guidance, and a channel to report their concerns</p>	
	Opportunities and	We can support the work by	The worker voice pilot has	Maybe		We are open to removing			We would always



# Willingness to Collaborate on Aligned Hotline

<b>Opportunities and Willingness to collaborate</b>	We can support the work by sharing our procedures but our business focus must be CSDDD & forced labour ban Act	The worker voice pilot has been communicated to the supply base with an open door for anyone who wish to get involved.	Maybe I would need a bit more information to understand/agree to this, but in theory yes		We are open to removing Duplication where this is possible			We would always advocate for site-level grievance mechanisms, however, if FNET were looking to reduce duplication of mechanisms at retailer level, we would be open to exploring this further
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# Breakout Session 1 – Supplier Thoughts



In small groups – consider your **own operations** and the challenges you are facing with worker voice

- What methods or tools have you tried
- What successes or failures have you had
- How easy is it to get workers to get feedback
- How are you using the output to support the worker



15mins discussion then  
Summary Feedback from group 3mins

# Breakout Session 2 – Barriers for Business and Workers



In small groups –

**Consider the barriers FNET businesses face**

**What are the barriers for the worker?**

**Brainstorm solutions**

**How can the customer help**

**Think about the tools you have seen today, how might they help**



15mins discussion then  
Summary Feedback from group 3mins

What works?

Where do trade unions and worker committees fit?

Is using an app the solution?

# Worker Voice Alignment?

Does your business have conflicting asks?

How can retailers support suppliers to engage?

Do customers create any barriers?

What is a fair ask from customers?

What to do with this data?



# Hilton Product Lunch & Network for 60mins



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**DRAFT**  
to be  
launched  
Feb 2024

# 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 and facilitates collective action on systemic issues

Enabled by building professional competency, reduced duplication and greater alignment

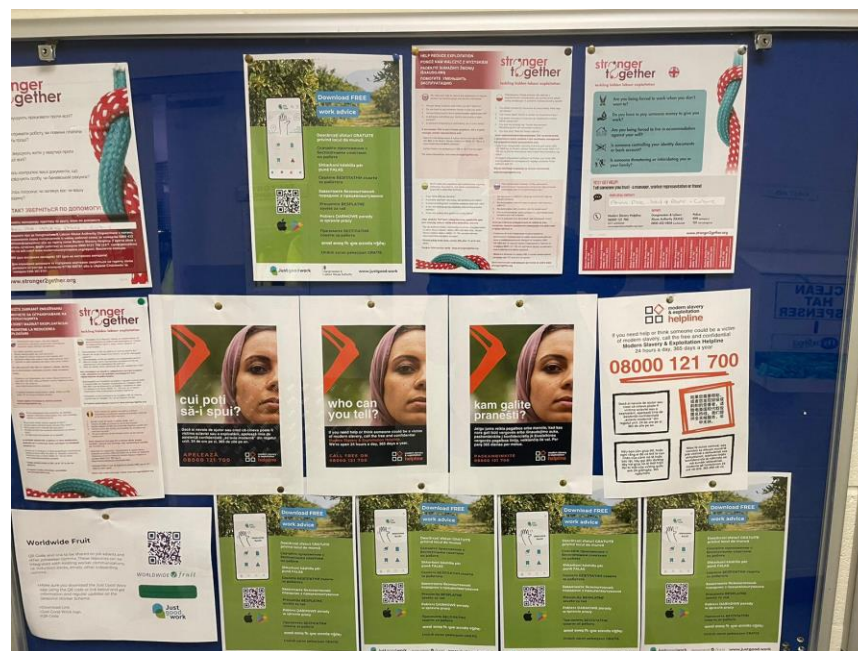
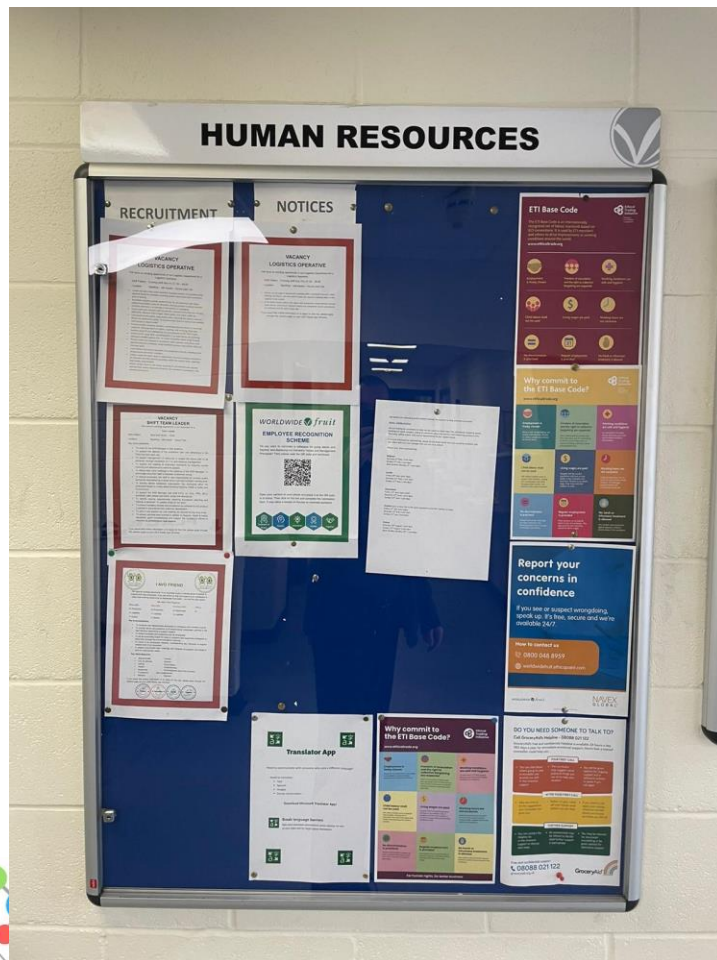
**FNET activities**

- Working groups
- Horizon scanning  
Weekly News & Quarterly insights
- Networking events
- Knowledge & Intelligence sharing  
fortnightly calls/ issue resolution
- Co-creating tools and piloting approaches
- Collaborative action with other stakeholders

**Ways of working**

- Safe space
- Agile  
responsive to member needs & changing situations
- Collaborative
- Fun and welcoming
- Our Governance supports equal voice
- Culture enables brave discussions
- Informed by rights holder perspectives

# Alignment of Hotlines – Group Discussion - 30mins



- What is the issue?
  - How can we improve?
  - What needs to change?
  - Suggestions for Alignment
- 
- How can we share results to ensure Systemic Issues are not missed?



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# Human Rights Skills Map

Kealey Burbridge has volunteered to lead this Programme



- Collaborative project to develop Human Rights Skills Map
- Send for review to WG members
- Publish
- Members to identify Gaps
- Consult experts to identify the resources to Upskill
- Prepare a paper to support the training resource needs for the Human Rights Skills Map

# Empowering Work Working Group

*Potential member commitment: For each member to scale an activity that empowers people at work and share the learning in a case study?*

## Summary

- Build on momentum of 2023/24 and secure continuous support for the working Group for the full year's activities

## Outputs:

- Effective **supply chain** grievance mechanism oversight
- 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

### Working Group Leads



Kealey Burbridge  
Hilton Group



Claire Donovan  
Wordwise Fruits

### Board representative



Julia Black  
Hilton Foods

PMM – Linda Beresford

# Empowering Work Working Group

**Group Objectives :** Improve skills and knowledge of best practice related to workers in Gender Equality, Worker Voice and Grievance Mechanisms in own operations and supply chains through enhanced learning and implementing Due Diligence practices.

## Planned Activity and Outputs

### Q1

- **Effective GM's** progress sharing. Review own op's commitments from Workshop. Develop case study for sharing.
- Cascade to supply chains.
- Identify and develop FNET **Human Rights Skills Map**

### Q2

- Deep Dive into **Worker Voice** Collaboration– Explore resources available, Align and Adapt to reduce duplication.
- Identify training or other tools to upskill member FNET practitioners Skills& Training Matrix

### Q3

- Pilot Worker voice in test region, suggest S America (Chile/ Colombia).
- Share the case study and learnings.

### Q4

- Deep Dive into... **Develop enhanced Due Diligence approaches to Gender**, Share case studies. Invite speakers Develop own case studies
- Agree measures for monitoring

**Expected member actions ?? /Impact measures :** Members actively participate through HR colleagues in the workshops and implement pilots and share case study examples for the wider membership. Impact measures - #of businesses that have implemented GM/Gender/Worker Voice and agreed metrics to assessed baseline to start to measure in 2025

**Budget required - £5,000 for development of Skills Map and Providing Training**



Thank You

Safe journey

### **Next Steps:**

1. Who's doing what?
2. Date & Time of Next Meeting
3. Agenda we want to cover off next time