



# Empowering Work Working Group – Leads Planning

The Food Network for Ethical Trade – Tuesday 16<sup>th</sup> July 2-4pm



# 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”*

# Proposed Agenda

Estimated time	Item
14.00 – 14.10	Introductions and welcome to New Members and competition statement
14.10 – 14.15	Recap last meeting actions summary - Claire
14.15 – 14.40	FNET Draft Human Rights Skills matrix wheel draft – Kealey Burbidge Build on information workshopped at the recent all member meeting skills workshop
14.40 - 14.50	Discussion - Q&A Identify training or other tools to upskill member FNET practitioners Skills& Training Matrix
14.50 - 15.00	Confirmation of Next steps and actions by the group with deadlines to report back
15.00 - 15.05	Worker Voice Developing Best Practice Case studies – Good Practice in workers voice – FNET members Lydia Tunnard - Keelings Anna Pike – Worldwide Fruit Kealey Burbidge – Hilton Group - Worker Committee Q & A
15.05 - 15.10	
15.10 - 15.20	
15.20 - 15.30	
15.30 – 15.40	Discussion All Members – What are the challenges re your worker committee? What feedback do you have for the group? what sort of topics are brought from your committee
15.40 -15.50	Agree to draft the Worker Voice Guidance Document – Headings for content for members – Discussion ALL Volunteers to pilot in S. America/Chile/ Colombia

# 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

# Developing the FNET Human Rights SkillsMap

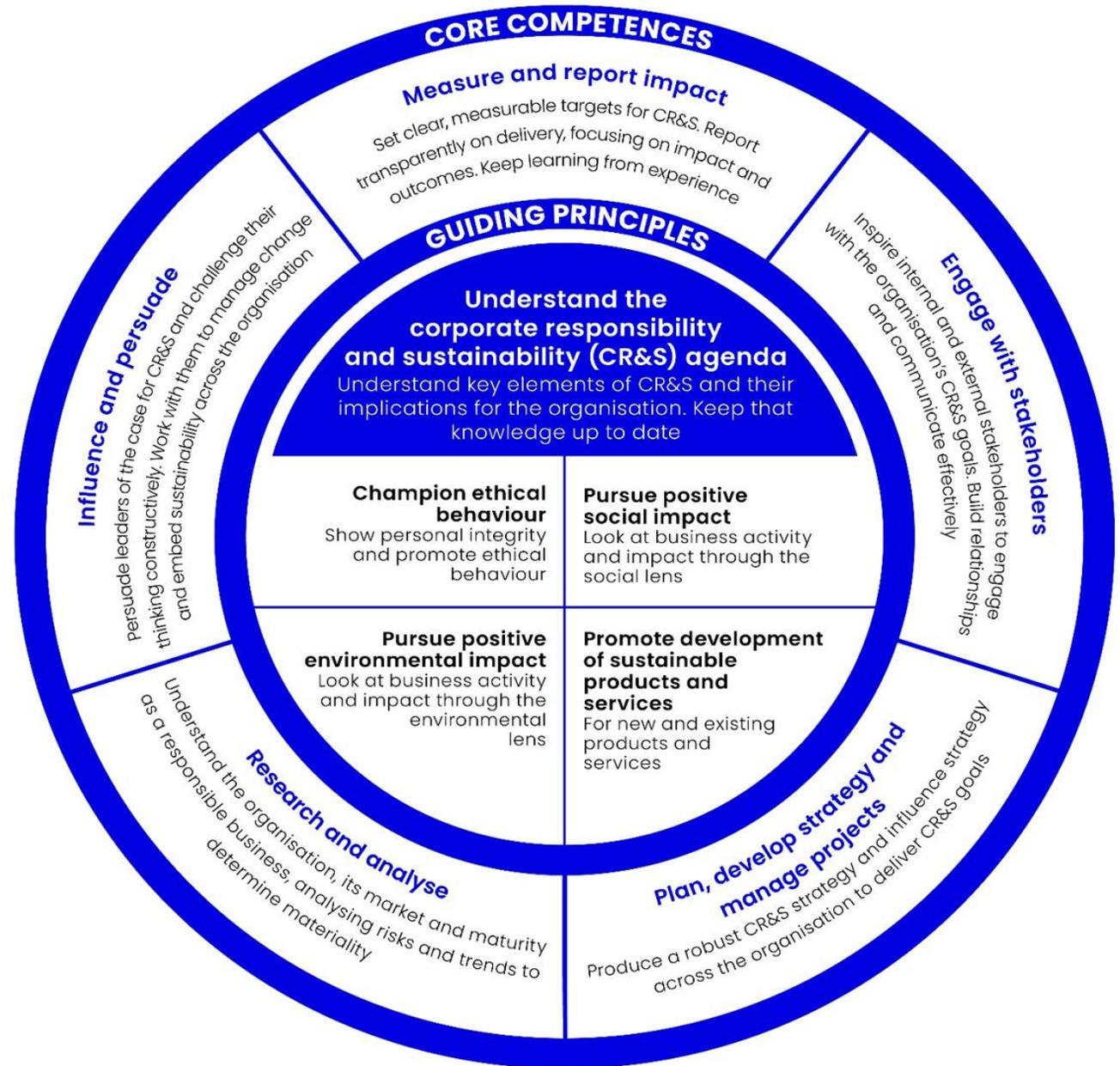


# FNET Human Rights Skills Matrix - Table

[FNET SKILLS MAP16.04.24](#)

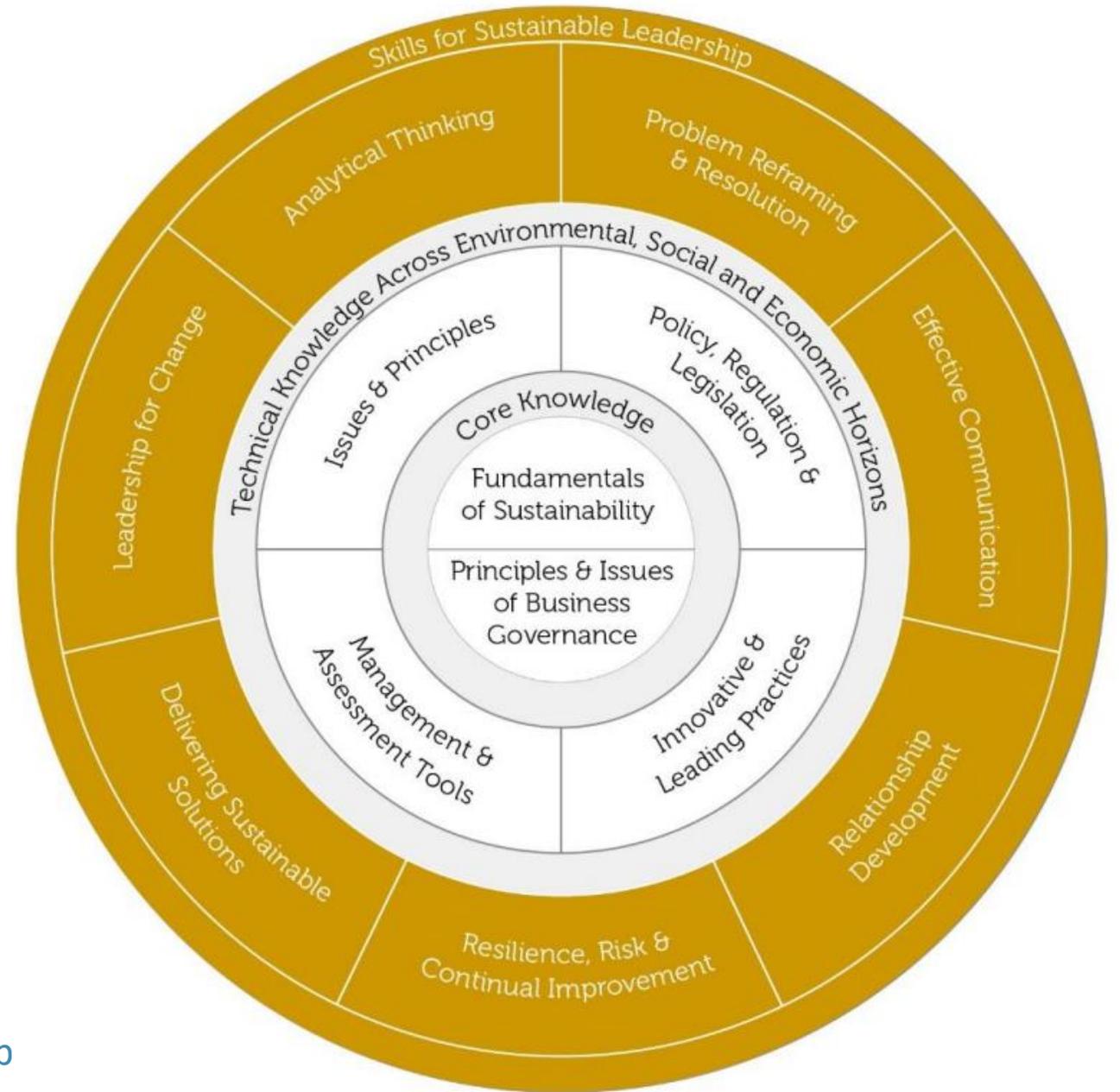
# The ICRS Competency Framework

Identify your skills and development goals by using our [CPD Self-assessment tool](#). The Framework can help people at all stages of their CRS career – from novice through to senior leader. [Download the full Competency Framework](#).



<https://icrs.info/competency-framework/>

# The IEMA sustainability Skills map



<https://www.iema.net/sustainability-skills-map>

# Specialist Knowledge – In-depth Understanding



## Human Rights

Legislation & Specific sector requirements

Awareness of upcoming legislation

UN Business & Human Rights



## Due Diligence

Supply chain & labour recruitment mapping

Self Assessment

Audit mitigation (SMETA, SIZA, BSCI etc.)

Accommodation Guidance where available

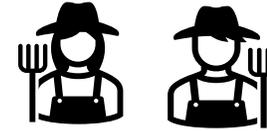


## Risk

Geo-political situations

Awareness of current & future global risks

Challenges with engaging growers and implementing change



## Human Health

H&S Non-conformances from audit

Impact of climate change on workers

Access to sound practice H&S advice



## Worker Engagement & Rights

Modern Slavery awareness training

Forced / bonded labour

Employer Pays Principle

Gender empowerment

Worker Voice

Child Labour

Remedy

## UNDERPINNED BY

**Training** - SA8000 Auditor training / Higher Education in HR / Stronger2gether Advanced / CIPS for Procurement (Ethical Module)

**Collaboration** - FNET / SETF / WRAP / ALP / SWS Taskforce

# Any other Comments

Identify training or other tools to upskill member FNET practitioners Skills& Training Matrix

Can the language match the FNET maturity assessment?

How are we planning to use this tool?  
Who is it intended for?

Next Steps - Last chance to feedback your comments - 19th July 2024  
Add all build and comments to the final draft - 31st August  
Send for final approval to Working Group - September  
Present at Fortnightly Call in October and All member Day in November



# **Worker Voice Case Studies for FNET Guidance Document**

# Case Study - Keelings - Believe and Belong Examples

*We previously provided summer lunches with food trucks across a one-week period, it was assumed by the company that workers were happy with this offering, until the workers raised that some people missed out due to holiday or shift patterns. Workers asked that the food trucks were spread across the year around holidays to maximise participation. After listening to this feedback we made the relevant changes to provide the offering across the year.*



*Our colleagues also asked for improvements to our milestone birthday award scheme – previously if a milestone birthday falls on your normal working day, you would get the day off. This has now been amended so that everyone gets additional days leave for a milestone birthday, regardless of what day it falls on.*

*Our strong colleague voice channels are available in each of our 11 business units across our Group. At Keelings Ireland, the colleague voice forum raised the lack of space for workers to pray. This was taken on board and the People Team, Facilities Team and Health and Safety Team collaborated and implemented a policy and designated a room fit for purpose for prayer.*

*The voice of our colleagues in this scenario was vital to reaching a number of benefits that were meaningful to them. The fact there is a constant feedback loop and the workers had been involved in providing ideas made them feel listened to and appreciated.*

*The company runs several recognition schemes including colleague of the month and quarter schemes, however, there were requests for more on the spot and in the moment recognition, therefore the company introduced value cards that highlight where someone has demonstrated our values and we believe they should be recognised in the moment for their action. These have proved very popular highlighting the importance of everyday recognition and thank you's.*



# Case Study - Keelings

## WHAT WE LEARNT

*The key learning here was that we cannot assume how our colleagues are feeling. Even if the company thinks it is doing something nice for workers, it is important that our colleagues have a range of ways to voice their opinions and give feedback. Not only are workers now happier with the benefits, but they also feel part of the decision-making process improving workplace culture, providing a sense of belonging and reiterating that all voices will be heard.*

## KEELINGS CHANNELS

*The company offers a number of channels for workers to raise ideas, suggestions, issues or concerns and we actively encourage everyone to engage in them. These channels include worker forums with a set agenda, open door policies, quarterly townhalls, colleague surveys, suggestion boxes, QR codes around site and people ticket desk implementation.*

# Case Study - Worldwide Fruit – Ngage for colleague surveys

CORE TEAM: Anna Pike, Toni Featherstone, Levi Butland, operations team members

DIRECTION OF TRAVEL: Employer of Choice, Live our Values

The challenge: Providing the opportunity for colleagues to 'have a voice' is essential but challenging in a multi national business where approx. 70% of the workforce work in the packhouse with limited access to Technology in the workplace. We have 3 operational shift patterns to organise, plus a population of office based colleagues.

Setting out the plan: Previous (2016) colleague opinion surveys have been conducted either on paper or using survey monkey. This does not provide a personalised experience as the process is only translated in English and some colleagues written English skills are poor. It was therefore important to understand colleagues views on completing a survey that they trusted, that could be completed in their own language and that could be personalised. It was also important that an improved system provided accurate reports and data that could be easily communicated. We wanted to ensure a sustained survey completion rate of over 80% from 2019.

How we went about it: Ngaje was introduced to the business via the M&S workers voice survey. The system had clear reporting capability and was easy to use. Engaging with the Your Voice forum and using the Quarterly briefs as a platform for communication and updates, we were able to explain to our colleagues the system improvements what they could expect.

The improvement has continually changed since the introduction of Ngaje in 2019; we initially asked colleagues to be buddied with an office member to ensure they were able to complete the survey, we then transitioned to individual completion using a tablet provided in their area of work. However recently we have held 'events' where colleagues take part in a team activity, then individually complete the survey. We also have recently changed the number of questions and have moved to Yes/No answers which then enables us to ask for specific feedback. At the last survey we received over 300 free text comments (previous stats we circa 50-60 comments).



# Case Study - Worldwide Fruit – The results

Delivering results: Since using Ngaje participation rates have increased and been sustained as per the details below:

Year	% of employees	Number of employees
2010	69.5	-
2012	72.7	-
2014	73	-
2015	59	-
2016	69	-
2018	71.35	259
2019	83	312
2021	81	365
2022	89	385

Throughout 2024, we have increased the frequency of surveys (from annual to quarterly) and the average response rate is 81%. We have also reduced the length of time the survey is open from 3 weeks to 4 days.



A two-way communication forum  
that allows employees to have  
their say in an open and honest  
way, through a team of nominated  
Your Voice Champion



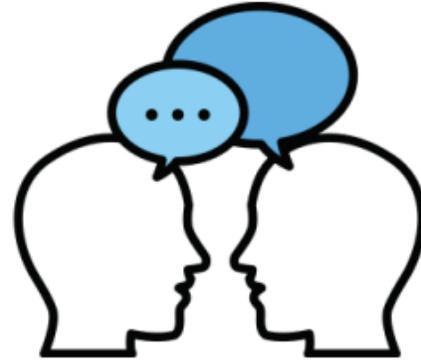
"If everyone is moving forward together, success takes care of itself.." Henry Ford

# Why we need Your Voice Champions



INFORM

We are looking for employees to work as part of the 'Your Voice' Team to ensure you and your team feel sufficiently informed about workplace matters



CONSULT

To get feedback and share ideas on areas around colleague engagement, to help increase the understanding of what is, or isn't working. We believe having a team of nominated Your Voice Champions will help to champion this, and ensure employees always feel supported



COMMUNICATE

Through good two-way communication, this forum will help to build a stronger Hilton Foods community and better relationships, in turn having a positive impact on the overall employee experience. Mutual trust and respect are what makes Hilton Foods a great place to work

# What the role involves

## COMMUNICATING

Support communication by helping to keep your colleagues informed about business updates



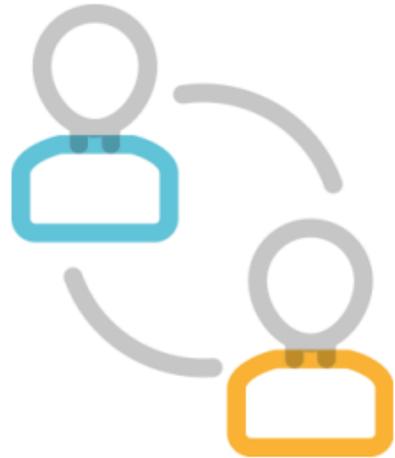
## INFLUENCING

Get your colleagues involved by encouraging them to share their concerns, experiences and ideas on how we can make Hilton Foods UK a great place to work



## CONTRIBUTING

Get involved and contribute in meetings with the aim of keeping colleagues informed, involved, and raising any concerns they have voiced



## LISTENING

This is about two-way communication so to act as the voice of your colleagues and communicating business information back, being an excellent listener is key to the success of this role



# Traits of a successful Your Voice Champion

You must be;

- a team player
- able to work in a team or alone on specific projects
- an effective relationship builder
- a great listener
- an effective communicator
- confident among peers
- trust-worthy
- reliable
- have a positive, can-do attitude and a real willingness to get involved
- have a passion for making Hilton Foods UK a great place to work



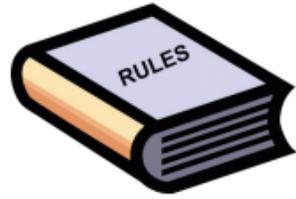
# Why become a Your Voice Champion?

You will;

- trained and supported for the position
- become part of the wider Hilton Foods UK communications community
- develop your skills and confidence to become an even stronger communicator
- be more involved and help shape the future of Hilton Foods UK
- To help make a difference
- help continue to improve the way the business communicates
- have the opportunity to feed back on things that matter to you and our colleagues
- establish new connections within the group



# How it works



## CRITERIA

Permanently employed with a minimum of 1 year service and working in the area they wish to represent. Exclusions - those currently working their notice or under-going a disciplinary process



## NOMINATIONS

Employees can nominate themselves and/or a colleague by completing a nomination form. The candidate with the most votes will become a 'Your Voice Champion'



## MEETINGS

These will be every 2 months and chaired by Managing Director along with all the appointed Your Voice Champions. YVC's will be given time off from their normal duties to fulfill their role



## RESPONSIBILITY

Agenda items for the Your Voice Champion meetings should be shared with People & Culture at least 5 days prior to the meeting. Minutes will be circulated

# WHAT NEXT?



- Complete a nomination form by **XXXX**. Forms are available in the canteen and reception area
- Place in the 'Your Voice Team' Box located in **XXXXXX**
- Elected Your Voice Champions will be announced by **XXXXXXXX**
- Launch meeting will take place on **XXXXXXXX**



## Your Voice Champion

### Representative Nomination Form

I confirm that I have read the Your Voice Champion information booklet.

I wish to nominate the following as a Your Voice Champion (please choose one person to nominate. This could be you):

Name	<input type="text"/>
------	----------------------

As nominee, the following area will be represented.

Unit A / Logistics		Unit E		QA	
Unit B		Unit F		Engineering	
Unit C		Night Shift		Offices	
Unit D		Hygiene			

Please ensure the person being nominated is a

- A permanent employee of the Company
- Has worked with the Company for one year or more
- Works in the area to be represented
- Not currently working serving a notice period

Signed \_\_\_\_\_ Date \_\_\_\_\_

Print Name \_\_\_\_\_

*Note: Before completing this form please ensure that you have read and understood the Your Voice Champion information booklet, this can be obtained from the People & Culture Department.*

**\*Place your completed form in the Your Voice Team box located in XXXXX\***



Closing Date for Nominations is **XXXXXXXX**

# RESULTS

# Meet Your Employee's Representatives

List in order of appearance

**Anna Wieloch**  
Unit C Employee Representative: [anna.wieloch@hfgplc.com](mailto:anna.wieloch@hfgplc.com)

**Magdalena Terlecka**  
QA Employee Representative: [magdalena.terlecka@hfgplc.com](mailto:magdalena.terlecka@hfgplc.com)

**Galina Bugajova**  
Unit E Employee Representative: [galina.bugajova@hfgplc.com](mailto:galina.bugajova@hfgplc.com)

**Malgorzata Staszczuk**  
Office Representative: [malgorzata.staszczuk@hfgplc.com](mailto:malgorzata.staszczuk@hfgplc.com)

**Rose Mullinga**  
NPD Employee Representative: [liverose.mullinga@hfgplc.com](mailto:liverose.mullinga@hfgplc.com)

**Jurgita Pinigiene**  
Unit B Employee Representative: [jurgita.pinigiene@hfgplc.com](mailto:jurgita.pinigiene@hfgplc.com)

**Mihai Onofrei**  
Night Production Employee Representative: [mihai.onofrei@hfgplc.com](mailto:mihai.onofrei@hfgplc.com)

**Jordan Pask**  
Engineering Representative: [jordan.pask@hfgplc.com](mailto:jordan.pask@hfgplc.com)

**Andrei Sdrobis**  
Unit G Employee Representative: [andrei.sdrobis@hfgplc.com](mailto:andrei.sdrobis@hfgplc.com)



## Your Voice Committee

- ▶ Re-established just over 2 years ago
- ▶ Created to improve site communication, employee engagement and find solutions together
- ▶ Together we have:
  - ▶ Highlighted shortages in equipment and sourced solutions
  - ▶ Introduced a Speak Up Policy
  - ▶ Resolved various house keeping issues that were important to people (canteen, facilities, H&S)
  - ▶ Improved availability of products in the Company Shop
  - ▶ Introduced a Company Incentive Bonus scheme
- ▶ Looking forwards, we will be reviewing the areas covered to ensure all Department/Unit are represented and have opportunity to raise issues/concerns
- ▶ Minutes released on the app

Category	Count of Category
Admin	3
Benefits	3
Benefits	1
Canteen	20
Communication	14
Equipment	38
Facilities	38
H&S	30
IT	2
M&A	3
Misc	3
Spa/Wellness	4
Grand Total	342



## YOUR VOICE COMMITTEE REPRESENTATIVE



Would you be interested in becoming a 'Your Voice Committee' representative? We are looking for nominations from all areas for representatives to join the committee. Together, we will work together improving communication, inform you of any changes, and allow you to feedback and share ideas or concerns you or your colleagues may have.

If you are interested in becoming a representative, or would like to nominate a colleague, please complete a nominations form. You can get this from Reception in Units E and C, the canteen, from your manager or directly from the People & Culture Department.

Nominations will close on the 27th April 2023



Meeting	Your Voice Committee Meeting	
Date and Time	2nd June 2023, 9am to 10am	
Attendees	Jonathan Reed, Sarah Clave, Cath Hlanwood, Chris Nugent, Tom Birkb, Krzysztof Kowalski, Mihai Onofrei, Agata, Galina Bugajova, Alice Wright, Gweli Stawczyk, Jurgita Pinigiene	
Agenda	<ul style="list-style-type: none"> <li>• Performance update (20)</li> <li>• Operational Update/Automation (20/25)</li> <li>• Quality Update (AS)</li> <li>• H&amp;S Update (K&amp;K)</li> <li>• Call Centre Update (RD)</li> <li>• Canteen quality update (RD)</li> <li>• Adverse log (RD)</li> <li>• New actions (AS)</li> </ul>	
1.	<p><b>Operational Update</b></p> <p>H&amp;M remain on track in terms of delivering this year's budget. This is important as this is what helps drive the share price and attracts investment. The higher the share price and more investment we attract enables us to spend money on R&amp;D and expansion. H&amp;M is in the process of being expanded and this will make H&amp;M the biggest meat business in Ireland.</p> <p>Automation has been challenging but all units are busy. Volumes are good and sales are up. We are in negotiation with Tesco now for a long term deal. We would ideally like a 3-year deal. We would look at different incentive bonus targets and possibly a sliding scale.</p> <p>We will be selling beef/food products in our shop and also start from next week. These will be frozen products and pallets will be stored on-site. We are working on price. Everything will have a label, it will be a generic label and all ingredients listed on the label.</p>	20
2.	<p><b>Automation update</b></p> <p>The Operational Incentive Bonus has 3 60% plus individual attendance and the key is to hit the plan. Quarter 1 is already finished, but we are missing on plan of incentives this quarter and there are 2 weeks left. As it stands the Ops Incentive Bonus will not pay this quarter.</p> <p>We have had quality challenges from our customers. Over the last 4 weeks we have been receiving negative feedback from the Senior Tesco Team around our poor quality in store.</p> <p>To improve quality we have put Visual Standards up on state lines and Process Confirmation Checks from Line Leader to L&amp;D.</p> <p>Our trainers have focused on Quality Training in the Factory. Agreed a minimum number of permanent staff per line.</p> <p>Agreed to move the lab from where it is to a portacabin, which will create 16-18 more pallet space.</p> <p>Automation in Unit C - all T lines have end of line robots installed. New checkweigher and metal detector on L26 &amp; L25. Still to install dig checkweighers and metal detectors on L26 &amp; L27 and L28 and L29.</p> <p>Unit D &amp; E robots and checkweighers installed on many lines. Still need to commission the robot on L26 and L29 lines. Robots still require setting. Also need training of union members for the full commission. Robots and S&amp;C are on site.</p> <p>There are still issues on the H&amp;C lines but it is improving and we need more O&amp;A. Need more challenge on quality. Engineers do not have training on night. Will arrange a training and work through organized handover and train people. So when the next expansion program leave in July.</p>	20/20
3.	<p><b>Quality Update</b></p> <p>We have had some issues with quality, and we want to continue to improve. Everyone is responsible for the quality of our products and please raise if you think there is something wrong as we can react at this right away and before the product reaches site.</p> <p>We have implemented some changes to ensure we are continuing to improve and monitor this. We have conducted training and have targeted specific product training daily. We have simplified processes at the start and end of lines. We have 2 experienced pickers on the line and are working on getting the training in all languages. We have advertised for some people to work with us to translate and have appointed some people but we need some more.</p> <p>There is a person who is a specialist on each line with a minimum of one check with the line leader.</p>	AS
4.	<p><b>Automation Update</b></p> <p>We are going in the right direction and have had less incidents and less rework (R&amp;D/C&amp;R) on site which is good as in comparison to all Hilton sites we are one of the biggest sites and employ more people.</p> <p>The fast spots work in Unit B &amp; C, but this is improving.</p> <p>While regards to Headers 502 have been reported, and 540 have been closed off and fed back. We ran a small customer survey with Q&amp;A, Q&amp;A, and will present back when the results have been received. We had just under 60 anonymous responses.</p> <p>We ran a small customer survey with Q&amp;A, Q&amp;A, and will present back when the results have been received. We had just under 60 anonymous responses.</p> <p>Under training which has had some success. We need to look at making meat-based choices cheaper.</p> <p>Unit 4 is a smoothie machine.</p> <p>WE make Occupational Health back to do checks on people as they want such as blood sugar testing, blood pressure and cholesterol.</p>	AS
5.	<p><b>Call Centre Update</b></p> <p>This is ongoing but the buster system in Unit D has been a great success. Employees need to register their cars to obtain a new permit. Security will be doing checks from this week.</p> <p>Half of the vehicles have registered their car.</p> <p>We need to look at all H&amp;C registered and check if they drive or come in to work another way. P &amp; C will continue to monitor.</p> <p>On the future.</p>	RD
6.	<p><b>Quality Update</b></p> <p>We have put QR codes on the canteen tables where you can feedback on the quality of the food, cleanliness and whether correct PPE are being used. You can also feedback on the app or come in April there were 85 responses.</p> <p>The quality of the food was rated as 3.7% out of 5. We should agree a target of where we want this to be and keep making the canteen staff your voice hearing.</p> <p>Majority of the food is 3.5-4.0, which it doesn't have a good choice but on special weeks the variety is better.</p>	RD
7.	<p><b>New Actions</b></p>	AS
8.	<p><b>Quality Update</b></p>	AS

9.	<p><b>Quality Update</b></p>	AS
10.	<p><b>Quality Update</b></p>	AS

# What we have done

## You said

- You didn't feel like there were sanitary product available in women's toilets
- Bike shelter not secured
- Additional coffee machine in Unit C
- Too few microwaves
- Language barrier
- P&C more visible
- Unsatisfactory Canteen service

## We did

- We got sanitary product machines installed in every toilet – available free of charge to address menstruation poverty issue and provide equal opportunities
- Bike shelter provided with secure locks
- Coffee machine installed
- More microwaves provided
- Recruiting Internal Translators
- P&C Support Desk in the Factory
- QR codes displayed on each table to ensure regular feedback is shared with Kitchen Staff



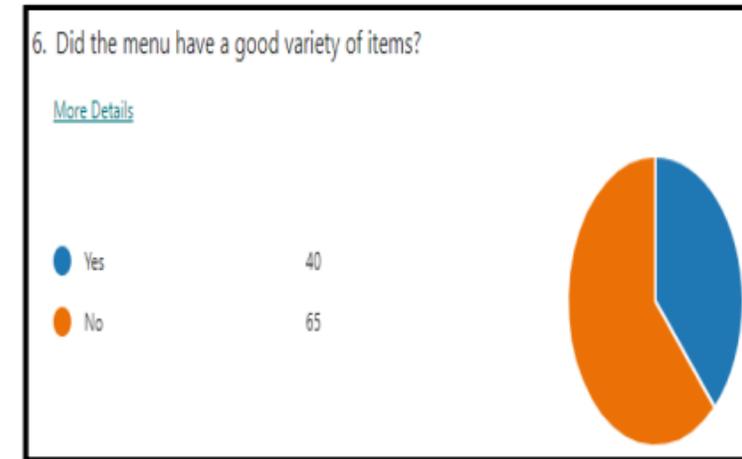
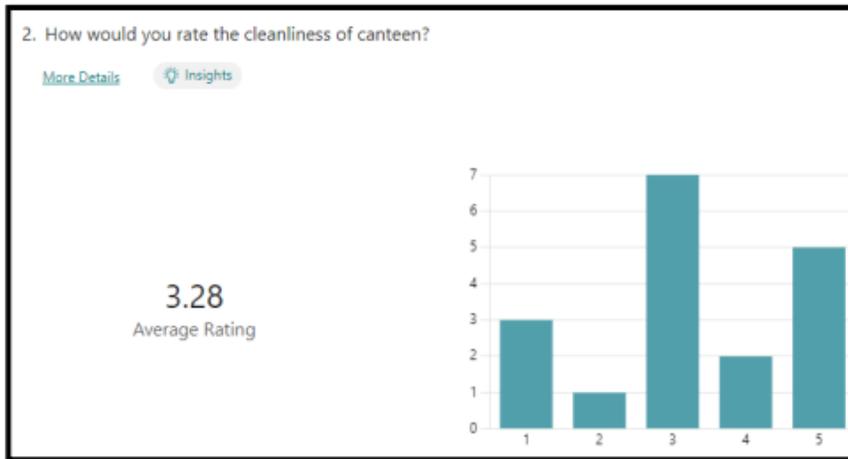
# What we have done

## You said

- Unsatisfactory Canteen service

## We did

- QR codes displayed on each table to ensure regular feedback is shared with Kitchen Staff and measured through data



# Discussion - Feedback Comments from Group



What are the challenges re your worker committee?

What feedback do you have for the group?

What sort of topics are brought from your committee

Any more case studies?

# Next Steps

- I. Develop Guidance for FNET Effective Worker Voice - Volunteers to develop the draft document
- II. Volunteers to pilot in Supply Chains in Sth. America/Chile/Colombia
- III. Other Volunteer pilots
- IV. Develop Skills Matrix
- V. Agree timelines for comment, draft and approval