



# Empowering Work Working Group – Leads Planning

The Food Network for Ethical Trade – Thursday 3rd October 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”*

# Agenda

Estimated time	Item
14.00 – 14.10	Introductions and welcome to New Members and competition statement
14.10 – 14.15	Revue previous meeting actions summary - Linda
14.15 – 14.45	FNET Human Rights Skills matrix wheel draft – Kealey Burbidge Present the Final Document Discuss Design Options – Standalone v Online Discuss how members will use the tool – Self Assessment ->Gap Analysis ->Training Needs
14.45 - 15.55	Skills Share – Resourcing Human Rights from the All Member Meeting - Linda Beresford
14.55 - 15.05	Comfort Break
15.05 - 15.25	Worker Voice Developing Best Practice – Fiona McKerrow, Lydia Tunnard, Anna Pike
15.25 – 15.35	Maturity Framework – Proof of concept Discussion - KPI's and Agree Next Steps
15.35 – 15.50	Running a worker voice pilot in South America – volunteers confirmed – Facilitated by Claire Donovan Jon Tugwell, Lydia Tunnard, Megan Bailey – Brazil/Colombia/Peru Discuss the plan for pilot
15.50 – 16.00	Prioritise for Q4 Project – SLIDO and Discussion

# Actions from Previous Meeting 16th July

## Worker Voice Guidance Document

1. Small sub team of Lydia T, Fiona McK and Anna P to use the case studies and learnings to create a FNET Guidance document on Worker Feedback – **LT/AP/FMcK**
2. Team to meet In September to present first draft end October at the next EW Meeting – **FMcK/LT/AP**
3. FNET are looking to pilot in more complex global supply chains and looking for volunteers in Brazil, Colombia and other Sth America geographies. Request for volunteers with supply chains was called out – **ALL**
  - offers from Megan Bailey, Lydia Tunnard and Jon Tugwell to pilot in Brazil, Peru and Colombia

## Skills Map

1. Send final version for approval to WG members by end September (next meeting) – **KB & Team**
2. Present to wider FNET at October fortnightly call (23<sup>rd</sup> Oct) – **WG Team**
3. Possibility to present at all member day on 6<sup>th</sup> Nov – LB to check agenda – **WG Team**

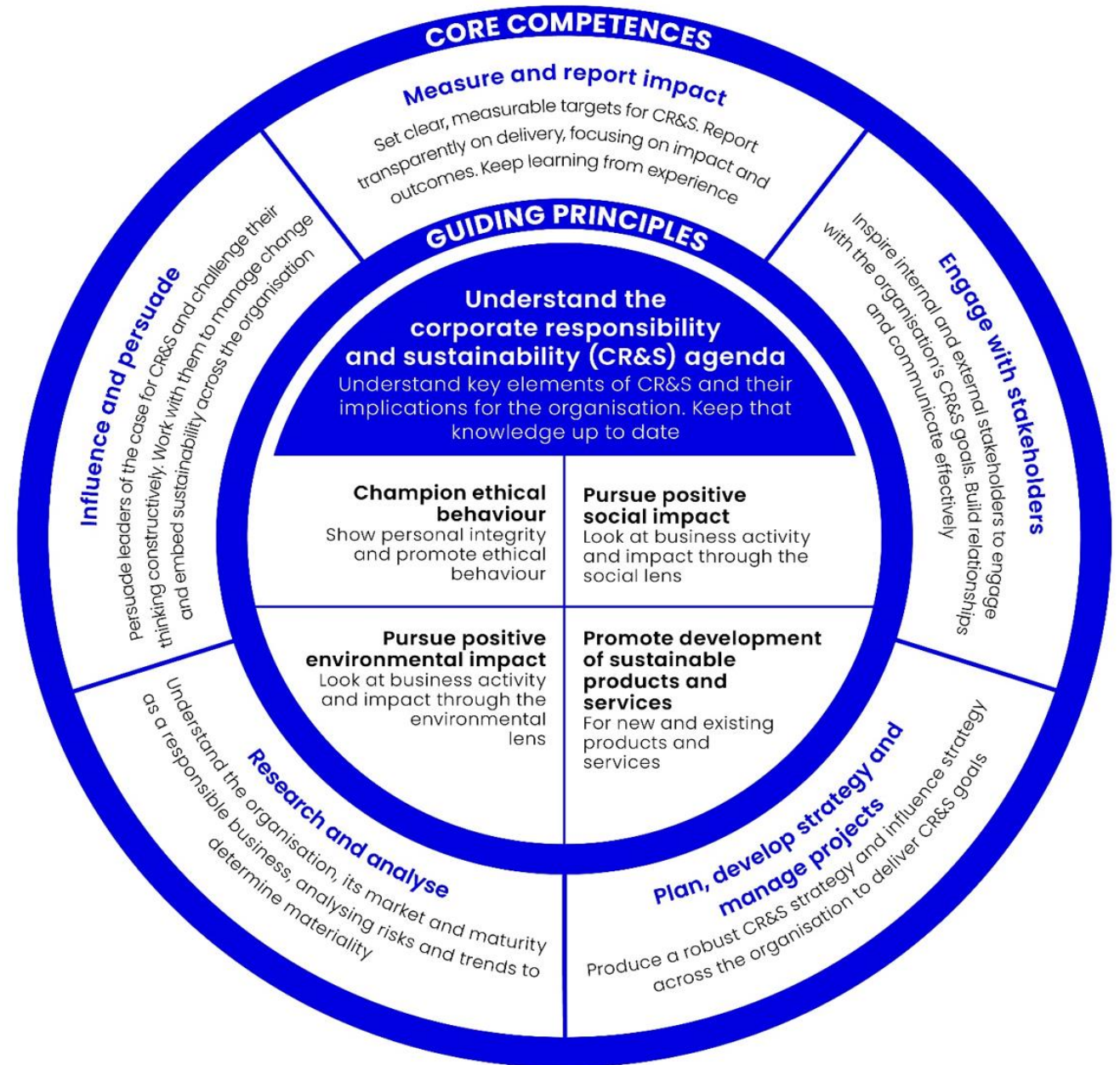




# Developing the FNET Human Rights SkillsMap

# Wheel design is most favoured

## Interactive Example of Wheel



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

# Design Comments

## Designer Comments

Just to let you know, I've found a way to make the document a self contained pdf where the recipient can roll over content and a pop up box will appear with the related detail. So looks like we can produce something without needing to go to the coding extent we first thought. Only downside is it won't be as user friendly on mobile as it would be if we build it within your site.

I haven't quite worked out the assessment one yet but I think we could do it like a survey where we have predefined instructions generated at the end of the document dependant on their answers. One to consider here is gpdr, if they need to enter any personal details this would be much safer/compliant if built within your website.

Next steps I guess is once you've had your meeting to discuss pros/cons, I can either work with your internal team to understand how/what they need (if they code it) and work out a cost. Or if we go the stand alone route I can fully scope that for cost/timings.

### Action-

1. Develop the Self Assessment Questionnaire – WG team
2. Cost the design concepts and propose to Board for approval
3. Present to All Members in November Meeting on 6<sup>th</sup> November



# Resourcing Human Rights – Skills Share





# **Worker Voice FNET Guidance Document**

# Comments from Claire Donovan

On the worker voice piece – have we explored the metrics and kpi's that might indicate to a business that they have a positive worker voice culture –

We know that getting worker voice is challenging and that different channels make a difference – is there any work we can look at that suggests what's a good response, what the best length for a survey is (time questions etc) and are regular short 'pulse' type surveys more effective than longer more sporadic ones?

that might be an interesting topic to wrap up worker voice?

# Empowering Work – sub group Worker Engagement

## FLEX FRAMEWORK FOR ASSESSING PARTICIPATION

<b>8. Worker Control</b> – Workers initiate the agenda and have responsibility and power to make decisions and bring about changes	Degrees of participation
<b>7. Delegated Power</b> – Workers do not decide the agenda but are fully informed and are responsible for aspects of an initiative or project.	
<b>6. Partnership</b> – Workers are fully informed and consulted in the decision-making process, with outcomes resulting from negotiations and shared decisions.	
<b>5. Involvement</b> – Workers are fully informed, and their views are listened to in order to inform the decision-making process, but there is no guarantee their views will be acted on.	
<b>4. Consultation</b> – Workers are fully informed and encouraged to express their opinion but have little or no impact on outcomes.	
<b>3. Informing</b> – Workers are informed of decisions and actions, but their views are not actively sought.	Tokenistic
<b>2. Decoration</b> – Workers are indirectly involved in decisions and actions but are not fully aware of the purpose of their involvement or how decisions might affect them.	
<b>1. Manipulation</b> – Workers are told what to do and tend not to be informed of why, rubberstamping decisions already taken.	

Reference: FLEX Framework for Assessing Participation

**Resource Overview:** The available resources are extensive but may not be practical for all users

**FNET Theory of Change:** Encourages members to adopt responsible business practices and promotes continuous improvement

**FLEX Framework:** Helps us to evaluate employee participation and engagement

**Maturity Assessment :** Proposed as a constructive approach to evaluating a business culture and provide actionable guidance for progression within the

framework

Communication

Impact

Alignment



You are at stage:

# Stage 1 - Tokenistic

Good news – you're at the start of your employee participation culture journey

We want to help you with some quick tips to start you on your way!

## Stage 2 - Consultation

What does a consultative employee culture look like?

Workers are fully informed and encouraged to express their opinion but have little or no impact on outcomes

### Top Tips

1. Quarterly company briefings help to inform all levels of employees of what is happening and how to get involved
2. Worker surveys are a useful tool to measure feedback against a set criteria asking workers their thoughts and feelings
3. Open door HR policy which allows workers access to both HR specialists but also to senior managers

### KPI - ideas

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

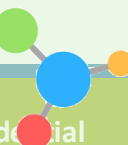
Communication

Impact

Agreement

FNET

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You are at stage:

# Stage 2 - Consultation

Good news – your moving nicely out of Tokenistic employee participation into a higher engagement culture. There is still more to do but lets break it down into easy steps to get you onto the ladder of full participation

Lets look at how we can help with getting you to the next stage on your journey!

## Stage 3 - Involvement

What does an involved employee culture look like?

Workers are fully informed and their views are listened to, to inform the decision-making progress, but there is no guarantee their views will be acted on

## Top Tips

1. 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.
2. 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.
3. Proactively communicate to the employees the results of any worker surveys and what the company has agreed to do to address any improvement opportunities

## KPI - ideas

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

Communication

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You are at stage:

# Stage 3 - Involved

Good news – your moving nicely out of a consultative culture into a higher engagement culture. There is still more to do but lets break it down into easy steps to get you onto the ladder of full participation

Lets look at how we can help with getting you to the next stage on your journey!

## 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

1. 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 parties decisions into consideration.
2. Employee recommendations acted upon in collaboration with the management and progress can be tracked and feasibility / implementation and execution.
3. Mechanism for workers to raise a query at any time and the management protocols for response timeframes and method of communication.

### KPI - ideas

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

You are at stage:

# Stage 4 - Partnership

Good news – your 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

Lets look at how we can help with getting you to the next stage on your journey!

## Stage 5 – Delegated Power

What does a delegated employee power culture look like?

Workers do not decide the agenda but are fully informed and responsible for aspects of an initiative or project

### Top Tips

1. Involving forums / committees and / or union reparation at early business planning stages to ensure that employee voice has been heard including actions related to worker surveys and negotiations have taken each parties decisions into consideration.
2. Employee recommendations acted upon in collaboration with the management and progress can be tracked and feasibility / implementation and execution.
3. Mechanism for workers to raise a query at any time and the management protocols for response timeframes and method of communication.

### KPI - ideas

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

You are at stage:

# Stage 5 – Delegated Power

Well done - you have moved from a partnership culture into delegated power engagement. There is still more to do but lets break it down into easy steps to get you onto the ladder of full participation.

Lets look at how we can help with getting you to the next stage on your journey!

## Stage 6 – Employee Control

What does employee control culture look like?

Workers initiate the agenda and have responsibility and power to make decisions and bring about changes

### Top Tips

1. Fully engaged forums / committees and / or union representation is fully intergraded into the management structure.
2. Board participation in employee focus groups that allow free discussion and ideas to move the business forward using an informal fluid approach.
3. Public disclosure, visibility and ownership of the KPIs related to employee feedback.

### KPI - ideas

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

You are at stage:

## Stage 6 – Employee Control

Well done you have made it to full employee participation..... but it's not the end of your journey!

Have you thought about?

- Sharing best practice
- Mentoring another business
- Publishing how you achieved this level of participation on your company web site

Communication

Impact

Forum

FNET

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# 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

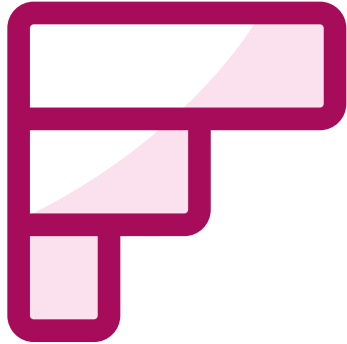


Julia Black  
Hilton Foods

PMM – Linda Beresford

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**There are 2 topics in our annual Working Group plan left to tackle. Which should the group Prioritise?**

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

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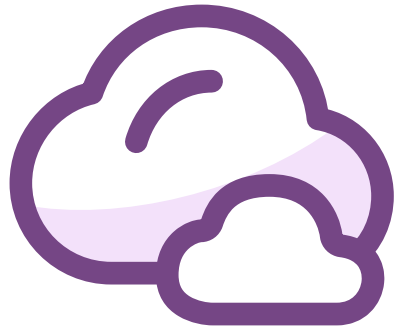


**Why should we focus on Advanced Gender Due Diligence approaches? What is the expected outcome?**

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

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**Why should we focus on Living Wage Pilots? What is the expected outcome?**

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## Who should we speak to to develop the agenda for Gender Due Diligence Approaches?

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## Who should we engage with to develop the agenda for Living Wage Pilots?

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**Date of Next meeting - we will  
proceed with the majority choice**

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