Empowering Work Working Group Meeting Q4 – Gender Due Diligence

The Food Network for Ethical Trade –Wednesday 22nd January 2025

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"

FNET

Agenda – Gender Due Diligence

Est. time	Item
09.30-10.00	Coffee and networking
10.00 - 10.15	Introductions and competition statement - Objectives for the day – Clare Donovan
10.15 - 10.45	Worker Engagement Maturity Framework Update – Fiona McKerrow, Anna Pike, Jo Speed
10.45 - 11.15	The Why? - Gender Equity - Clause 7- e SMETA 7 CAR's – Louise Nicholls General Discussion - Members share their business position on Gender Equity and what they want to get from the day
11.15 - 11.30	Coffee and Break
11.30 - 12.00	The Approach ? Sowing the change: Gender in Food Supply chains– Caroline Downey – Women Working Worldwide
12.00 -12.30	Case Study – How Worldwide Fruit have Tackled Gender Issues, Improve safeguarding & Women in Management Roles – Anna Pike
12.30 - 13.00	The What? – Monitoring – Use of the WEP Gap Tool From Principles to Practice – Dr. Felicity Butler, BSR Consultancy
13.00 - 13.45	Networking Lunch
13.45-14.30	The How? Table Work – Discussion facilitated by Jo Speed Share FNET survey results, how that shapes culture and facilitate discussion on barriers. How have FNET businesses improved their gender DD. Are the blockers the same for all levels? If no, what are the differences? What are you doing to advance gender equity in your business?
14.30 - 15.00	**How to build skills and resilience in women to help them in the workplace – Women's Work Lab – Rachel Mostyn**
15.00 – 16.00	**Conclude actions and Next Steps. Any Resources and commitment to change or implement one thing learnt today**

Empowering Work – subgroup Worker Engagement

FLEX FRAMEWORK FOR ASSESSING PARTICIPATION

Degrees of participation

8. Worker Control – Workers initiate the agenda and have responsibility and power to make decisions and bring about changes

7. Delegated Power – Workers do not decide the agenda but are fully informed and are responsible for aspects of an initiative or project.

6. Partnership – Workers are fully informed and consulted in the decision-making process, with outcomes resulting from negotiations and shared decisions.

5. Involvement – 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.

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

Tokenistic

3. Informing – Workers are informed of decisions and actions, but their views are not actively sought.

2. Decoration – 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.

1. Manipulation – 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

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Alignment

We want happy workers but engaged workers are more effective and valuable

Benefits for the employee

Feel valued at work for their thoughts and opinions

Have a sense of belonging and of connection with the business and their co-workers

They want to see the business thrive / succeed, developing and for them to grow with the business

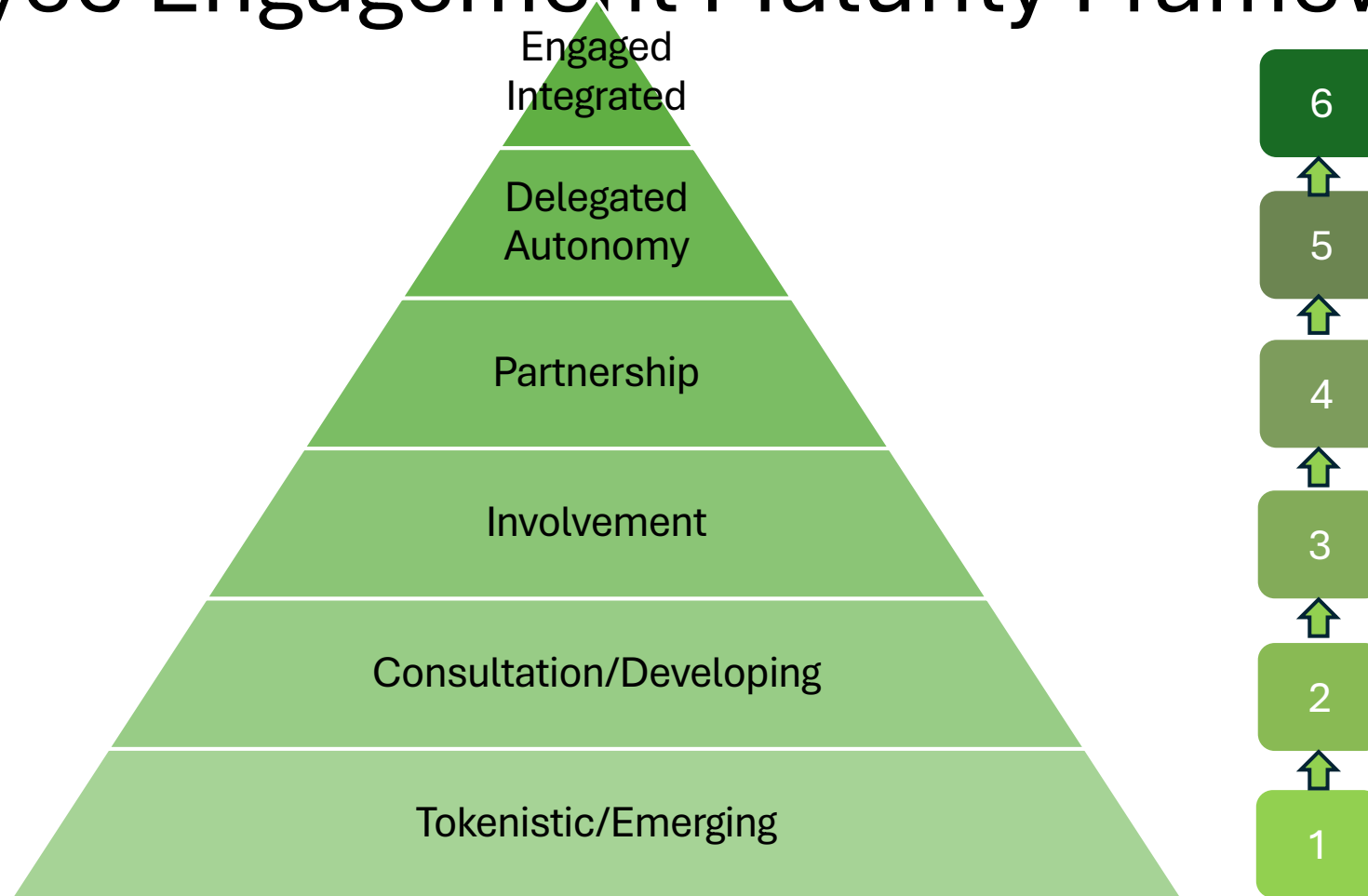Feel empowered to contribute to decision making with the management

Benefits to business

Improved performance

Higher employee retention

Improved processes and efficiencies

Better industry reputation

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Employee Engagement Maturity Framework

Engaged Integrated — 6

Delegated Autonomy — 5

Partnership — 4

Involvement — 3

Consultation/Developing — 2

Tokenistic/Emerging — 1

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Question Sets

Designed to determine level of engagement in each area of competency

Only one answer in each section will then be calculated to determine engagement level

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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 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

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B

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

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C

What is your employee engagement communication channels?

Workers are given informal updates

Workers are given formal but irregular briefings

We have scheduled employee forums

We regularly self test our worker reporting routes to ensure effectiveness

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

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D

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 and responsibilities within the group

Managers are trained on their roles and responsibilities to support members of the worker committees

"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

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E

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

Feedback procedure is in place for workers who make recommendations or raise improvements or concerns

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

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F

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

We track worker recommendations and resulting initiatives with trends and outcomes

We record the number of internal and external whistleblowing cases and report to management

Our workers are surveyed on the effectiveness of our committee process

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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

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

What's Next?

Stage 2
Consultation / Developing

What does a consultative / 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

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 & 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

FNET• X% worker survey participation

FNET• At least one person on HR team trained on S2G Investigative Interview Skills in the Workplace

TOOLS & TRAINING

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GOOD NEWS – you're 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

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

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 commutate 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

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

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You are Stage 3
Involvement

GOOD NEWS – you're 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

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

1. Involving forums / committees and / or union reseparation 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, for example mediation between the business the employee and an independent party

KPI MANAGEMENT

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

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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

1. Fully engaged forums / committees and / or union are the primary conduit for employee communication in relation to employee survey / recommendations actions.
2. Employee are recognised for their contribution for making recommendations and championing workplace participation.
3. 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

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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
Engaged / Integrated

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

TOP TIPS

1. 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.

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 MANAGEMENT

- 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

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Stage 6 – Engaged / Integrated

Well done you have made it to full 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

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Feedback

- Can you determine using the questions where you sit in the framework?

- Do you think anything is missing from the question set?

- Is there anything else missing in terms of engagement elements?

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Gender Equity
Why it matters

LOUISE NICHOLL'S TO SHARE THE REQUIREMENTS FROM SEDEX AND CUSTOMERS TO DEMONSTRATE WHY FNET BUSINESSES SHOULD UNDERSTAND AND RESOURCE THIS ISSUE.

SMETA 7 – COLLABORATIVE ACTION REQUIRED 7.E: Have a dedicated equity approach in recruitment, training, development and promotion processes.

Issue Title	Explanation
COLLABORATIVE ACTION REQUIRED: There is no dedicated equity approach regarding recruitment, training, development and promotion processes 	Gender equity is the process of being fair to all genders according to their respective needs. Gender equality is the intended result, where all genders are treated equally and have access to the same opportunities. Gender equity is how this is achieved, by ensuring that the approach taken and resources provided fit the needs of the gender in question, taking into account their specific needs. This diagram provides a visual representation of how providing equal resources to all may not provide equal access to opportunities, evidencing that different needs should be assessed and provided for: To implement a gender equity approach a site must assess the barriers faced by different genders, and intersectional groups, and develop specific strategies to enable fair progression and access to opportunities. For example, a common misconception or a gender equity approach is that a site should be working towards an even gender split across all roles and opportunities on site in order to achieve equality, however, there may be roles and opportunities where this is not appropriate
COLLABORATIVE ACTION REQUIRED: There is a dedicated equity approach but it is inadequate	The site should instead focus on where there may be **systemic or societal barriers** that create inequality. Examples of these barriers include, paying higher rates of pay for roles that utilise skills more commonly associated with men than women, when the other criteria for the roles, such as education level, years of experience etc, are the same; or mandating working shift-times that clash with regular family care responsibilities, excluding parents (more frequently mothers), from opportunities. Auditors may wish to use this information to support suppliers in understanding the difference between equity and equality in closing meetings

Comfort Break – Back by 11.30am (15mins)

Making Gender Equity a Reality

CAROLINE DOWNEY – WOMEN WORKING WORLDWIDE

Sowing the change: Gender in food supply chains

Caroline Downey
Women Working Worldwide

Food Network for Ethical Trade
Wednesday 22 January 202

Why gender?

- **43%** of all workers in global supply chains are **women (190m**) – low pay/undervalued
- WEF estimates it will take **131/134 years** to close overall gender gap.
- Going backwards - Meta, McDonalds, etc. cutting gender/diversity

- **Tick box** – Can sometimes be tokenistic
- **Pressure** - Brands, retailers, customers demanding evidence of gender work
- **Change** – From certification to due diligence

Moving Backwards on the Long Road to Gender Equality

Time needed to close the following global gender gaps based on current trends (in years)*

2020 2021 2022 2023

Overall gender gap: 100, 136, 132, 131
Economic: 257, 268, 151, 169
Political: 95, 146, 155, 162
Educational: 12, 14, 22, 16

* Calculated using figures for countries covered continuously by the report
Source: World Economic Forum

statista

Gender in food supply chains

Agricultural workers

- **1 billion** worldwide, 1/3 world's workforce

- **Women** make up 50-70% of this workforce (500 – 700 million)

- **Overall** agricultural workforce is shrinking – yet percentage of women in sector growing.

Fishing & Aquaculture

- **58.5 million** people work in fishing industry

- **21% are women** (12.3 million).

Gender data

What gets measured gets managed

- **Lack of gender data**
  - Internationally only **26%** of data for **54 gender** indicators in **17 SDGs**
  - Sedex Report 2021 only **7%** of worksites separate grievance by gender

- **Gender disaggregated data**
  - Better understanding of issues that disproportionately **affect women**
  - Measure and evaluate positive and potential negative **impacts**
  - Identified and evidenced – makes the **invisible visible**
  - Evidence **shapes the actions** you need to take

Mapping risk: mindful of root causes

- What or where are the 3 main risk points for women in your sector?

- How do POWER DYNAMICS help to create and reinforce these risk points?

- What action(s) do you think could be introduced to tackle one or more of these risk points?

"CULTURE EATS STRATEGY FOR BREAKFAST"
- maybe Peter Drucker

NB: GBVH is a SALIENT risk in all agricultural supply chains

Collect and Analyse

- **Type of supplier** – size, length of relationship, volumes
- Map own company **internal business practices** – guilty of late payments, low prices, changes to orders, etc.
- Sedex **Radar** and **Gender Data Report, BSR gender**.
- Look **beyond T1**
- Crucial to capture women's voices – different cultural contexts, intersectional, identify challenges and solutions, **from Morocco to Maidstone, Menstruation to Menopause**
- **HRIA** –GBVH, pay gaps, discrimination etc. Partners – **NGOs, Unions**
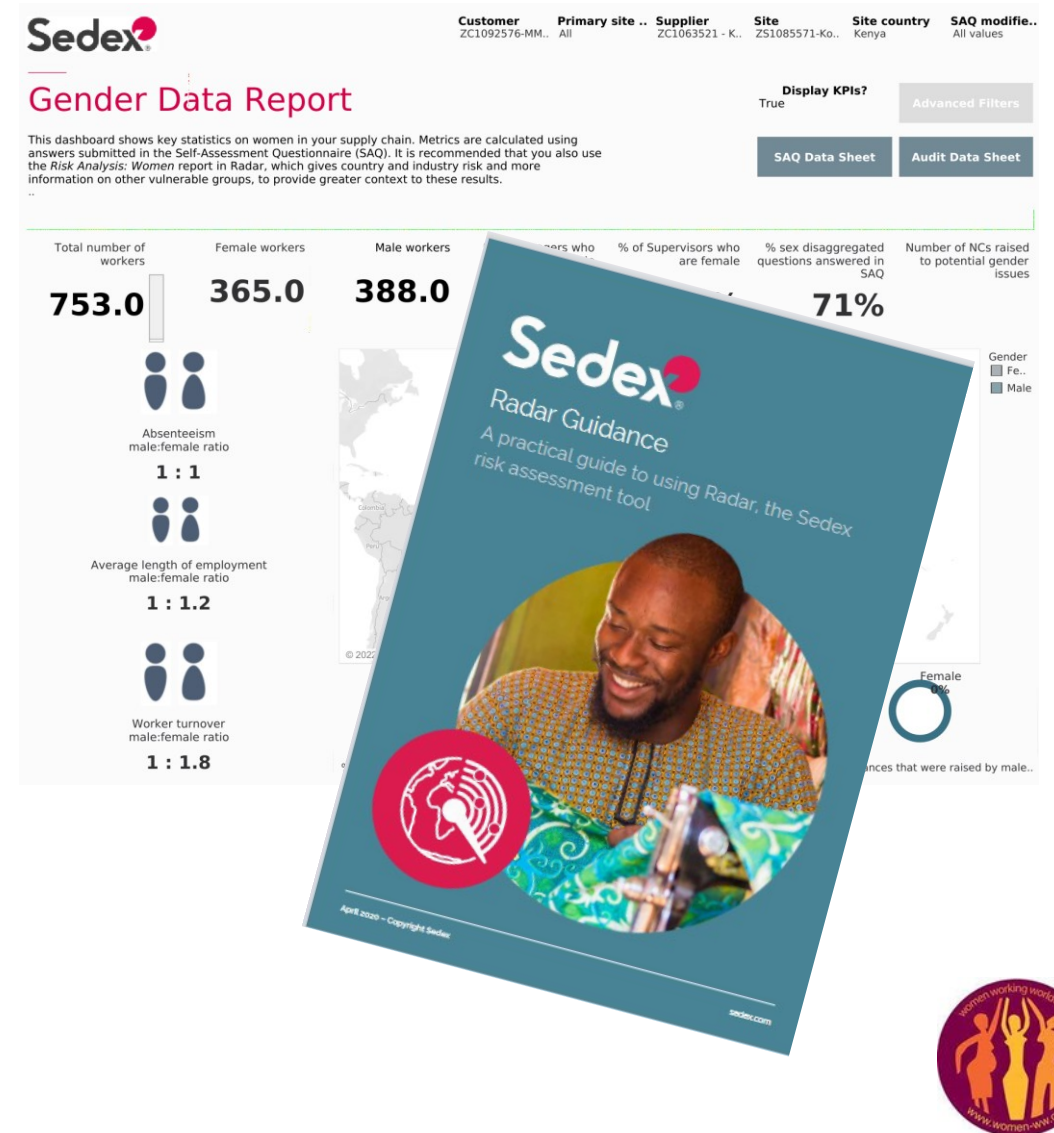
Assess

- Know your **company/supply chain – country, sector, site.**

- Understand the risks – **human rights & environmental (gender lens)**

- Trade Journals, Human Rights Watch, Our World in Data.

- Use specific **gender** info– UNDP gender in equality index, World Economic Forum Gender Gap Index, OECDs Gender Index.

- Use FNET, BSR ETI, Sedex guide, Open Supply Hub, Responsible Contracting Project.

INDUSTRY RISK MAP 2020 – FLOWERS, FOLIAGE & FILLERS

Sedex
A guide to risk assessment in supply chains
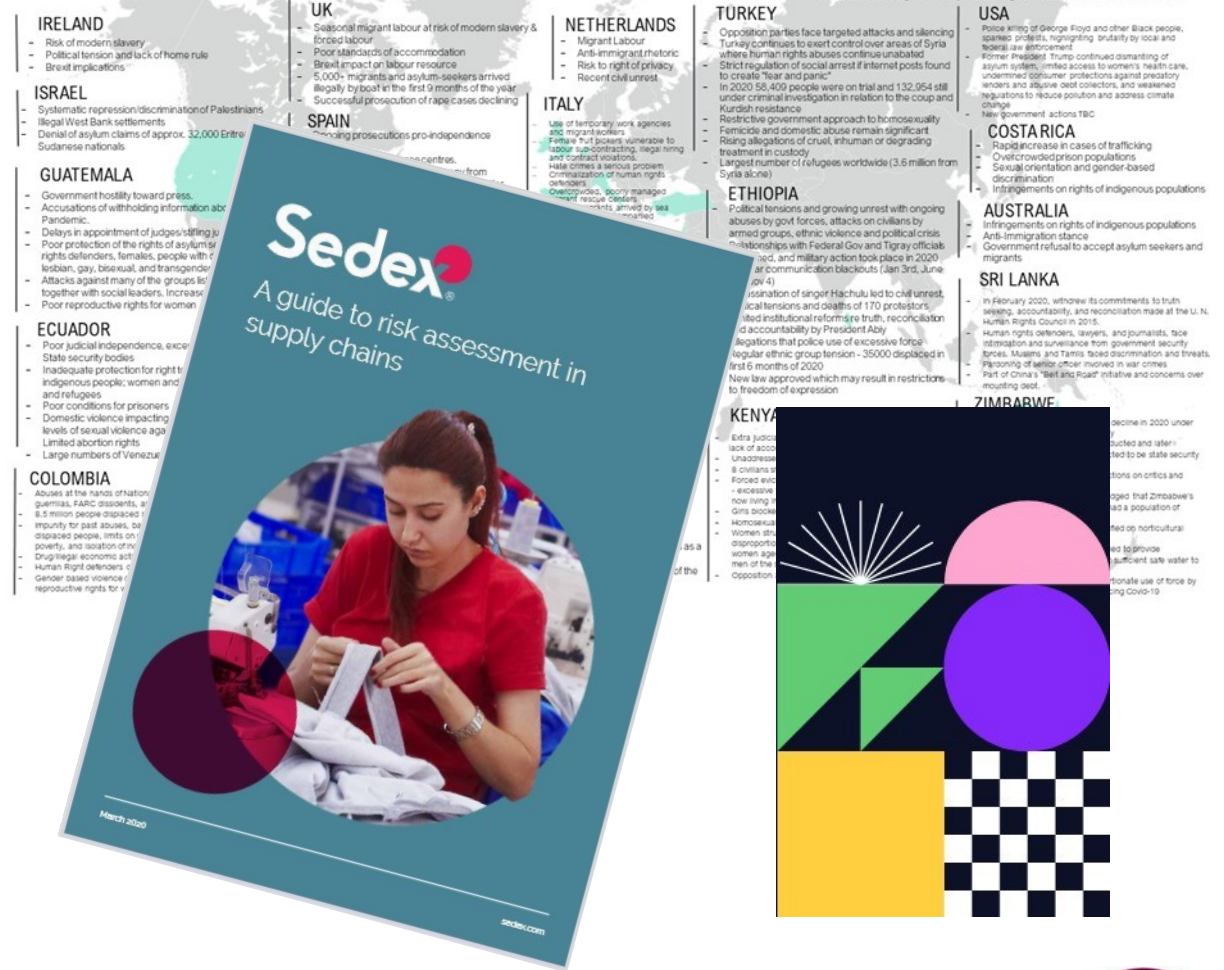
Gender Based Violence & Harassment

- GBVH is a **human rights issue** at the core of all human rights, labour rights, anti-discrimination.

- **Many** conventions, frameworks, laws - CEDAW, ILO C190, R206, UNGPs UNSDG's, Maputo Protocol, Istanbul Convention, ….etc

- **Impacts** – individual health and wellbeing, family, community.

- **Business** - costly litigation, damaged reputation, high staff turn over, damaged profits.

GBVH – systemic and pervasive

- 1/3 of women **report** some form of physical/sexual violence in their lifetime

- 86% of female horticultural workers interviewed in Ethiopia reported some sort of sexual harassment on farms

- In 2020 several UK supermarkets suspended purchases from Kenyan avocado supplier due to alleged rape of 79 women by security guards.

- 2023 Panorama 'Sex for Work' Kenya Tea

- 2024 UK police investigating virtual rape in the metaverse

Six-step process

Step 1: Data to Raise Awareness and Understanding

Step 2: Develop Gender Responsive Policies and Standards

Step 3: Capacity Building and Training for All

Step 4: Strengthen Women's Participation and Representation

Step 5: Promote Gender-Inclusive Supply Chains

Step 6: Monitor, Evaluate, Learn and Develop

Work on gender equity must...

BE SUSTAINED ...continually implemented, monitored, reviewed, improved. It is never a one-off fix or project.

BE EMPOWERED

…be fully supported by management from top down. Be given sufficient power to meaningfully implement policies

HAVE DEPTH

…be meaningful and useful to individuals at all levels of the company and community
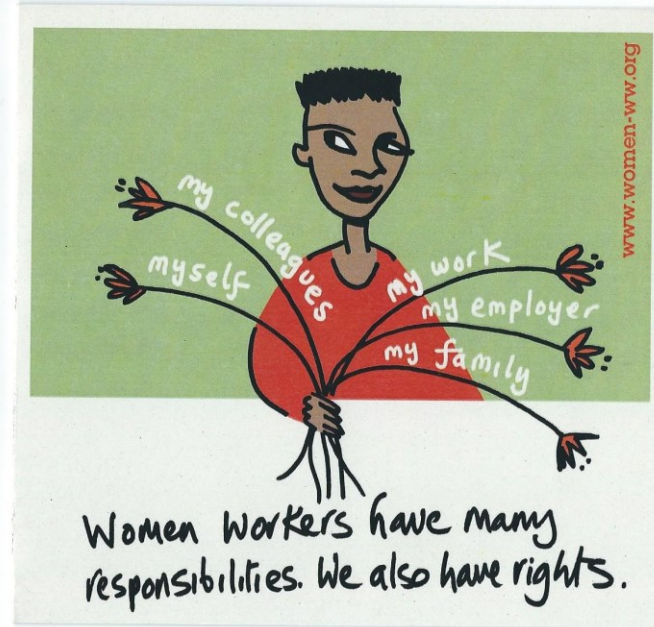
www.women-ww.org

www.women-ww.org

Making Gender Equality a Reality
Contact us on caroline@women-ww.org or 07947808710
Thank you

Case Study – Anna Pike

HOW WORLDWIDE FRUIT HAVE TACKLED GENDER ISSUES, IMPROVED SAFEGUARDING, AND ENCOURAGED WOMEN IN MANAGEMENT ROLES

Case Study

Tackling gender issues – focus on Employee Forum and Women in Management

WORLDWIDE fruit

YOUR VOICE
MAKE YOURSELF HEARD!

YOUR VOICE
MAKE YOURSELF HEARD!

Your Voice forum - context

- Worker committee that represents all areas of the business; packhouse and office colleagues

- Well established, highly visible and successful

- Supported at Exec level

- Principle of constitution and governance is in place and regularly reviewed and improved

Male / Female – total split across the forum

Gender	Number	%
Male	11.00	47.83
Female	12.00	52.17
	23.00	

Mgt / Non Mgt – gender split

Mgt	Number	%
Mgt Male	5.00	21.74
Mgt Female	7.00	30.43
Non Mgt Male	6.00	26.09
Non Mgt Female	5.00	21.74
	23.00	

Mgt / Non mgt – total split

Mgt	Number	%
Mgt	12.00	52.17
Non Mgt	11.00	47.83
	23.00	

Nationality – total split

Nationality	Number	%
British	13.00	56.52
Non British	10.00	43.48
	23.00	

8 nationalities in total

(17 nationalities in the business)

Nationality – British / Non British Female split

Nationality	Number	%
British F	6	26.09
Non British F	6	26.09
British M	7	30.43
Non British M	4	17.39
	23	

YOUR VOICE
MAKE YOURSELF HEARD!

Good practise tips:

- 1 Male and 1 Female Exec member that sit on the forum

- Make sure there are no "watch outs" when matching forum reps to constituent areas

- Hold forum meetings so that there is an even split of meetings on shift days and be mindful of meeting times

- Have a set of KPI's for forum effectiveness; demographic, attendance, points raised, activity involvement

- Ensure forum activities have a blend of gender activities and leads

- Make sure all successes are evenly celebrated and recognised

- Take all representatives through DEI training

Women in Management

Women in managerial roles – understand your context

- Manufacturing / industry gender challenges – "male orientated" – women account for 26% of the workforce in manufacturing sector

- Perception of a long hours industry culture

- Perception of "gender specific" roles / requirements / behaviours needed

- Make sure you have clear transparent pay grades

- Make sure you have a suite of policies and procedures that prohibit harassment and promote equal opportunity

- Know your statistics and KPI's

- Use legislation positively, not as a stick

Worldwide Fruit statistics – Male / Female Demographic – Whole business

Gender Split - Total Business

211 184
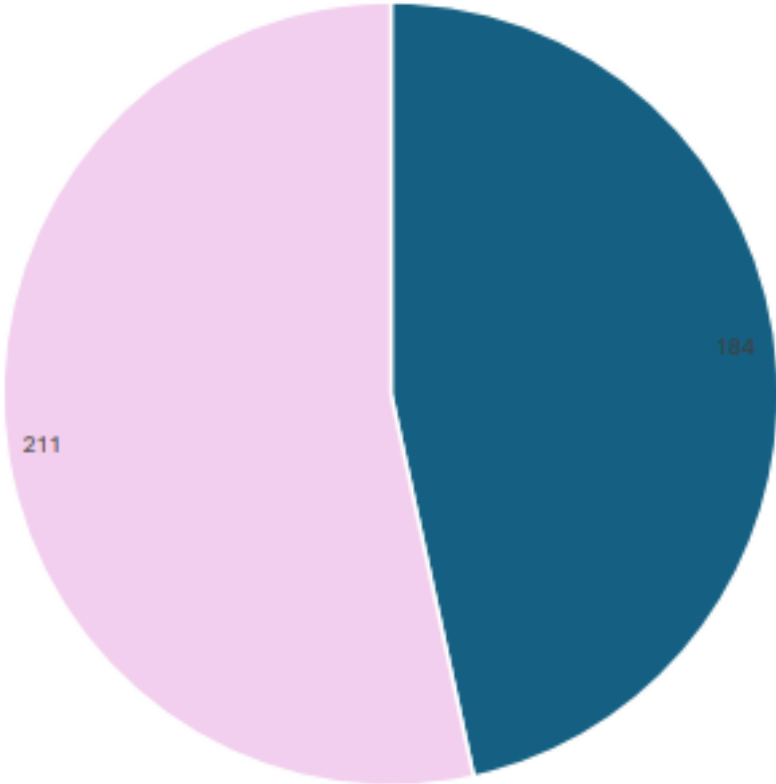
■ Gender Male ■ Gender Female

Worldwide Fruit statistics – Male / Female Demographic – Exec Teams

Gender Spilt - Executive Team

2

4
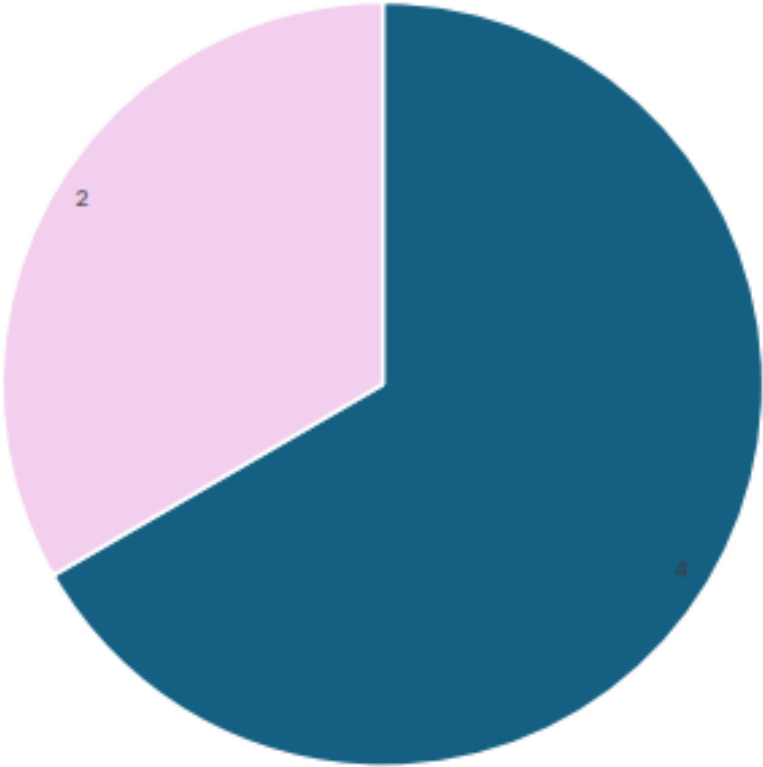
- Gender Male   - Gender Female

Worldwide Fruit statistics – Male / Female Demographic – Leadership Teams

Gender Split - Leadership Team

8

13

- Gender Male
- Gender Female
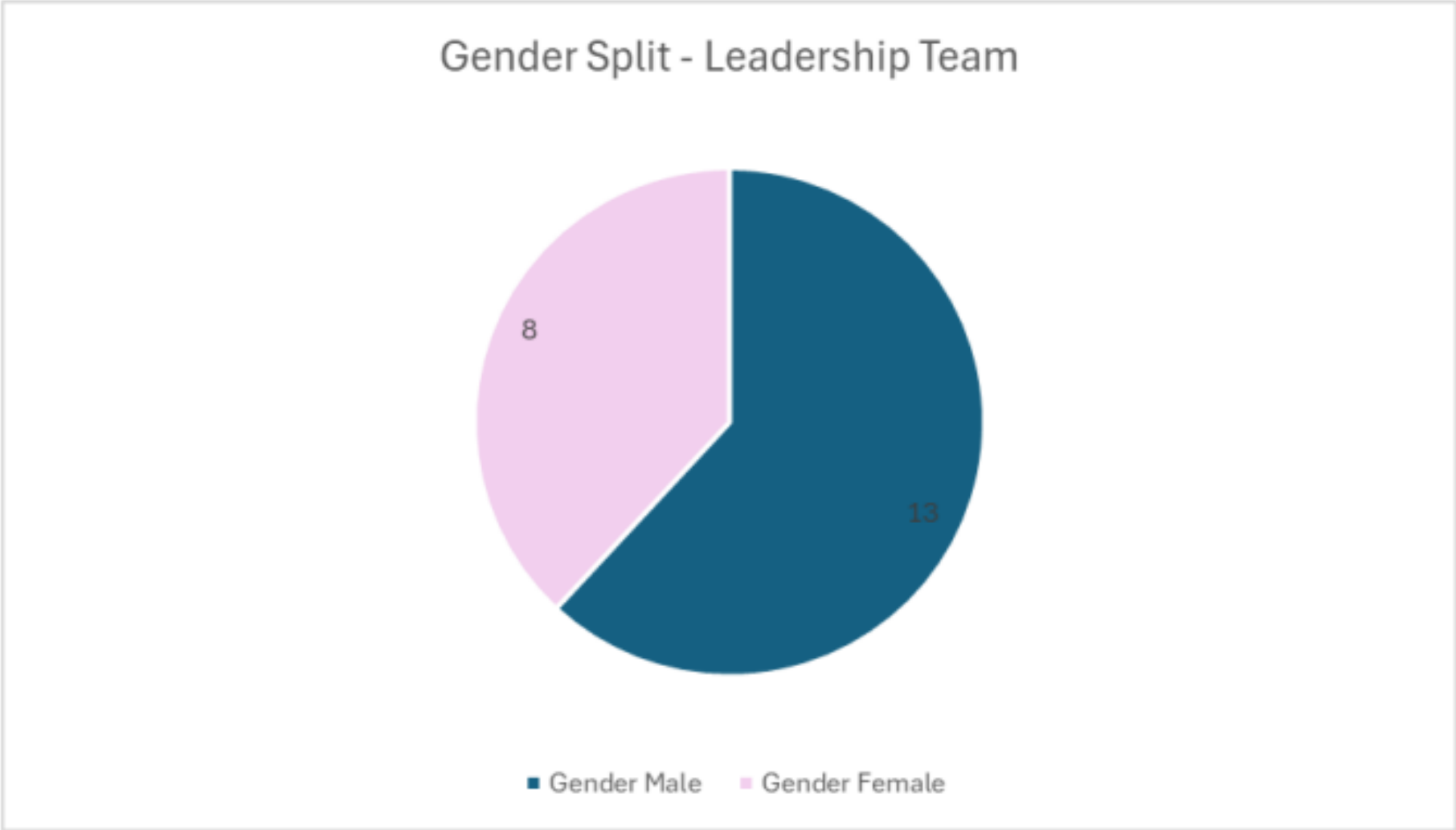
Worldwide Fruit statistics – Male / Female Demographic – Management Teams

Gender Split - Management Team

10

16

■ Gender Male　　■ Gender Female
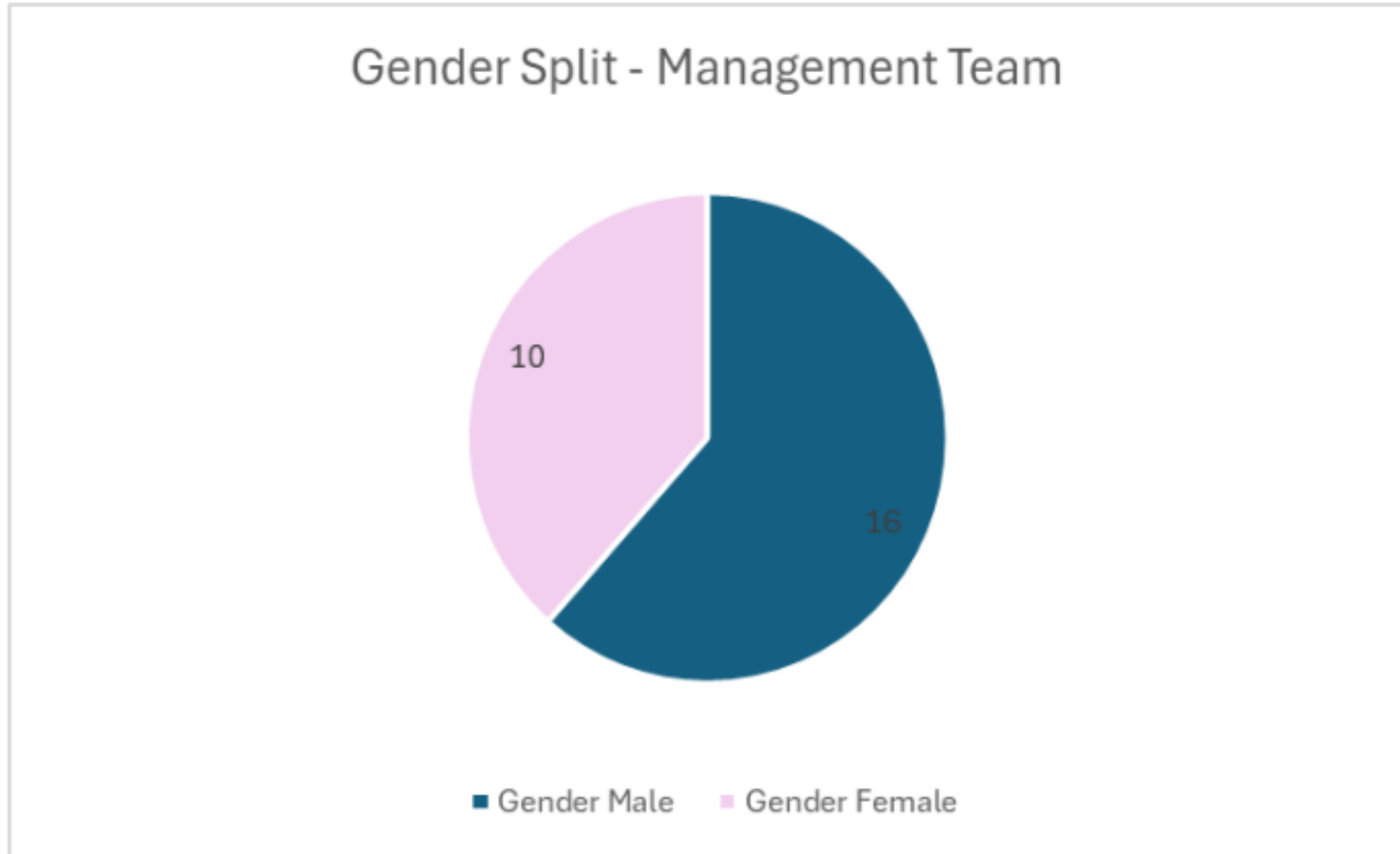
Worldwide Fruit statistics – Male / Female Demographic – Exec, Leadership & Management Teams

Gender Split - All populations

20

33

- Gender Male - Gender Female
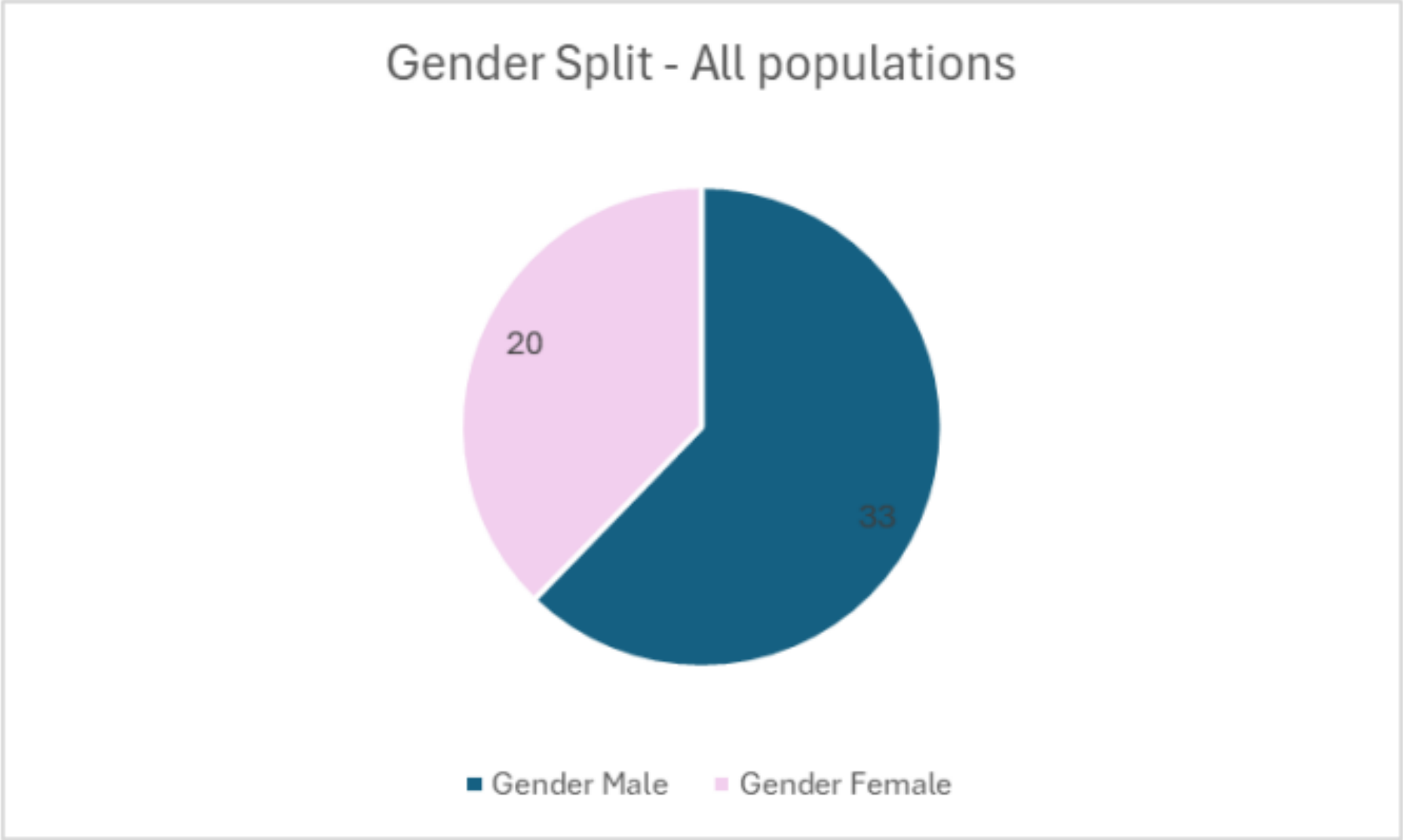
What do we do?

- **Organisational Culture** - Values and behaviours
    - We reinforce good behaviours
    - We encourage challenge
    - Lots of platforms for worker voice; opinion surveys, employee forums, good ideas, leader standard work, grievance mechanisms, employee clinics
    - Responsive to issues; for example, cabinet for sanitary items

- **DEI training** – Across all leadership populations initially but last year we conducted Front Line Manager training which covered our Line Leader / equivalent population

- **Change of processes / adjustments to roles**
    - Of the Leadership Team we have 3 part time workers – all are female

- **Used psychometric profiling to highlight behavioural traits** – these are not gender based models!

- **Accelerated Learning Professional Program** – new initiative – only ever done once at the moment – the person piloting it was female – a program of internal and external learning and development

- **Celebrate and Recognise achievements** – Redzone award example – 2 female and 1 male were nominated by their respective teams

What's next?

- **Focus on specific areas**
  - Actions on the back of changes to sexual harassment legislation

- **DEI training** – Continue to roll out and refresh

- **Enhancement / monitoring to statutory leave practices**
  - Maternity / Carers leave
  - Upcoming employment law changes, eg neonatal care leave

- **Regular review of other people practices and how these can be fairly used to promote gender equality** – Recruitment & Selection, Talent and succession, Performance Management

Gender Based Due Diligence – Dr Felicity Butler

USE OF THE WEP GAP TOOL FROM PRINCIPLES TO PRACTICE

The WEPs GAT Tool: From Principles to Practice

Prepared for the Food Network for Ethical Trade

January 2025

BSR®

Table of Contents

01
Introduction

BSR

BSR
Sustainable Business Network and Consultancy

BSR

Global Team of Sustainability Experts

BSR™ is a sustainable business network and consultancy focused on creating a world in which all people can thrive on a healthy planet. With offices in Asia, Europe, and North America, BSR provides its 300+ member companies with insight, advice, and collaborative initiatives to help them see a changing world more clearly, create long-term value, and scale impact.

Dr Felicity Butler

Manager,
Equity, Inclusion,
& Justice &
Human Rights
fbutler@bsr.org

1 Mission
We work with business to create a just and sustainable world.

190+ Global Staff

75+ Project Locations

300+ Member Companies

11 Locations

20+ Collaborative Initiatives

7 Areas of Expertise

30 Years of experience

BSR

The BSR Difference

Focus on Impact

We create holistic business solutions that offer the biggest opportunities for meaningful change, not just with your company, but also by working with value chain partners, markets, policymakers, and systems.

Seeing the Connections

We make connections between issues, and between your business and the wider social context. This global mindset informs our effort to provide you with holistic strategies which consider impacts on a diverse range of stakeholders.

A Diverse Team of Experts

Our passionate, committed team of sustainability leaders is comprised of people from diverse backgrounds, and experience working in companies, NGOs, academia, government, and consulting. This array of talent enables us to provide the expertise and insight to help companies navigate the critical sustainability issues they face.

Focus on Action

We provide honest advice and insight that translates your ambitions into credible action. We articulate the strategic business value of our recommendations, while still emphasizing the importance of values. Our guidance will always look for opportunities to collaborate, to support public policy solutions, and encourage transparency and accountability.

Check out BSR's Our People video >>

BSR's Women's Empowerment Work

We catalyze business action to advance gender equality and empower women to exercise their rights to be free from violence, participate fully in the global economy, access healthcare, and achieve financial security.

Design and Deliver Impactful Women's Empowerment Strategies

- Assess partners' women's empowerment performance, set priorities and develop and execute a strategy to drive women's advancement, including applying UN Women's Empowerment Principles.

- Develop gender-sensitive policies and guidelines, including effective programs related to recruitment and retention, procurement, product and services development, and corporate investments.

Build empowering supply chains for women workers

- Mainstream gender into supplier management systems, including codes of conduct, scorecards, etc.

- Conduct supply chain and/or regional specific needs assessment on challenges and opportunities.

Tackle systemic challenges facing women globally

- Provide thought leadership and analysis on emerging issues including the intersection of gender and climate, the future of work and automation and its impacts on women.

BSR's Gender Experience, Expertise, and Global Partner Network

BSR is a mission-driven, non-profit organization with a global network of more than 300 member companies from a range of industries and regions. We help companies with our expertise in many different areas, including gender in global supply chains, as outlined below.

Consumer Sector Experience	Gender Content Expertise	Global Partner Network

Consumer Sector Experience

- Nearly **100 member companies** across key industries: apparel and lifestyle; retail; food, beverage, and agriculture; healthcare; media and entertainment; travel and tourism

- Collaboration with NGOs; academics; diverse stakeholders

- Experience across value chains: farm/field-level engagement; commodity traders; retailers

- Support on emerging issues: 10 Human Rights Priorities in FBA; AI and Human Rights in retail; 10 Human Rights Priorities for the Luxury Sector

Gender Content Expertise

- Publicly available resources for integrating diversity, equity, and inclusion in supply chain management; gender equality in codes of conduct; social audits; supply chain due diligence

- Human rights work in various commodities and regions: palm oil, shea, tobacco, cashew nuts, tea, flowers

- Decades of experience in direct engagement with rightsholders and collaboration with local partners

- Notable projects: Financial resilience training for women in shea supply chains; Italian Women in Luxury Supply Chains

Global Partner Network

- BSR has extensive experience in advancing sustainability by convening companies, experts and stakeholders

- In palm oil, Action for Sustainable Derivatives includes activities to prevent and respond to gender-based violence in concessions in Indonesia

- BSR has experience bringing together industry stakeholders in shea to work together toward financial resilience for women

- Our women's empowerment program RISE has reached over 5 million workers in apparel and agriculture supply chains

Practical Tools to Integrate Gender into Due Diligence Processes

Effective gender-responsive due diligence integrates gender across all due diligence processes, conducts gender-sensitive engagement of rightsholders and stakeholders and ensures companies' remediation processes are gender responsive.

Gender Equality in Codes of Conduct Guidance

Gender Equality in Social Auditing Guidance

The Gender Data and Impact Tool: Gender-Responsive Due Diligence

Resources available at: Resources and Guidance Collection | Gender Equality in Social Auditing Guidance | Learn | BSR

BSR Tools for Gender-responsive Approach to the UNGPs

Here are a couple of examples of BSR tools to help companies bring a gender lens to their approach.

- Policy review gap analysis tool and ILO Convention mapping tool

- Human Rights Impact Assessment and context assessment tools integrate gender dimensions

Overview of the United Nations Global Compact (UNGC) and the Women's Empowerment Principles (WEPs)

UNITED NATIONS GLOBAL COMPACT (UNGC): AN OVERVIEW

The UNGC is the world's largest corporate sustainability initiative, uniting organizations to adopt ten principles in human rights, labour, environment, and anti-corruption. Aligned with the UN Sustainable Development Goals (SDGs), it fosters collaboration and accountability for a more inclusive global economy. Participants commit to integrating these principles into their operations and reporting annually on progress.

24,000+	3,800+	160+	69	87
businesses committed to the Ten Principles of the UN Global Compact	non-business members	countries with UN Global Compact participants	local networks	million employees

BSR

Driving Gender Equality: BSR's Role in Advancing the WEPs and Gender Gap Analysis Tool.

- BSR and UNGC WEPs have partnered to respond to the global call for action for companies to promote gender equality and women's empowerment.

- In 2017, BSR, the UN Global Compact, and other partners led the development of the WEPs Gender Gap Analysis Tool designed to help companies close the gender gap.

- The tool is a joint project of the UN Global Compact, UN Women, the Multilateral Investment Fund of the IDB, and the Inter-American Investment Corporation, and is supported by the BSR, Governments of Japan and Germany, The Coca-Cola Company, Itaipu, and KPMG.

- BSR joined its leadership group to contribute to the promotion and uptake of the WEPs by our network of member companies.

- We have since worked closely with UNGC to continue promoting the tool and supporting the UNGC in raising awareness of the Women's Empowerment Principles (WEPs), as well as assisting Target Gender Equality (TGE) companies in developing company-specific WEPs strategies.

https://www.bsr.org/en/blog/a-new-tool-to-help-companies-close-the-gender-gap

The Women's Empowerment Principles

Established by UN Global Compact and UN Women in 2010, the WEPS are a set of 7 Principles offering guidance to business on how to promote gender equality and women's empowerment in the workplace, marketplace and community.

1 PRINCIPLE
High-level corporate leadership

2 PRINCIPLE
Treat all women and men fairly at work without discrimination

3 PRINCIPLE
Employee health, well-being and safety

4 PRINCIPLE
Education and training for career advancement

5 PRINCIPLE
Enterprise development, supply chain and marketing practices

6 PRINCIPLE
Community initiatives and advocacy

7 PRINCIPLE
Measurement and reporting

6,000+ CEOs

By endorsing the WEPs, you join a global network of like-minded companies and guidance on advancing gender equality and women's empowerment in the workplace, marketplace and community. To sign up to the WEPs visit: https://www.weps.org/join

The WEPs can help you respond to the global call for action for companies to promote gender equality and women's empowerment

A Global Call for Action

- ILO Convention on Violence and Harassment in the World of Work
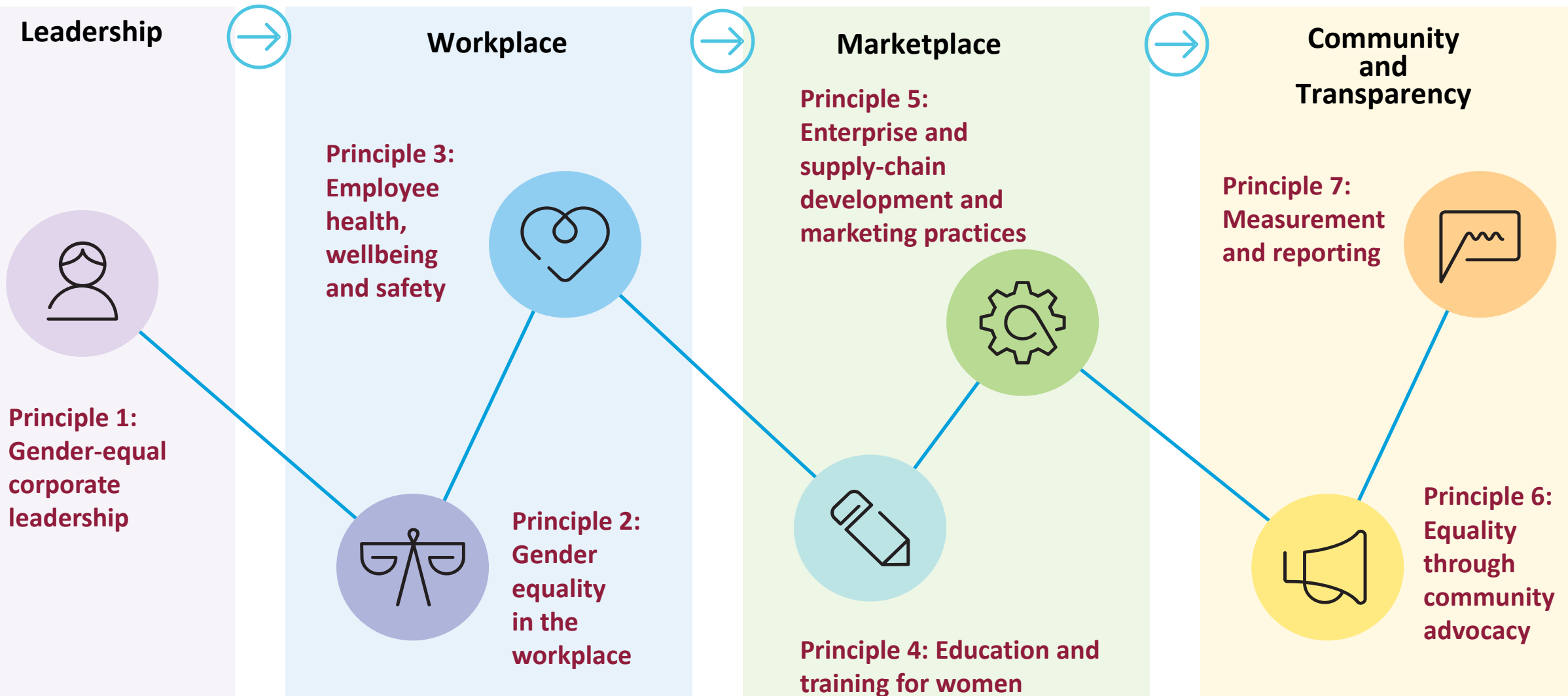- Gender Dimensions to the UNGPs
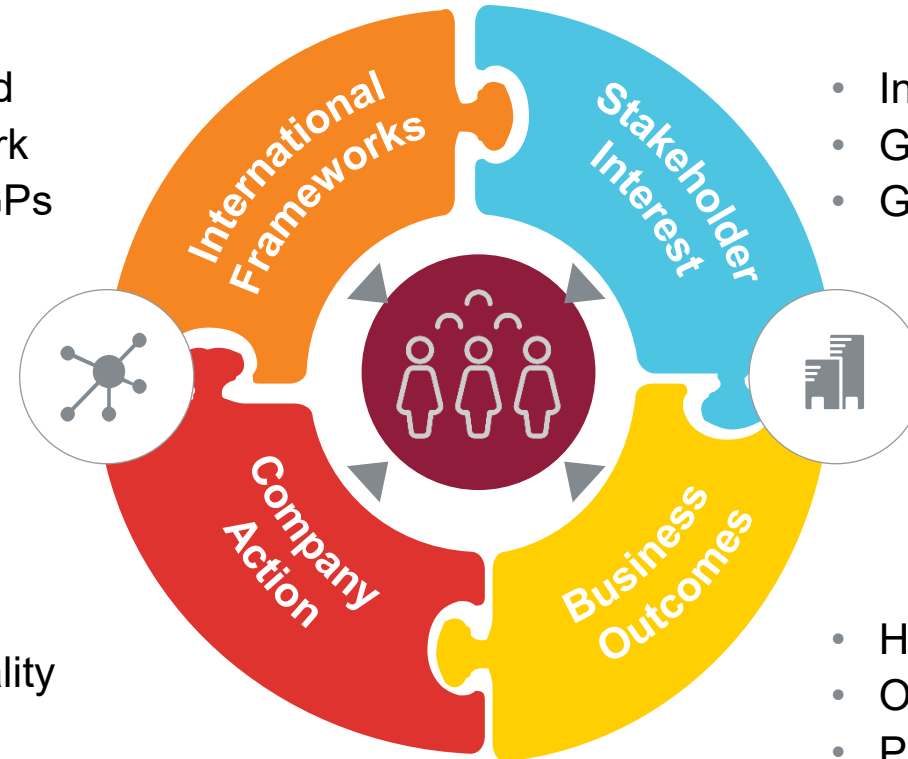
- Increasing stakeholder demands
- Greater employee engagement
- Growing consumer awareness

- Growing investment in women's empowerment and gender equality
- The Generation Equality Forum

- Higher return on equity
- Outperformance
- Potential global economy contribution

A Value Chain Approach to Women's Empowerment

The WEPs provide value chain approach to women's empowerment beginning with **leadership.** Each Principle addresses an area of the value change across **workplace, marketplace** and **community.**

Leadership

Workplace

Marketplace

Community and Transparency

Principle 1: Gender-equal corporate leadership

Principle 3: Employee health, wellbeing and safety

Principle 2: Gender equality in the workplace

Principle 5: Enterprise and supply-chain development and marketing practices

Principle 4: Education and training for women

Principle 7: Measurement and reporting

Principle 6: Equality through community advocacy

THE WEPs JOURNEY

Adopting the WEPs involves a six-stage journey that guides companies through securing internal support, demonstrating commitment to gender equality, engaging external stakeholders, collecting data for transparency, and reporting key performance indicators. This framework helps organizations advance gender equality and track their progress effectively.
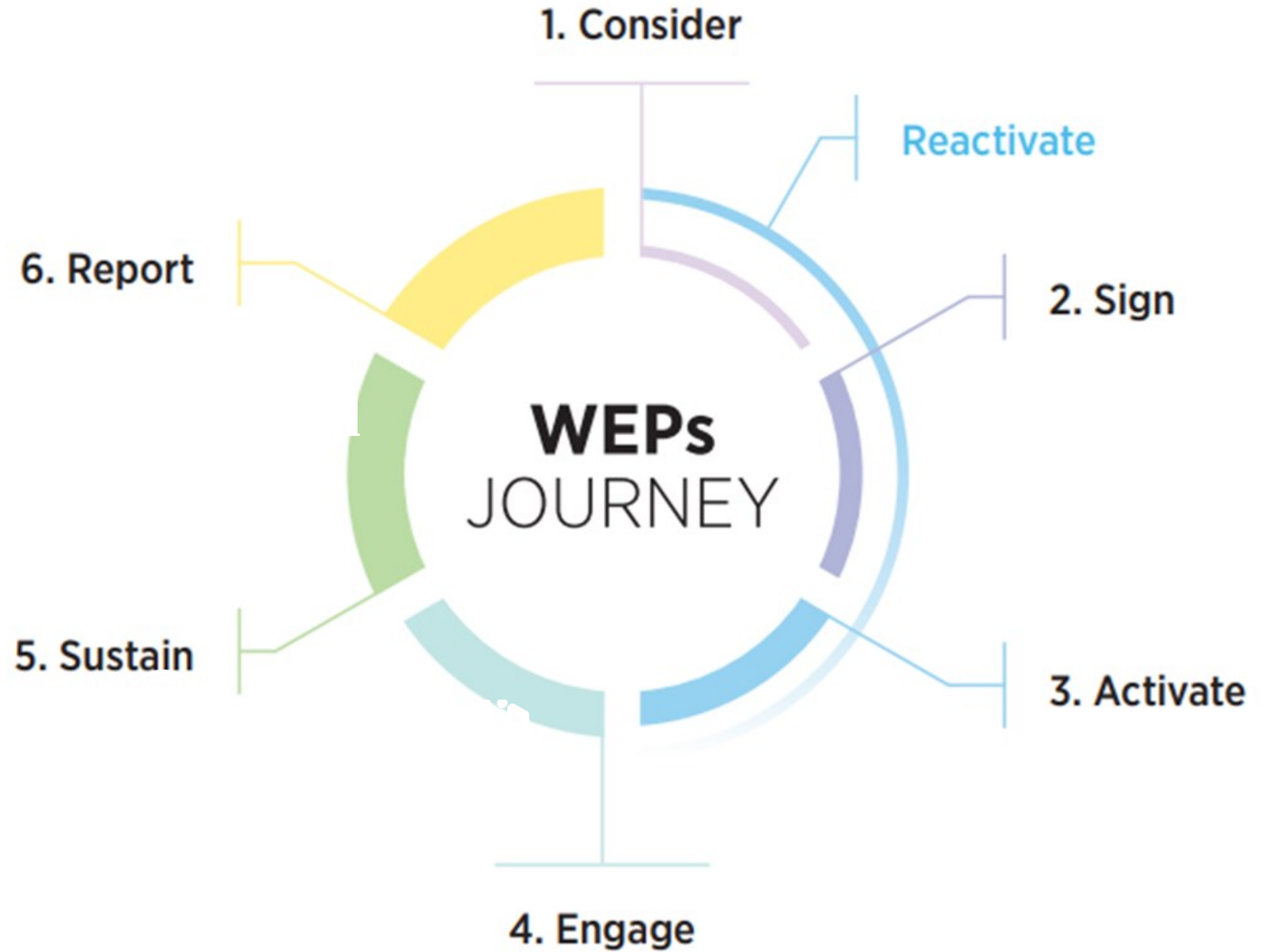
02

Understanding the WEPs Gap Tool

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The WEPs Gender Gap Analysis Tool (GAT) is an easily accessible global framework

An online resource for companies to **anonymously** assess gender equality performance across the workplace, marketplace, and community.

18 Multiple Choice Questions	• Across four areas: leadership, workplace, marketplace, and community.
4 Management Stages	• Commitment, implementation, measurement, and transparency.
2,500+ Companies	• More than 2,500 companies have used the tool.
4 Partners	• The tool is a joint project of the UN Global Compact, UN Women, the Multilateral Investment Fund of the Inter-American Development Bank (IDB), and IDB Invest.

The multiple questions cover the following topics:

- Gender equality strategy
- Equal pay
- Recruitment
- Supporting parents and caregivers
- Women's health and safety
- Inclusive sourcing
- Advocacy for gender equality in communities of operation

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How to use the WEPs GAT Tool

Register
Visit https://weps-gapanalysis.org/accounts/register/ and create an account.

STEP 1

STEP 2

Begin the Assessment
Access the questionnaire and answer the questions.
Provide information about your company's policies, practices, and performance on each principle.

STEP 3

Review the results
Once you've completed the assessment, the tool will generate a customized report that highlights strengths and areas for improvement for each principle.

Develop an Action Plan and Implement
Use the Action Planning Tool to develop a gender action plan to address gaps highlighted in the results, and implement gender-responsive policies and practices.

STEP 4

Reassess and update
Report against the WEPs M&E Framework to review progress and take corrective measures as needed.

STEP 5

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Example of Questions: The four management stages are integrated within all questions

14. Does your company encourage suppliers and vendors to advance performance on gender equality?

- ☐ **No**, our company currently does not have an approach, but:
  - ☐ We are interested in learning more.
  - ☐ We plan to take steps in the next year.
  - ☐ Some of our country offices or business units have taken steps.
  - ☐ None of the above.
- ☐ **Yes**, our company encourages suppliers or vendors to advance performance on gender equality.
- ☐ **Not Applicable**, The company does not have suppliers or contract vendors

Commitment

- ☐ Has a supplier or vendor code of conduct that explicitly states support for gender equality

Implementation

- ☐ Encourages suppliers and vendors to have a gender equality strategy or policy that addresses: nondiscrimination, equal pay for equal work, and health and safety of women workers
- ☐ Has robust due diligence or assessment processes for suppliers and vendors to ensure they are not causing or contributing to adverse human rights impacts, particularly for women and girls
- ☐ Undertakes due diligence or assessments to identify human trafficking in its supply chain
- ☐ Incorporates gender equality expectations in supplier communications
- ☐ Offers independently, or as part of a business association, ongoing capacity building to suppliers and vendors to support continuous improvement on gender equality
- ☐ Encourages and works with suppliers to adopt policies and practices that support quality health and hygiene for both male and female workers
- ☐ Works with suppliers to develop a corrective action plan if gender equality risks or challenges arise
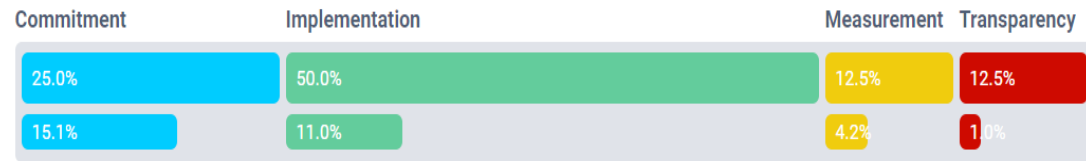
Measurement

- ☐ Encourages suppliers to set and measure targets and benchmarks on gender equality

Transparency

- ☐ Includes gender equality criteria in standard auditing protocols, supplier scorecards, or other supply chain management tools
- ☐ Includes gender-specific questions in supplier self-assessments

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Interpreting Tool Outputs and Results

The results generated at the end of the assessment is your maturity level. Your score for each question will show your level by theme while highlighting areas for improvement.

2 PRINCIPLE

Treat all women and men fairly at work without discrimination

Treating all employees fairly at work aligns with international human rights principles. It also translates to better talent acquisition, higher employee retention and satisfaction, increased productivity and better decision making. Removing all forms of discrimination in corporate policies, strategies, culture and practices is a solid step forward in a company's WEPs Journey.

Main Goal:								
Indicator:								
Goal	**Measures / Activities**	**Indicator**	**Baseline**	**Targets & Timeline**				**Owner**

BSI

2 PRINCIPLE

Treat all women and men fairly at work without discrimination

Treating all employees fairly at work aligns with international human rights principles. It also translates to better talent acquisition, higher employee retention and satisfaction, increased productivity and better decision making. Removing all forms of discrimination in corporate policies, strategies, culture and practices is a solid step forward in a company's WEPs Journey.

Main Goal: Establish a workplace culture of equal opportunity and non-discrimination

Indicator: Improved score on workplace related questions in WEPs Gender Gap Analysis Tool and higher % of women represented across all levels
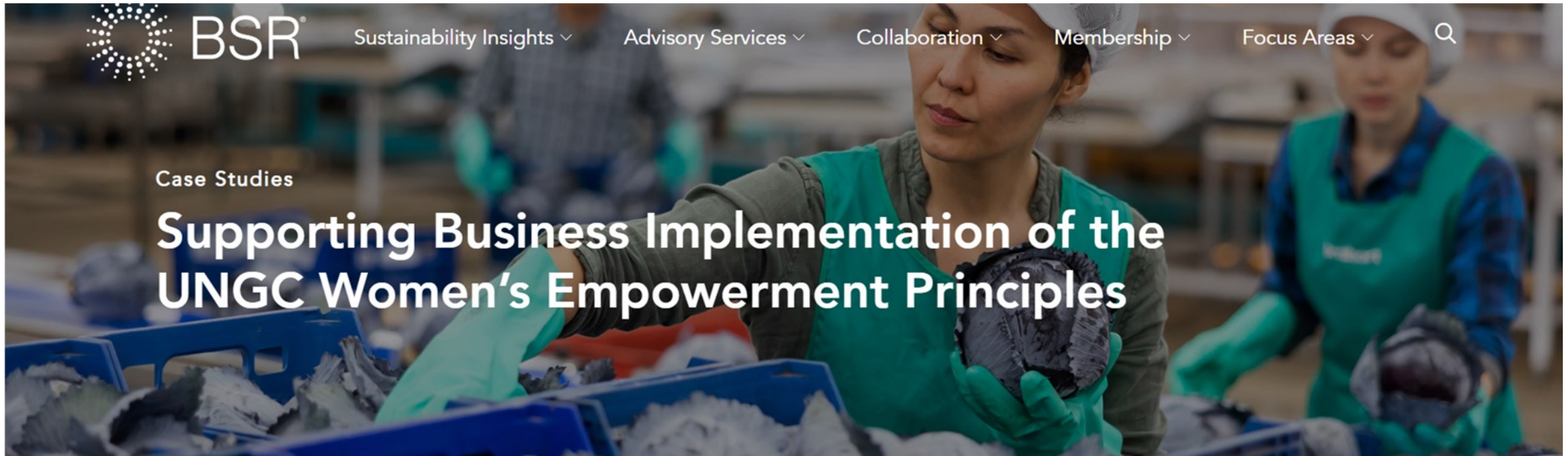
Goal	Measures / Activities	Indicator	Baseline	Targets & Timeline				Owner
				3 months	6 months	12 months	24 months	
Ensuring equal pay for work of equal value by 2025	- Undertake a job evaluation following ILO Guidance - Establish an equal pay policy - Adjust pay discrepancies by adapting salary ranges and establishing objective criteria	Ratio of the basic salary and remuneration of women to men for each employee category, by significant locations of operation	Results of pay analysis from October 2023	Complete job evaluation and pay gap audit	Launch equal pay policy draft for feedback Policy to include objective criteria and transparency for salary ranges in hiring and promotion	Adjust pay discrepancies based on outcomes of job evaluation and pay gap audit	Establish a monitoring and evaluation system to measure pay discrepancies on an ongoing basis	Department Head, Human Resources together with Equal Pay Committee
Increase the participation of women in historically underrepresented areas to 30% by 2027	- Analyze areas of low representation and set specific hiring goals increasing pool of candidates through partnerships - Develop and promote training and mentoring programs for women already working in these departments	- Percentage of women in IT, Innovation and Engineering Departments - Percentage of new hires and turnover per gender in these departments	baseline at the end of 2022 of 18%	Review whether pay gap audit and job evaluation brings additional insight for IT, Innovation and Engineering Departments	Initiiate partnerships with external women's associations to amplify job postings Conduct survey on needs for mentorship programme	Develop a concept for a mentorship programme based on survey feedback - either in house or in external partnership, and launch pilot	Make at least 5% progress towards the goal set and decide on how to bring mentorship programme to scale	Department Heads of IT, Innovation and Engineering in coordination with Department Head, Human Resources
Tackling unconscious bias	- Conduct review of talent management system through an external consultant - Design unconscious bias training for all employees - Host specific sessions with male employees	- # of training hours conducted - qualitative feedback after trainings - scores and feedback on inclusion from annual employee survey - # incidents of discrimination reported	compared to incident count, training hours and employee survey of 2022	Start design of trainings and test the concept with a focal group	Hiring completed of external consultant to conduct review of talent management system	Analyze feedback from talent management system review with specific attention to Innovation and Engineering Departments (in line with goal above)	- Launch training series for all employees - Idenitfy future opportunities and priorities based on results from external talent management review	Department Head, Sustainability in coordination with Department Head, Human Resources (considering hiring a Manager focused on Diversity & Inclusion)

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03

From Principles to Practice – Applying Insights into Strategy

HOW BSR HELPS

- Offer services to help companies interpret tool results, prioritize investments, design strategies, and measure impact.

- Work with UNGC to provide an introductory session on the WEPs, followed by a second session on transitioning results into strategy.

- Provide companies with a benchmarking template to compare practices with peers.

- Offer one-on-one guidance on using assessment results to drive progress.

Case Studies

Supporting Business Implementation of the UNGC Women's Empowerment Principles

Building a Robust Women's Empowerment Strategy

Women's Empowerment Vision Statement		
Theme 1	**Theme 2**	**Theme 3**
Commitment 1	**Commitment 2**	**Commitment 3**
Goal 1 + KPIs / Goal 2 + KPIs	Goal 3 + KPIs / Goal 4 + KPIs	Goal 5 + KPIs / Goal 6 + KPIs
Programs + Partnerships	Programs + Partnerships	Programs + Partnerships
Governance & Management		
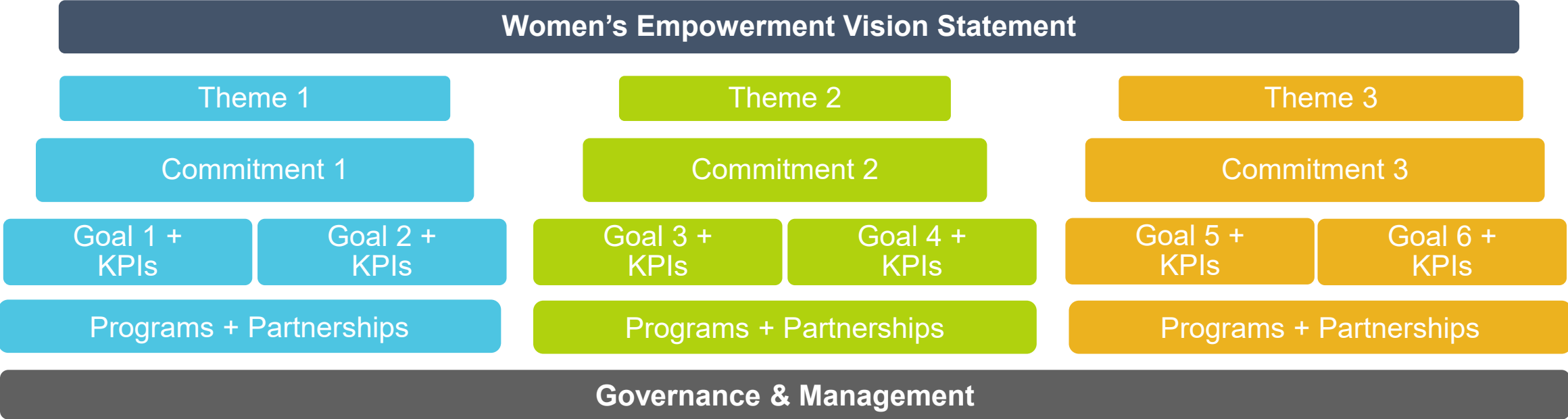
A **vision** is an aspirational description of what the company would like to achieve or accomplish.

Themes or pillars can be used to capture the priority issues or focus areas

A commitment includes the qualitative principles a company is committed to upholding as it advances women's empowerment.

While goals and KPIs are closely related, **goals** indicate the desired outcome while **KPIs** help to measure whether a company is on track to meet those goals.

Programs and partnerships should help the company meet the desired goals and KPIs

NO NEED TO REINVENT THE WHEEL

The Principles are your map

Your Tool results are your traffic signs

The case studies are your drive and inspiration

The Reference Guide is your manual

WEPs in Practice

Here are three examples of how brands and suppliers have made progress towards WEPs principles.
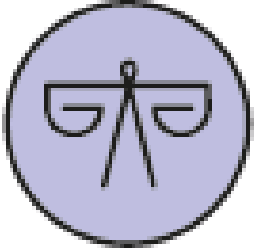
Principle 2: Treat all women and men fairly at work – respect and support human rights and nondiscrimination

CHANEL Since signing the WEPs in 2015, the company has collaborated with EDGE to enhance gender equality through talent development, policies, and pay practices. In 2018, the company became a pioneer in the luxury sector by offering at least 14 weeks of fully paid parental leave for all new parents, regardless of gender, and even in countries with lower legal requirements. This inclusive policy promotes equal flexibility for both women and men, challenging stereotypes around family responsibilities.

Principle 5: Implement enterprise development, supply chain and marketing practices that empower women

ITALPREZIOSI After signing the WEPs in 2020, the company began evaluating practices among its partners, inviting them to complete an optional Empower Your Counterpart questionnair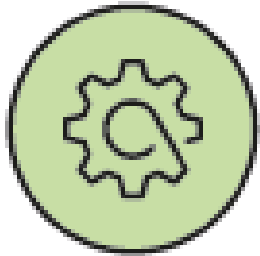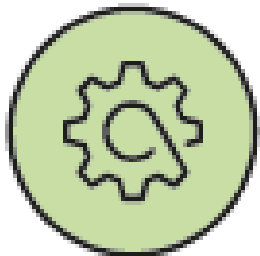e for detailed insights beyond aggregated data on women's representation. The company aims to enhance data accuracy and relevance by incorporating feedback from counterparts, with recent additions including questions on WEPs signing, tracking gender in supply chains, and using its Chain of Information website to improve gender equality practices.

Principle 5: Implement enterprise development, supply chain and marketing practices that empower women

JULIE SANDLAU As a WEPs signatory, the company has adopted a strategy of focusing on one principle each year. In 2022, it selected Principle 5 and implemented a know-your-counterpart process to address gender issues in its supply chain. A supplier mapping exercise, which included questions about ownership, uncovered significant gender gaps.

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Thank you

BSR™ is a global nonprofit organization that works with its network of more than 250 member companies and other partners to build a just and sustainable world. From its offices in Asia, Europe, and North America, BSR™ develops sustainable business strategies and solutions through consulting, research, and cross-sector collaboration.

For questions, please reach out to: Ashley Lin: alin@bsr.org

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Appendix

Service Offerings | Gender

The full suite of member services include consultancy tools, resources, a gender framework for codes of conduct and social audits, and expertise needed to implement and advance social justice throughout business operations.

Assessments

BSR offers various gender assessments to identify and assess impacts of business practices and policies in the operations and value chains of companies.

Strategies

BSR works with companies to develop gender strategies and goal setting. We offer support in strategy development, benchmarking against other peers, and bespoke services to close the gender gap.

Implementation

BSR provides implementation support through training, tool development, and capacity building.

Cross-cutting Areas of Work

BSR can help companies address the following key issues in our three focus areas: assessments, strategies, and implementation.

- Diversity, Equity, Inclusion and Accessibility (DEIA)
- UNGC Women's Empowerment Principles (WEPs)
- Women's inclusion in value chains

- GBV in supply chains
- Closing the gender pay gap and Living Wage
- Gender gap

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Personalized Support for Members on Issues Related to Gender

BSR membership companies can opt for a Member Engagement Option. This will give them access to the member services highlighted below, which can be tailored to any of the gender cross-cutting areas of work highlighted in the previous slide.

Using Member Service

- Member requests can be ad hoc (questions, urgent need for support or review) or a planned deliverable at a set time during the membership year.

- These requests are small in scope, can concern any of BSR's focus areas or industries, and can be resolved in 4 to 8 hours of work by BSR specialist teams.

Examples of Member Service

- **Quick research / scan** to answer a reporting, regulatory, ESG question related to gender pay equity gap, gender-responsive purchasing practices

- **Guidance** on gender-related standards, regulations, frameworks, trends – and providing snapshot resources

- **Policy reviews** on codes of conduct with a gender-sensitive lens

- **Industry snapshots** on one issue of interest such as GBV

- **Training sessions** with internal stakeholders on DEI or gender transformative procurement

- **Review of position papers / public statements** to anticipate stakeholder reactions

- **Polecat analysis** tailored to the company or industry

UNGC Women's Empowerment Principles Resources

- **Women's Empowerment Principles**

- **WEPs Brochure**

- **WEPs Gender Action Plan Template**

- **WEPS Creating a Gender Action Plan Module**

- **WEPs Transparency and Accountability Framework**

- **WEPs Resources**

- **WJI Emerging Practices Advancing Gender Equality In The Watch & Jewellery Industry**

- **Gender Responsive Procurement In The Watch And Jewellery Industry**

Lunch

Please be back by 1.45pm

Agenda – Gender Due Diligence

Est. time	Item
09.30-10.00	Coffee and networking
10.00 - 10.15	Introductions and competition statement - Objectives for the day – Clare Donovan
10.15 - 10.45	Worker Engagement Maturity Framework Update – Fiona McKerrow, Anna Pike, Jo Speed
10.45 - 11.15	The Why? - Gender Equity - Clause 7- e SMETA 7 CAR's – Louise Nicholls General Discussion - Members share their business position on Gender Equity and what they want to get from the day
11.15 - 11.30	Coffee and Break
11.30 - 12.00	The Approach? Sowing the change: Gender in Food Supply chains– Caroline Downey – Women Working Worldwide
12.00 -12.30	Case Study – How Worldwide Fruit have Tackled Gender Issues, Improve safeguarding & Women in Management Roles – Anna Pike
12.30 - 13.00	The What? – Monitoring – Use of the WEP Gap Tool From Principles to Practice – Dr. Felicity Butler, BSR Consultancy
13.00 - 13.45	Networking Lunch
13.45-14.30	The How? Table Work – Discussion facilitated by Jo Speed Share FNET survey results, how that shapes culture and facilitate discussion on barriers. How have FNET businesses improved their gender DD. Are the blockers the same for all levels? If no, what are the differences? What are you doing to advance gender equity in your business?
14.30 - 15.00	**How to build skills and resilience in women to help them in the workplace – Women's Work Lab – Rachel Mostyn**
15.00 – 16.00	**Conclude actions and Next Steps. Any Resources and commitment to change or implement one thing learnt today**

Gender Based Due Diligence – FNET Discussion facilitated by Jo Speed

WHERE DO WE START?

"THE FIRST STEP TOWARD CHANGE IS AWARENESS.

THE SECOND STEP IS ACCEPTANCE." - NATHANIEL BRANDEN

To start a plan we need to know where to start.

Following the review of the GDD Fnet survey we can see:

Define your business type:

Retailer   0%

Supplier   80%

Packer   10%

Grower   10%
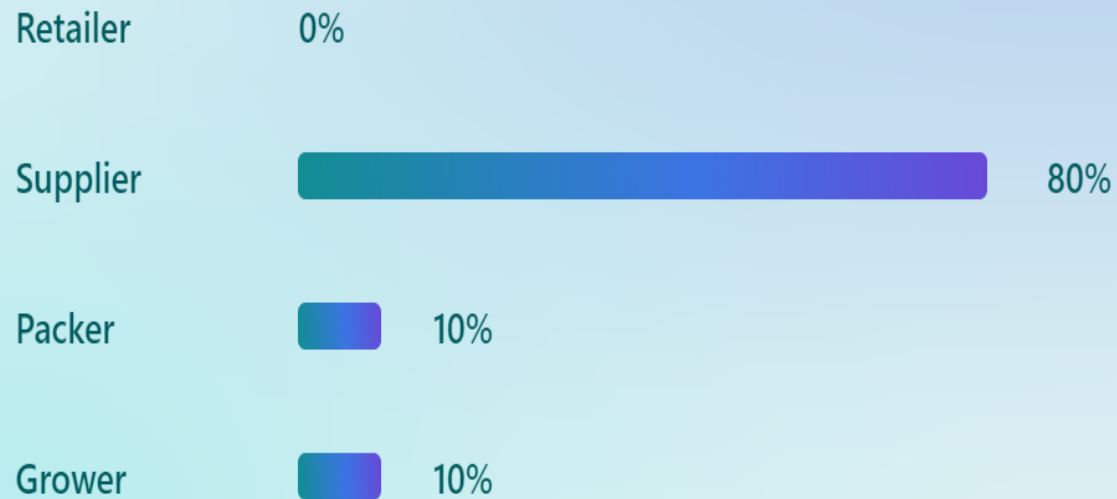
Locations: what best describes your location

50% Multi sites within UK

30% One site within UK

20% Multi sites worldwide (including UK)

FNET

From these results we can see: of those who responded:
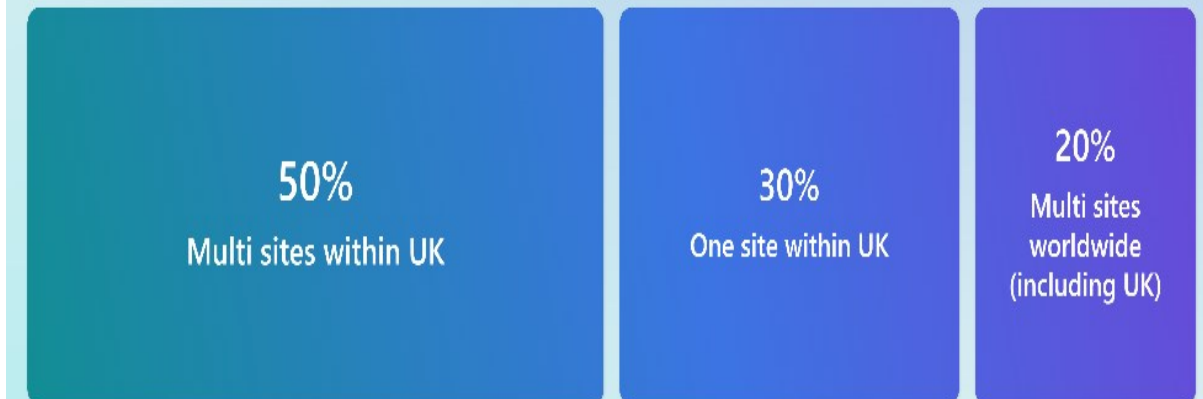
80% stated they had a Diversity & Inclusion policy within their business

80% stated they tracked gender metric within their business

70% stated they had roles that were gender specific by nature but not by requirement

60% stated they reported a yearly gender pay gap report

50% stated they had gender initiatives in place

FNET

Yet, is it working at all levels of business?

Gender split at business level

Level	Female	Male
BELOW SUPERVISOR	46%	54%
SUPERVISOR LEVEL	42%	58%
SENIOR MANAGEMENT	36.50%	63.50%
BOARD LEVEL	26.50%	73.50%
CEO	0%	100%

Legend: ■ Female ■ Male

FNET
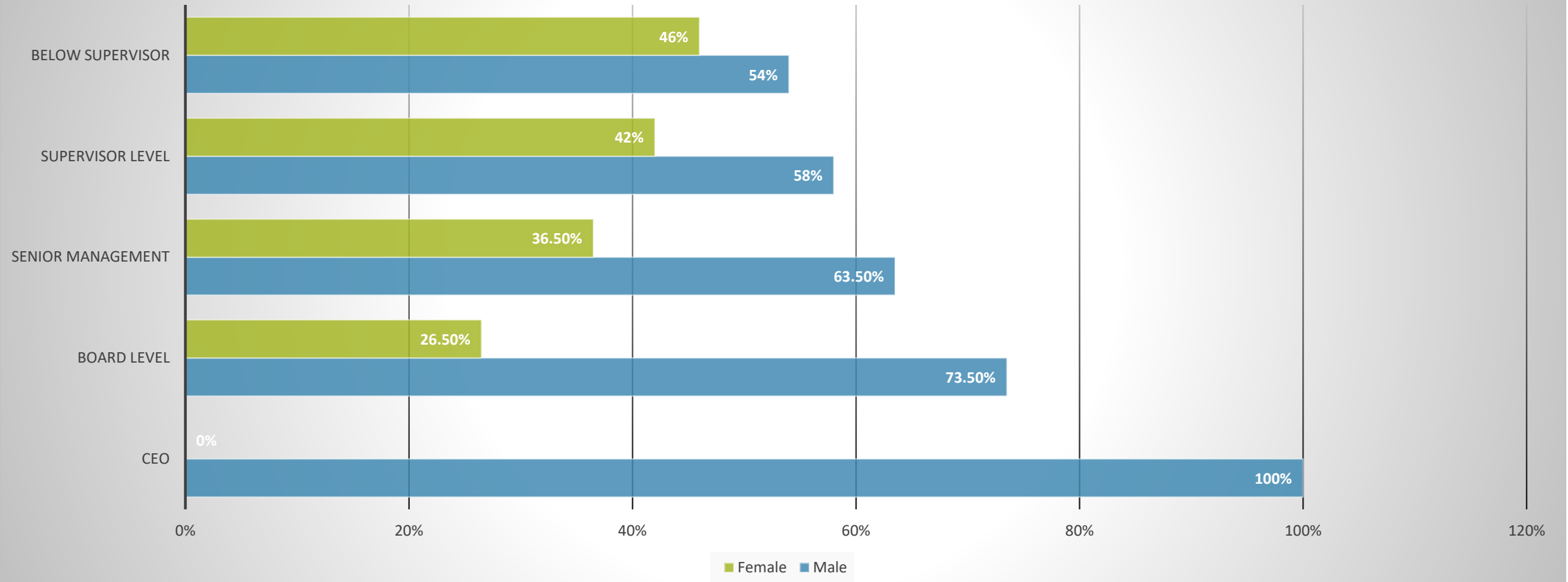
Table discussions

Split into groups of 4 and discuss the following questions

You have around 25 mins then feedback to the room

Discuss and present back to the group

How do we get gender balance discussions to board level to be taken seriously when the board split is 73.5% predominately male?

Does tracking the gender split work?
    Is tracking enough? If not, how do we take the next steps?

How do we encourage and support gender equality at more mid/higher levels without making gender a considering factor at time of interview decision?

Would having more women in mid-level positions support equality throughout the workforce?

Does recruitment hold the key to attracting women into these positions?

Agenda – Gender Due Diligence

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Developing Skills and Resilience for Women to help them in the workplace

RACHEL MOSTYN

Food Network for Ethical Trade FNET
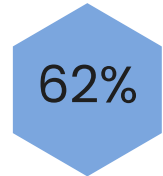
Gender Equity

January 2025

Our vision

For every Mum in the UK to feel confident, supported and valued as they step back in to the world of work and reach their full potential.

OUR PARTICIPANTS

More about the Mums we worked with this year...
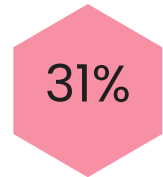
62% Lone parents

29% Carer: either of child w SEN or relative

78% Unemployed for over 6 months

27% Non-native speakers

31% Survivor of Domestic Abuse

22-65 Age range
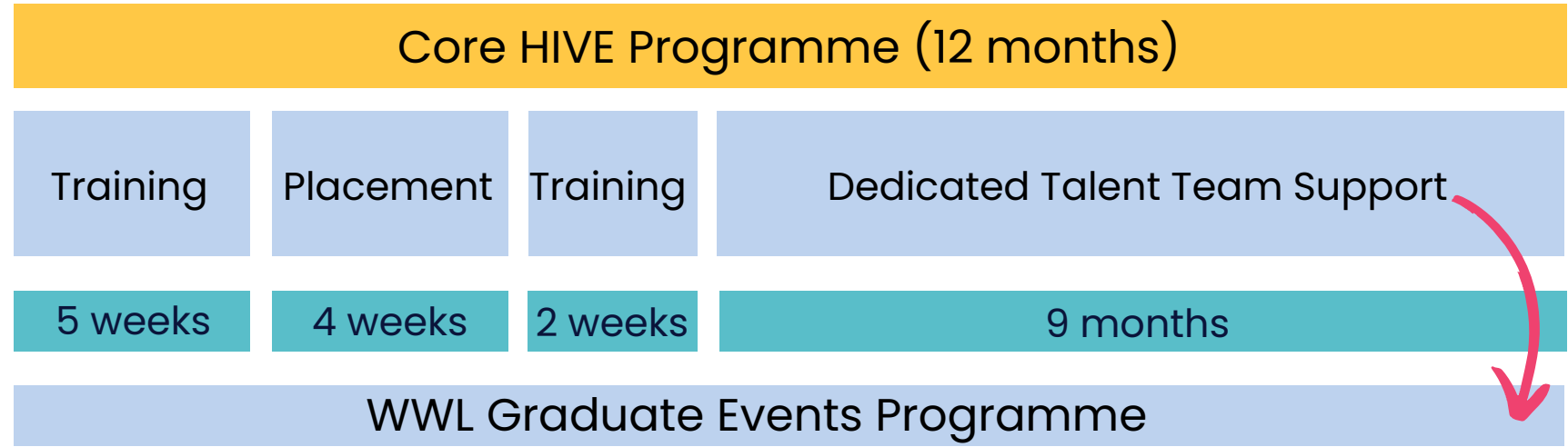
21% Disability or health condition

10% 50 years+

A third of our Mums are born outside of the UK....

sweden hungary
srilanka latvia russia
greece ukraine spain
australia southafrica usa italy
nigeria bulgaria poland
albania ireland

HIVE: nuts and bolts

HIVE is delivered to groups of 15 women throughout the three school terms of the year. We have so far supported 500 Mums. Belonging is key for confidence to empower growth.

Core HIVE Programme (12 months)			
Training	Placement	Training	Dedicated Talent Team Support
5 weeks	4 weeks	2 weeks	9 months
WWL Graduate Events Programme			

61% Av number in to work after 6 months

10% In further training, education or volunteering

Women's Work Lab

Case Study

Meet Samantha...

Addressing gender issues ...top five takeaways

⭐ **Widen your talent pool**

❤️ **Recruitment practices**

🏅 **Soft landing**

⭐ **Trust**

❤️ **Walk the walk...**

Ask the experts!

Women's Work Lab

Thank you

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What single learning with you take back to your business?

As we move from sharing activities, resources and learning. We want to move to action so that we can start to measure results and drive impact for FNET Theory of Change.

So, how will your actions from today move your business forward in their Gender Due Diligence strategy and what will be the impact on workers?

Thank you.....

To Fullers Foods for hosting the day today.

To our Expert Speakers for your excellent presentations.

To our members in person and online for your valuable contributions.

Wishing everyone a safe journey home.