



# FNET Fortnightly Call

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EVERY OTHER WEDNESDAY FROM 10.00 – 11.00AM

# Competition Law and Safe Space Statements

## Participant Identity:

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

## Competition Law Statement

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

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

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

## Safe & Brave Space Statement

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

# Agenda – 2<sup>nd</sup> July 2025

| Time  | Duration | Item  | Speaker  |
|-------|----------|---|--|
| 10.00 | 5 mins   | FNET introductions  | Surmaya Talyarkhan, FNET   |
| 10.05 | 5 mins   | Launch of FNET Employee Engagement Maturity framework                         | Fiona McKerrow, Dole   |
| 10.10 | 14 mins  | Takeaways from London Climate Week:<br>Human Implications of Just Transitions | George Williams, ETI   |
| 10.24 | 14 mins  | Takeaways from London Climate Week:<br>Transitions tensions                   | Diana Copper, IDH  |
| 10.38 | 14 mins  | Partner Africa/ DPS Moroccan Accommodation – guidance and next steps          | Susan Sellars, DPS<br>Janie Swanepoel, Partner Africa<br>Deborah Johnson, M&S<br>Rosie Akester, Partner Africa |
| 10.52 | 8 mins   | Launch of DEFRA EPP report  | Louise Nicholls, FNET  |
| 11.00 | 15 mins  | FNET member challenges  | Louise Nicholls, FNET  |







# Member Questions

- Are any members are exploring sourcing of **cashew nuts outside of Vietnam** and how they are conducting due diligence on this supply chain?
- A member has an issue regarding **accommodation in Panama**—have any other members sourcing from Panama come across this?
- For the next Empowering Work meeting in July we are looking for a **worker who can speak about the impact for workers of effective grievance mechanisms**. Can any member put forward a speaker?

# Upcoming FNET meetings

**Empowering Work** – Monday 7<sup>th</sup> July 1-3pm (focus on effective grievance mechanisms)

**Risk Assessment Tool Webinar** – Friday July 11<sup>th</sup> 10-11am  
(FNET Risk Assessment Tool can be found [here](#) in the member area of the website, alongside [top tips](#))

**Sedex Call – All Members** – Wednesday 16<sup>th</sup> July - 10.30-11.30am

**Raw Materials and Services Working Group** – Thursday 17<sup>th</sup> July – 1-3pm  
(focus on logistics and warehousing)

**FNET Onboarding Call** – Wednesday September 17<sup>th</sup> - 10.00-11.30  
For new starters in your company or companies new to FNET



# Employee Engagement Maturity Framework

## *Why use this tool?*

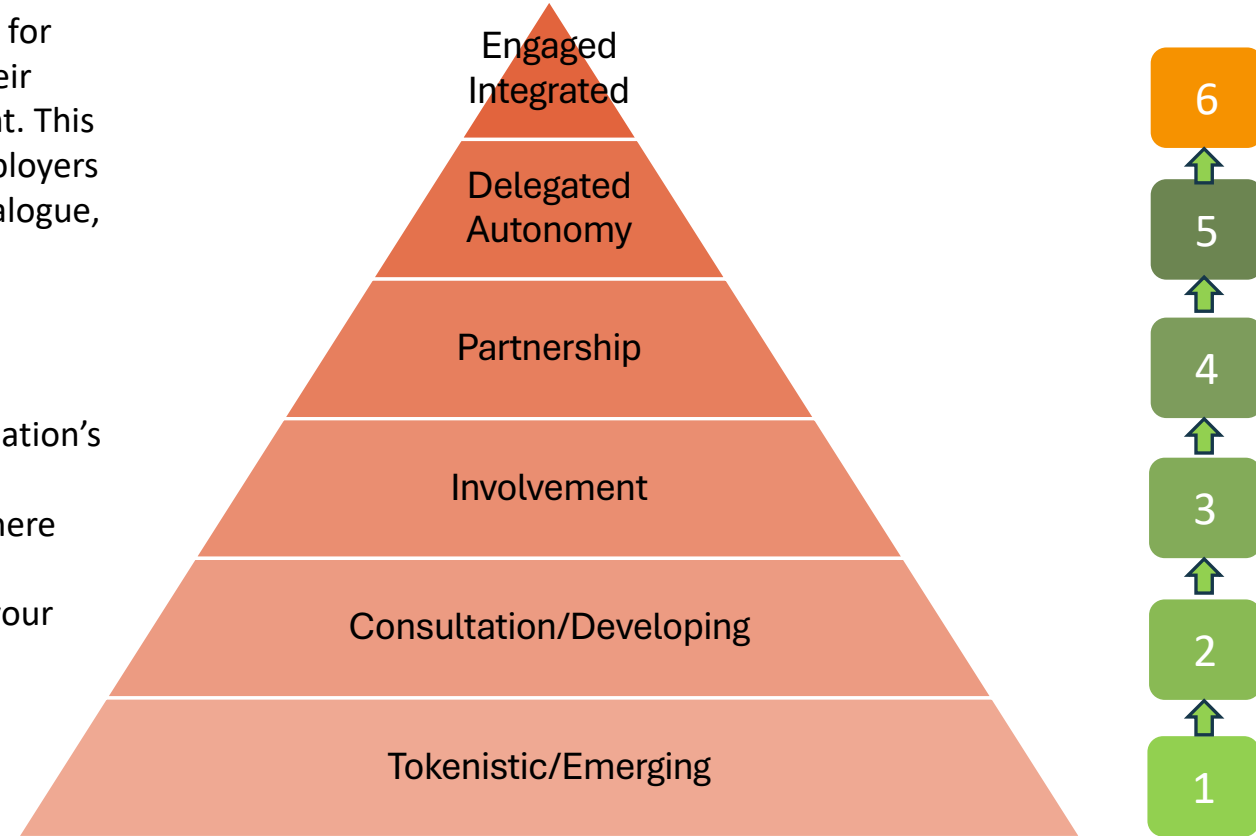
**Effective employee engagement** involves creating opportunities for employees to participate in decision-making processes, voice their opinions, and influence matters affecting their work environment. This ensures a two-way relationship, where both employees and employers actively shape the employment relationship through ongoing dialogue, formal representation structures, and negotiated agreements.

## *How to use this tool*

- Use in **presentation mode** (pps) and **click to begin**
- **Click the answer** to each question which covers your organisation's position.
- NB/ **each answer on the page builds on the next**, so click where you also meet the previous answers
- The tool will direct you to **tips and resources** for improving your practice and moving to the next stage.

## *Origins of the tool*

The tool is based on the FLEX framework on Employee Engagement Maturity



Download the tool [here](#) **AND PUT INTO PRESENTATION MODE TO USE!**  
Feed back on the tool [here](#)



Ethical  
Trading  
Initiative



# Human rights impacts and risks in transitions to sustainable agriculture

FNET Meeting 2<sup>nd</sup> July 2025



# Introduction – spot the difference?



And what's missing from these images?



# What are the big kids up to?



In November 2017, Danone announced its intention to sharpen its focus on regenerative agriculture, which we define as an outcome-based holistic approach to farming with 3 dimensions – planet, people and animals - which when adopted under the right conditions can maximise agriculture's benefits: protecting and improving soil health, biodiversity, water resources and climate, strengthen animal welfare and supporting farming resilience and long-term profitability.

Danone France is already leading the way, as it committed to source 100% of ingredients produced in the country from regenerative agriculture by 2025.



Provide training on sustainable agriculture practices and improve access to markets for 10 million farmers by 2030.

50%

we aim for 50% of our key ingredients to be sourced from farmers adopting regenerative agricultural practices 2030



Nestlé

Good food, Good life

Unilever's Climate & Nature Fund is helping to accelerate and scale regenerative agriculture. Launched in 2020, our Climate & Nature Fund is a commitment to invest €1 billion by 2030 in meaningful climate, nature, and resource efficiency projects, to transform the way our products are made and reach end of life. The projects supported by the fund aim to help Unilever progress towards its goal to improve the health of the planet, including reaching net zero by 2039, while also driving growth and increasing resilience.



Unilever

# Research project: A critical assessment of human rights impacts and risks in transitions to sustainable agri-food production

**Purpose:** To apply a 'just transitions' lens to the shifts towards environmentally sustainable agriculture in order to better understand implications for human rights, incl workers' rights.

## Objectives:

- a) To identify and better understand the **human rights impacts** associated with alternative agri-food production models.
- b) To **build awareness of the human rights impacts** associated with alternative agri-food production models and inform action to mitigate risks through improved policy, practice and investment.
- c) To **support key decision-makers in policy and industry** to integrate human rights and environmental due diligence (HREDD) in decision-making related to sustainability transitions in agri-food supply chains.



# Phases...

- **Phase 1 – Jan-April 2025**

- Literature review
- Key informant interviews with experts
- Discussion with FFF group
- Outputs: blogs + roundtable

- **Phase 2 – May 2025+**

- Primary research on production sites with rightsholders
- Working paper





# Methodology for rapid evidence review

- GS; Google; Scopus; major repositories (WB, FAO, CGIAR, ILO, IIED)
- “labour” or “worker” AND “impacts” AND “regenerative agriculture” or “sustainable agriculture” or “organic agriculture” – wide net
- **Expanded the original scope to:**
  - Small-scale and large
  - Any crop
  - Labour rights and human rights
  - Impacts that could interact with rights (e.g. income)
  - Global South
  - Logged papers relating to Global North (larger farms) for later
- 57 papers analysed: journal articles, systematic reviews, agronomic guides.
- Bananas deep dive

| BACKGROUN INFO | Year<br>number (to<br>increased<br>with title<br>word in<br>showed (ID<br>of) | Authors  | Title (with link)   | Year | Type of paper<br>(journal, policy,<br>website, other) | Source (GS,<br>manual,<br>institutional) | Geographies                      | Countries     | Cultivars/<br>crops | Production<br>system<br>(small scale,<br>medium scale,<br>large scale) | Name of<br>author (e.g.<br>summary<br>name of<br>business<br>association) | Abstract<br>(brief summary of focus of the paper (e.g. issue abstract or summary sentence))   | Relevant<br>(e.g. did<br>we add<br>to it) |
|----------------|---|--|---|------|---|--|----------------------------------|---------------|---------------------|--|---|---|---|
| 5 EB           | 2018  | WBCF   | Regenerative Agriculture<br>Aligning regenerative<br>business guidance for<br>deeper regeneration | 2017 | Research report                                       | Google                                   | Global                           | Not specified | Not specified       | Not specified  | None  | This report for the Food and Land Use Coalition (FOLUC) highlights the need to create an evidence-based framework for measuring   | Not present                               |
| 7 EB           | 2018  | World Business Council<br>for Sustainable<br>Development | Regenerative<br>Agriculture: A Farming<br>Approach that Focuses on<br>Soil Health and Ecosystems  | 2018 | Policy Research working<br>paper                      | Google                                   | Global with a<br>focus on Africa | Not specified | Not specified       | Small-scale  | None  | No abstract   | Risk reference                            |
| 9 EB           | 2018  | Debaton, Simon and<br>Lynn Russell, S.                   | Regenerative<br>Agriculture   | 2018 | Policy Research working<br>paper                      | Google                                   | Global                           | Not specified | Not specified       | Small-scale  | None  | Regenerative Agriculture can be defined as a broad range of principles and practices aimed at regenerating soils and ecosystems.  | Risk reference                            |
| 10 EB          | 2018  | Burgess P.J. Harris, J.                                  | Regenerative<br>Agriculture   | 2018 | Research report                                       | Google                                   | Global                           | Not specified | Not specified       | Not specified  | None  | Important practices associated with regenerative agriculture are: 1) increasing or avoiding tillage, 2) alternating bare soil, 3)   | Not present                               |
| 12 EB          | 2018  | WBCF and AGRI  | The Business Case<br>for Regenerative<br>Agriculture  | 2017 | Case study  | Google                                   | Kenya                            | Not specified | Not specified       | Small-scale  | None  | This business case has been developed after the implementation of the Regenerative Agriculture (RA) Project through the   | Not present                               |
| 13 EB          | 2018  | GSB  | Climate Action and<br>Principles for a Just<br>Transition   | 2018 | Document of principles                                | Google                                   | Unspecified -<br>Global          | Not specified | Not specified       | Small-scale  | None  | NA  | Not present                               |
| 14 EB          | 2018  | GSB  | Climate Action and<br>Principles for a Just<br>Transition   | 2018 | Document of principles                                | Google                                   | Unspecified -<br>Global          | Not specified | Not specified       | Small-scale  | None  | NA  | Not present                               |
| 15 EB          | 2018  | ICAC International<br>Cotton Advisory<br>Committee       | REGENERATIVE<br>AGRICULTURE<br>PRACTICES  | 2018 | Research report                                       | Google                                   | Global                           | Not specified | Not specified       | Small-scale, medium-scale and large-scale                              | None  | To support long-term production sustainability, this report focuses on Regenerative Agriculture. It addresses the feasibility and challenges of diverse regenerative agriculture practices that are aligned with different philosophies and standards. The aim is to help | Not present                               |
| 16 EB          | 2018  | Makumba  | Transforming Africa's<br>Diet: Confronting<br>Hunger & Loss                                       | 2018 | Journal article                                       | Google                                   | Africa                           | Not specified | Not specified       | Small-scale  | None  | This 2018 FAO Food Systems Summit (FSS) explored the world's critical need for food systems transformation. Special   | Reference to a<br>systematic              |
| 17 EB          | 2018  | Mark & Lou   | Diet Confronting<br>Hunger & Loss   | 2018 | Journal article                                       | Google                                   | Africa                           | Not specified | Not specified       | Small-scale  | None  | "Conventional agriculture can increase yields in the long run and reduce the negative environmental impacts of intensive farming. In  | Part of a<br>systematic                   |
| 18 EB          | 2018  | Leticia Hain, Roseme                                     | Not in organic farms  | 2018 | Journal article                                       | Google                                   | Latin America                    | Not specified | Not specified       | Small-scale  | None  | "This review explored existing publications on the health and safety of organic farmers, seeking evidence of improved health and  | Not present                               |
| 19 EB          | 2018  | Anne Elise Stralen                                       | Diversification supports<br>Stronger Resilient Food<br>Systems                                    | 2018 | Journal article                                       | Google                                   | Global                           | Not specified | Not specified       | Small-scale  | None  | "Management of crop diversity for improved agroecosystem functioning can provide economic benefits to farmers. Yet, there   | Not present                               |
| 20 EB          | 2018  | Anne Elise Stralen                                       | Diversification supports<br>Stronger Resilient Food<br>Systems                                    | 2018 | Journal article                                       | Google                                   | Global                           | Not specified | Not specified       | Small-scale  | None  | This piece explores some of the human rights risks associated with the transition to renewable energy. The transition to  | Not present                               |
| 21 EB          | 2018  | Emerson, Plankowski                                      | Positive Impact points<br>towards regenerative<br>agriculture                                     | 2018 | Journal article                                       | Google                                   | Sub-Saharan<br>Africa            | Not specified | Not specified       | Small-scale  | None  | Regenerative agriculture (RA) practices have been promoted as a critical climate change resilience strategy and adaptation solution for   | Not present                               |
| 22 EB          | 2018  | WBCF   | Regenerative Agriculture<br>Aligning regenerative<br>business guidance for<br>deeper regeneration | 2017 | Research report                                       | Google                                   | Global                           | Not specified | Not specified       | Small-scale  | None  | The transformation of food systems towards agroecological approaches that work for people and nature must therefore be done in a  | Not present                               |

# Limitations of our approach

- **Not a systematic review**
- **Wide net:**
  - Not only meta-analyses or primary research, also grey lit/handbooks
  - Multiple terms: regen. ag, sustainable ag, organic ag, agroecology – often means different interventions
- Studies may focus **on one measure** (e.g. yield, or income), or one case study
- Means not holistic, won't capture trade-offs, or may cherry-pick
- We focussed on studies that **report actual** impacts
- But **replicability, extent** or **durability** of impact unknown

# Defining regenerative agriculture

- Lots of interest, **no consensus**, some definitions compete.
- **Outcome-based** (e.g. improved soil health)
- Regen Ag is an **umbrella term**: encompasses different agricultural practices. Few **include human/farmer element**

## Practices *can* include:

- No-till / reduced till
- Composting / manure
- Agroforestry
- Use of cover crops
- Intercropping
- Reduction in use of agro-chemicals (for others none)



ICAC (2024) reviewed 12 existing regen. ag frameworks

| REGENERATIVE AGRICULTURE PRACTICES |  |   |   |   |   |   |   |   |    |    |    |    |   | COUNT |
|------------------------------------|--|---|---|---|---|---|---|---|----|----|----|----|---|-------|
| 1                                  | 2  | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 |   |       |
| 1                                  | Cover Crops                                      | X | X | X | X | X | X | X | X  | X  | X  | X  | X | 12    |
| 2                                  | No-Till Or Zero-Till                             | X | X | X | X | X | X | X | X  | X  | X  | X  | X | 10    |
| 3                                  | Reduced Tillage With Retained Residue            | X | X | X | X | X | X | X | X  | X  | X  | X  | X | 10    |
| 4                                  | Crop Rotation                                    | X | X | X | X | X | X | X | X  | X  | X  | X  | X | 9     |
| 5                                  | Livestock Grazing                                | X | X | X | X | X | X | X | X  | X  | X  | X  | X | 8     |
| 6                                  | Synthetic Fertilizer Reduced                     | X | X | X | X | X | X | X | X  | X  | X  | X  | X | 8     |
| 7                                  | Herbicides Reduced                               | X | X | X | X | X | X | X | X  | X  | X  | X  | X | 8     |
| 8                                  | Insecticides And Acaricides Reduced              | X | X | X | X | X | X | X | X  | X  | X  | X  | X | 8     |
| 9                                  | Fungicides Reduced                               | X | X | X | X | X | X | X | X  | X  | X  | X  | X | 8     |
| 10                                 | Nematicides Reduced                              | X | X | X | X | X | X | X | X  | X  | X  | X  | X | 8     |
| 11                                 | Bactericides Reduced                             | X | X | X | X | X | X | X | X  | X  | X  | X  | X | 8     |
| 12                                 | Water Pollutants Contained                       | X | X | X | X | X | X | X | X  | X  | X  | X  | X | 8     |
| 13                                 | Integrated Silviculture                          | X | X | X | X | X | X | X | X  | X  | X  | X  | X | 6     |
| 14                                 | Plant Growth Regulators And Harvest Aids Reduced | X | X | X | X | X | X | X | X  | X  | X  | X  | X | 5     |
| 15                                 | Manure   | X | X | X | X | X | X | X | X  | X  | X  | X  | X | 5     |
| 16                                 | Composting And Biochar                           | X | X | X | X | X | X | X | X  | X  | X  | X  | X | 5     |
| 17                                 | Conservation Buffers                             | X | X | X | X | X | X | X | X  | X  | X  | X  | X | 5     |
| 18                                 | Water Use Efficiency Improved                    | X | X | X | X | X | X | X | X  | X  | X  | X  | X | 6     |
| 19                                 | Intercropping                                    | X | X | X | X | X | X | X | X  | X  | X  | X  | X | 4     |
| 20                                 | Human Rights                                     | X | X | X | X | X | X | X | X  | X  | X  | X  | X | 4     |
| 21                                 | Continuous Improvement                           | X | X | X | X | X | X | X | X  | X  | X  | X  | X | 4     |
| 22                                 | Safe Work  | X | X | X | X | X | X | X | X  | X  | X  | X  | X | 3     |
| 23                                 | Gmos With Herbicide Tolerance Reduced            | X | X | X | X | X | X | X | X  | X  | X  | X  | X | 3     |
| 24                                 | Gmos With Insect Tolerance Reduced               | X | X | X | X | X | X | X | X  | X  | X  | X  | X | 3     |
| 25                                 | Farm Profitability                               | X | X | X | X | X | X | X | X  | X  | X  | X  | X | 2     |



# Rights entry point (human and labour)

ILO labour rights:

- Freedom of Association
- Right to Collective Bargaining
- Protection against Child Labour
- Elimination of Forced Labour
- Non-Discrimination
- Safe Working Conditions

*Achieving "**decent work**" is the primary objective of upholding ILO labour rights*

International Covenant on Economic, Social and Cultural Rights:

- Right to **work in just and favourable conditions**;
- Right to social protection, to an **adequate standard of living** and to the highest attainable standards of physical and mental well-being;
- **Right to education and the enjoyment of benefits of cultural freedom and scientific progress.**



# General insights from rapid review

- Almost entirely **small-scale farmer** focussed
- **End markets unclear**
- **Very few use framing of rights or refer to rights/decent work/working conditions.**  
Only *potential* rights impacts or how a just transition should take place:
  - **hazardous working conditions**
  - **child labour**
  - **loss of livelihood for smallholder farmers** who are replaced by large-scale farms to meet company climate targets
  - **reduced crop yields**, crop failure and low profit margins
  - **environmental risks** due to continued use of pesticides
  - **threats against environmental human rights defenders**
  - Because regen. ag does not typically require specialised technology or access to capital to achieve favourable results, it *could* have the potential to improve **gender equity**

# Challenges of drawing insights

- Impacts are framed in **socio-economic terms** not rights
- Very hard to draw **generalised conclusions**, **results should be treated with caution**:
  - **Impacts vary** by context
  - **Time period of analysis** is important but often differ or are unclear
  - **Different or limited measurement(s) of impacts** on people
  - **Blind spots** e.g. unintended consequences for women
  - Studies lack **counterfactual** or **baseline data** against which to draw meaningful comparisons
  - Individual case studies or crop trials – **replicability?**
  - Papers frame **similar issues in different ways**



# Initial insights on farmer impacts

- **Yield:** increases, mixed + lower for organic
- **Labour intensity of production:** practice dependent + farm size/mechanisation
- **Inputs/production costs** e.g. agrochemicals reduced versus increased (no-till)
- **Farmer income:**
  - Increase
  - Opportunity costs
  - Diversification of income sources where regen ag = diversified cropping
- **Nutrition and food security:** improved where regen ag = diversified cropping
- **Farmer health:** exposure to chemicals and less stress/enhanced community ties
- **Gender:**
  - Often **more work for women + children** but can depend on tools
  - Diversification of ag = more income generating opportunities for women
  - Different implications for women in different contexts (small-scale versus large)

**Possible** relevance to rights:  
**IBHR:** an adequate standard of living; right to work in just and favourable conditions;  
**ILO labour rights:** safe working conditions; Protection against child labour (to fill labour gaps)

# Key informant interview insights

- +ve human/worker outcomes are often assumed to accompany +ve **environmental outcomes**. Evidence is weak.
- Different framings have been used, **rarely labour or human rights**.
- Agriculture is **context specific** => sustainable agric will be different in diff. places
- **Workers and producers' social capital and knowledge** are critical to all forms of agriculture.
- **But very few strong examples of workers and producers participating in decision making** related to sustainable transition – with some exceptions

# Key informant interview insights

- **Most** sustainable agric approaches incl **reductions in agro-chemical use**.
  - Leads to **increased labour requirements**, especially in initial years.
  - **+ve impacts for workers** from reduced chemical exposure should not be underestimated.
  - But **trade-offs are not well understood**
- **Smallholder farmers**: critical. But **labour requirements tend to be hidden** and a strict 'labour rights' framing can be difficult to apply.
- **Land rights** should not be ignored
- Importance of **equity lens**
- **Certification** schemes play a **limited role**
- A **major gap in available labour in some contexts** can lead to severe human rights abuses
- **Responsible purchasing practices required** for any transition



# Recommendations & Next Steps

- If you are making commitments towards sustainable, regenerative or nature friendly agriculture start considering what this transition may mean for workers.
- Create dialogue between environmental and human rights colleagues on this topic.
- If you are interested in being involved in the next phase of our research, feel free to reach out: [George.Williams@eti.org.uk](mailto:George.Williams@eti.org.uk)

# IDH reflections

## LCAW

02/07/2025

Contact: [copper@idhtrade.org](mailto:copper@idhtrade.org)



**idh**  
transforming markets





Established in 2008, we are a global organisation bringing together public and private stakeholders to make agricultural markets more sustainable and inclusive

## Our Impact



Better  
Income



Better  
Environment



Better  
Jobs



Gender  
Equality

## Our values



Courage



Integrity



Inclusivity

## Our presence

**20** Country  
Offices



**54**  
Nationalities

**500+**  
Partners



**400**  
Employees



## Key themes/take aways

- Cross sectoral partnerships essential for food, carbon, jobs and nature agendas
- Finance is emerging as the lynch-pin
- Value creation and risk sharing still a challenge in practice
- Just transition: Joining up human rights and environmental agenda





Partner  
Africa

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Championing  
responsible  
business in Africa

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## Morocco Decent Worker Accommodation Guidance- post project discussions

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## *Agenda*

- \* Quick overview of the Moroccan worker accommodation project
- \* Salient Issues
- \* Potential next steps

# Origins of the project

- During supplier visits in Morocco, dps and M&S identified some variability in the standard of worker accommodation and a need for practical and consistent guidance tailored to the Moroccan context
- Poor living conditions can increase risks of exploitation and harm business performance, while decent housing supports worker wellbeing, productivity, and the long-term sustainability of supply chains. Improving accommodation isn't just about compliance - it's a smart investment in a stable and resilient workforce
- dps and M&S got together a group of retailers, distributors and suppliers via FNET that were all motivated to contribute towards developing further support for Moroccan growers
- Partner Africa were commissioned to undertake the work which had Moroccan stakeholder engagement as core principle. Also built on existing resources and liaised with other projects underway
- The guidance was launched last month and open sourced – so free to all to use. We are now hoping to use the momentum built through this work as a springboard for further supplier engagement and collaboration in Morocco

Group that commissioned this guidance:





M&S • Sainsbury's • COOP • dps(M&S) • Tesco • dps • Minor Weir Willis • APS • Thanet Earth • Hortifrut • Keelings



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# **Global Standards. Local Expertise. Real Impact.**

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**Responsible Business Advisory Services**

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# We exist to support clients to achieve responsible business goals with practical solutions

Registered NGO with offices in the UK, Kenya, and South Africa

Deep understanding of local contexts and regulatory frameworks

Guided by UN Guiding Principles on Business and Human Rights and OECD Responsible Business Conduct

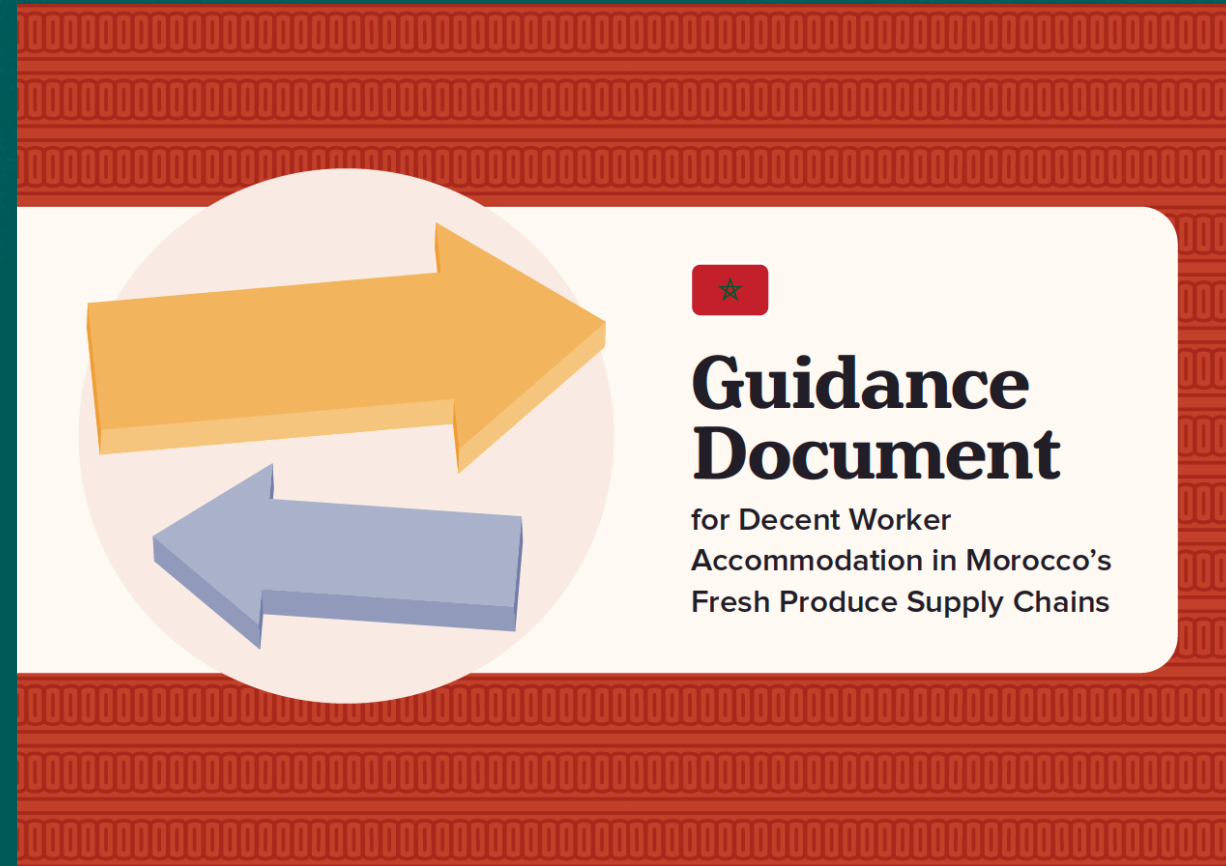
Identify, address, and remediate human rights risks and impacts in African supply chains

Support clients to achieve responsible business goals with practical solutions



## How the project was implemented

1. Desktop research on the current local and international standards on worker accommodation
2. Engaged stakeholders and experts on the accommodation
3. Conducted visits to 16 fresh produce farms and packhouses across Morocco, covering a range of crops like tomatoes, berries, citrus, and chillies. We spoke directly with growers, managers, and workers—including both men and women—to understand the real challenges and expectations around worker housing
4. The document was then piloted with Moroccan businesses to make sure it's practical, relevant, and easy to apply on the ground.



Guidance document can be downloaded from:  
<https://www.partnerafrica.org/free-resources/>



**Section 1:** *Welcome to the Guidance document*

**Section 2:** *Providing decent worker accommodation*

**Section 3:** *Recommendations for stakeholders in the Moroccan fresh produce supply chain*

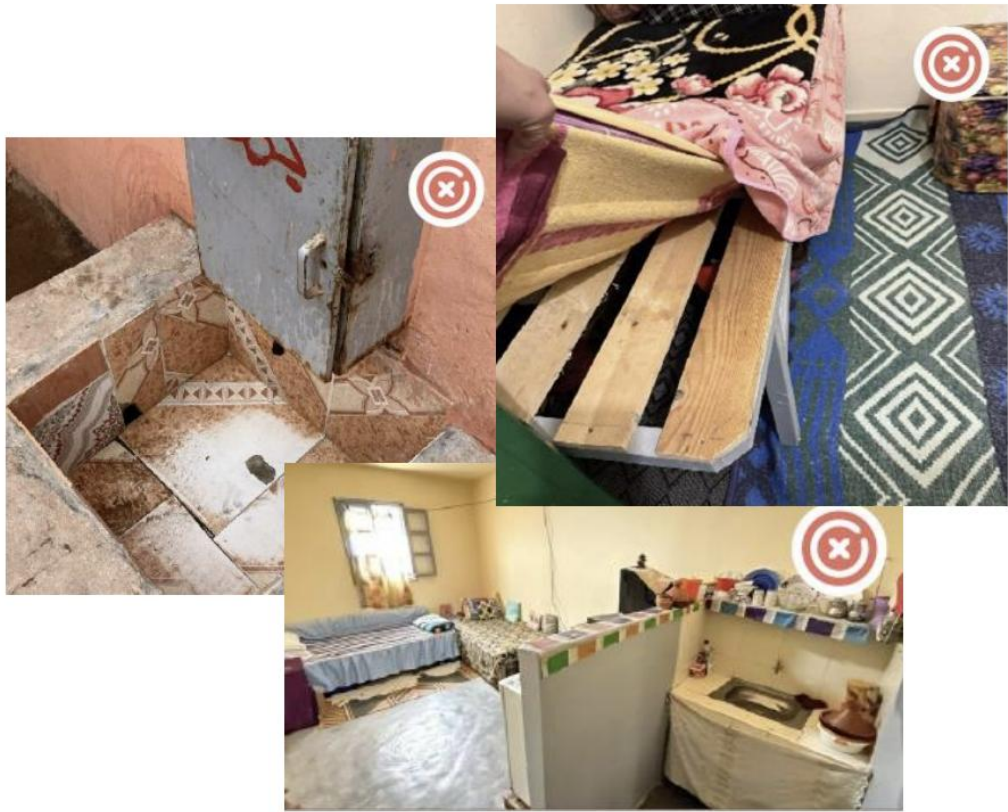
**Section 4:** *Templates and Tools*

## **Section 2: Providing decent worker accommodation**





Section 2: Providing decent worker accommodation



Section 2: Providing decent worker accommodation









# Impact of the project

## Impact:

- **17 growers/packhouses**
- **183 workers, accommodated by their employers**
- **120 people** attended the webinar where the guidance document was launched
- **Overall positive feedback** on the practicality and accessibility of the guidance
- **Wide reach and engagement** from Moroccan suppliers
- **Positive collaboration** between different stakeholders
- **Anecdotal feedback on improvements** already made during the project

## Feedback from Moroccan suppliers:

*“Templates provide a consistent framework for assessing and improving dormitory conditions. This ensures that all farms are working towards the same standards outlined in the guide ...” – Farm manager*

*The document “saves time and effort for farm managers, instead of creating their assessment tools and improvement plans from scratch” – Farm Manager*

*“Everything we need is included, we just want to thank you for this initiative and also for the farm that provides us with all these accommodation conditions for free” – Worker*

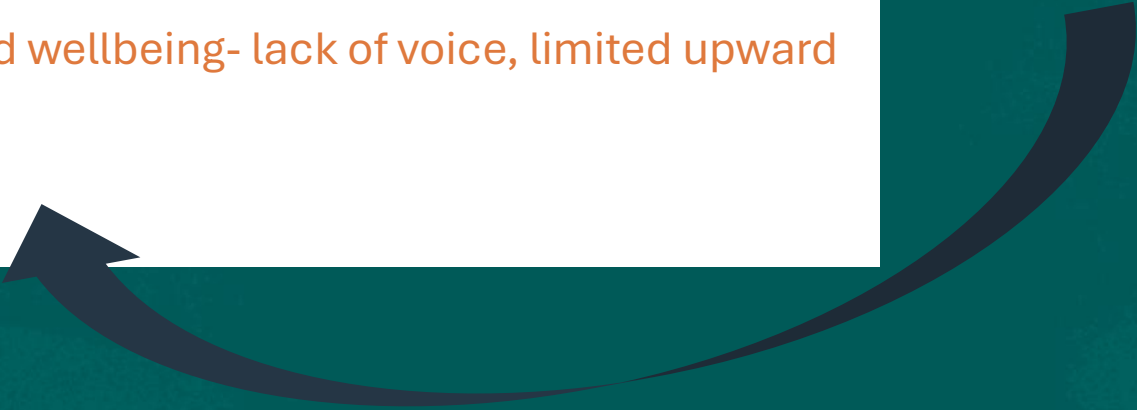


## Salient issues identified

Non exhaustive list of issues that were additionally raised during the consultation:

- Guidance on safe transportation needed, esp for rural areas
- Living wages
- Guidance on effective grievance mechanisms beyond audit requirements
- Transitional migrant workers (forced labour, recruitment fees, shared accommodation, H&S, etc.)- a growing issue as the fresh produce sector in Morocco grows
- Contracting/recruitment
- Gender issues, women's rights and wellbeing- lack of voice, limited upward mobility
- Climate risks (e.g., heat, etc.)

**Building suppliers/growers' capacity to think beyond the compliance mindset**



## Post project discussion points so far.....

- **Build on the stakeholder engagement success and maintain the momentum:** develop this into a further project that targets suppliers' priorities and needs, and engages with stakeholders in H2 25
- **Commission Moroccan consultation to determine next steps:** conduct a consultation (interviews, focus groups, roundtables) with local workers, growers, pack houses in Morocco H2 '25 to determine next step focal areas
- **Be mindful of other projects in this space:** once the consultation has determined the focal areas then reach out to other actors working on those topics e.g. ETI Sweden transportation and Oxfam grievance mechanisms
- **Funding for the next step projects:** potential expansion beyond UK retailers to other countries
- **Facilitation of next project(s):** to be confirmed
- **Proposal for H2 '25 consultation:** Partner Africa to submit a proposal mid-July for Morocco supplier consultation

### Next steps for FNET members:

- Are you sourcing from Morocco? If so, download the guidance for use in your value chains- <https://www.partnerafrica.org/free-resources/>
- Would you like to be involved in the next phase? If so, please reach out to Partner Africa- [advisory@partnerafrica.org](mailto:advisory@partnerafrica.org) or Janie- [Jswanepoel@partnerafrica.org](mailto:Jswanepoel@partnerafrica.org)



Questions?



# THANK YOU!



# Agenda – 2<sup>nd</sup> July 2025

| Time  | Duration | Item  | Speaker  |
|-------|----------|---|--|
| 10.00 | 5 mins   | FNET introductions  | Jess Turner, FNET  |
| 10.05 | 5 mins   | Launch of FNET Employee Engagement Maturity framework                         | Fiona McKerrow, Dole   |
| 10.10 | 5 mins   | Takeaways from London Climate Week  | Louise Nicholls, FNET  |
| 10.15 | 15 mins  | Takeaways from London Climate Week:<br>Human Implications of Just Transitions | George Williams, ETI   |
| 10.30 | 15 mins  | Takeaways from London Climate Week:<br>Transitions tensions                   | Diana Copper, IDH  |
| 10.45 | 15 mins  | Partner Africa/ DPS Moroccan Accommodation – guidance and next steps          | Susan Sellars, DPS<br>Janie Swanepoel, Partner Africa<br>Deborah Johnson, M&S<br>Rosie Akester, Partner Africa |
| 11.00 | 15 mins  | FNET member challenges: Sedex fees  | Louise Nicholls, FNET  |



# Defra report on Employer Pays Principle (EPP)

News > UK > Home News

## Government exploring making farms and supermarkets pay to bring foreign farm workers to the UK

Exclusive: It would cost employers £850-£1,500 to bring each worker to the UK, study into seasonal worker visa finds

Emiliano Melino, Holly Bancroft • Tuesday 03 June 2025 09:24 BST • 15 Comments



Seventy per cent of workers on the seasonal worker scheme had accrued debt to come to the UK, according to a Defra-commissioned study (Getty)



- **The EPP Feasibility Study within the Horticulture Value Chain study that SWS taskforce and DEFRA have funded will be published on 8th July.** It is the first economic analysis of this kind. Evaluates the cost implications and potential models for applying the EPP in UK horticulture. We will send you the link and the Taskforce press release that morning.
- Alma Economics will host a webinar on the objectives, methodology, and outputs of the study on the same day at 2 p.m. [Please register here.](#)
- In July and August, there will be a period dedicated to reflection for respective stakeholder groups- **we will host a session on a fortnightly call for FNET members on 27th August**
- The SWS Taskforce will host two in-person roundtable working sessions for Taskforce members and key external stakeholders on **9 September and 8 October and will be by invitation only.**



## Membership fee proposed changes

**Legal advice:** Under UK competition law, collective action on a price-related issue is not something FNET can co-ordinate.

### Questions FNET has asked Sedex for clarification:

- Could you help us understand the key reasons behind the fee changes, so we can explain them clearly to our members?
- Would you be able to share a comparison of the old and new fee structures?
- Can you explain how Sedex has assessed and considered the impact of these changes on its member categories, particularly smaller members?
- Has Sedex evaluated how its revised approach compares with similar organisations in terms of value and fairness?
- Has the legal team reviewed the changes to ensure they're fully compliant and transparent?