

Summary of strategy workshop at All Member Day 3rd May 2023



Key ethical challenges

- | | | |
|---|--|---|
| 1. Political environment | 8. Volatile buying practices having unintended consequences | 11. AI |
| 2. Shortage of Labour/Cost pressure resulting in churn of suppliers | 9. Moving from compliance to beyond compliance – Articulating the why, engaging hearts and minds rather than ticking boxes. Avoiding ‘green wash’ – doing activity but no impact | 12. Lack of consumer interest/awareness in how food is made |
| 3. Sourcing from new countries – traceability, transparency | 10. AI | 13. Health and safety |
| 4. Climate impacts | | 14. Cost of meeting requirements for growers on the ground |
| 5. Food insecurity (competition) | | 15. New sourcing countries |
| 6. Cost of living crisis | | 16. Understanding regulation and legislative framework |
| 7. Living wage | | |

Roadblocks

- | | | |
|---|--|---|
| 1. Board upskilling | 11. Procurement/ buying practices | 16. Elevating issues on behalf of the membership on common issues e.g. Sedex |
| 2. Capacity/limited resources | 12. How to use data effectively | 17. Not effective M&E – data/KPI/trending/benchmarking (sharing within FNET) and knowing how to use insights to manage/mitigate risks |
| 3. Prioritisation | 13. Reporting burden – duplicate requirements by retailers for data is diverting resources from implementation. Streamlining supplier/retailer asks of growers | 18. Harmonising retailer requests for data and crisis management |
| 4. Horizon scanning | 14. Pressure for innovation/initiatives not rewarded | 19. Lack of transparency |
| 5. Legislation understanding short, medium and long term impacts | 15. ‘noise’ of asks – how to elevate to being strategic and transformative for supply chains | 20. Engagement issues/cultural norms |
| 6. Communication – top level information v’s ownership | | 21. Not holistic thinking/approach |
| 7. Business priorities are not consistent with human rights focus | | 22. Lack of leverage |
| 8. Lack of accountability | | |
| 9. Duplication of resources/inefficiency | | |
| 10. Denial/ ignorance/ blind spots | | |

Strategy

Keep doing what you are doing but evolve approach adapting to changing internal/external landscape

- | | |
|--------------|--|
| Scope | <ul style="list-style-type: none"> • Food and human rights focus but framing human rights as broad 'worker experience'; sustainability/environment only in as much as impinge on human rights. Need to have a laser sharp focus on social (workers and communities) and limit the sustainability/environmental discussion to only where there is clear overlap. Food= Food service, Food manufacture, Food production, food distribution, retailers • FNET USP is safe space to talk about ethical and human right – protect this peer networking and collaboration • Agree that the phrase 'ethical trade' risks perception that focus is on supplier audit and certifications (but also agreement that it would be wrong to change FNET name!) • Interest in wider interpretation of supply chain (to include, eg, logistics, packaging) - but keeping human rights focus. |
|--------------|--|

	<ul style="list-style-type: none"> • Customers are not just retailers – some are hospitality • Broaden to other retailers/customers - European • “Working conditions” – needs review. Move to human rights/positive impacts on the lives of people • Focus on the “s” in ESG • Don’t want to dilute current work by changing membership – wider membership would mean less valuable networking. Principle of transparency may be problematic... Good to have best practice in new sectors and champion in a new space – possibly as a separate entity ?
Who is FNET for	<ul style="list-style-type: none"> • Make it clear for HR, Procurement, ethical trade and sustainability professionals • key issue is degree of connection/lack of connection between FNET members/activities and procurement/buyers. • Inclusive membership? • Include branded businesses to support leverage. Hospitality and food service already fall under the remit of “food”
Objectives	<ul style="list-style-type: none"> • Don’t lose the safe space ethos- current governance reinforces that • Stronger commitment to reduce duplication • Advancing/improving member performance <ul style="list-style-type: none"> ○ ‘Manage’ New members with clear onboarding (induction) and expectations ○ Monitor members on all activity - Better transparency of members and their activities and data sharing ○ Need to have more active membership – founding aims/requirements ○ Retailers need to share as well. Not seeing evidence of retailer collaboration ○ Maturity framework for suppliers – keep it simple – what are the 3 areas to work on • Advocacy (mixed messages) <ul style="list-style-type: none"> ○ Treat advocacy with caution- engage when all other options exhausted. Industry bodies often better placed ○ Actively promote ‘positive’ examples ○ Build ‘FNET’ brand to become the trusted voice ○ Elevate concerns on behalf of the membership on common issues e.g. Sedex, GLAA effectiveness ○ Concern how can FNET speak on behalf of ‘all’ members – Does FNET have the mandate to represent members ○ Support members with internal advocacy ○ Advocacy to engage companies
What works well	<ul style="list-style-type: none"> • Collaboration • Safe space – working groups • Calls are OK – no judgement • Not just results focussed • Removing duplication of effort and therefore expense. • Good value for money • Flexibility of participation level • Email and newsletter • Inclusive and welcoming • Face-to-face is important to keep things grounded • Don’t be scared not to share • Producing resources is a role of FNET

Opportunities for FNET

Watch out for TMI... find out what members really want as it is difficult for members to dedicate the time. 3 year plan to be proactive – stop reactive approach

Topic	Opportunities
Communications	<ul style="list-style-type: none"> • Calls are very useful but can the team summarise the weekly news (highlight key points to be aware of) and more case studies/practical actions we can implement • Safe space – what to do about recordings? • Innovate around online collaboration and forums • Making sure everyone is updated on workstreams and projects
Tools and Guidance	<ul style="list-style-type: none"> • More 'How to' guidance on implementation (less of the what more of the how) <ul style="list-style-type: none"> ○ Procurement training ○ Board level engagement – How can retailers leverage the retailer endorsement? ○ Case studies for members to use ○ More academic knowledge ○ Guidance for how to engage with procurement ○ Build business case for ESG without direct financial benefits ○ FNET meeting business needs – support in engaging senior leadership teams ○ TCFD (Climate) & TNFD (biodiversity) ○ More engaging and tailored tools • Think about digital tools – not just word documents • Site visit checklist • Tiered support to encourage better performance • Maturity framework/benchmarking • Establish escalation report framework • Benchmarking reviews/framework comparison • Expand alignment opportunities
Regulation	<ul style="list-style-type: none"> • Regulatory Guidance e.g., basics of key regulations • Help build capacity in preparation for legislation • Translating legislation into business language • Political volatility and impact on workers • Helping members understand key changes in Europe • Prepare for EU legislation - what good looks like for company KPIs related to HRDD
Insights	<ul style="list-style-type: none"> • One slide hot topics to share with board • Horizon scanning – can there be a dedicated page online that pulls through key issues from the weekly news • Ethical claims based on green claims code – what is FNETs role to stop customer misinformation and inform buying choices • Automation increasing impact on working conditions • Increasing inequality drivers
Member networking	<ul style="list-style-type: none"> • Promote the benefits of non-ethical colleagues joining FNET • Member directory – So members can search for ethical/lead contacts, expertise (skills register), countries operating in
Climate	<ul style="list-style-type: none"> • Climate change and conflict – displacement of people
Website	<ul style="list-style-type: none"> • Key word search so easy to find documents • Should the website be a directory of best practice?

Collaboration

Quick guide on collaborative initiatives to help members inform and gain support to collaborate internally e.g., with procurement. A 'landscape guide' which explained who all these confusing organizations were, what they did, what interests they represented etc - and maybe a guide to what was included/excluded from various certification schemes.

FNET should do a stakeholder mapping exercise similar to the one in the skills session to identify how to engage and collaborate and other organisations.

Tools	Initiatives	NGO & Unions	Certification bodies
Data platforms; Sedex, Ecovardis Worker voice; & wider, ngaje whistleblowing organisations	IHRB WRAP World Economic Forum WBCSD WWF IDH Sea Alliance Organisations involved in climate change and Human Rights Stronger2gether/ RRT	Worker Unions; ITUC, IUF Human rights NGOs – Unseen, Stop the Traffik, Oxfam	Global Gap Rainforest Alliance Fairtrade Red Tractor Social Accountability International (SA8000),
Peers	Trade bodies	Trade press	Government & Enforcement
Aim Progress International retailers	Fresh Produce Consortium BRC ALP NFU European Fresh Produce Association (Freshfel)	Fresh Produce Journal Grocer	DWP Home Office Defra FCDO
Academia	Training providers/ Skills	Professional bodies	Overseas focus/index
Bath Warwick Nottingham HR Lab	Apprenticeships Access to worker programmes	CIPS CIPD IEMA ICRS	Other in country groups