



Welcome to FNET:
Setting you up for success





90 mins

FNET onboarding



Designed for new members and new staff of existing members

Introductions –icebreaking exercise

What's some of the issues you are most concerned about?

Welcome to FNET

- Who are we
- Theory of change
- Introducing the Board and working group
- Our 3- year strategy
- Working groups 2024/25 activity
- Membership expectations

What are the implementation barriers for you and your organisation making progress?

- FNET ways of working and setting yourself up for success
- Getting involved - Planned activities
- Starting your learning journey -Exploring our website
- Introducing the FNET DD framework
- Key contacts to help



Icebreaker and breakout

Please share your name, job title company and who you would invite to your ultimate dinner party.



Small group discussion

- What are some of the ethical issues your business is most concerned about?
- What are some barriers to implementing robust human right diligence and remedying issues in your business?

slido



What are you hoping to gain from your FNET membership?

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



90 mins

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- Starting your learning journey -Exploring our website
- where we have great governance and
- Key contacts to help



FNET MEMBERSHIP 2024-5





Introducing the FNET Board and Team



Fiona Wheatley,
Bakkavor



Mel Miles,
Westfalia Fruit



Courtney Forbes
Tesco



Sam Ludlow Taylor,
Waitrose



Aisha Aswani,
Coop



Andy York,
Pilgrims



Julia Black,
Hilton Food Group



Anna Pike,
World Wide Fruit



Suzanne Natelson,
FNET Project Manager



Linda Beresford
FNET Project Manager



Louise Nicholls,
FNET Lead



Chris Goodacre,
Association Secretariat



Sue Butler,
Association Secretariat

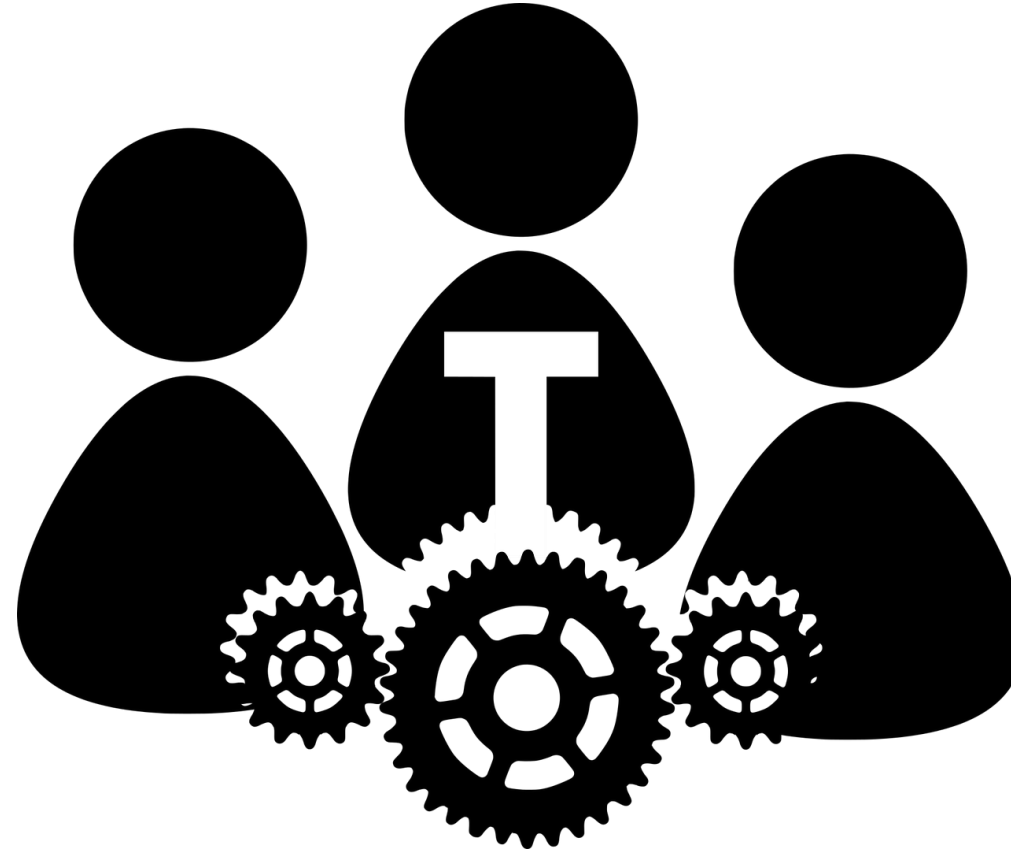


Pins Brown
Chair



Helen Moulinos
Finance INED

Let's hear from one of our existing Members





Key Contacts

FNET Secretariat (Cognition)



Chris Goodacre



Sue Butler

Lynsey Warren

Contact for enquiries relating to membership, invoices, administration for FNET events.

FNET Technical Team



Lou Nicholls
FNET Lead



Linda Beresford
Project Manager



Suzanne Natelson
Project Manager

Contact for enquiries relating to working groups, weekly news, ideas and proposals for work. All work part-time so copy in Linda and Suzanne in the first instance.



FNET Theory of Change

FNET's vision:

A fair, equitable and resilient food system where people are able to realise their human rights

Impact:

Improved livelihoods and working conditions of people within, and communities affected by, our operations and supply chains.

Outcomes /results:

Members implement Responsible Business Practices

Workers are aware of, and able to exercise, their rights at work

Systemic issues are remediated

Outputs

Businesses adopt common practical tools and approaches, and transparently report progress

FNET identifies, prioritises and facilitates collective action on systemic issues

Enabled by building professional competency, reduced duplication and greater alignment

FNET activities

Working groups

Horizon scanning
Weekly News & Quarterly insights

Networking events

Knowledge & Intelligence sharing
fortnightly calls/ issue resolution

Co-creating tools and piloting approaches

Collaborative action with other stakeholders



Ways of working

Safe space

Agile
responsive to member needs & changing situations

Collaborative

Fun and welcoming

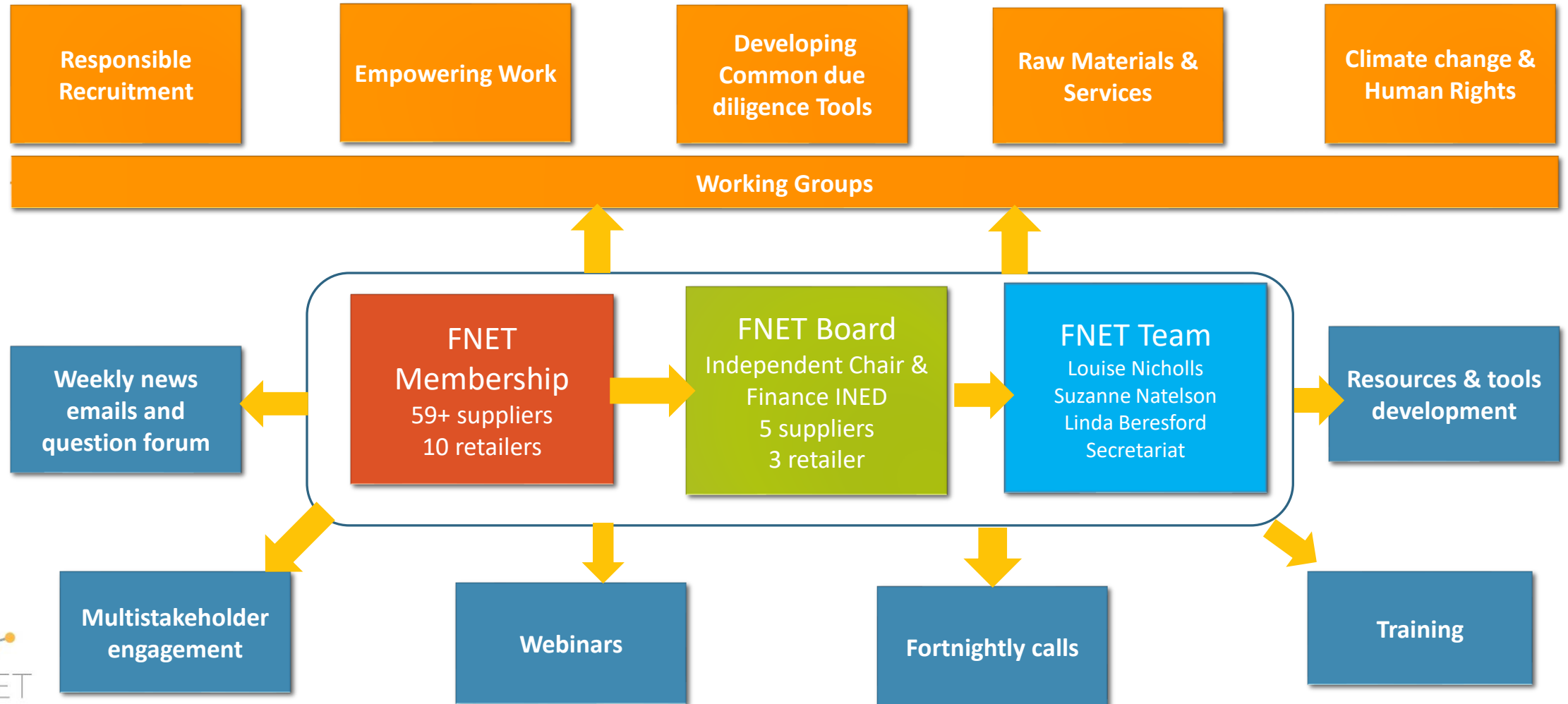
Our Governance supports equal voice

Culture enables brave discussions

Informed by rights holder perspectives



How FNET works



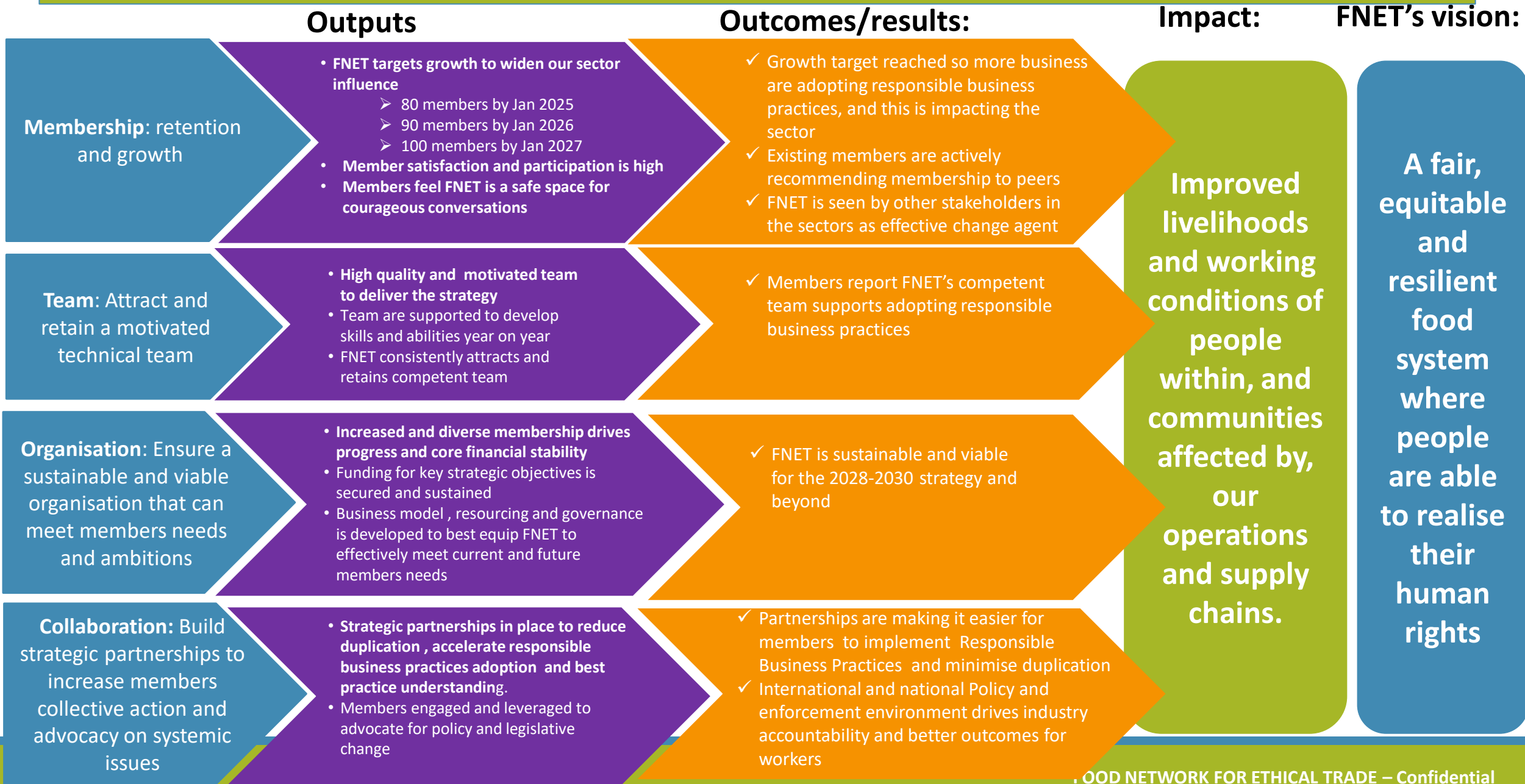


Regular FNET activities

- All member calls every other Wednesday 10-11am
- News email sent every Thursday packed with horizon scanning and member communications
- Biannual member days
- Quarterly webinars
- Calls with Sedex every 6 weeks
- Working group meetings every quarter



FNET 2024-27 strategy: Business



Empowering Work Working Group

Potential member commitment: For each member to scale an activity that empowers people at work and share the learning in a case study?

Summary

- Build on momentum of 2023/24 and secure continuous support for the working Group for the full year's activities

Outputs:

- Effective **supply chain** grievance mechanism oversight
- Aligning member requirements on **Worker Voice** to reduce duplication and improve impact
- **Human Rights Skills Map** and how to upskill.
- Advance **Gender Due Diligence** approaches
- Share learning on **Living Wage pilots**

Working Group Leads

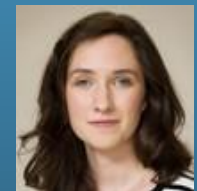


Kealey Burbidge
Hilton Foods



Claire Donovan
Wordwise Fruits

Board representative



Julia Black
Hilton Foods

PM: Linda

Empowering Work Working Group

Group Objectives : Improve skills and knowledge of best practice related to workers in Gender Equality, Worker Voice and Grievance Mechanisms in own operations and supply chains through enhanced learning and implementing Due Diligence practices.

Planned Activity and Outputs

Q1

- **Effective GM's** progress sharing. Review own op's commitments from Workshop. Develop case study for sharing.
- Cascade to supply chains.
- Identify and develop FNET **Human Rights Skills Map**

Q2

- Deep Dive into **Worker Voice** Collaboration– Explore resources available, Align and Adapt to reduce duplication.
- Identify training or other tools to upskill member FNET practitioners Skills& Training Matrix

Q3

- Pilot Worker voice in test region, suggest S America (Chile/ Colombia).
- Share the case study and learnings.

Q4

- Deep Dive into... **Develop enhanced Due Diligence approaches to Gender**, Share case studies. Invite speakers Develop own case studies
- Agree measures for monitoring

Expected member actions ?? /Impact measures : Members actively participate through HR colleagues in the workshops and implement pilots and share case study examples for the wider membership. Impact measures - #of businesses that have implemented GM/Gender/Worker Voice and agreed metrics to assessed baseline to start to measure in 2025

Budget required - £5,000 for development of Skills Map and Providing Training

Responsible Recruitment Working Group

Potential member commitment: *Public commitment to employer pays and to roll out the learning with at least 10 suppliers?*

Summary

➤ Move to Operationalize the Commitment to Employer Pays Principle. Define what we mean by Commitment to EPP, Identify and Discuss the barriers, Develop Effective Remedy and start to consider metrics to measure impact.

Outputs:

- Define what we mean by Commitment to EPP – seek clarity and alignment for members – The What....
- Identify the barriers to implementation of EPP –involve commercial/buyer
- Develop Guidance for Operationalizing EPP and Develop Effective Remedy
- Share Good Practice models of EPP – 5-10 case studies covering the how
- Collaborative Deep Dive into different geography such as South America
- Research work into Modern Slavery Statements in relations to Responsible Recruitment to Develop metrics to measure the impact of EPP
- Increase members with Responsible Recruitment Policy & a commitment to EPP
- *MOU for intelligence sharing with MSIN*
- *Ongoing Collective action on Seasonal Worker scheme taskforce*

Working Group Leads



Rachel Munns,
World Wise Foods



Courtenay Forbes,
Tesco

Board representative



Sam Ludlow-Taylor,
Waitrose

PM: Linda

Responsible Recruitment Working Group

Group Objectives : Develop and Issue definitive Guidance to what Commitment to Employer Pays Principle (EPP) Means. Operationalise Effective EPP. Develop Good Practice Models of Remediation of Recruitment Fees

Planned Activity and Outputs

Q1

- Send survey to Retailer & Producers re EPP.
- Arrange workshop with IHRB & others
- Review Learning library content

Output

- What EPP means
- Roadmap

Q2

- Using roadmap and definition, do gap analysis of own business.

Output

- Identify common barriers to operationalisation

Q3

- Workshop Implementing effective Remedy. Invite Buyers. Share examples Zimbabwe, Bond Scheme etc

Output

- Effective EPP
- Remedy examples
- Develop metrics

Q4

- Collaborative deep dive in South America to understand and develop remedy for EPP.

Output

- Develop plan to operationalise in SA

Expected member actions ?? /Impact measures: Review modern slavery statements re EPP, Collate all Proactive Objectives. Develop FNET metrics to measure impact of EPP

Budget required

Developing Common Due diligence tools Working Group

Potential member commitment: Using FNET maturity matrix demonstrate progress on human rights due diligence?

Summary

- Continued development on Risk assessment and mitigation tools and expand to other due diligence tools.

Outputs:

- Guidance on how to engage in **complex parts of the supply chain where low leverage** e.g., smallholders & commodity supply chains
- Develop a Roadmap for **Responsible Business Journey** & review Performance Metrics
- Workshop on **Cost Effective Enhanced Due Diligence** and summary on what are possible **Mitigation** options to address specific issues.
- Introductory Training for **Risk Assessment**
- Guidance on **Human Rights Impact Assessments**. Collaboration on & implementing results of Human Rights Impact Assessments

Working Group Leads



Naomi Kirkwood,
Samworth Bros



David Alder
MWW

Board representative



Mel Miles,
Greencore

PM: Linda

Developing Common Due diligence tools Working Group

Group Objectives : Businesses adopt common practical due diligence tools and approaches

Planned Activity and Outputs

Q1

- Mapping Responsible Business Journey & performance metrics
- Guidance on how to engage in DD lower tiers with low leverage

Output

- Workshop on DD at Lower Tiers
- Agreed baseline on mapping RBJ

Q2

- Common approach to serious issue escalation and management
- Supply chain mapping
- Updating Risk Assessment training?

Output

- Guidance for DD in lower tiers
- Serious issue escalation guidance

Q3

- Cost effective DD & Impactful mitigation and remedy
- Insights on RBJ ?

Output

- Workshop cost effective DD & Impactful mitigation and remedy

Q4

- Guidance on supply chain mapping and introductory training on Risk assessment

Output

- Guidance on cost effective DD & Impactful mitigation and remedy

Expected member actions ?? /Impact measures:

Budget required

Climate Change & Human Rights Working Group

Potential member commitment: Complete climate impact monitoring spreadsheet, Use the “How to guide/framework” to take action on 1 supply chain.

Objectives

1. Increase understanding of climate change related impacts through a human rights lens.
2. Increase FNET members ability to **map human rights** and **climate change related risks** and create targeted adaptation, mitigation and/or diversification action plans.
3. Support cross-departmental collaboration, accelerating progress towards de-risking.

Summary workplan

- 2 WG sessions on de-risking and implementation; what are members doing and sharing case studies from non-members
- 3 WG sessions on high priority areas for members; extreme heat, water, biodiversity

Outputs

- Framework “How to guide” on Climate & Human Rights Due Diligence
- Practical guidance on specific weather-related action x 2
- Climate impact monitoring spreadsheet to build data for action.
- Climate newsletter x 2
- In-person event

What would members find it useful for the climate working group to focus on in 2024?

- RA tools - Identify climate risk assessment data sources, High risk regions & Supply chains with specific climate risks x4
- Intelligence sharing around climate related risks
- The impact of climate change on growing patterns on fruit, Livelihoods & availability of workers to harvest.
- Joint risk assessments that can be shared between members
- Best practice DD case studies x2
- Heat stress x3
- Regularly update the useful newsletter developed
- Link to Scope 3 Carbon footprint
- Map of hot spots
- Indigenous peoples/ Land rights
- Collaborative Action
- Severe climate/weather events
- Finding internal alignment

Working Group Leads



Natalie McWilliam, Shannon Hilton
DPS



Ed Brent
M&S

Board representative



Board sponsor TBC

PMM – Suzanne Natelson

Climate Change & Human Rights Working Group

Group Objectives: Increase FNET members ability to map human rights and climate change related risks and create targeted adaptation, mitigation and/or diversification action plans.

Planned Activity and Outputs

Q1

Activity

- WG session on de-risking & implementation - focus on climate change and water (scarcity and pollution) and its impacts on people
- Review of climate impact data sharing trial

Output

- Climate change and water member case studies
- Complete "How to guide/framework"

Q2

Activity

- WG session on de-risking & implementation with a focus on climate change and extreme heat and its impacts on people
- Collaborative heat stress project sharing learnings

Output

- Summary of results from the collaborative heat stress pilot
- Member case studies in newsletter

Q3

Activity

In-person workshop focussing on peer-learning and input from external companies.

Output

- Newsletter with case studies and update "How-to guide framework" as needed

Q4

Activity

- WG session on de-risking & implementation with a focus on climate change and biodiversity and its impacts on people

Output

- Climate change and biodiversity member case studies included in newsletter

Expected member actions/impact measures:

Members use framework and start implementing – share in the WG – # supply chain actions on climate/hr?, #companies done risk assessment/prioritisation? Increased understanding and action of specific stresses e.g. heat stress #actions taken? Participation in pilot?

Budget support:

£5,000

Raw Materials & Services Working Group

Potential member commitment: For each member to engage with service provider or do a deep-dive.

Summary

- 2024-25 focus on 2 topics; road transport & packaging
- Each working group meeting will include a deep-dive on one **raw material** or **specific supply chain**.

Outputs

- Summaries of deep-dive subjects & resources.
- Specific guidance tools produced and increased capacity in the road haulage sector e.g. event with IHRB/S2C and Sedex and do a SAQ.
- Guidance on packaging

What raw material and/or services would you like the RMS working group to focus on in 2024?

Wordcloud Poll 36 responses 28 participants



Working Group Leads



Louise McCafferty
Joseph Robertson



TBC

Board representative



Andy York
Pilgrim Pride

PMM – Suzanne Natelson

Raw Materials & Services Working Group

Group Objectives : #Increased supplier understanding about human rights risks in FNET RM supply chains.
#Increased number of RM suppliers to FNET members actively managing human rights risks.

Planned Activity and Outputs

Q1

- Understanding Packaging raw material human rights risks (Paper, Wood, Plastic, Glass, Aluminium etc.)
- Deep Dive/webinar - onions?
- Road Haulage workshop

Output

- Summary of Packaging Human rights risks
- Summary of DD

Q2

- Sharing member case studies on Packaging suppliers
- DD/Webinar on security
- Road Haulage WG meeting (potential collaboration with IHRB/S2G)

Output

- Summary of security DD
- Roadmap for Road haulage

Q3

- WG on packaging
- Deep Dive/webinar TBC

Output

- Guidance on packaging supplier management. Checklist for risk assessing packaging suppliers
- Case studies
- Summary of DD

Q4

- Final WG on haulage? Or Security DD?
- Deep Dive/webinar TBC

Output

- Guidance on Road Haulage and established network
- Summary of DD

Expected member actions ?? /Impact measures: # of members who have included service provision in dd approach – e.g. waste, other raw materials, haulage/packaging
Increase in number of service providers who have done an ethical audit/risk assessment
Deep dive - # members who have used a deep dive to further their due diligence approach. Will measure in end of year survey – whether member read guidance and what they did. Potentially produce case studies on action.

Budget required £3000 – support for guidance writing and potential workshop.

FNET ways of working: membership expectations



Engage

Contribute to collective problem solving, innovation and understanding emerging trends in the field by doing **ALL** of the following:

- Attending **at least one full member meeting** per year
- Engagement in **at least one working group** or project per year
- **Committed to not bring FNET into disrepute and comply with all legal requirements** on labour rights



Progress

Support industry convergence on key responsible sourcing topics by doing **AT LEAST 3** of the following:

- Make progress on the **FNET Due Diligence reporting framework**
- **Adopt common approaches using FNET guidance tools**
- **Share a case study** and your learning at least once every 24 months
- **Collaborate in joint action** e.g., a joint audit/ human right impact assessment/ supplier conference to reduce duplication and increase impact
- To **support FNET capability building** through hosting, at least one member meeting, workstream or working group meeting every 24 months



Contribute

Members are to use **all reasonable endeavours to promote the FNET Objectives** and support development of collective insights on approach, organization and current practices by **completing the annual member benchmarking survey** and provide **timely payment of annual membership fees**



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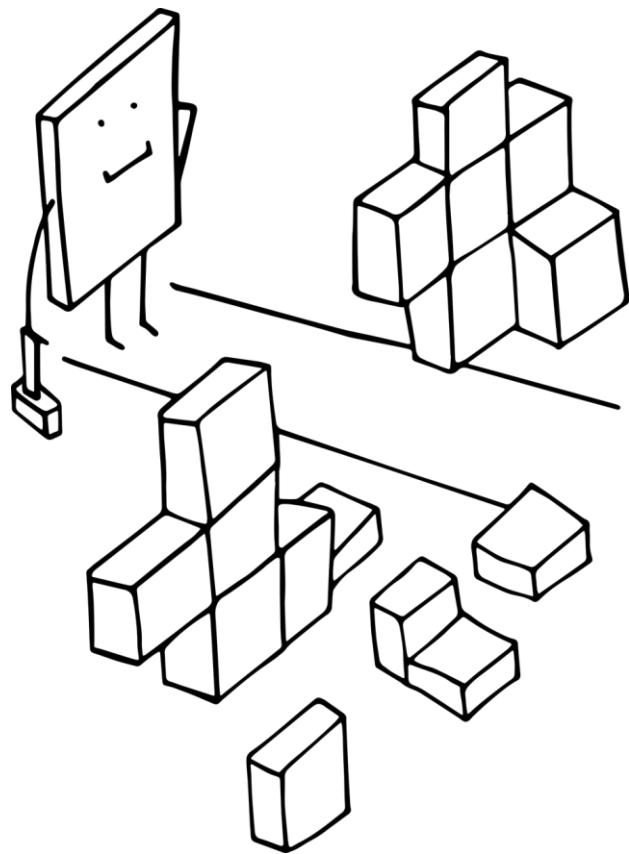
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Group discussion



What are the implementation barriers for you and your organisation making progress?

Website & FNET resources

[About FNET](#)

[Services](#)

[Contact](#)

[Blog](#)

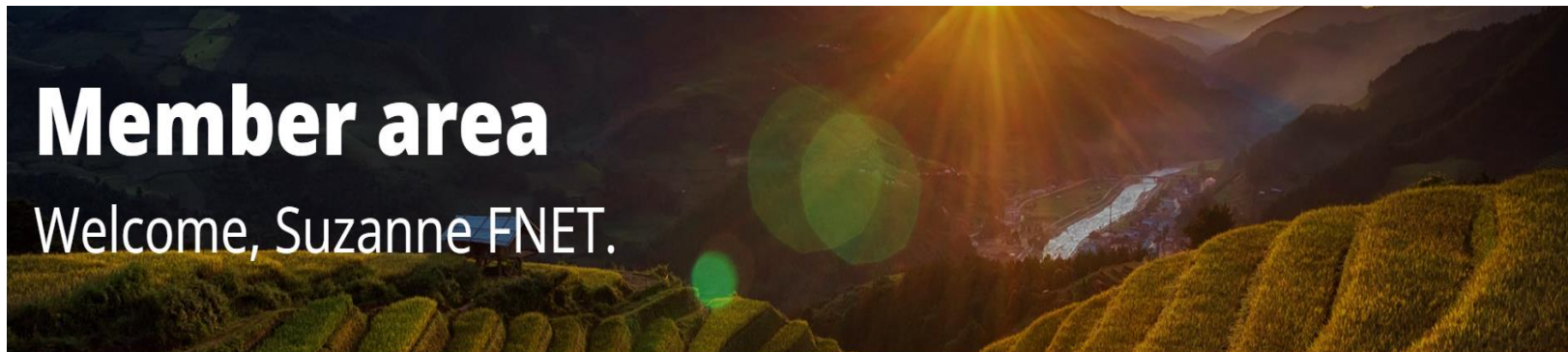
A photograph of an older man with grey hair and a younger woman with curly hair, both wearing vests, standing in a field of green plants. The woman is holding a tablet and looking at it, while the man looks on. The background shows a hazy landscape with hills.

Food Network for Ethical Trade

Using the collective leverage of suppliers and retailers to bring about positive change in working conditions in global food, beverage, and horticulture supply chains.

[More about FNET](#) 

Finding resources on the website



[Working groups](#)

[FNET member communications](#)

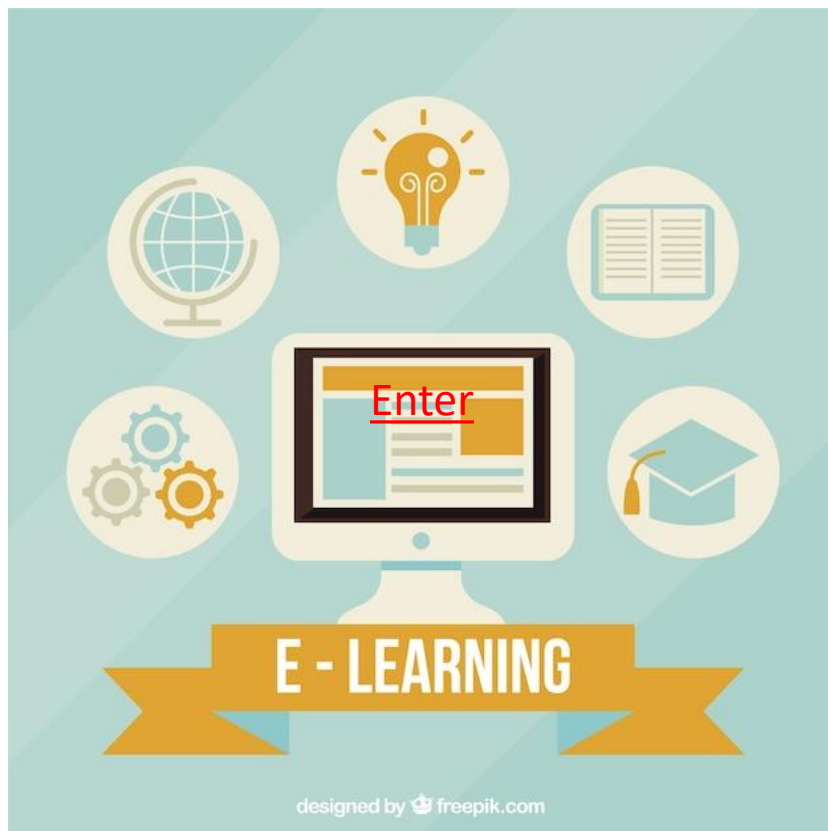
All FNET resources can be found in the member area of the website.

Top tips

- ❖ Search in relevant folders
- ❖ Do keyword search
- ❖ Tags (to be reinstated)
- ❖ Contact Linda and Suzanne if you can't find what you are looking for.



FNET Learning Library: Launch date mid-2024



Climate and Human Rights	<ul style="list-style-type: none"> Why integrate Social and environmental aspects? IDH and Mars the business case for integrating social and environmental aspects (Nov 2023) ILO frequently asked questions on the just transition 	<ul style="list-style-type: none"> EMCG and Human level Just transition for consumer goods sector GBI Human rights and climate change, useful and framework for action GBI toolkit for Business integration of HROD into their climate action 	<ul style="list-style-type: none"> B4IG indicators to analyse and measure the social challenges of the Just Transition WWF Environmental & Social Safeguards Framework (ESSE) Beyond Conservation: A Toolkit for Respectful Collaboration with Indigenous Peoples Oxfam: Land Rights Guide and Toolkit Landesa: Business case for action, Issue Briefs, Land risk assessment and management framework, Gender lens Toolkit 	<ul style="list-style-type: none">
Regulation Briefings and Trend summaries	<ul style="list-style-type: none"> UNGC Human rights navigator (interactive website) Paul Hastings Top 10 Human Rights regulatory issues Dec 2023 IHRB Top 10 Human rights issues 2024 	<ul style="list-style-type: none"> ILO Helpdesk for Business on International Labour Standards 	<ul style="list-style-type: none"> EIA German Supply chain Act (Jan 2023) Edie CRRD Business Guide Jan 2024 	<ul style="list-style-type: none">
Risk Assessment	<p>FNET Library:</p> <ul style="list-style-type: none"> Links to key documents from FNET outputs Global Compact 5 steps towards managing Human Rights impacts of your business UNGP Review Framework: Salient Human Rights Issues (video) BSR Primer 10 Human Rights Risks for Food and Agriculture March 2021 Oxfam guidance on Human rights risks in Food and Agricultural sector July 2020 	<p>FNET Library:</p> <ul style="list-style-type: none"> Links to key documents from FNET outputs FNET Risk assessment tool ST template risk screening tool (Basic BA) ST template risk scorecard for supply chains (Basic BA) ST risk assessment tool (Basic BA checklist) ST south African risk assessment tool (Basic SME BA checklist) Sedex guidance on supply chain risk assessment 	<p>FNET Library:</p> <ul style="list-style-type: none"> Links to key documents from FNET outputs GBI case study identifying Human rights impacts DHR Human rights impact assessment guidance and toolbox (Aug 2020) IHRB Assessing Human Rights impacts checklist 	<p>FNET Library:</p> <ul style="list-style-type: none"> Links to key documents from FNET outputs



How do I?



Raise a concern



Join a working group



Find a FNET tool on the website



Take a leadership role



Build my skills



Reduce customer duplication



Next steps & Q&A





Upcoming FNET Activities – Dates for your Diary



- **Meeting with Haulage companies** – Thursday 21st March 11-12.30
- **Sedex regular meeting** – Wednesday April 3rd (in fortnightly call 10.30-11.30)
- **Raw Materials and Services WG** – Thursday 18th April 1-3pm
- **Climate & Human Rights working group** – Thursday 25th April 1-3pm
- **Developing Common Due Diligence Tools** – Thursday 2nd May 2-4pm
- **FNET onboarding call for new members** – Wednesday 22nd May 12-1.30
- **All Members Meeting** – Tuesday 18th June – 9-4.30pm – Tesco Heart Building Welwyn Garden City

Step 3: Introducing FNET Due Diligence framework

FNET - Human Rights Due Diligence reporting template		
Name:		Date of completion
		Organisation:
Name & role of most senior organisational lead for Human Rights/Ethical Trade:		Sustainability Reports/Modern Slavery Statement Links:
What are our human rights priority areas of focus? (by country/ region/ theme or combination)	E.g. we have identified a risk in Mexico, in addition to countries at higher risk. Next steps include the process we will do to this.	
Summary of key Progress made in last 12 months implementing HRDD approach, including KPIs		
Assessment of HRDD approach	Initial/Foundational/Foundational/Intermediate/Advanced	Summary of the 3-5 identified actions to close the gaps towards next level in next 12 months*
Policy and Accountability		
Transparency		
Risk Assessment		
Taking Action		
Tracking performance		
Remedy		
Communication		

* Some members may wish to score this applying 5 - Initial/Foundational, 3 - Intermediate, 4 - advanced. This needs to be balanced with encouraging a higher proportion of 'advanced' maturity as they will be at different stages of their journey and what will work to drive internal integration in FNET members businesses. What we should encourage though is a focus on encouraging and rewarding members to progress. Our support is to encourage 2-5 actions in total - members do not need to have an action in every box

Step 3 of the "Setting you up for success"

We will send the HRDD Framework for you to complete for your business.

This will be return the completed document to Technical Team at least 1 week before the Step 3 - "Where am I now" call.

We will review together and work through your key challenges and priorities with you to help develop an action plan.

slido



What did you find the most useful insight today?

 Start presenting to display the poll results on this slide.



THANK YOU

We are here to help you get the most out of your membership

FNET Secretariat (Cognition)



Chris Goodacre



Sue Butler

Lynsey Warren

FNET Technical Team



Lou Nicholls
FNET Lead



Linda Beresford
Project Manager



Suzanne Natelson
Project Manager

Contact for enquiries relating to membership, invoices, administration for FNET events.

Contact for enquiries relating to working groups, weekly news, ideas and proposals for work. All work part-time so copy in Linda and Suzanne in the first instance.

