



The Food Network for Ethical Trade (FNET)

WEBINAR: GENDER AND INCLUSION THURSDAY 21ST JULY 2022



Agenda

Approximate timing	Item
11 – 11.05	Introductions & competition law statement - Louise Nicholls
11.05 – 11.15	Why Gender? Why Women - Caroline Downey, Consultant & Executive Director of Women Working Worldwide
11.15 – 11.25	The importance of gender disaggregated data – Halima Ahmed, Gender Adviser, ETI
11.25 – 11.45	Panel Q&A
11.45 – 11.55	Natalie McWilliam, Group Head of Responsible Sourcing, DPS
11.55 – 12.05	Stephan Morris, Group Technical Manager, Blue Skies
12.05 – 12.15	Emma Henry, Senior Responsible Sourcing Manager & Harriet Cole Responsible Sourcing Manager, Berryworld
12.15 – 12.25	Break out discussions
12.25 – 12.30	Next steps for FNET & Close

Competition Law Statement

“Today we are meeting to discuss 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 she believes that discussions are in breach of competition law”



FNET Gender Webinar

21 July 2022

Caroline Downey

Executive Director

Women Working Worldwide
Consultant

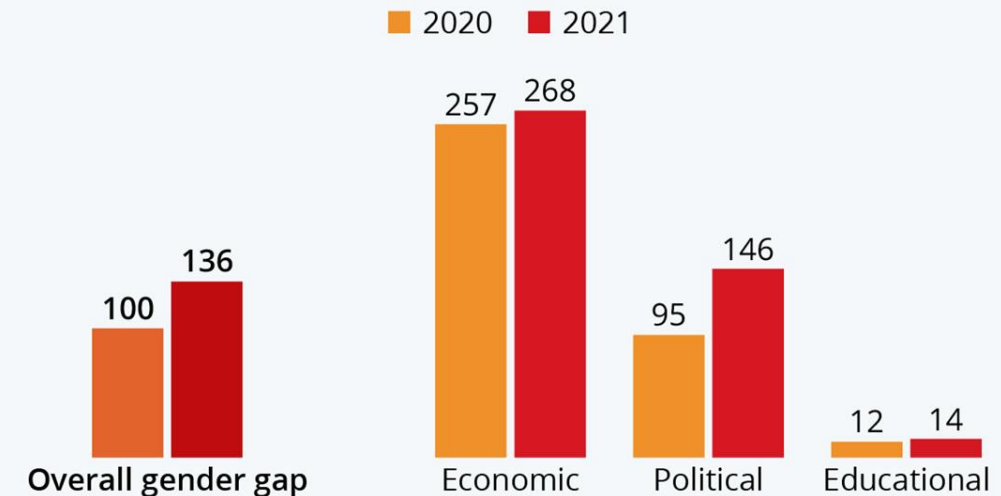


Why gender, why women?

- **43%** of all workers in global supply chains are **women (190m)** – low pay/undervalued/GBV
- WEF estimates it will take **136 years** to close overall gender gap – we are going backwards!
- **Intersectional lens** – impact of race, age, class, LGBTQ+, beyond symptoms addressing root causes of vulnerability and inequality.
- **Tick box** – everyone is doing gender.
- **Pressure** - Brands, retailers, customers demanding evidence of 'gender work'
- **Change** – transformation of policies and practices and tackling the social norms, attitudes and behaviours that sustain discrimination.

Moving Backwards on the Long Road to Gender Equality

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



* Calculated using figures for the 107 countries covered by the source report since its inception.

Source: World Economic Forum



Why gender data

What gets measured gets managed

- **Lack of gender data**
 - Internationally only **21%** of data for **54 gender** indicators in **17 SDGs**
 - In 2018 only **17%** of companies on Sedex collected gender data – new gender focus
 - In 2021 only **7%** of worksites separate grievance by gender*
- **Gender disaggregated data**
 - Better understanding of issues that disproportionately **affect women**
 - Measure and evaluate potential negative **impacts**
 - Identified and evidenced – makes the **invisible visible**
 - Evidence **shapes the actions** you need to take



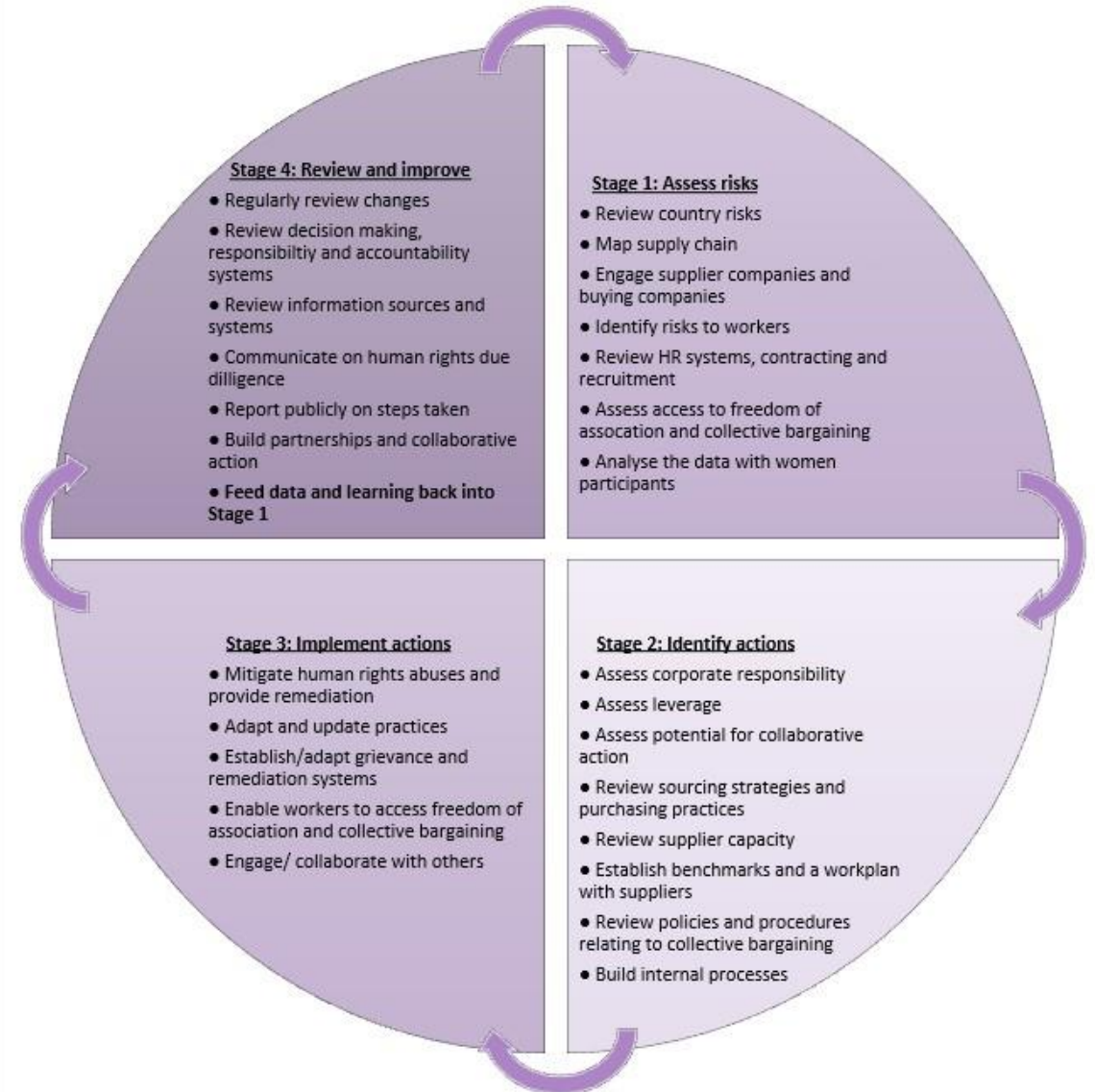
Data confusion and fear

- **Many brands/suppliers**
 - Don't know **what data** to collect
 - How to **analyse/interpret**
 - Don't understand the **benefits** to the business – cost and retention
 - Don't have the **systems/resources**.
 - Overwhelmed by the amount of **tools and tool kits** or by their complexity!
- It is complex but break it down



4 Step process*

- **Assess and analyse**
 - Identify actions
 - Implement actions
 - Review, communicate, improve
-
- 4 page guide available



- * BSR, Sedex, ETI, Amfori , Project management plan do act check..

Step 1a

Assess

- Know your **company/supply chain – country, sector, site**, (start small)
- Understand the risks – **human rights & environmental** (mHREDD & UK)
- 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](#)

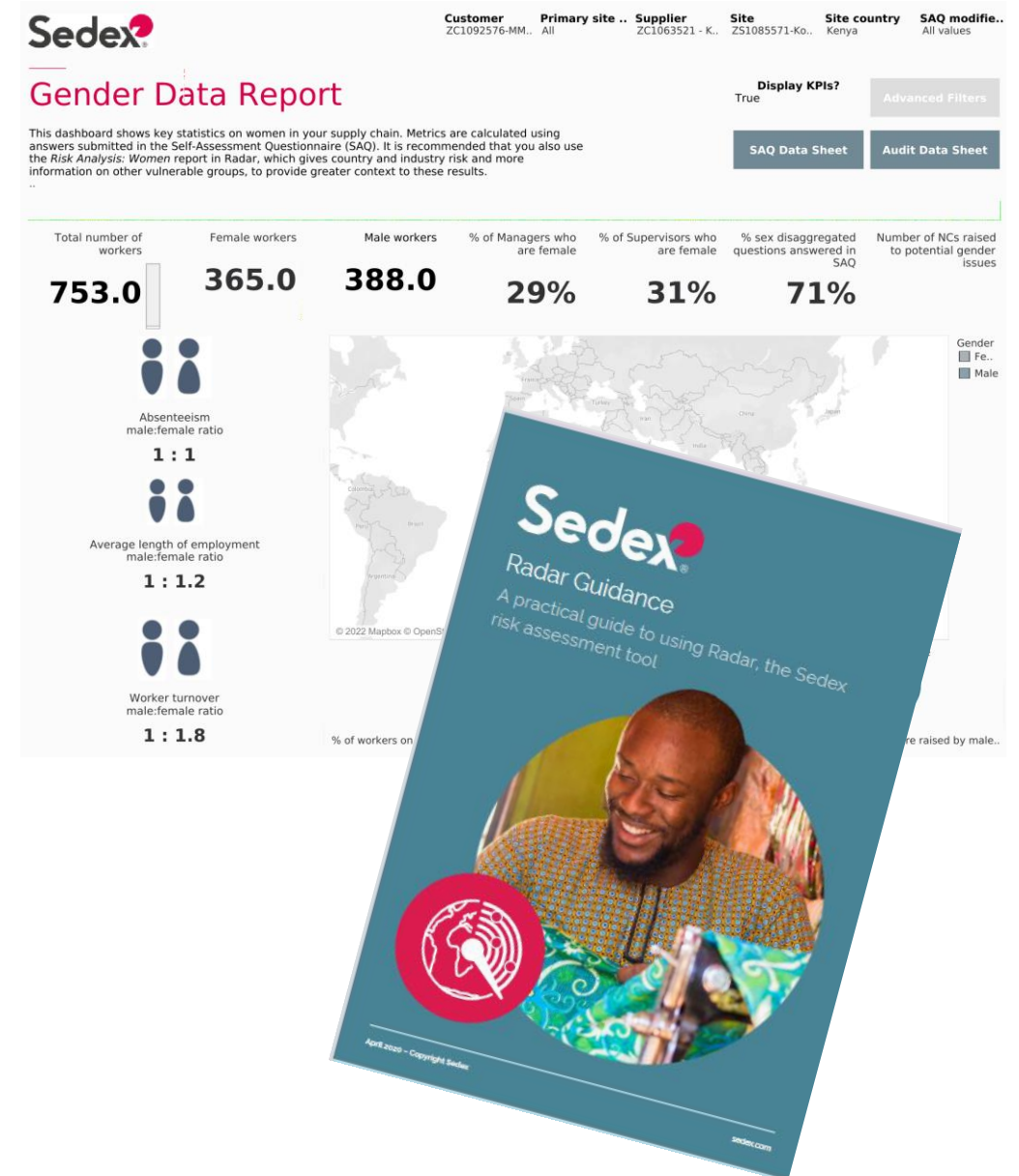
INDUSTRY RISK MAP 2020 – FLOWERS, FOLIAGE & FILLERS



Step 1b

• Analyse

- **Type of supplier** – size, length of relationship, volumes
- Map own company **internal business practices** – late payments, low prices, changes to orders, etc.
- Sedex [Radar](#) and **Gender Data Report**, [BSR gender](#).
- Look **beyond T1 T2** – crucial to capture women's voices – different cultural contexts, identify challenges and solutions, **Malawi, Maidstone, Morocco**.
- **HRIA** –GBV, sexual harassment, pay gaps, discrimination etc. -.Partners – **NGOs, Unions**



Step 1 of 4 Step process – just start

- **Assess and analyse**

- Identify actions
- Implement actions
- Review, communicate, improve

Contact:

caroline@women-ww.org

Handy 4 stage, 4 page, gender guide.





Ethical
Trading
Initiative

The importance of gender-disaggregated data

Halima Ahmed – Gender Advisor ETI



Why gender-disaggregated data?

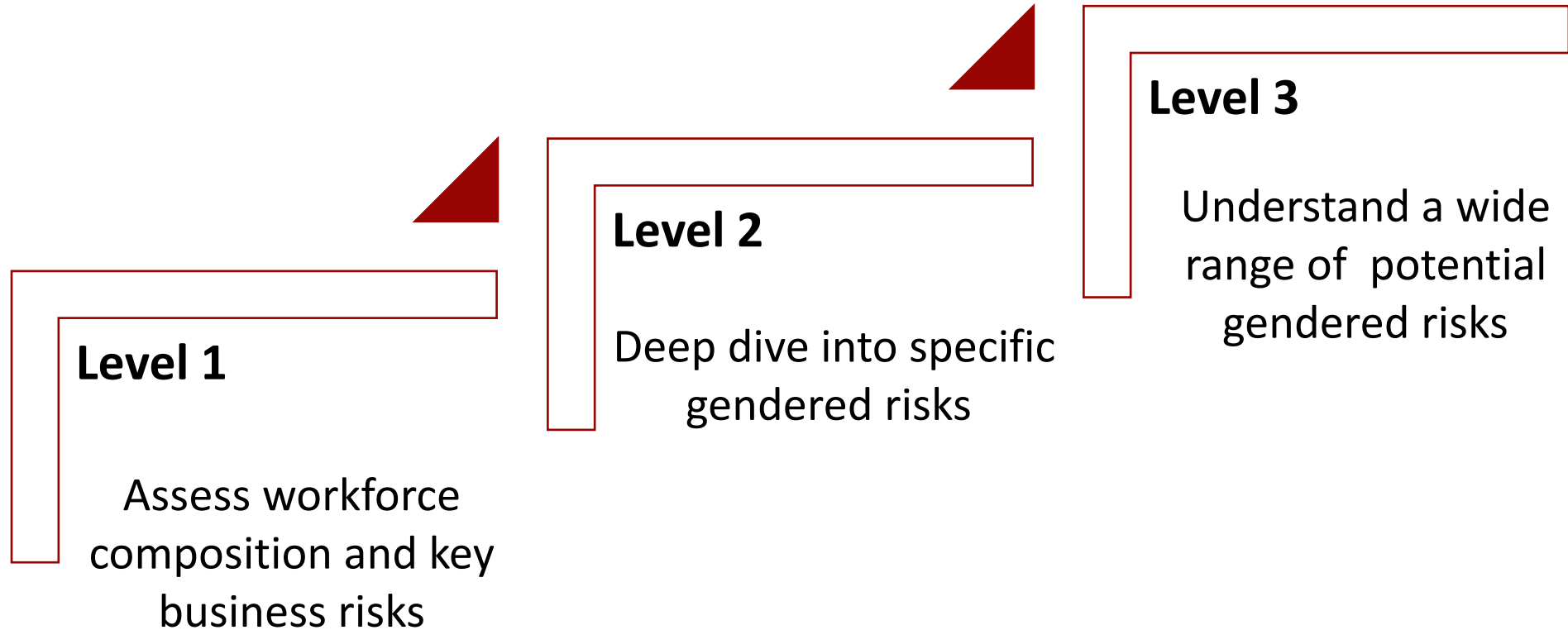
- Lack of gender-disaggregated data makes **women's issues invisible**
- Difficult to identify gendered risks in the supply chain
- Leads to **gender-blind policies, strategies and programmes**
- **Poor outcomes** for women (and ultimately all workers)



The business case...

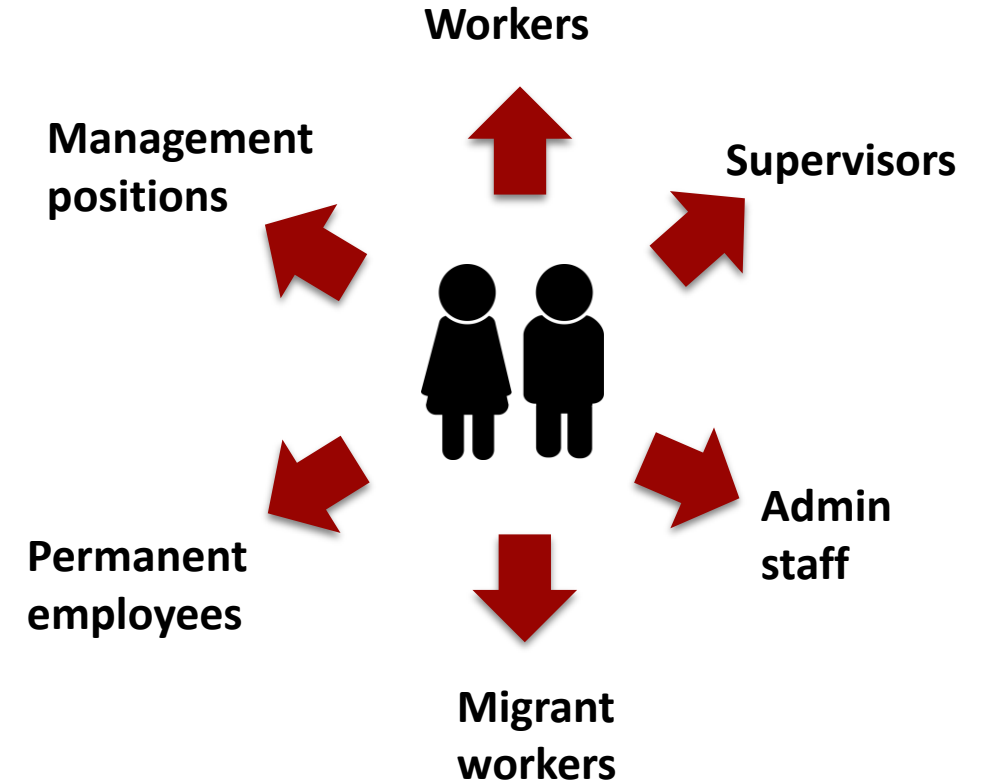
- To align with **international frameworks and regulations**
- To meet **stakeholder expectations**
- To identify and tackle challenges that impact **operational performance** and **business costs**
- To develop **gender equal** supply chains and work environments (which is good for business!)
- To build **impactful, evidence-based programs** that make the business case for action on women's empowerment

ETI Gender Data Indicators Guidance



Level One: workforce profile

- Critical for a basic understanding of where women workers are in the supply chain
- Data is mostly available through supplier document/systems review or self-declaration by the supplier
- Starting point for further investigation





Level One: business performance

Indicators that assess whether gender could be a defining factor in workforce dynamics, and **impact business performance**

- Turnover rate
- Absenteeism rate

Workplace outcome indicators

- Worker representation
- Overtime hours

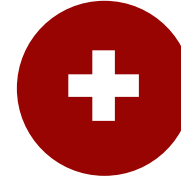
Level 2: analysing specific gendered risks



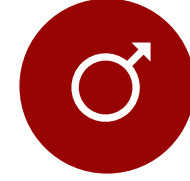
Wages



Social dialogue



Health and safety



Violence and
harassment



Recruitment, training
and leadership



Sexual and reproductive
healthcare and unpaid
care



Remediation



Level 3: wider range of risks

- Collecting data for all indicators to gain **in-depth knowledge** on specific gender-related issues
- Usually in **collaboration** with others including local NGOs/partners, research experts, other brands/suppliers
- Emphasis on wider **social norms** and how they influence workplace behaviour and dynamics



Challenges (buyers perspective)

- Over-reliance on audit data which is not always gender-disaggregated
- Data inconsistencies and inaccuracies
- Supplier engagement – don't want to overburden them!
- Understanding what the data means beyond the numbers and translating that into actionable steps



Challenges (suppliers perspective)

- Data is collected in different ways by different suppliers!
- What is the data used for? Why should I be collecting this?
- Lack of time and resources to gather the data

Gender disaggregated data supplier survey



How do I get started?

- **Two-way communication** between buyers and suppliers on WHY and HOW to collect the data.
- **Set up systems to collect gender-disaggregated data:**
 - Establish what is currently collected and what is not;
 - Define additional indicators to be collected;
 - Set up the relevant systems and processes;
 - Train staff to analyse data to inform decision-making.
- Develop a **longer-term plan** to investigate gender-based risks

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People: Gender Equality sits within our **Inclusion & Development** plan

TARGETS

Inclusion & Development
Nurture talent at all levels to develop the best people. Advocate for Women in leadership
30% by 2025

Gender
Equality
reporting

IGD Diversity & Inclusion Benchmarking Dec'21

On the Starting Blocks - Year 1

2022 – 2023 Priorities

- Jan to July – Understanding our Gender Data



IGD

Source: Inclusion and diversity Benchmarking Survey 2020, IGD

Gender Equality Project



Project Overview

- We use a '**Target, Measure, Act**' framework in our approach to responsible sourcing
- **Group Company data**
- UK primary site and global primary site data
- Analyse gender data and start to identify hot-spots to prioritise action plans and examples of best practice within the supply chain

Project Outcomes

Primary Sites Data

- Understand *Women in Leadership* metrics across the supply chain using 2021-2022 data from 13 UK and 73 global Primary sites
- Create a database & dashboard to benchmark sites, countries and categories and key trends across the supply chain overtime

Global Tier 2 Supplier Case Studies

- Demonstrate best practice examples of women in leadership within our global supply chain

Target & Milestone Review

- Review targets and create a clear roadmap to close gaps as we increase our understanding of the insights

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GENDER AT BLUE SKIES

About Blue Skies

- Founded in 1997 by Anthony Pile
- Award winning producers of fresh-cut fruit, freshly squeezed juice and non-dairy ice cream
- Employ over 4,000 people in factories in Ghana, Benin, Egypt, South Africa, Brazil and UK
- Supply major European retailers
- Process pineapple, mango, pomegranate, melon, passion fruit, coconut, apple, orange, grapefruit and more...
- Winner of Queens Award for Enterprise: Sustainable Development in 2008, 2011, 2015 and 2020





JOINT EFFORT ENTERPRISE



Our mission is to build together a profitable enterprise where people respect each other, care for the environment and inspire a legacy for the future.

FAMILY

We draw strength from the diversity of the people in our community

CULTURE

We respect each other, the environment and communities within which we operate

PROFIT

We make quality products profitably to enable the preservation of our family and culture

SEAMLESS SOCIETY



1. Business structures and hierarchies create divisions in the workplace

2. Businesses then grapple with resultant issues such as “worker voice” discrimination and female empowerment

3. Blue Skies works to diminish differences between people at work as much as possible

4. Managers do not have offices, parking spaces, canteens, benefit packages

5. Employees receive salaries, access to computers, paid absences, opportunities

6. Status is not reinforced, barriers to communication do not arise, people are empowered

Extract from UoN impact study

There is a consensus view amongst Blue Skies employees who participated in the qualitative data collection exercise that they are being treated well regardless of gender and religion. This view is supported by similar findings in the quantitative data. Respondents in an all-female focus group claimed that they are satisfied and treated same as their male colleagues. They also claimed that there is equal pay, and they receive the same salaries as their male colleagues – a key feature in the research team’s assessment of Blue Skies’ performance on human rights in Section 1.5. of this report. Similarly, respondents in focus group of male employees also expressed satisfaction with Blue Skies’ practices on equal and fair treatment. The men in this focus group also acknowledged and observed that their female colleagues receive the same remuneration as they do, confirming; “yes, our women are paid the same ...”.



Impact on women



- 80% female employees
- 70% of women managers
- £12m to the community – 75% to women
- Gender pay gap is – 50% (HMG methodology)
- Financial independence from men
- Security
- Maternity policy
- Creche
- Health care
- Read more here:
<https://www.blueskies.com/newsletter/InternationalWomensDaySpotlight.pdf>



EGYPT



Different society

Different expectations by women and of women in a rural society

Restricted working hours

Short employment duration therefore limited opportunity

Marriage precludes employment

Should we try to impose our values on this society? We totally reject their values. Who is right?

What is next?



What can be done by businesses to avoid disempowerment of women?

How can equality in the business place be promoted?

Women are a resource that is under-utilised in some businesses

What are the KPIs?

How does culture change? Is the best way forward that promoted by Sedex and NGOs to have a policy and a manager responsible for the various SDGs? Is it not everyone's responsibility?

Can FNET develop best practice guidance for working cross-culturally on gender?

Should FNET challenge Sedex on the requirement for different cultures to comply with western values?



Inclusion and diversity

July 2022



Our Approach and Strategic Pillars

Our Approach

At BerryWorld, inclusion means that everyone is welcome. Everyone is treated fairly and with respect; by valuing each other we create a sense of belonging.

**Lead and
role model
inclusion**

**Embed
inclusion in
everything
we do**

**Listen,
learn, act**



Lead and Role Model Inclusion

1. Lead & Role Model Inclusion

At BerryWorld we are building an inclusive workplace with a sense of belonging, led by inclusive leaders who value diverse talent in their teams.

All leaders at BerryWorld have completed un-conscious bias training, helping them to more deeply understand what it takes to recruit and develop successful, diverse & inclusive teams.

New HR platform - HiBob

We are looking at our management training for 2022 and this will have a refreshed view on equality, diversity & inclusion. All future managers at BerryWorld are bought into the future of Inclusion and Diversity at BerryWorld.

Commitment to improving gender pay balance.

We've gathered data on all our Tier 1 supply chain to understand the gender splits within each business.



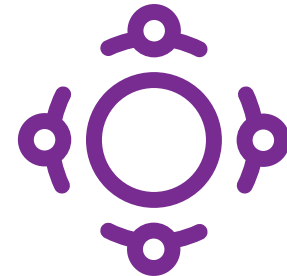
Training
for
leaders

mentorin
g

Data

Manager
Training

Gender
pay gap





Embed Inclusion in Everything we do

2. Embed Inclusion In Everything We Do

Consciously enhancing an inclusive workplace throughout a colleague's time at BerryWorld, supported by fully inclusive people policies.

Throughout our recruitment process we focus on encouraging diversity, working with our recruitment agencies to demand a balanced proportion of diversity in recruitment shortlists & challenge limiting factors to get a balanced pool of candidates into our process .

All new starters induction process includes gaining an understand of inclusion at BerryWorld through a firm understanding of our Values & Behaviours.

Our family policies being maternity, paternity and adoption now have a minimum standard.

Policy review

We have an open and hands on approach to workplace adjustments.

We proudly have a number of Mental Health First Aiders across our business to offer support to those who would like it.

Recruitm
ent

onboardi
ng

policies

Workplac
e
adjustme
nt

Mental
Health
First Aid



Listen, Learn, Act

3. Listen, Learn, Act

Listening and taking action to ensure every voice is heard. Providing education for our colleagues and recognise, celebrate and value our differences.

With our yearly **Employee Engagement Survey** we create opportunity to hear our colleagues views on diversity & inclusion in our survey with leadership teams taking action.

We celebrate with our **People Calendar** our differences and educate on inclusion and diversity topics throughout the year.

We support our relationship with **Work Fit** helping people from all social and economic diverse backgrounds to get into work and gain valuable work experience

Supply Chain projects – we're running various gender specific projects throughout our supply chain.

Engagem
ent
survey

People
calendar

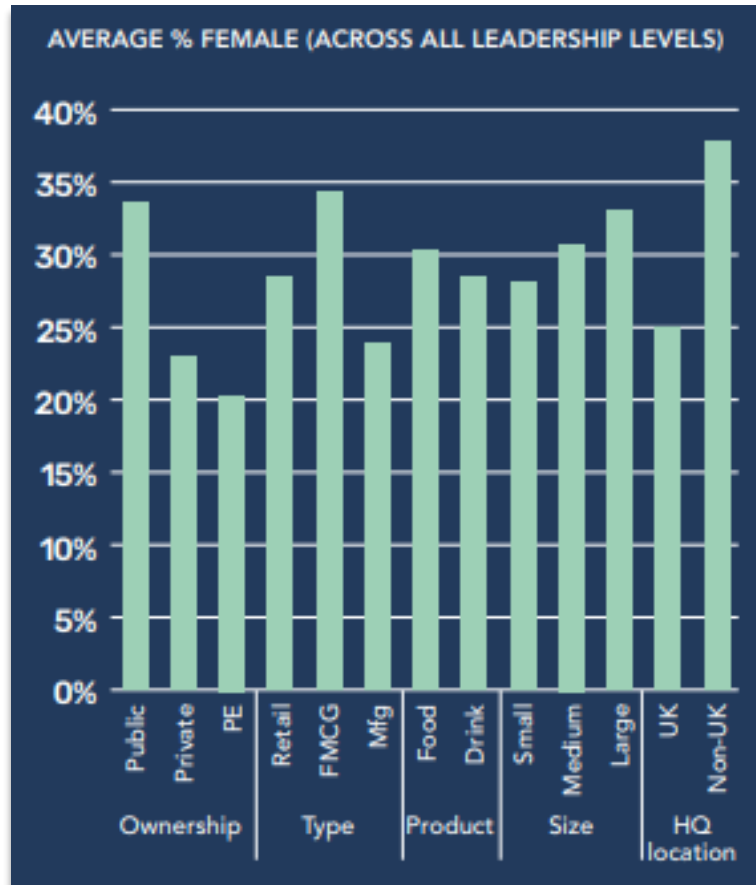
Work fit
placeme
nts

WORKFiT
Connecting employers and employees





Benchmarking



Diversity & Inclusion Strategy

In 2019 the IGD conducted an industry wide survey within Food & Grocery, they worked alongside PwC and MBS and interviewed over 200 companies. Firstly, they found that **55%** of businesses do not have a D&I strategy within the sector, however 100% had it on their agenda as a discussion..

Gender Diversity

Within the **private sector** **23%** of companies have female members in their leadership teams. In **FMCG** **34%** of companies have female members in their leadership teams. In **medium sized companies** **31%** of companies have female members in their leadership teams.

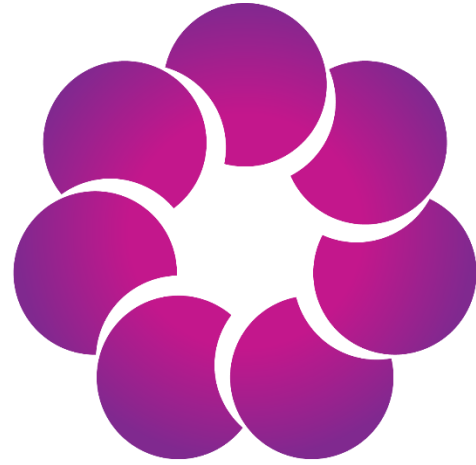
Information Source: IGD – Diversity in Food and Grocery Report 2019
Graphs and data in the appendix



What's next?

Next Steps

- | | |
|------------------|---|
| 1. Supply chain | Incorporate our wider supply chain into our D&I / Gender strategy |
| 2. FNET | Collaborate, share and learn ideas to incorporate and develop our existing strategy |
| 3. HR | Inclusive employers |
| 4. Policy review | Review existing and new policies |
-



BerryWorld

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Breakout discussion question

What are some of your challenges and solutions for working on gender and inclusion in your company?

Discuss as a group and share your 2 top challenges & 2 top solutions in the chat when you return.

Next steps for FNET

Newsletter on gender – request for useful resources to include

How can FNET support members in their work on gender, diversity & inclusion?

Please give your feedback on this webinar and share your thoughts with Suzanne@foodnetworkforethicaltrade.com

THANKS