

# Request for proposals to update the FNET Risk Assessment Tool in 2026

## 1. Background

The Food Network for Ethical Trade (FNET) connects major UK food retailers, manufacturers, suppliers and a range of small, medium and large food companies, to build more ethical trade by identifying and tackling human rights issues in food supply chains.

FNET's vision is a fair, equitable and resilient food system where people are able to realise their human rights. When organisations join FNET, the primary aim is to collaborate, share and support each other to develop robust due diligence processes to identify and act on human rights issues for workers in food supply chains. Members actively co-create tools, share information and work together to address problems as they arise.

One of the tools FNET members have access to is the FNET Risk Assessment Tool. The FNET Risk Assessment Tool provides a shared, evidence-based view of human rights risks in food supply chains to support consistent, proportionate and credible action by FNET members.

The tool enables members to:

- Make sense of 1000's of raw materials by **identifying** and **prioritising higher-risk commodities and countries** based on credible external data
- **Focus due diligence efforts** on areas of greatest risk, rather than applying uniform approaches across all supply chains
- **Support supplier engagement and review**, by adopting a risk-based supplier assessment. Identifying areas to collaborate with other FNET members and raw material & services group for deep dive insights
- **Inform business decision-making**, such as sourcing strategies, new product development and investment in mitigation or collaborative projects
- **Track changes in risk over time**, with transparency on which underlying indicators drive score changes
- **Align approaches across the sector**, reducing duplication for suppliers and promoting a common understanding of salient human rights risks. A number of retailers such as Tesco using the FNET country risks as the basis for supplier ethical requirements.

The tool is designed to be practical, transparent and interoperable, allowing members to integrate outputs into their own internal systems and wider human rights due diligence processes.

This tool was first developed in 2016, and updated in 2018, 2021 and 2024. In 2024 the tool was reviewed by Anthesis to update the methodology and conduct the update of the Country Risk Scores and Known HR Issues. The tool uses data from credible external sources to derive risk scores.

In 2025, data sources for the FNET Risk Assessment Tool were:

### **Country Risk Score Sources**

1. ITUC Global Rights Index
2. UNDP Human Development Insights
3. Freedom House: Global Freedom Scores
4. Global Slavery Index
5. Global Organized Crime Index
6. Transparency International Corruption Perception Index
7. Trafficking in Persons Report
8. UNICEF Children's Rights in the Workplace Index

### **Known Human Rights Issues Sources**

1. Verité Forced Labour Commodity Atlas
2. US Dept of Labour List of Goods Produced by Child Labour & Forced Labour
3. WRAP Sustainability risk index
4. US Department of State Country Reports
5. Seafood Slavery Risk Tool
6. Responsible Sourcing Tool
7. Member reports
8. Verité Strengthening Protections Against Trafficking in Persons in Federal and Corporate Supply Chain
9. Anti-Slavery International Products of Slavery and Child Labour

For 2026, FNET is commissioning a further update to the FNET Risk Assessment Tool, which will enable FNET members to continue to access up-to-date credible risk information on commodities and origins.

Since the FNET Risk Assessment Tool was first developed in 2016, the way supply-chain risks can be monitored and managed has changed significantly. While credible global indices remain essential, advances in data availability, analytics and system integration now make it possible to complement static, periodic risk scores with more **timely and dynamic insights**. FNET members increasingly need to respond to **emerging human rights risks**, understand what is driving changes in risk in near-real time, and prioritise action accordingly. In this tender we are looking for opportunities to evolve the FNET Risk

Assessment Tool so that it continues to provide a robust, shared baseline of risk, while also incorporating more frequent updates, clearer signals of change and improved granularity where it adds value.

For the successful provider, the strategic partnership with FNET also brings the opportunity of developing relationships with FNET's 82 members. In the 2025 annual benchmarking survey, 60% of members reported that the FNET Risk assessment tool helps identify risks and nearly a quarter of members' 2024-25 Modern Slavery Statements mentioned FNET's support with risk assessment. Partners will be offered the opportunity to present to members twice a year or quarterly on horizon scanning and risks, as well as updates for members on products or services which they would find useful. FNET will consider the possibility of a longer-term partnership or contract, with the optional offer of paid additional products or services to members.

## 2. Purpose of the Tender

The objectives of the 2026 update are to:

- Refresh country and commodity risk data using **credible, recognised global indices**
- Review the **relevance, reliability and credibility** of existing data sources
- Identify and propose **additional data sources** that provide **more timely or leading indicators of risk**
- Explore ways to combine **periodic index-based risk scores** with **more frequent updates or early-warning insights**, while maintaining transparency and comparability over time
- Produce updated risk scores with a **clear explanation of what has changed, why, and which indicators are driving those changes**. This is important for FNET members to get internal buy in to act.
- Improve the **granularity and practical usefulness** of outputs, including identification of regional or product-specific risk hotspots where relevant e.g. Huelva in Spain for strawberries or Michoacan in Mexico for avocado
- Propose **a justified approach to environmental risk indicators**, aligned with recognised standards
- Identify opportunities for **greater efficiency and scalability**, including options for more frequent updates over time)

What FNET members most value about the current FNET tool is:

- Clarity on which indices have led to a change in score since the last update
- The opportunity to integrate with their own business data
- Simplicity of use
- Commodity breakdown – a recognition that different ingredients may have different risks in supply chains in the same origins

What FNET members would be interested in seeing in the next iteration:

- Frequency of updates – currently the tool is updated every two years, not when the indices are updated.
- Granularity of data – currently the tool includes country information, ideally it would also contain information about regions within a country where relevant on human rights.
- Human rights and environment – currently the tool only includes human rights risks, a next iteration could incorporate environmental risks

Potential providers will be evaluated according to how well they are able to deliver against essential and desirable requirements, relevant expertise and cost.

### 3. Scope of Work

FNET is looking for the provider that can offer the best value for money in delivering what FNET members most need.

FNET is flexible on the format of the output (currently the tool is in Excel) as long as members can export data into Excel simply and filter by country and by commodity, as well as being able to see clearly which indices have impacted on scores.

FNET members will want to be able to access the underlying data in Excel, so they can see e.g. the highest country risk score.

Essential deliverables	Desirable deliverables
<ul style="list-style-type: none"> <li>• Updated country and commodity data from existing sources</li> <li>• Updated scores for countries and commodities</li> <li>• Clear explanation of where and why scores have changed since the last tool</li> <li>• Interoperability with members' own systems via Excel</li> <li>• Training for FNET members at a fortnightly call on the updated tool</li> </ul>	<ul style="list-style-type: none"> <li>• Updated country and commodity data from additional sources</li> <li>• Data at a regional level where needed</li> <li>• Environmental indicators</li> <li>• Plan for how indices can be updated more frequently</li> <li>• Plan for support for complex queries</li> </ul>

### 4. Eligibility Criteria

To be eligible to apply, bidders must demonstrate the following minimum requirements:

#### Organisational capability and experience

- Proven experience in **supply-chain risk assessment**, human rights due diligence, or responsible sourcing tools

- Demonstrated experience working with **global risk indices, datasets or evidence based risk methodologies**
- Experience delivering **risk tools, analytics or data products** used by companies or multi-stakeholder initiatives

### **Subject-matter expertise**

- Strong understanding of **human rights risks in global supply chains**, ideally within food, agriculture or primary commodities
- Familiarity with **international standards and frameworks** relevant to human rights due diligence (e.g. OECD Guidelines, UN Guiding Principles)
- Ability to explain methodologies clearly and transparently to non-technical users

### **Data and methodology**

- Ability to source, assess and work with **credible external datasets**, including evaluating data quality, limitations and updates
- Capacity to develop and maintain **transparent, explainable scoring methodologies**, including documenting assumptions and drivers of change
- Demonstrated approach to managing **updates, version control and comparability over time**

### **Technical and delivery capability**

- Ability to deliver outputs in **Excel-compatible formats**, and support integration with member systems
- Capability to manage data securely and in line with **appropriate cyber security and data protection standards**
- Capacity to deliver within the proposed timeline, including training and member engagement

### **Organisational requirements**

- Financial and organisational stability appropriate to delivering the scope of work
- No conflicts of interest that would compromise independence or credibility of outputs
- Commitment to FNET's values, including collaboration, transparency and ethical practice

Bidders who do not meet these minimum eligibility criteria will not be considered further in the evaluation process.

## **5. Budget**

FNET will be looking for the proposal which offers the greatest value for members.

Please summarise what can be delivered within a maximum budget of £15,000 for 2026 and added-value services or products which could be delivered for additional cost, or over a longer timeframe.

## 6. Proposal Submission Requirements

Please include the following in your proposal:

- Introduction to the organisation and team
- Relevant experience (example projects and CVs)
- Detailed project plan including workstreams, number of days, timelines, who will do what
- Detailed budget (see above)
- Summary of how the proposal meets the success criteria for the project

## 7. Timeline

Issue date for tender: 22<sup>nd</sup> April 2026

Submission deadline: 22<sup>nd</sup> May 2026 – FNET team will be available for clarifications and calls from 15<sup>th</sup> – 22<sup>nd</sup> May

Evaluation period: May-June 2026 – this will include meetings on **Thursday 4<sup>th</sup> June** for shortlisted suppliers to present their offer

Award date: 10<sup>th</sup> June 2026

Contract start date: 15<sup>th</sup> June 2026

Deadline for user acceptance testing: Start September 2026

Deadline for final deliverable: End September 2026

Launch date: October 2026

## 8. Evaluation Criteria

Proposals will be evaluated against the following criteria:

- **Quality and robustness of the proposed approach**, including methodology, data sources and transparency of scoring
- **Ability to explain and evidence changes in risk**, including clear identification of drivers and indicators
- **Practical usefulness for FNET members**, including ease of use, commodity and geographic granularity, and relevance to due diligence and decision-making
- **Integration and interoperability**, including ability to export data to Excel and support integration with member systems

- **Approach to innovation**, including combining recognised indices with more timely or forward-looking risk insights
- **Supplier expertise and experience**, particularly in human rights risk assessment and delivery of comparable tools
- **Value for money**, including cost, efficiency and scalability for future updates

## 9. Submission Instructions

Please email your completed submission to [surmaya@foodnetworkforethicaltrade.com](mailto:surmaya@foodnetworkforethicaltrade.com) by 22<sup>nd</sup> May 2026 with "Risk Assessment Tool 2026 update tender" in the subject line.

No submissions will be considered after this date.

## 10. Terms and Conditions

### **Data protection**

The Supplier and FNET will comply with Data Protection Legislation.

### **Data and Cyber**

The Supplier shall implement and maintain appropriate technical and organisational security measures to protect all systems, code, models, and data used in the development and operation of the risk-assessment tool against unauthorised or unlawful access, alteration, or disruption. The Supplier shall ensure that all public data sources used in the tool are accessed securely, are reputable, and are monitored for changes that may affect the accuracy or reliability of the tool's outputs.

The Supplier shall ensure that no FNET Confidential Information is incorporated into the tool, its datasets, or its outputs, and shall protect such information from unauthorised access or disclosure.

### **Intellectual property**

FNET will retain ownership for all intellectual property rights subsisting or arising out of or in connection with the works. The Supplier shall retain ownership of intellectual property rights subsisting in materials as determined by existing agreements. The Supplier must grant, free of charge to FNET members a right to use the works without restriction (excepting use on a commercial basis for profit).

The Supplier undertakes to FNET:

not to register nor attempt to register any of the Intellectual Property Rights in the Works, unless requested to do so by FNET; and  
to do all acts necessary to confirm that absolute title in all Intellectual Property Rights in the Works has passed, or will pass, to FNET.

### **Confidential Information**

The Supplier shall not use FNET Data or Outputs for any purpose other than delivering the Services. The Supplier shall not use FNET Data or Outputs to develop, train, or enhance any

products or services for third parties, nor disclose such information without FNET's prior written consent. This includes: information in whatever form relating to the business, members, customers, FNET's suppliers, products, affairs and finances of FNET for the time being confidential to FNET and trade secrets including, without limitation, technical data and know-how relating to the Business of FNET or any of its members, suppliers, customers, FNETs, agents, distributors, shareholders, management or business contacts, including (but not limited to) information that The Supplier creates, develops, receives or obtains in connection with this Engagement, whether or not such information is marked confidential.

## 11. Contact for Clarifications

Contact: Surmaya Talyarkhan. Project and Membership Manager, Food Network for Ethical Trade (FNET)

Email: [surmaya@foodnetworkforethicaltrade.com](mailto:surmaya@foodnetworkforethicaltrade.com)

FNET team will be available for calls and clarifications between 15<sup>th</sup>-22<sup>nd</sup> May