amfori Membership Advisory Council (MAC)

Thursday 26 April, 10.00 – 16.00
amfori offices, Avenue de Cortenbergh 172, 1000 Brussels

Participant List:

- Stéphan Arino (SA), Strategy & Global Sustainability, eLeclerc
- Carole de Montgolfier (CdM), Social Compliance, Carrefour
- Daniel Hopp (DH), Hopp KG
- Shahriare (Ari) Mahmood (SM), Sustainability, Reime
- Leon Mol (LM), Director of Product Safety, Ahold Delhaize
- Maria Schafer (MS), Sustainability Non Food, REWE
- Ellen Torres (ET), Senior Manager Import, Miles Group
- Juerg Von Niederhaeusern (JvN), Head of Social Standards, Migros
- Christian Ewert (CE), Director General, amfori
- Pierre Groning (PG), Director Advocacy, amfori
- Stephanie Luong (SL), Head of Communications, amfori
- Julie Granaghan (JG), Office Coordinator, amfori

Excused:

- Tommy Nykvist, Systembolaget

Welcome:

Christian welcomed everyone to the first amfori MAC meeting. He thanked everyone for their time and congratulated them on their appointment to the amfori MAC. CE also stated that he would chair the meeting as it was the constituting amfori MAC. The MAC members were then invited to read the Competition Compliance Statement amfori.

CE then presented the agenda to all.

Round of Introductions:

CE invited all the participants to introduce themselves and to tell everyone what motivated them to apply for the position on the MAC.
All introduced themselves. Tommy Nykvist will have the opportunity to do this at the next meeting.

Introduction of Vision 2030 (CE):

Christian reminded everyone of Vision 2030. When referring to our Vision and the “3 P’s” stated that we should not be shy of profit as we are a business association and need successful business to improve sustainability. The importance is on our members and member supply chains. He stated that Vision 2030 was supported by 5 main objectives – Build, Support, Inspire, Grow and Prosper.
The New Governance was also presented which also takes into account the growth of our network. We currently have 13 networks, with the 14 and 15 in the pipeline, Australia and Latin America. The new governance will also make decision making more transparent and participative as well as simpler within the organisation, with a flexible structure to bring all service areas together.

Of course, the ultimate decision making is the General Assembly and the Board represents the Membership. Scopes will be determined here. Information exchange should include the Networks. Project Groups will be more result orientated.

The Internal Rules will be reviewed in the autumn and the Board can change them in December if necessary.

The new governance within the Secretariat will create a new internal organisational structure. We have employed the services of Korn Ferry to help with this transformation. This will include defining roles and responsibilities of all the team members. Assessment for all team members will begin shortly with two levels. This process will be in place by end June.

The Executive Team will then be put into place with the Director General remaining and then Advocacy, Strategy & Innovation, Services and Corporate Affairs all being filled accordingly.

IT and PMO will directly report to the DG and then attend the Executive Team meetings when necessary. Project Management Office was introduced last year. We currently have 79 projects within the organization, many are Vision 2030 related. The integrated sustainability platform is now the most important of these projects.

Q: JVN asked when the new structure would be in place?
CE confirmed that everything would now move very quickly. There would be a clear definition of job profiles, which would then have a “place – make – buy” situation. The idea is not to lose anyone from the organization, but rather to place everyone in the role that best suits their capabilities and the needs of the organization.

Internal Rules & Role of amfori MAC (SL):

A copy of the Internal Rules was given to all participants. SL also introduced the role of the amfori MAC. 9 members appointed by Board of Directors following a voting process. The criteria to be part of the amfori MAC is to expertise and seniority on the mission of amfori.

Third parties may be invited to the amfori MAC to share expert knowledge that may be required, however they will have no voting rights. Members of the amfori MAC are appointed for a two year term.

The role of the amfori MAC is to give non-binding advice on long term strategy, notably regarding types of service, membership and any social, environmental and trade issues.

On their own initiative or on the request of the Board, the group will discuss ideas and advise the board on issues that arise. amfori MAC should aim at consensus decisions. Half of the amfori MAC should always be present, there is one vote per person.

The meeting of the amfori MAC should be as often as necessary – a minimum of twice a year. Early in the year and at the end of the year are recommended. Documentation for the meetings will be provided at least 7 days in advance and the meetings will be minuted by the Secretariat.

Strategic annual event could be a meeting with the amfori SAC to share knowledge.
CE stressed that transparency was imperative and that the minutes of the amfori MAC are available to all members.

SL explained the practical elements including travel, a Travel Reimbursement Policy was shared with everyone and an electronic version will be sent to all. Support from the Secretariat is also available and all feedback is always welcome.

LM stated that continuous flow of information is very important especially on developments within the membership. Information on specific topics and then focus on where it needs to be.

PG suggested that the amfori MAC be provided with a small written report before the meeting.

MS also suggested that this and all information be shared with the amfori MAC as soon as possible so that they are able to share it with their colleagues.

SL said that we should be able to find convenient ways to communicate with both sides.

JVN also stated that although the amfori MAC does need physical exchange, the driving/flying element should be a minimum. Possibly a 1 – 2 hour conference call/webinar. Meetings with a two – three month gap in between will be hard to follow. He also asked about the content of the amfori MAC meeting. Do the board just decide something or can the amfori MAC also provide topics?

CE confirmed full transparency. This will be a holistic and general meeting but decisions will be taken by the Board. It is important that the amfori MAC understand the overall setting so as to make recommendations. A working mechanism needs to be set up.

Q: ET asked if project groups are given work by the amfori MAC does it then come back to the amfori MAC? CE confirmed that it would so that the amfori MAC can then make an informed recommendation for the board.

LM stated that work is better if there is transparency and we also in the amfori MAC need to provide this. CE agreed that all topics are relevant and will be discussed as necessary. It is very clear from the Board that transparency is necessary and then key topics and decision will be reported.

Q: LM asked if the Board shared their agenda with the amfori MAC?
CE stated that this had not be done previously. A summary of the Board meeting minutes is available to all members afterwards. amfori MAC and SAC are both on the agenda of the June board meeting.

Q: ET asked how it was planned to inform members of what has been discussed?
CE confirmed that The Pulse, will be regularly sent out by Communications. What content is be shared should also be taken into account. PG added that the Chair of the amfori MAC would decide what is shared with the members. Meeting minutes are available in the members only section of the amfori website.

DH added that transparency needs improvement. We need to build new patterns and therefore how do we bring discussions here to all members. ET stated that Networks are good feedback opportunities. SL added Network reps should be a major player in sharing and gathering information.

Role of the Chair & Vice Chair (CE):

CE presented the roles of the Chair and Vice Chair. He also provided the options for election of the Chair and Vice Chair:
• Electronically
• 2nd Meeting
• In this meeting

It was decided by the majority that the election would be electronically. This will happen after the minutes of the meeting have been distributed. Nominations will be made before end of May, elections will be done. SL and Communications team to set up the electronic voting.

amfori business priorities (CE):

CE presented the business priorities for amfori including:

- One integrated sustainability platform
- An enabling policy environment for sustainable trade
- Improved learning experience
- Upgraded control assurance
- The power of the Global Network

He specified that both National and International policies were important for us now as we are expanding our networks. We want to find ways to make business easier and find ways to be effective on the ground. Europe and America = member focused and China, Bangladesh and Latin America = producer focused. How can we best help our Members? We are clearly member driven, but of course we observe when and where things are happening that affect business.

CE then presented a list of possible amfori MAC topics and asked that the participants also contribute to the list as they felt necessary.

Possible amfori MAC topics include:

- Producers as Members/Participants
- Discontinuation of announced audits
- Building safety as a future area of activity
- Traceability project
- Migration issues
- Disclosure of the entire supply chain
- Animal Welfare
- Industry Sectors (Hospitality sector, etc)
- Increased advocacy activities in sourcing countries (eg Bangladesh/India)

Topics suggested by MAC members:

- Impact of amfori tool (JVN)
- How we collaborate with other initiatives (CdM)
- Living wage (CE/LM)
- Collaboration of amfori MAC and amfori SAC

- Channeling the role of the amfori MAC to bring quality issues from members
- Tailor made approach to companies
- Trainer pool / Train the Trainer (MS)

CE reiterated that no operational issues are discussed in the amfori MAC. Project Groups are here for this. All feedback however is important and we wish to receive it.

SL stated that amfori MAC members represent amfori. Sometimes one member complaint is not another members issue. amfori MAC members are role models and represent not just your company, but the interests of the sector in light of the mission of amfori.
SM agreed that as amfori MAC members we represent and guidance for others is important.

ET also added that the Members should be feeding the amfori MAC as it is Member Advisory Council. CE agreed however also stated that the amfori MAC were not “messengers” of general issues, but should always present cases with substance. The amfori MAC is not a complaint body and topics in the meeting should be to the value of all Members, not a member.

**amfori Conference 2018 (SL):**

SL presented the information for the amfori conference, taking place on June 12 & 13th in Amsterdam. “Unleash Opportunity” is also the theme for this years conference, with “Build” as a key focus. SL asked that everyone promote the conference where possible and take advantage of the promotional/sponsorship package.

JVN asked if it would be possible to download a program for the conference from the website. SL confirmed that this would be possible at a later date.

JVN also commented that he felt that the second day of the conference ended too late and that many people often had to leave early to return home. SL confirmed that communications will try to adjust

LM asked if contact details for all of the amfori MAC members could be circulated.

**Next meetings (ALL):**

- Thursday 5th July at 15.00 - conference call.
- Thursday 27th September – meeting in Brussels

CE thanked everyone for their time and closed the meeting.

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**Christian Ewert**
**Director General**
**amfori**