



Conversation Guide:
DEIA & Social Responsibility in the Seafood Supply Chain

A guide to help non-governmental organizations (NGOs) and advocacy groups lead conversations about social responsibility and Diversity, Equity, Inclusion, and Accessibility (DEIA) within the global seafood supply chain.

DEIA & Social Responsibility | Conversation

Diversity, Equity, Inclusion, and Accessibility (DEIA) and social responsibility are critical issues in the seafood supply chain. However, conversation on such charged topics is challenging.

DEIA corporate policy and social responsibility topics aren't exactly parallel issues, crossing a diverse spectrum of human rights abuses and systemic social oppressions. Addressing slave labor on a Thai offshore fishing vessel, for instance, is and appears to be a very different issue, with a very different solution, than building diversity in the C-Suite of a corporate grocer.

This guide is a way to examine DEIA policy and social responsibility needs, and to make some useful connections in their root origins, solutions, and the motivations to pursue them. This will help make human rights and equity inextricable from environmental responsibility, and from good business.

For additional information, please visit www.fishwise.org

PURPOSE:

DEIA and social responsibility are critical issues in the seafood supply chain. However, conversation on such charged topics can be challenging.

This conversation guide is intended to assist NGO and advocacy group leaders in driving dialogue with industry partners about social responsibility and DEIA within the global seafood supply chain.

DESIRED OUTCOMES



Spark Conversations – Drive open and candid dialogue between NGOs, advocacy groups, and corporate partners.



Share Ideas – Collaborate on what is working well and what could improve.



Drive Improvements – Work together to make suggestions for improvements that drive lasting impact.

Background

Effective DEIA and social responsibility policies create more diverse, inclusive, equitable, and successful workplaces. A healthy, diverse and inclusive workforce statistically results in innovation and measurable financial success.

Despite clear connections, social responsibility and DEIA have largely evolved as separate governance topics. Creating a more holistic vision for company impact builds business practices that recognize and benefit from the intersection of ethics, market stability and profitability.

DEIA, social responsibility and environmental responsibility are fundamentally connected within a vision for sustainable business. DEIA is at the center of sustainability policies through which a company exerts its own power to effect positive change and ensure supply chain resilience. The globe is confronting modern crises of human rights, including forced and child labor in seafood industries. In America, multi-generational struggles around class equity, and racial and gender justice, embattle businesses and their communities.

Social Responsibility Connections for Corporate Policy



Equity | Justice | Wellness | Resilience

This diagram illustrates the positioning of DEIA initiatives as an extension of corporate social responsibility commitments and more broadly as a component of sustainability-centered business practices.

Businesses can protect themselves from costly controversies by implementing pillar social impact policies.

Business operations and corporate governance are both most effective when they have measurable goals, assigned responsibility, and transparent processes for auditing and reporting. These metrics are already a part of operational success. Bringing company values and sustainability commitments under the umbrella of the existing practices of good business empowers the entire company.

STEP 1 **Self Assess:** Identify significant DEIA challenges in the next 1 - 5 years

As an NGO or advocacy group leader, it's important to self assess your own organization before speaking with industry partners. Take time to work with other organizational leaders to complete the environmental scan worksheet. Share your environmental scan when beginning conversations. Describe how you include both DEIA and social responsibility in your own work and acknowledge challenges to success up front.

ENVIRONMENTAL SCAN WORKSHEET

Environmental scans can be conducted during a partner interview, brainstorming session, team meeting, or management retreat through surveys or speaking with industry partners, or by a combination of these methods.

Participants:

Date:

Regarding DEIA and social responsibility in the global seafood supply chain, what is happening inside and outside of your organization...

	Right now?	In the near future? (1 Year)	In the distant future? (5 Years)
DEIA	<input type="text"/>	<input type="text"/>	<input type="text"/>
SR	<input type="text"/>	<input type="text"/>	<input type="text"/>

Regarding DEIA and social responsibility in the global seafood supply chain, what do you see happening across the industry...

	Right now?	In the near future? (1 Year)	In the distant future? (5 Years)
DEIA	<input type="text"/>	<input type="text"/>	<input type="text"/>
SR	<input type="text"/>	<input type="text"/>	<input type="text"/>

STEP 2 **Partner Assessment:** Identify significant DEIA and social responsibility challenges in the next 1-5 years

Your organization's strategic plan and key performance indicators (KPIs) are a great place to start to identify current and future challenges. If your organization/department doesn't have a strategic plan or it is not drilled down enough to your team's specific strategies and priorities, an environmental scan can provide you with enough information to start to inform a DEIA and social responsibility improvement effort.

ENVIRONMENTAL SCAN WORKSHEET

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Regarding DEIA and social responsibility in the global seafood supply chain, what is happening inside and outside of your organization...

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SR	<input type="text"/>	<input type="text"/>	<input type="text"/>

STEP 3 Focus on Key Areas

There are many facets to DEIA and social responsibility across the global seafood supply chain. Spend time speaking with partners to understand their current state, and then dive into the key areas of focus. Remember, there are no “right” or “wrong” answers – the purpose is to discover opportunities for impact and improvement.


DEEP DIVE – OVERVIEW: DEIA

1. Does your organization currently have a DEIA Strategic Plan? Yes No
2. If “yes,” is the plan available to internal audiences? Yes No
3. If “yes,” is the plan publicly available? Yes No
4. If “yes,” does the plan include key performance indicators (KPIs)? Yes No
5. If “yes,” does your plan address social responsibility? Yes No

Explain:

Let’s discuss some of the key areas of focus for DEIA in the global seafood supply chain:

Do you think having a DEIA Strategic Plan and/or policies is important? Why or why not?



STEP 3 Focus on Key Areas

DEEP DIVE – OVERVIEW: SOCIAL RESPONSIBILITY

1. Does your organization have a Social Responsibility Plan? N
2. If “yes,” is the plan available to internal audiences? Yes
3. If “yes,” is the plan publicly available? Yes No
4. If “yes,” does the plan include key performance indicators (KPIs)? N
5. If “yes,” does your plan address DEIA? Yes No

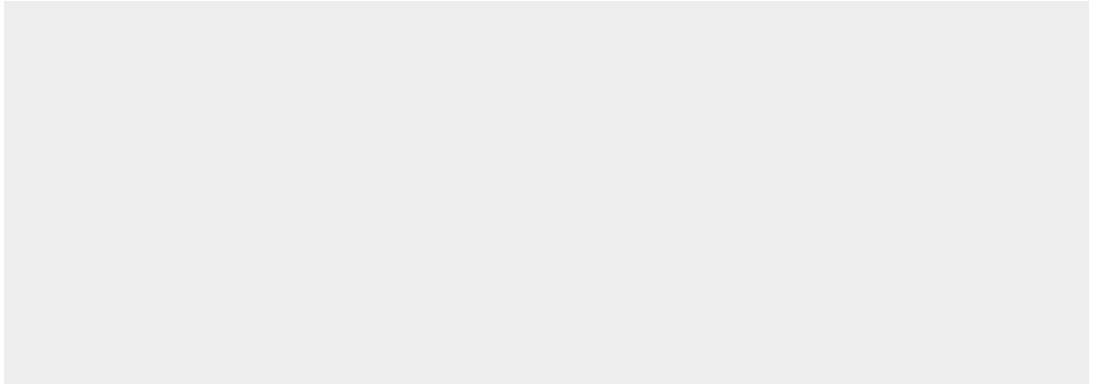
Explain:

Let’s discuss some of the key areas of focus for social responsibility in the global seafood supply chain:

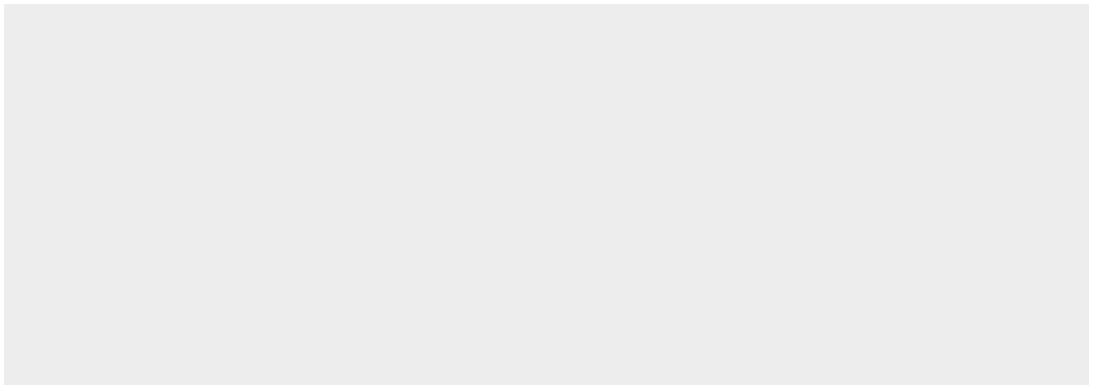
Do you think having a Social Responsibility Strategic Plan and/or policies is important? Why or why not?

DEEP DIVE – INTERNAL REFLECTION: DEIA

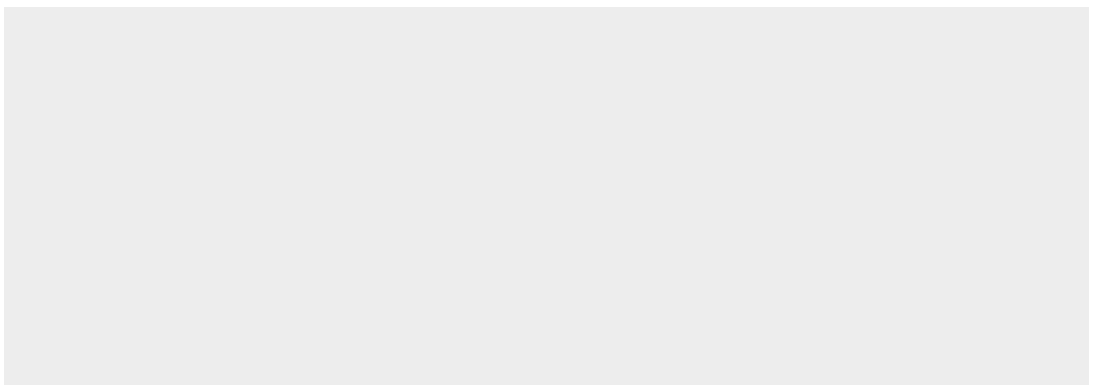
Why is DEIA important to you?



What areas of DEIA are most important to you and your organizations?

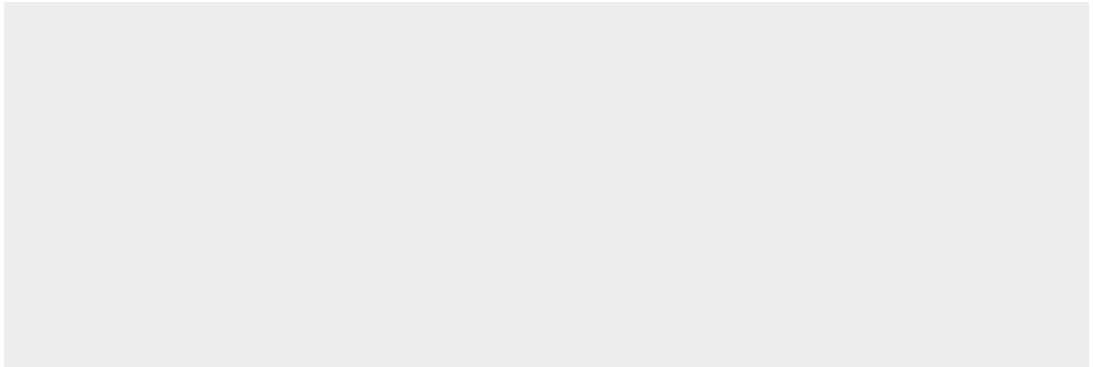


What aspects of DEIA do you do well and what are areas for improvement?

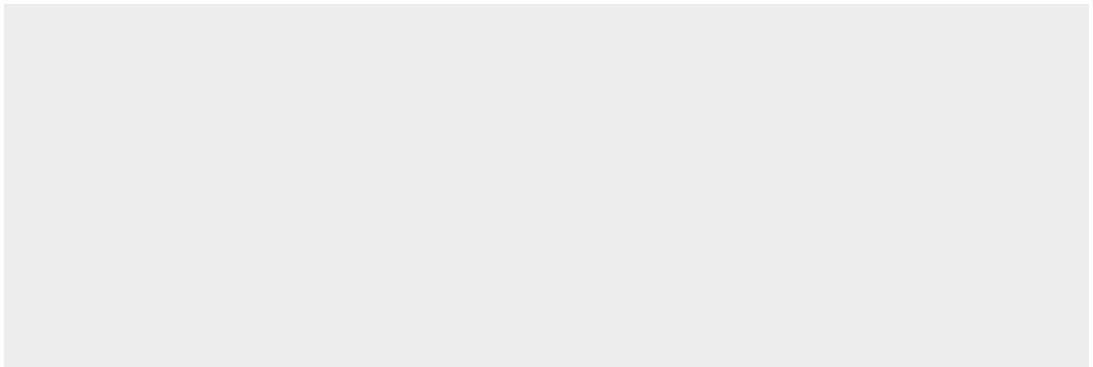


DEEP DIVE – INTERNAL REFLECTION: SOCIAL RESPONSIBILITY

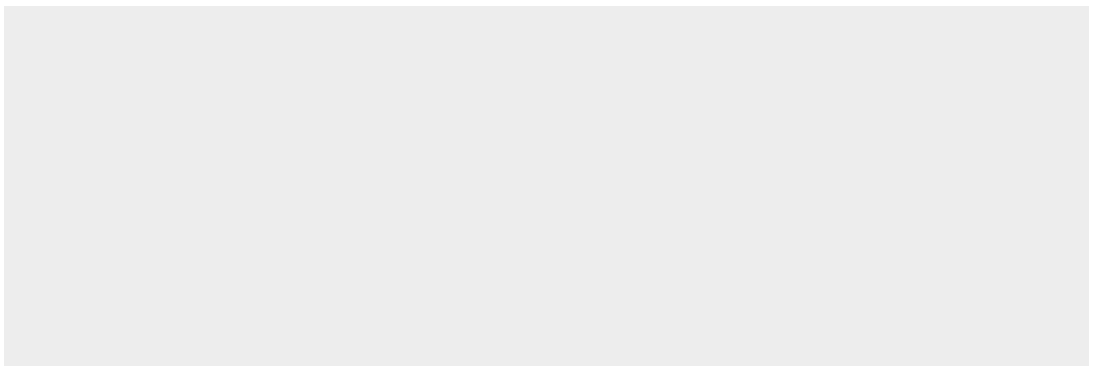
Why is social responsibility important to you?



What areas of social responsibility are most important to you and your organization?

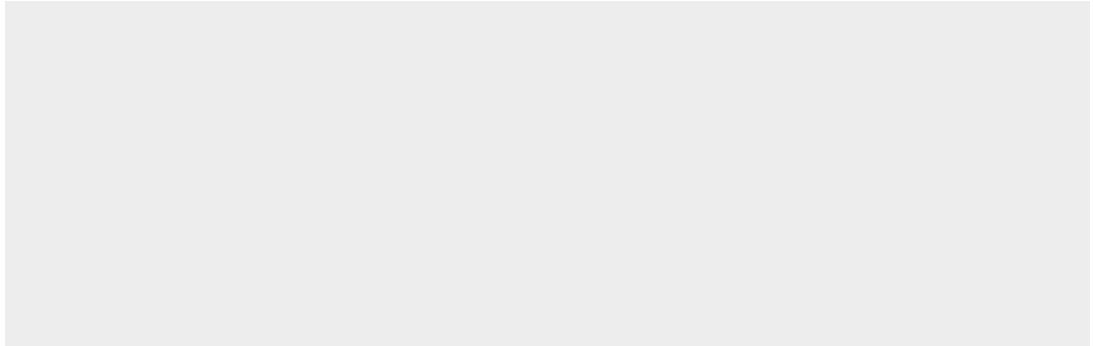


What aspects of social responsibility do you do well and what are areas for improvement?

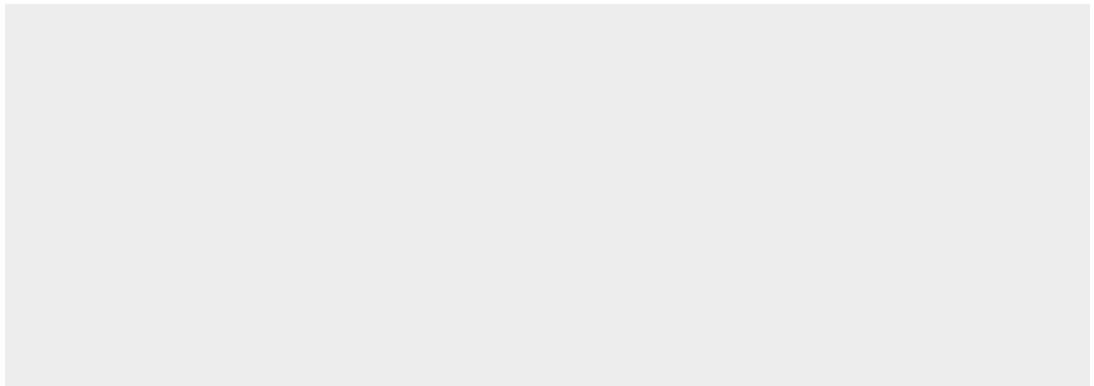


DEEP DIVE – INDUSTRY LENS

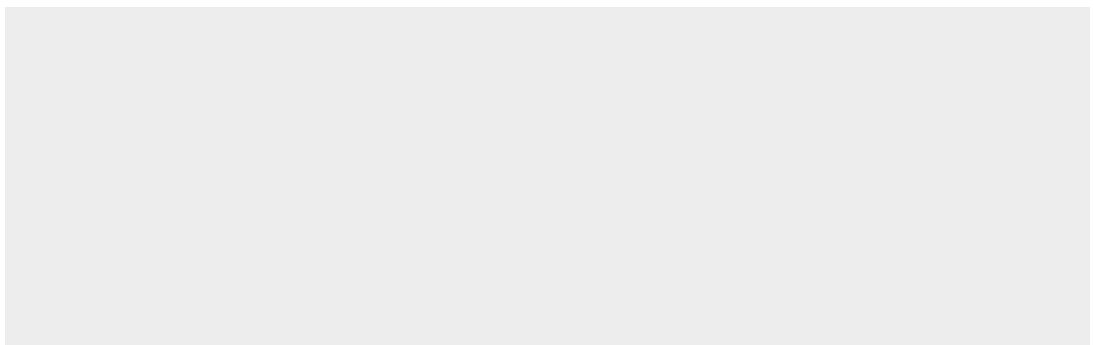
Do you think social responsibility is important as it relates to the seafood supply chain? What is the impact?



Does your organization monitor and track the chain of custody for seafood (i.e., who caught it and how) and supply chain to get to your store?



What are the greatest obstacles you have encountered in ensuring that your seafood sources are both socially and environmentally sustainable?





STEP 4 Measure impact

In order to make a sustainable and lasting impact on DEIA and social responsibility efforts, an organization must agree to measure and monitor itself to celebrate its successes acknowledge its shortfalls. An organization and its leadership must be held accountable to its employees, stakeholders and customers.

KPIs & MEASURES: Seafood Supply Chain

KPIs are critical to embedding DEIA and social responsibility across an organization. While organizations must tailor KPIs to meet their needs and culture, below are some samples for consideration.

People

1. Number of policies that address social responsibility within the global seafood supply chain (e.g., trafficking and forced labor).
2. Percentage of policies that are assigned directly to a member of leadership.
3. Percent increase/decrease of reporting human rights violations.
4. Percentage of base pay equity for all employees performing similar work with comparable roles and experience in similar markets.

Process

5. Percentage of transparent processes and systems to ensure suppliers uphold standards on environmental, social, and ethical business practice issues.
6. Number of organizational policies in place that are aligned to labor rights.
7. Number of employee health and safety practices in operations.
8. Number of corporate actions taken against supply chain members with human rights violations.
9. Percentage of operations that have been subject to human rights reviews or impact assessments.

Culture

10. Number of publicly stated corporate policies, statements, and stances that address DEIA or social responsibility.
11. Number of sustained community impact efforts in primary markets; philanthropic efforts; or employee engagement/volunteering.
12. Number of DEIA or social responsibility learning and development opportunities over the past 12 months.

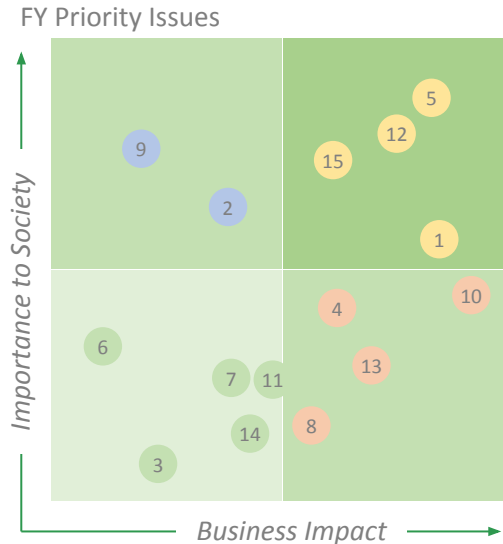
STEP 5 Prioritization and Accountability

Leaders often struggle to determine which KPIs are the the most important to measure their organizational impact. Additionally, once KPIs are selected, defined, and measured, they will often become unimpactful unless aligned to a specific organizational leader and included in her/his/their performance review plan.

EXERCISE

Prioritization: In order to prioritize KPIs and determine which are the most impactful, organizations can map KPIs in a simple prioritization chart. The sample below measures “Importance to Society” and “Business Impact.” However, organizations can align against any criteria, such as “Leadership Buy-in,” “Difficulty/Time to Implement,” “Quality of Data,” “Employee Impact,” etc.

Sample mapping:



Accountability: Ultimately, each KPI must have a single leader held accountable to the measure. Having more than one individual listed as “accountable” means that accountability is lost. That said, other leaders may share responsibility or be consulted. Organizations should identify KPI accountability while defining the measures and push to have the KPI included in the leader(s)’ performance plan.

Sample KPI Definition Categories:

KPI	Definition	Accountable	Calculation	Threshold	Target	Frequency
1. Leadership Accountability	% of DEIA policies aligned to leadership	J. Duff, Chief Human Capital Officer	# of total DEIA Policies/# of Policies	95-100% = Green 85-94.9% = Yellow	95%	Quarterly



Additional Information

If you would like to learn more about DEIA and social responsibility as it relates to the global seafood supply chain, here are some additional resources:

Seafood Supply Chain:

- “Social Responsibility in the Global Seafood Industry: Background and Resources”
<https://fishwise.org/human-rights/social-responsibility-global-seafood-industry-background-resources/>
- “Seafood Social Risk Tool”
www.seafoodwatch.org/our-projects/seafood-social-risk-tool
- “Seafood Social Risk Tool: Identifying risk of forced labor, human trafficking, and hazardous child labor in the seafood industry”
www.seafoodwatch.org/globalassets/sfw/pdf/projects/ssrt/seafood-watch-social-risk-tool-white-paper-july-20-2022.pdf
- “Mainstreaming Equity and Justice in the Ocean”
<https://www.frontiersin.org/articles/10.3389/fmars.2022.873572/full>
- “Blue growth and blue justice: Ten risks and solutions for the ocean economy”
<https://www.sciencedirect.com/science/article/abs/pii/S0308597X20310381>
- “Equity in U.S. Fisheries”
<https://oceanstrat.com/wp-content/uploads/2022/08/Equity-in-U.S.-Fisheries-Fact-Sheet.pdf>
- “Revealing global risks of labor abuse and illegal, unreported, and unregulated fishing”
<https://www.nature.com/articles/s41467-022-28916-2>

DEIA General Resources:

- “SHRM Diversity, Equity & Inclusion”
<https://www.shrm.org/ResourcesAndTools/hr-topics/Pages/diversity-equity-and-inclusion.aspx>
- “How to Create a Diversity Scorecard”
<https://www.shrm.org/resourcesandtools/hr-topics/behavioral-competencies/global-and-cultural-effectiveness/pages/how-to-create-a-diversity-scorecard.aspx>
- “A New Era in Corporate Responsibility”
<https://www.shrm.org/hr-today/news/all-things-work/pages/a-new-era-in-corporate-responsibility.aspx>