



Food and Agriculture
Organization of the
United Nations

Integrating responsible business conduct in pineapple production and export

An introductory guide for trainers

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Acknowledgements

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Thanks to Laura del Castillo Buelga for her overall support in publishing this guide. Thanks to Jonathan Hallo who created the graphic design of the document.

The elaboration of this guide was possible thanks to the support from the Government of Germany.

1. Introduction

The FAO technical guide, **Responsible business conduct in the pineapple industry: a guide for producers and exporters**, was developed to support export-oriented businesses to mainstream sustainability and resilience in their operations, via the implementation of risk-based due diligence processes. Due diligence is the process through which responsible business conduct is implemented and aids producers and exporters to proactively identify, prevent and address social and environmental sustainability risks. Due diligence also supports businesses to track and report on progress made towards achieving their sustainability goals and to provide evidence to customers and consumers about how businesses are committing to sustainability.

Specifically, the technical guide aims to equip users and empower them to implement a due diligence system, with a focus on Step 2 of the five-step due diligence framework, that is to identify and prioritize risks, with the following three main objectives:

1. introduce pineapple producers and export-oriented businesses to responsible business conduct (RBC) and due diligence;
2. guide them in the process of identifying and prioritizing environmental and social sustainability risks in their operations and their business partners'; and,
3. provide initial resources to prioritize and address the sustainability risks identified.

Recognizing the need to make the content of the technical guide accessible to different audiences, including producers, associations working with small growers, and other businesses, the Responsible Fruits Project has developed a learning module. The learning module is composed of three items: this training guide, a slide deck, and a workplan and script for trainers. This learning module will help trainers and others who are supporting the understanding and application of RBC in the pineapple industry by building capacity to identify and prioritize risks. The Project also developed a technical brief summarizing the content of the technical guide, which also facilitates access to the content by trainers and learners.

FAO may update this training guide from time to time based on experience, or as technology or knowledge evolves. Feedback and suggestions to improve future versions of these learning materials are welcome from any user at any time by writing to responsible-fruits@fao.org.

2. Target users

This guide is a resource to help trainers and others involved in capacity development navigate the materials on responsible business conduct developed by the Responsible Fruits Team.

Given the detail required to conduct a risk assessment of business operations, this training guide is primarily intended for trainers, including sustainability officers, sustainability teams, and other professionals responsible for developing the capacity to assess sustainability risks within their own pineapple businesses or as part of the support provided to suppliers or members (e.g. of producer and trade associations). Advanced knowledge on responsible business conduct and due diligence practices is not mandatory. Trainers may refer to the responsible business conduct technical guide and technical brief prepared by the Responsible Fruits Project (more details in the subsequent section).

3. Documentation and tools

There are several resources available to support understanding and operationalizing responsible business conduct in avocado value chains. All this material is available in English and Spanish.

Training guide

This training guide is a companion to the technical guide and provides a starter kit for trainers and others who are developing capacities to implement RBC through risk-based due diligence processes. It is focused specifically on Step 2.

Technical brief



The technical brief, **Are you ready to lead? Using responsible business conduct to address risks in pineapple businesses**, provides a summary of the content of the technical guide. It is a practical introductory document to facilitate the rapid understanding of the due diligence five-step framework and Step 2.

Technical guide



The technical guide, **Responsible business conduct in the pineapple industry: a guide for producers and exporters**, provides a step-by-step guidance on how to implement risk-based due diligence systems in pineapple value chains. The guide introduces readers to the five-step due diligence framework, providing links to other tools and resources on how to implement each of the steps.

The technical guide provides in-depth guidance to operationalize Step 2: identify and prioritize risks, mapping out 29 environmental, social, economic and cross-cutting risks relevant to the global pineapple industry. The guide offers simple tools for businesses to identify risks relevant to their own context of operations and prioritize risks for action. This document also offers links to several resources and recommendations that can support businesses to address the prioritized risks.

It is advised that you review all the steps in the due diligence framework to ensure that learners understand how Step 2 fits in it. The technical guide is available in **English** and **Spanish**.

Slide deck

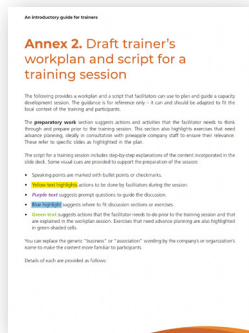


One slide deck is available for use in a learning context. The deck provides an overview of the relevant content in the technical guide. This content is suitable for use in an introductory capacity development event organized by a pineapple company or an association representing pineapple producers, packers and export-oriented businesses overall. The

content in the slides has been developed by FAO and was tested during the validation workshop of the technical guide. You will find the slides in **Annex 1** of this training guide.

To download an editable version of the slide deck, go to the project's webpage on **responsible business conduct**, or write to **responsible-fruits@fao.org**. The slide deck is available in **English** and **Spanish**.

Trainer's workplan and script



A guiding workplan and a script to accompany the slide deck is available to support the trainer to organize and facilitate the capacity development session. The script follows the structure of the slide deck and provides guidance on how and where adaptation is needed to tailor the content. It also provides suggestions for preparatory work to ensure that the information provided is well contextualized for the learners. The script gives an estimated time to be dedicated to each slide.

We advise the trainer to adjust the language, examples and duration of the presentation based on the needs of the target audience. You will find the workplan and script in [Annex 2](#) of this training guide.

To download an editable version of the facilitator's script, go to the project's webpage on [responsible business conduct](#), or write to responsible-fruits@fao.org. The script is available in [English](#) and [Spanish](#).

4. Organizing a training session

The slide deck on responsible business conduct for pineapple producers and exporters (see [Annex 1](#)) is a structured document that supports trainers to guide participants to:

- understand the concepts of RBC and due diligence and why these are relevant to their operations;
- understand how to conduct a sustainability risk assessment; and,
- identify ways to prioritize the identified risks to start addressing.

The slide deck can and should be adapted to fit the context in which the capacity development exercise is carried out. Learning outcomes are more impactful if the slides and content are contextualized to the local risks and targeted audience. Tailoring of the slide content can be done by pre-identifying and selecting the environmental and social risks relevant to the country or region of production, or by fine-tuning the content relative to the scale of the businesses' operations (e.g. small, medium or large). A suggestion on where changes can be made is provided in the facilitator's script ([Annex 2](#)). A summary of a capacity development session is provided below.

An introductory guide for trainers

Session preview

Section	Description
Session purpose	To provide an overview of the responsible business conduct (RBC) in pineapple value chains, and how it helps to identify and address environmental and social sustainability risks in pineapple operations. The session also aims to serve as a starting point for businesses and/or organizations to begin brainstorming about a risk identification and prioritization approach in their operations.
Session contents	<p>Building on the RBC guide for pineapple producers and exporters, this session introduces participants to RBC and the five-step framework of the due diligence process. The session focuses on Step 2: identifying and prioritizing risks. To support pineapple businesses' translation of this process into practice, this session addresses the following:</p> <ul style="list-style-type: none">• Purpose and importance of RBC and due diligence in pineapple value chains.• Steps to conduct a detailed sustainability risk assessment.• Guidance to prioritize risks.
Intended audience	Producers, packers, exporters who are required to comply with due diligence requirements by importing markets and any other stakeholder interested in learning how to identify sustainability risks.
Human resources suggested	1 facilitator, 1 co-facilitator/notetaker (if available) for capturing key discussion points and brainstorming, for reporting, for handling print outs (if needed), etc.
Session duration	<p>1.5 to 4 hours.</p> <p>The duration will vary depending on the number, type and length of exercises and discussions organized, as well as on the breaks taken during the session. If required, the trainer could split the session into two sections to avoid participant's fatigue.</p>
Pre-reading	<p>Guide: Responsible business conduct in the pineapple industry: a guide for producers and exporters</p> <p>Technical brief: Are you ready to lead? Using responsible business conduct to address risks in pineapple businesses</p>
Methods	<p>The session can be delivered in person and/or online.</p> <p>It is advisable that the learning session be as interactive as possible to facilitate the understanding of key concepts and processes. For example, this can be done by prompting questions throughout the presentations, using external tools (e.g. Mentimeter, Whiteboard, etc.) to facilitate brainstorming and discussion, or organizing paired or small-group work for risk identification and examples for risks prioritization.</p>
Session outputs	<ul style="list-style-type: none">• An awareness of RBC and due diligence, and their relevance in global trade.• An understanding of how to conduct a sustainability risks assessment in participant's own operations.• An awareness of FAO's RBC guide for pineapple producers and exporters. <p>Note: The risk assessment and prioritization are not intended to be completed in this session.</p>

When organizing a capacity development session, the trainer should consider the following:

- **Engage with relevant colleagues** from the association or company to get a good understanding of the objective of the training, context of the operations, and learners' profile. This will also ensure that appropriate company or association members are attending. For instance, the sustainability officer in charge of conducting risk assessment processes, certification compliance officer, phytosanitary officer, etc.
- **Familiarize yourself with the slide deck** and script and adjust them as required to meet the participants' needs.
 - If required, ask relevant company/association colleagues (point above) for any key information you may need to customize the content of the slides to make it suitable to the context of the business operations (e.g. environmental challenges, ongoing social-related issues, compliance with voluntary sustainability standards/certifications etc.).
- **Decide whether any other materials or tools** (e.g. flip chart, Menti poll) **will be needed** to make the session more interactive and guide discussions (e.g. Slide 18). Based on this decision, prepare the relevant tools and materials.
- If the business or association intends to conduct a follow-up exercise for risk assessment and prioritization, **having a note-taker in the session would be important**. The note-taker will support capturing key ideas and information that might come out as part of the discussions, and which will inform the follow-up exercise.
- **Share with participants the session overview** and any relevant preparatory materials (e.g. technical brief) prior to the training session. If you are training several members of a single company or association, ask the focal points to share these tools with their colleagues.

Annex 1. Slide deck on training to implement responsible business conduct in pineapple businesses

The link provides access to a downloadable presentation developed in PowerPoint.

- [Slide deck. How to integrate RBC as part of my pineapple business operations.pptx](#)





What will you learn in this course?

- ✓ You will become familiar with the concepts of **Responsible Business Conduct (RBC)** and **due diligence** and see how to use them to make your business more sustainable.
- ✓ How to conduct a **sustainability risk assessment** in your operations.

How will we get there?



Let's get started!

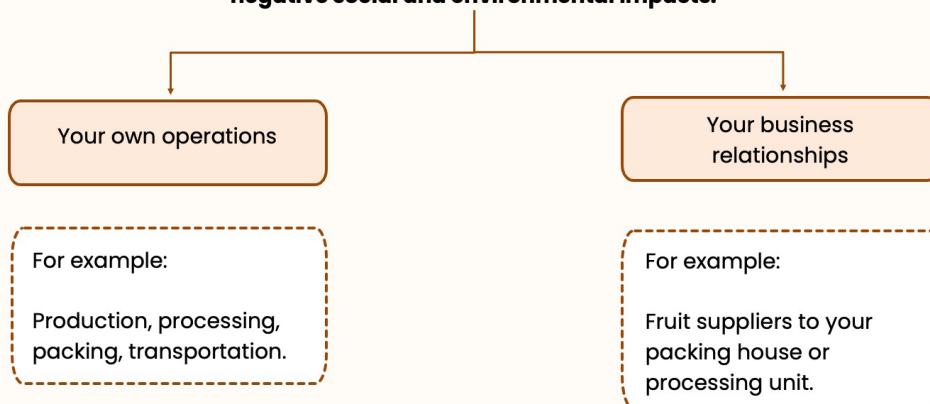
1. Defining the concepts



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What is Responsible Business Conduct (RBC)?

Responsible business conduct (RBC) means **operating your business in a way that avoids negative social and environmental impacts.**

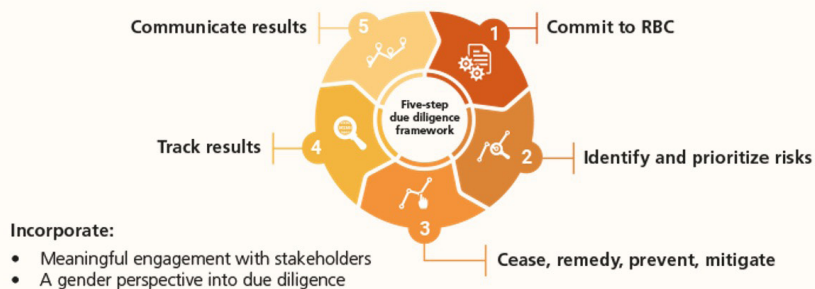


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How do you become a “responsible business”?

Due diligence is the process used to put RBC into practice:



Source: Adapted from OECD-FAO, 2016; OECD, 2018; and Fairtrade International, 2023.



2. Why is RBC important to my pineapple business?





RBC can help your business to:

1. **Identify, prioritize and deal** with problems as they arise.
2. **Prepare for and demonstrate** to your buyers and others your actions towards sustainability.
3. **Improve wellbeing** of your workers and communities.

What is the added value of RBC to my pineapple business?



Goes beyond traceability and voluntary sustainability standards (e.g. certifications).



Compliance with **internationally recognized principles on sustainable development and human rights**



Compliance with **importing market regulations.**

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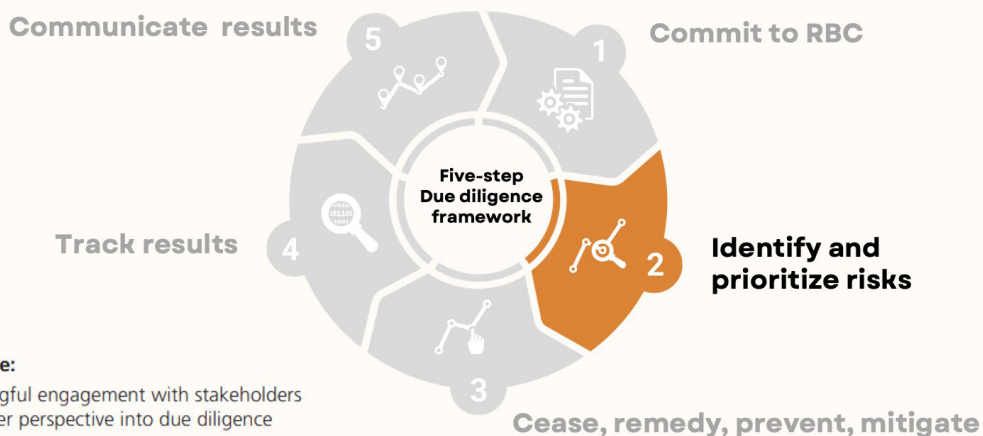
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3. Assessing the risks in the value chain





Step 2: Identify and prioritize risks



Step 2: Identify and prioritize risks

The risk assessment process should follow three steps:



 You need to consider both, **the risks that your operations face** and the **risks that your operations might be causing** to the environment and people. 

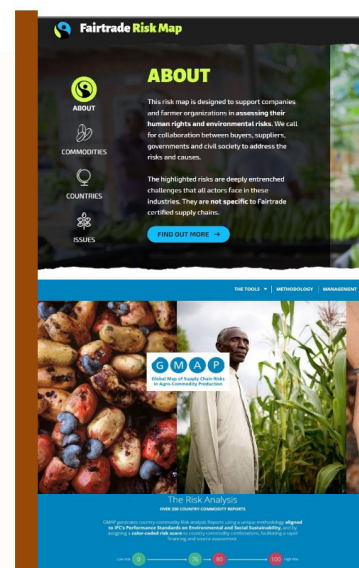
Source: Adapted from Fairtrade International, 2023.

1. Identify social and environmental risks in your country and commodity sector

Look at risk assessments that have already been conducted in your country for pineapple or other similar fruits.

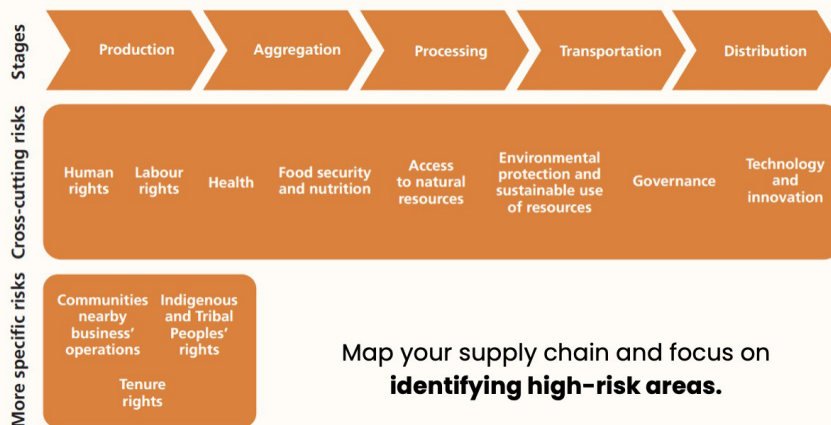
Two tools may help you gather this information:

- Fairtrade International [Risk Map](#)
- International Finance Corporation's [Global Map of Supply Chain Risks](#) in Agro-Commodity Production.





2a. Map your supply chain



Source: Adapted from OECD-FAO, 2016.



2b. Zoom in on risks in your and your partners' operations, including identifying the most vulnerable groups

Here, you will **identify the specific risks relevant to your business and to your partners.**

These will include risks in different dimensions:



2b. Zoom in on risks (continued)

29 risks have been identified for the avocado sector by the Responsible Fruits Project:

- **Environmental (10 risks)**
- **Social (10 risks)**
- **Economic (5 risks)**
- **Cross-cutting issues (4 risks)**







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Main risks identified for global pineapple value chains:



Your risks will vary depending on:

- Your production system / business activity.
- Physical context
- National regulatory environment.

Environmental	Social	Economic	Cross-cutting
 Water use and effluents	 Food safety	 Smallholder inclusion in global value chains and equitable sharing of value along the chain	 Governance, including compliance with national policies, laws and regulations; disclosure, anticorruption, advocacy and lobbying
Soil health	Food security and nutrition	Anticompetitive behaviour	Consultation
Agrochemical use (fertilizers, pesticides and flowering inducers)	Employment practices and working conditions	Increasing costs of production	Grievance mechanisms
Deforestation and forest degradation	Living income and living wage	Logistics	Right to effective remedy
Biodiversity and protection of ecosystems and ecosystem services	Occupational health and safety (OHS)	Political risk: war, civil unrest and political instability	
Land use, land expansion and land rights	Forced or compulsory labour		
Food loss and waste, waste disposal, upcycling and valorization	Child labour		
Climate change effects on production	Freedom of association and collective bargaining		
Carbon emissions and energy use	Non-discrimination and equal opportunity, including rights of women, migrants and Indigenous and Tribal Peoples		
Technology and innovation	Local communities		

Source: FAO, 2024.

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Let's take a moment to reflect...

1. Are any of the risks identified relevant to your business?
2. Are there any other risks that need consideration?



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2b. Zoom in on risks (continued)



Attention

You should identify **the most marginalized or vulnerable groups of people likely to be affected by the risks**. These include:



3. Prioritizing risks: which ones should you address first?

Your company will need to **evaluate and prioritize risks** based on the:

- **Likelihood** → how common or likely it is that the risk will occur.
- **Severity** → how serious the problem or impact would be if the risk occurs.



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3. Prioritizing risks (continued)

a) The **likelihood** of the risk:



b) The **severity** of the risk:



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Let's take a moment to think...

1. Which risks do you consider the **most likely** to occur in the next 3 years?
2. If they do happen, which ones do you think would have the **most severe impacts** on people and/or the environment?



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3. Prioritizing risks (continued)

Likelihood	5 Very likely	5	10	15	20	25
	4 Likely	4	8	12	15	20
	3 Moderately likely	3	6	9	12	15
	2 Unlikely	2	4	6	8	10
	1 Very unlikely	1	2	3	4	5
		1 Minimum	2 Minor	3 Moderate	4 Major	5 Serious
		Severity				

You can use a simple five-by-five matrix :

$$\begin{aligned} &\textbf{Likelihood score} \\ &\times \\ &\textbf{Severity score} \\ &= \\ &\textbf{Risk Impact Score} \end{aligned}$$

Select 3 risks with the highest score to address first

Let's take this example:

Risk identified (and associated impact)	Likelihood	Severity	Risk score	Is it a human rights risk?
Soil degradation (productivity loss)	3	5	15	No
Water contamination from chemical run-off (with downstream impacts on a neighbouring community)	1	5	5	No
Decline in water availability, e.g. drought (production loss)	3	4	12	No
Biodiversity loss	4	4	16	No
Forced labour on a pineapple supplier farm (breach of human rights)	2	5	10	Yes
Workplace injuries, e.g. repetitive work stress (loss of workers and union action)	3	3	9	No
Maximum residue limits exceeded (market access loss)	2	4	8	No
Inadequate logistics for cold storage (post-harvest loss and profitability loss)	3	3	9	No

**4.
Take action to
address the risks**



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Options to address risks



Let's take a moment to discuss...

1. For the risks that seem likely to occur, is there any way to **prevent** them from happening? How?
2. How can you **remedy** or **mitigate** the negative impacts?
3. Can we **stop** any harmful activity and avoid negative impacts from becoming worse?



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Develop an **action plan** on how
you intend to address the risks
identified...

This should include the
actions to be taken and
timelines.



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Today we learned:



What RBC is and how it can advance sustainability in your pineapple business.



Due diligence is a powerful tool to **identify sustainability risks** in your operations and in those of your business partners'.



It's a good idea to **prioritize three risks first**, and then move onto the other ones ... and **human rights risks go always first!**



We need to **develop a plan** where we can outline our actions and timelines for addressing the risks.

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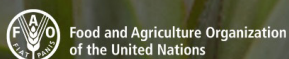
Don't forget to check out FAO's responsible business conduct guide for pineapple producers and exporters

You will find:

- A comprehensive guidance on how to conduct a risk assessment.
- Many practical resources and tools to address some environmental and social risks in the pineapple sector.




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Thank you!

 <https://bit.ly/responsible-fruits>

 Responsible-Fruits@fao.org

Annex 2. Draft trainer's workplan and script for a training session

The following provides a workplan and a script that facilitators can use to plan and guide a capacity development session. The guidance is for reference only – it can and should be adapted to fit the local context of the training and participants.

The **preparatory work** section suggests actions and activities that the facilitator needs to think through and prepare prior to the training session. This section also highlights exercises that need advance planning, ideally in consultation with pineapple company staff to ensure their relevance. These refer to specific slides as highlighted in the plan.

The script for a training session includes step-by-step explanations of the content incorporated in the slide deck. Some visual cues are provided to support the preparation of the session:

- Speaking points are marked with bullet points or checkmarks.
- **Yellow text highlights** actions to be done by facilitators during the session.
- **Purple text** suggests prompt questions to guide the discussion.
- **Blue highlight** suggests where to fit discussion sections or exercises.
- **Green text** suggests actions that the facilitator needs to do prior to the training session and that are explained in the workplan session. Exercises that need advance planning are also highlighted in green-shaded cells.

You can replace the generic “business” or “association” wording by the company’s or organization’s name to make the content more familiar to participants.

Details of each are provided as follows:

a) Preparatory work

This preliminary workplan suggests exercises or activities that trainers would need to prepare in advance of the training.

Slide	Suggested actions for the preparatory work
3	<p>Purpose: introduce the content of the capacity development session.</p> <p>The trainers can share a printout of the session overview and the technical brief with participants. The session overview can be shared physically by printing some copies in advance or sharing the file via email to allow participants to have an understanding and scope of the training prior to the event.</p>
8	<p>Purpose: contextualize and discuss about the environmental and social risks facing the sector.</p> <p>The slide discusses how RBC can benefit businesses and mentions how it can address criticisms received by the industry with respect to actual or potential social and/or environmental sustainability risks. The trainer can do research in advance to see what is being said about the global pineapple sector in general and in the country of operation, in particular. It is advised that the trainer discusses with relevant officers in the business/association about the risks to be presented as examples. Otherwise, if preferred, the trainer can open this up for discussion during the session.</p>
9 part 1	<p>Purpose: to stress that RBC goes beyond voluntary sustainability standards or certification schemes.</p> <p>For the first part of slide 9, the trainer would investigate in advance the voluntary sustainability standards or certification schemes that the business/association being trained complies with, if any. You can consult with a relevant officer in the business/association to obtain this information.</p>
9 part 2	<p>Purpose: to provide context on due diligence laws and/or regulations from key export markets that may apply to businesses.</p> <p>For this part of slide 9, the trainer should select regulations relevant to the company or association. For example, if the EU is the primary export market, the focus can be on EU regulations. The trainer should consult with relevant staff beforehand to gather this information.</p>
13	<p>Purpose: identify risks relevant to the country of production and commodity sector.</p> <p>It is advised for the trainer to consult the sources/links suggested on the slide to identify what social and/or environmental risks have already been identified in the country where the training is taking place. If there is no information available on the online resources, the trainer can consult with relevant officers in the business/association. See the yellow highlights in the script below for guidance on how to do the adaptation.</p>
17	<p>Purpose: present an overview of the environmental, social, economic and cross-cutting risks identified for the global pineapple sector and pre-identify which are relevant to the training context.</p> <p>The trainer should determine what risks are relevant to the business/association being trained. The trainer can consult with key staff to determine which examples to use. See the yellow highlights in the script for guidance.</p>

Slide Suggested actions for the preparatory work

18

exercise

Purpose: to have an interactive discussion and/or group exercise section to talk about the different risks relevant to the business based on the initial mapping.

If the trainer decides to develop this activity, some prompt questions are suggested in the script section. The questions are for guidance only and can be adapted.

The trainer should determine whether to use any external tool (e.g. Mentimeter, flipchart, etc.) and set it up to facilitate the discussion. Small breakout groups among participants can be set up if considered feasible or if in-depth discussions are intended.

22

exercise

Purpose: to have an interactive discussion and/or group exercise section to talk about how likely and severe the risks identified could be.

If the trainer decides to develop this activity, some prompt questions are suggested in the script section. The questions are for guidance only and can be adapted.

The trainer should determine whether to use any external tool (e.g. Mentimeter, flipchart, etc.) and set it up to facilitate the discussion. Small breakout groups among participants can be set up if considered feasible or if in-depth discussions are intended.

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exercise

Purpose: to guide participants on how to prioritize the risks identified.

This slide proposes an exercise on risk prioritization. The example provided on this slide is based on a fictitious company. The exercise can be adapted to meet the business/association's context and operations. If the trainer decides to use a real-case example, then, they should also adapt the table on the slide and the script accordingly.

Below some suggestions for facilitating the discussion around a real-case example or to use the case of a fictitious company.

Option 1. Real case

- With the help of the note taker, the trainer should identify the likelihood and severity of the risks mentioned by participant earlier (slide 22).
- In a group setting, the facilitators and learners should compute the "Risk impact score" for each risk.
- Discuss the results with participants.
- Select together the three most salient risks that need to be prioritized following the criteria explained before (i.e. human rights have the highest priority for action, even if scores are lower compared to other environmental, social, cross-cutting or economic risks).

Option 2. Fictitious company

- See the script and notes in the script section.

Slide Suggested actions for the preparatory work

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exercise

Purpose: discuss what actions can be taken by the company/association to address the risks prioritized.

This is a proposed exercise to discuss together with participants of the options they have at hand to address the risks prioritized in the previous exercise (slide 24).

The script provides some guiding questions for the discussion. Whether the trainer uses the real case example or the fictitious company example, the questions can be adapted to meet the business/association's context and operations, and risks identified and prioritized.

It is important that the trainer reminds participants that preventing a risk before it takes place is the primary goal of RBC. The first question in the script addresses that. For the risks that participants think are not preventable, the trainer can go through each risk one by one and discuss the second question in the script.

b) Script

Slide	Duration	Section purpose and script
Introductions, background, session outline		
--	--	As appropriate, the facilitator should introduce themselves and organize participants' introductions including their name and position title.
1	5 min.	<ul style="list-style-type: none"> First, welcome all to this training course on responsible business conduct for pineapple producers and exporters. This course has been developed and organized to equip you with essential knowledge and tools to implement practices that can help your operations be more socially and environmentally sustainable.
--	--	<p>[Note: If the session is online and if needed, start recording the session and notify participants. You can use the prompt below if this is the case.]</p> <ul style="list-style-type: none"> The session will be recorded, so you can fully engage with the content and discussion. We will share the presentation with you all afterwards.
2	5 min.	<ul style="list-style-type: none"> In this course, you will become familiar with the concepts of responsible business conduct, or RBC for short, and due diligence, and how to apply them to make your pineapple business more sustainable. Also, you will gain skills so that you can conduct a sustainability risk assessment within your operations, with the purpose of ensuring that your business proactively minimizes and prevents social and environmental risks that it may be causing or contributing to. The overall expectation of today is that you will leave with an understanding of: <ul style="list-style-type: none"> The purpose and importance of responsible business conduct and due diligence in pineapple businesses. The steps needed to conduct a detailed sustainability risk assessment in your operations and those of your business partners. How to prioritize the risks you identified and to start taking action. This course is based on the content and structure of the responsible business conduct guide for pineapple producers and exporters, developed by FAO's Responsible Fruits Project.

An introductory guide for trainers

Slide	Duration	Section purpose and script
3	5 min.	<ul style="list-style-type: none">To navigate through all the content in this course, we will:<ul style="list-style-type: none">First learn what RBC and due diligence are and we will talk about how these are connected with sustainability standards at the international level.Then, we will discuss why RBC and due diligence are important as part of your pineapple business operations, and how these practices can contribute to making your business more sustainable. In this section, we will explain the five-step framework for due diligence to putting RBC into practice.In the third part of today's session, we will dive into the Step 2 of the due diligence process, which focuses on risks assessment in your business and in your partners' operations. We will also talk about some tools that can help you to prioritize the risks for action.Then, in the last part, we will discuss the options that you have to address the prioritized risks.Are you ready? Let's start!
Defining the concepts		
4	2 min.	<ul style="list-style-type: none">To understand how to implement responsible business conduct practices in your operations, first we will start by defining what that is. <p><i>Do you have any thoughts of what it is or how it looks?</i></p> <p>[Pause for a bit to see if participants have inputs or thoughts.]</p>
5	4 min.	<ul style="list-style-type: none">Responsible business conduct, or RBC, means operating your business in a way that avoids negative social and environmental impacts, that can result directly or indirectly from your activities or from your partners' operations, including suppliers.If you are a producer, some examples of risks related to your operations might include issues linked to the overuse of water for irrigation, or encroaching on forests to increase production or in seeking more suitable growing areas.On the other hand, risks related to your business partners could include growers that supply fruit to a packing company or members of a producer association who are hiring child labour in their plantations.When your company/association commits to and implements RBC practices, it will not only proactively avoid negative environmental and social risks, but also address and mitigate any negative impacts that may occur. This commitment to RBC will also help demonstrate to your customers and consumers that your business is actively taking steps to become more sustainable.
6	8 min.	<ul style="list-style-type: none">But then how can you put RBC into practice? That is, how do you become a responsible business?RBC is operationalized through due diligence, which is the process through which your business can identify and address sustainability risks and the negative impacts of your own activities, and those of your suppliers and business partners. The due diligence process also requires you to verify and report on progress and achievements in preventing risks and addressing negative impacts on the environment and human rights.We should mention that in some important markets due diligence is becoming mandatory for trade, and businesses will not be considered responsible unless they conduct some form of due diligence. <p>▼</p>

Slide	Duration	Section purpose and script
6	8 min.	<p><i>Do you conduct any form of due diligence in your business? For example, do you have a sustainability policy or any risk assessment process in place? Or do you report on your sustainability achievements and gaps?</i></p> <p>[Pause for a minute and then resume.]</p> <ul style="list-style-type: none">• Conducting due diligence can seem overwhelming. Let's break it down into steps. There are usually five:• The first step of the due diligence process consists of committing in writing to a stand-alone policy or a statement within an existing policy on corporate sustainability or something similar mention the business or association policy if there is an existing one that clearly says that your business will respect human rights and environmental sustainability in line with national laws and internationally recognized principles. This policy or statement should also outline how your company plans to do this, including any social and environmental sustainability goals it may have set and how the business will conduct due diligence.• Step 2 is to identify and prioritize risks of negative impacts that your operations and those of your partners can have on people and the environment. This step is the focus of our training today, and it is also the focus of the RBC guide for pineapple producers and exporters prepared by the Responsible Fruits Project.• Once you have prioritized the risks and selected the ones that your business will work on first, in step 3, you will decide how to address the risks. To do so, your business should develop a clear action plan on how you intend to address the risks with timelines.• In step 4, you will track the progress and achievements made by your business towards addressing the risks. Here, you will be able to tell how successful your business has been and what work, if any, is still needed.• Finally, in step 5, you will communicate your results to your stakeholders. These can be your customers, consumers, audit bodies or any other actor that has a stake in knowing that your business is not harming the environment or people.• We would like to highlight two things that you should keep in mind during this process. Your business should engage with different stakeholders, not only with those who are involved in decision making, but also with the people who are or might be exposed to the negative impacts of your operations.• You should also have a gender perspective in the due diligence process to make sure that the risks which men and women face are effectively evaluated and that measures to address the negative impacts are adapted to their different needs. <p><i>Do you have any initial questions on the five-step framework or what RBC is?</i></p> <p>[Pause to see if participants have questions.]</p> <ul style="list-style-type: none">• As mentioned before, we will focus on Step 2. However, the RBC guide offers links to useful resources and tools to learn more about the other steps and how to implement them.• Now that we know what RBC and due diligence are, let's talk now why adopting RBC makes sense for your business.

Slide	Duration	Section purpose and script
Why is RBC important to your pineapple business?		
7 Exercise	--	<p>[Suggestion: Start the section with a prompt question to engage participants. A question is proposed below.]</p> <p><i>How do you think RBC practices can benefit your business/association?</i></p> <ul style="list-style-type: none"> Thank you for your inputs! As you see, RBC can benefit your business in many ways. For example, you mentioned that ... [adapt by picking up the responses given by participants]. Let's review together some of the key benefits of RBC for your business.
8	4 min.	<ul style="list-style-type: none"> First, RBC due diligence processes will help you to identify and deal with risks in your own operations and those of your partners. As you know, in the past, some aspects of pineapple production and trade have been criticized by consumers or other organizations for potentially negative environmental or social impacts. <p>[Plan ahead: See preparatory work section].</p> <ul style="list-style-type: none"> For this reason, if we manage to identify and address risks as they arise, we will be able to prevent them from growing or damaging the reputation of the business and its profitability. Another advantage of adopting RBC is that it will help you to prepare for, and demonstrate to your buyers, consumers and other people you engage with, the steps you are taking to actively avoid risks and build a sustainable business that you can be proud of. Finally, RBC can also help you improve your relationships with your workers and the communities you engage with. This is because RBC requires you to actively consult with employees and communities where you operate, with the objective to gather their views and opinions on how your operations could be or are already affecting them and how to jointly address any negative impacts. Remember that happy and healthy workers will also be more engaged with your business, resulting in higher productivity and a positive working environment for all. <p><i>Can you think of another benefit or advantage of implementing RBC practices?</i></p> <p>[Pause for a minute and then resume.]</p>
9	8 min.	<p>[Plan ahead: See preparatory work section; slide 9, part 1].</p> <ul style="list-style-type: none"> We all know that the company/association [mention the name of the company / association] is already doing some things to be more sustainable and even to comply with some sustainability requirements from costumers and consumers. For instance, the company/association [mention the name of the company / association] is complying with [mention the voluntary sustainability standards/ certification schemes that the business/association complies with]. This has helped us to advance on [mention the achievements, for instance, reducing agrochemical load, improving labour conditions and income of growers, etc.] in recent years and have become very valuable tools for sustainability, however, they might not be enough in the context of RBC. <p>▼</p>

Integrating responsible business conduct in pineapple production and export

Slide	Duration	Section purpose and script
9	8 min.	<ul style="list-style-type: none"> • [Box 1 on the slide]: This is because RBC goes beyond traceability and voluntary sustainability standards, which tend to focus on only few aspects of sustainability. For example, some voluntary sustainability standards [you can mention the ones relevant for the business/association] focus on labour rights, giving less attention to issues related to the environmental sustainability, and vice versa. • [Box 2 on the slide]: Also, RBC practices are aligned with internationally recognized principles on sustainable development, including: <ul style="list-style-type: none"> • The United Nations Guiding Principles on Business and Human Rights • The Organization for Economic Cooperation and Development (OECD) Guidelines for Multinational Enterprises on Responsible Business Conduct • The United Nations Sustainable Development Goals, and the • ILO Declaration on Fundamental Principles and Rights at Work, and others. • [Box 3 on the slide]: We also know that some key markets [mention which ones, if relevant for the business/association] are increasingly requiring businesses to demonstrate that they are conducting due diligence to minimize their impact on the planet and society. <p>[Plan ahead: See preparatory work section; slide 9, part 2].</p> <ul style="list-style-type: none"> • For example, if you are exporting to the European Union or are intending to do so, then you need to be aware of the Corporate Sustainability Due Diligence Directive (CSDDD), which requires to conduct a due diligence process that aligns with the 5 steps we discussed before. • You will need to comply with the legislation depending on your company size, resources, and risk profiles. The Directive will be implemented gradually, starting with an initial group of companies in 2027, following a staggered approach. By 2029, all companies covered by the CSDDD will be required to conduct due diligence and address negative impacts across their entire value chains, including their own operations and those of their business partners. For large tropical fruit companies, this implies that they can be held accountable for negative impacts stemming from activities carried out by their suppliers. • Canada has recently passed a due diligence law, called Bill S-211, which is a Legislation on Forced Labour and Supply Chain Due Diligence. • Thus, if your business is exporting to these markets, you may need to carry out due diligence to ensure you can continue accessing them.
<h3>Assessing the risks in the value chain</h3>		
10	2 min.	<ul style="list-style-type: none"> • Now that we learned what RBC and due diligence are, and why these are important to identify the sustainability risks in your operations and value chain, let's see how we can conduct a risk assessment.
11	2 min.	<ul style="list-style-type: none"> • You remember the 5-step framework of the due diligence process we mentioned before. • As you recall, the second step consists of identifying and prioritizing risks of negative impacts of your operations and those of your partners on people and the environment. In other words, this means recognizing those environmental and social aspects where your business might have directly or indirectly caused something negative through its own activities or via its business relationships.

Slide	Duration	Section purpose and script
12	5 min.	<ul style="list-style-type: none"> Now you may wonder how your business/association can effectively identify and prioritize risks. Well, to do this, we recommend you follow three main steps: <ul style="list-style-type: none"> First, you start by identifying the general social and environmental risks in [mention the country of operations of the business/association] and the pineapple sector. Then you will map your supply chain from production to export and start identifying the specific risks that may take place in different value chain segments, such as the production or packing stages. And finally, you will prioritize the risks that you will address first. We will explain each of these steps in detail in the following slides. The key part to highlight here is that during the risk mapping exercise, you need to consider both, <u>the risks that your operations face or are exposed to and the risks that your operations are causing.</u> The first types of risks are known as internal risks and you might be more familiar with them because they have a direct effect on your activities; examples of internal risks can include the impacts of extreme weather events on your production, sudden drops in the exchange rate affecting your revenues, or changes in market regulations. The second types of risks are called external risks. These are the risks that your operations may be directly or indirectly causing to the environment and people. External risks are crucial for RBC, because these are the ones that you need to try to proactively prevent and address, but sometimes they are not obvious and are harder to identify. <p><i>Do you have any questions?</i></p> <p>[Pause for a minute and then resume.]</p>
13	4 min.	<p>[Plan ahead: See preparatory work section].</p> <ul style="list-style-type: none"> Now, we will dive in into each risk assessment step. The first one is to identify social and environmental risks in [mention country of operation] and the pineapple sector. An easy way to begin is to start by looking for publicly available information for our sector in [mention country of operation], but in case this is not available, you can look for information for other agricultural commodities where risk assessments have already been undertaken. There are some useful resources that can help you do this exercise. These include the Fairtrade Risk Map, developed by Fairtrade International and the Global Map of Supply Chain Risks in Agro-Commodity Production from the International Finance Corporation of the World Bank. <p>For example, on these tools we have information on [research in advance and mention relevant commodities on the country of operation]. We can see that some of the main risks found in these sectors are [mention 2 or 3 risks that could be relevant to pineapple production and export. You can include a slide/screenshot of the risks on your slide deck.]</p>

Integrating responsible business conduct in pineapple production and export

Slide	Duration	Section purpose and script
14	2 min.	<ul style="list-style-type: none"> After identifying risks common in our [mention country of operation] and similar commodities, you will then map your own supply chain and begin to focus in on identifying high risk areas where negative environmental, social and human rights impacts may be associated with your own business/association operations and those of your business partners. These include processes, goods and services that your business/association is generating, and the ones derived from your business relationships.
15	2 min.	<ul style="list-style-type: none"> Then, Step 2b consists of zooming in on risks in your and your partners' operations, which will also include identifying who are the most at risk to be impacted by these, that is, the vulnerable groups. For most of the rest of this course we will focus on this step.
16	2 min.	<ul style="list-style-type: none"> To support the pineapple industry with this process, the Responsible Fruits Project has identified the main sustainability risks relevant for pineapple producers and exporters. The project has identified a total of 29 risks which are relevant to the global pineapple value chains. For the sake of simplicity, all the risks are grouped into 4 categories of (1) Environmental risks (2) Social risks (3) Economic risks and (4) Cross-cutting issues, as this is the way risk are often grouped together when reporting on risks and steps taken to address them. Where possible, the description of the risks identified are aligned with those issues covered in the Global Reporting Initiative (GRI) 13 reporting standard on Agriculture, Aquaculture and Fishing Sectors 2022 to make it easier to meet reporting requirements under Step 5 of the due diligence process, which is communicating results with stakeholders.
17	5 min.	<p>[Plan ahead: See preparatory work section].</p> <ul style="list-style-type: none"> All the risks have been outlined in the table that we see on the screen and are explained in detail in the technical guide prepared by FAO. For example, we can see [select two or three risks that are relevant to the producers and businesses attending the training session and discuss with them.] While most of these risks are likely to be relevant for pineapple producers and businesses, we want to reiterate that some risks may vary depending on different factors like the types of production systems, climate and natural resource allocations, and national laws and regulations for the protection of human rights and the environment. The table is in the brief we shared with you before [mention this in case you shared a printout or a link to the technical brief]. The idea of this risk mapping is that you will have a holistic and comprehensive overview of potential areas for adverse impacts and can then look at these individually in the context of relevance to your own business operations. We want you to note that even if the risks are grouped in four categories here, in reality, there is synergy between the risks identified, as environmental risks have implications for social and economic risks and vice versa, so risks should not be analysed separately. Also, you need to be aware that while due diligence risk mapping focuses on social, environmental and cross-cutting risks, and it does not explicitly include economic risks. However, the FAO guide includes economic risks too are they also impact the capacity of businesses to address social and environmental risks, and therefore should also be considered when undertaking a holistic risk mapping exercise. For example, excluding smallholder farmers from these global value chains might reduce their revenue potential and prevent them from accessing finance and capacity development needed to invest in more sustainable solutions.

Slide	Duration	Section purpose and script
18 Exercise	--	<p>[Suggested exercise /plan ahead: see preparatory work section].</p> <ul style="list-style-type: none"> Now that we've seen some of the main risks of global pineapple value chains, let's take a moment to think about the risks that might be more relevant to your own operations. <ol style="list-style-type: none"> <i>Which of the risks presented in the table are relevant to your business/association?</i> <i>Are there any other risks that need consideration and were not included there?</i>
19	2 min.	<ul style="list-style-type: none"> As mentioned before, when conducting your risk mapping exercise, you need dedicate special attention to identifying the most vulnerable groups of people likely to be affected by the risks. That is, the people that might be most exposed to suffering the negative impacts of your company's operations. These groups can include: <ul style="list-style-type: none"> Women, girls and youth who may not be in a position or do not feel comfortable to bring up issues that affect them due to social norms, practices or fear, for example of sexual harassment and violence. In this category you also find migrant workers, especially those who lack legal documentation to work in the country, or those who come from different parts of the country who do not speak the local language or are unaware of the local laws, customs, and support channels; and Indigenous Peoples and other ethnic groups are considered to be in a position of vulnerability as they might face discrimination and are often excluded in decision making processes mention the groups in case they are in the area of operation. Other minority groups, such as people living with disabilities, trade union representatives, or human rights activist can also be in a vulnerable situation if their voices go unheard. You should engage these groups from an early stage in the RBC process via meaningful and transparent consultations, to understand the potential risks and negative impacts affecting them, but also jointly identify ways to address them.
20	2 min.	<ul style="list-style-type: none"> Now that you have seen how to identify the risks in your operations and those of your business partners, the last step of the risk assessment process is to prioritize those risks for action. As you may already know from experience, prioritization is important because it is not realistic to try to address all risks at the same time. All businesses have limited time and resources. In RBC, prioritization is based on the likelihood, that is, how common or likely is it for this problem or risk to occur, and severity of impact, meaning how serious the problem or the impact would be if the risk materializes.
21	5 min.	<ul style="list-style-type: none"> To do the prioritization process, we suggest that you first define simple indicators with metrics to help you tell how likely and severe a risk could be. You can use a simple scale from one to five to rate these two aspects. For example, you can assign a rating of one to risks that are very unlikely to occur, such as the occurrence of child labor in your plantations if your company strictly adheres to national child employment regulations. On the other hand, you can assign a rating of five to risks that are highly likely to occur, such as severe droughts expected due to El Niño events.

Integrating responsible business conduct in pineapple production and export

Slide	Duration	Section purpose and script
21	5 min.	<ul style="list-style-type: none"> The same approach applies to severity, where you can assign a rating of one to risks with no impact on the environment or people, and a rating of five to risks with potential critical impacts if they materialize. Examples of serious impacts include situations that result in fatalities, total loss of production, loss of biodiversity, or lawsuits from workers or local communities.
22 Exercise	--	<p>[Suggested exercise /plan ahead: See preparatory work section].</p> <ul style="list-style-type: none"> Let's take some time to think on which of the risks we discussed before could be the most serious for your own business/association considering the likelihood of the impact to occur and its severity. <ol style="list-style-type: none"> Which risks do you consider most likely to occur in the next three years? <ul style="list-style-type: none"> <i>Why do you think these will take place?</i> <i>On a scale from 1 to 5, how likely are they to occur?</i> If they were to happen, which ones do you think would have the most severe impacts on either people or the environment? <ul style="list-style-type: none"> <i>On a scale from 1 to 5, how severe would they be if they occurred?</i> <p>The note taker should compile this information and group the risks by likelihood and severity. This information should inform and support the preparation of the next exercise suggested on slide 23.</p>
23	2 mins.	<ul style="list-style-type: none"> Once you have created the indicators and the metrics, you can create a five-by-five risk matrix as the one we see on the slide, with the output of the assessment on risks for severity and likelihood. That is, the result of multiplying the likelihood score by the severity score, which we will call "Risk impact score". Using a scale from 1 to 5, we will obtain a result going from 1 to 25 for each risk identified, with lower values indicating a relative less urgency for addressing the risk, while higher values suggest greater importance to take action. As you see, this is a simple tool that you have at hand to determine which risks are of top priority to start working on. In the matrix on the slide, the risk levels are represented using different colours, where green represents very low risk, and red signals a very high risk. However, regardless on the Risk Impact Score, your business should always first prioritize the risks that will potentially have a severe impact on human rights, even if they are not likely to occur. For example, if a risk could potentially result in loss of life, that risks must be prioritized even if it is less likely to occur.
24 Exercise	--	<p>[Suggested exercise /plan ahead: See preparatory work section].</p> <p>Option 1. Real-case example</p> <ul style="list-style-type: none"> See preparatory work section. Adapt slide if a real-case example is used. <p>Option 2. Fictitious company example [Script]</p> <ul style="list-style-type: none"> We have prepared an example for a fictitious production and packing pineapple company to see how they can prioritize the risks identified.

Slide	Duration	Section purpose and script
24 Exercise	--	<ul style="list-style-type: none"> • First, we know that the company has done a risk assessment exercise and identified eight risks spanning from degradation of natural resources and biodiversity to labour rights issues and workplace safety. After that, the company assigns scores from one to five for the likelihood and the severity for each risk identified, and calculates the risk impact score. Based on this analysis, the company realizes that two risks rank high: the first one, which has 16 points, is the risk of losing biodiversity in their production areas due to agrochemical use and climate change, and the second one relates to issues connected to soil degradation due to agrochemical use and the type of tillage practices in place, with 15 points. • Following this assessment, the company choses to prioritize these two risks first as not doing so would impact the productivity of the farm and could see a decline in sells and revenues. • However, the company has recently been made aware via a news article that one of its fruit suppliers might be relying on forced labour for production. Given that human rights impacts are the top priority among all risks, the company must address the risk of forced labour first even though it has a lower impact score than other risks. • So in this example, the company will first center its efforts to address the issue of forced labour, and then move to dealing with the issues related to biodiversity loss and soil degradation. Once the company will have taken action to address these issues and have seen progress, it will then move to other less salient risks. • It is not strange to have more than one risk with the same risk impact score, if this is your case, then you would need to discuss with your team which one(s) to prioritize for action. • Although it is not a strict rule, <u>we suggest that you begin working on the three most salient risks for action.</u> • We will discuss more about the options you have for this in the next slides, but <i>do you have any questions on how to do the risk prioritization?</i> [Pause for a minute and then resume.]
25	1 min.	<ul style="list-style-type: none"> • Now that we've seen how to prioritize the risks and decide which ones to address first, your company will need to choose what type of action it will take to approach them.
26	5 mins.	<ul style="list-style-type: none"> • You have many options to address the risks identified: • <u>The first, and most preferable option, is to prevent the risk from materializing</u>, that is to anticipate and address risks before they occur and <u>this is the primary goal of due diligence</u>. For example, you can implement practices such as soil conservation and efficient water management to prevent erosion in soil or the depletion and pollution of water resources; you can also hold regular consultations with workers and local communities to discuss potential issues that can affect their livelihoods and wellbeing, and jointly decide how to address these, for instance through changes in business practices, company-wide policies and providing occupational health and safety training to workers to prevent work injuries. • The second option is to <u>stop (or cease)</u> the practices which you now know could be harmful to people or the environment. For instance, you should stop untreated water from reaching freshwater streams as it will pollute the resource and can harm downstream communities.



Integrating responsible business conduct in pineapple production and export

Slide	Duration	Section purpose and script
26	5 mins.	<ul style="list-style-type: none"> • A third option is to remedy (or solve) the wrongs that your business has caused which have negatively impacted on workers, vulnerable people and the environment. Remedies can include reinstatement of dismissed workers, financial or non-financial compensation, restore the affected environment to a desired state, such as by restoring degraded land or deforested areas, and replanting native species to restore and attract lost biodiversity. • The last option is to mitigate the risks, which refers to conducting activities that reduce the negative impact that has occurred. An example of this would be reforestation of deforested land or providing psychological support to victims of harassment and discrimination. <i>Could you think of another example?</i> • In some cases, prioritization may also be driven by national legal obligations. For example, certain domestic laws require enterprises to conduct due diligence to avoid and address the risk of human trafficking in their supply chains.
27	--	<p>[Suggested exercise/plan ahead: See preparatory work section].</p> <ul style="list-style-type: none"> • Let's take a moment to discuss what options you should apply to the risks prioritized. <p>Note: The trainer should remind participants that preventing a risk before it takes place is the primary goal. The first question addresses that. For the risks that participants think are not preventable, the trainer can go through each risk one by one and discuss the second question.</p> <ol style="list-style-type: none"> 1. <i>For the risks that seem likely to occur, such as [mention the risks identified], is there any way to prevent them from happening? Why/why not? How can we do that?</i> 2. <i>How can we remedy or mitigate the negative impacts already observed, such as [mention the negative impacts identified]?</i> 3. <i>How can the company/association stop any activity or practice to avoid the damage or prevent them from becoming worse?</i>
28	5 min.	<ul style="list-style-type: none"> • After deciding what your business will do, you should develop a clear action plan on how you intend to address the risks identified. • An action plan will outline the company's goals, actions and timelines. This plan should detail the steps your company will take to address risks (i.e. how to cease, remedy, or prevent/mitigate), assign responsibilities, and set clear deadlines. • A well-structured plan ensures that everyone in your company is on the same page, which means that you are all aligned and committed to advancing sustainability goals as part of your business, ultimately leading to more resilient and responsible business practices. • You need to ensure that the action plan is timebound with indicators that show how the activity is progressing and when it is completed, and it should also be linked to the continuous revision of your company policies in a way that encourages long-lasting progress and learning.

An introductory guide for trainers

Slide	Duration	Section purpose and script
29	5 mins.	<ul style="list-style-type: none">• <u>Congrats for having reached the end of this learning module!</u>• <u>During this session, we learned together:</u><ul style="list-style-type: none">• What responsible business conduct is and how implementing it through the due diligence process can help your business be more sustainable and resilient. Through RBC, you can ensure that your operations align with global sustainability standards, enhancing your brand reputation and long-term success.• Due diligence is a crucial process for identifying sustainability risks within your operations and those of your business partners. By thoroughly assessing these risks, you can uncover potential issues that may impact your business and take proactive steps to address them. This process not only protects your company but also demonstrates your commitment to responsible and sustainable practices.• When addressing sustainability risks, it's important to prioritize. Start with the three most significant risks to ensure they are managed effectively. Human rights risks should always be the top priority, as they are fundamental to ethical business conduct. By focusing on the most critical issues first, you can create a solid foundation for addressing additional risks in the future and administer your financial and human resources more effectively.• To effectively manage identified risks, it's essential to engage with relevant stakeholders, especially those who might be affected by the business' operations, as well as to develop a comprehensive plan outlining actions and timelines.
<p style="text-align: center;"><i>Do you have any comment or last reflection on this topic?</i></p>		
30	2 min.	<ul style="list-style-type: none">• We would like to encourage you to consult FAO's responsible business conduct guide for pineapple producers and exporters, as it contains detailed information on what we learned today.• The guide also offers many resources and tools that you can use to address the environmental or social risks that you may prioritize for action.
31	1 min.	<ul style="list-style-type: none">• Thanks for your attention!
<p style="text-align: center;">[Stop the recording if the session was facilitated online].</p>		

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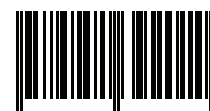
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