

# The Zero Hunger Private Sector Pledge

## Frequently Asked Questions (FAQ) & Guidance Document for Companies

This FAQ and guidance document answers questions for companies about the **Zero Hunger Private Sector Pledge (the pledge)** and is designed to assist companies to fill in and understand the commitments to be made in the pledge. It should be read alongside the pledge form [here](#). The pledge commits companies to “align their investments with new evidence and commitments by donors, governments and global institutions, to end hunger and nourish the future by 2030.”

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## Deciding Whether to Pledge

### 1. What are companies asked to do?

Companies are invited to make a financial commitment in at least one of the 10 high-impact intervention areas based on new evidence<sup>1</sup> and in at least one of the priority countries or regions.<sup>2</sup> The company also has to name the partners it will work with to achieve the action: these could include one of the implementing organizations<sup>3</sup> or another international or regional organization; the local, regional, or national government; or another civil society organization (CSO). Finally, the pledge requires companies to comply with host state laws and regulations and commit to internationally accepted principles, including but not limited to the Principles for Responsible Investment in Agriculture and Food Systems of the Committee on World Food Security (CFS-RAI), the International Code of Marketing of Breast Milk Substitutes, the Principles of the UN Global Compact, and the UN Guiding Principles for Business and Human Rights. See “Who can sign the pledge?” for further information.

A company pledge is a non-binding statement of the company’s proposed investments plans, as detailed in the online form [here](#). It is not intended to create any legally enforceable rights or obligations of the company or its affiliates. The signing of this pledge shall not be deemed to establish either party as the agent of the other party or create a legal partnership or joint venture between the parties.

The signing of this pledge and pledge approval does not guarantee partnership with the selected implementing organization and does not constitute any form of endorsement or due diligence clearance by the implementing organizations. The partnership is activated – and can possibly be promoted if agreed by both parties – only once a formal binding partnership agreement is signed and in accordance with that partnership agreement.

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<sup>1</sup> The evidence comes from a series of new reports, including: [Center for Development Research \(ZEF\)–FAO–IISD–International Food Policy Research Institute \(IFPRI\)–Cornell \(2020\)](#), [State of Food Insecurity in the World \(SOFI\) \(2021\)](#), [Program of Accompanying Research for Agricultural Innovation \(PARI\) \(2020\)](#), and [Ceres2030 \(2020\)](#). In the simplest terms, evidence refers to science-based information about what works and what does not work.

<sup>2</sup> See Appendix 2: [Ending Hunger, Increasing Incomes and Protecting the Climate: What would it cost donors?](#)

<sup>3</sup> Implementing organizations are the Food and Agriculture Organization of the United Nations (FAO) Hand-in-Hand initiative; the Global Alliance for Improved Nutrition (GAIN); Grow Africa; Grow Asia; the International Fund For Agricultural Development (IFAD); the International Institute for Sustainable Development (IISD), One Acre Fund; the World Benchmarking Alliance (WBA), the World Business Council for Sustainable Development (WBCSD), the World Economic Forum (WEF), Food Action Alliance; and the World Food Programme (WFP).

## 2. What does “align their investments” mean?

Aligning a company’s or investment fund’s investments with new evidence and commitments requires them to either change existing investments, practices, or operations or make new financial investments in a portfolio of interventions.

The table below shows the area for investment, types of investment needed, and examples of company actions that would be considered “aligned investments.” Investments work better using a portfolio of interventions that interact dynamically and achieve multiple objectives rather than looking for a single intervention.

The process to define the list of aligned investments is iterative. The company or investment fund can propose other examples, but they must be aligned to at least one of the three areas for investment, the 10 types of investments needed, and the principle of investing in a portfolio of interventions to achieve multiple outcomes.

Ceres2030 Area for investment	Types of investment needed	Example of aligned company investment
<b>Empower the Excluded</b>	Enabling participation in farmer organisations	Contract with farmers organisations
	Vocational programs for rural youth offering integrated training in multiple skills	Establish programs for young or female farmers that train them on a wide range of skills
	Scaling up social protection programmes	Encourage innovative contract farming that provides multiple services to farmers, and enables them to provide affordable nutritious food to social protection public procurement
<b>On the Farm</b>	Extension services, especially for women, to accompany R&D spending	Support female farmer leadership programs within their value chains
	Agricultural interventions to support sustainable practices that are economically viable for farmers	Provide support to small producers to develop stronger business models for regenerative farming
	Supporting adoption of climate resilient crops	Provide access to climate resilient crops at lower prices through public-private partnerships
	Scaling up farm level interventions in water scarce regions	Support small and medium enterprises (SMEs) with innovation services to supply clean irrigation
	Improving quality and quantity of livestock feed for small and medium scale commercial farms	Support responsible sourcing and testing of livestock feed
<b>Food on the Move</b>	Reducing post-harvest loss by focusing beyond cereals to fruits & vegetables, and other parts of the value chain	Provide a package of technologies and services such as: multi-use, circular, aggregation cool storage units that can be purchased by farmer organisations/ communities; improved access to testing facilities for safety and quality(e.g. aflatoxin); transparent contracts and price premiums for quality produce.
	Infrastructure, regulations, technical assistance and services to support SMEs in the value chain	Provide innovation support to SMEs in the value chain and workforce nutrition programmes

Source: IFPRI, 2021.

## 3. What types of financial commitments can be included?

There are four types of financial commitments: (1) core business investments, (2) subsidized contributions, (3) cash contributions, and (4) in-kind contributions.

**Core business investments.** This is where the greatest quantity of investment is expected to come from. It can take multiple forms and involves direct investments in operations and projects that are aligned to at least one of the 10 investment areas and in at least one or more of the priority

countries. For example, spending USD 50 million to build a factory to produce complementary foods in one of the priority countries could be counted toward the pledge.

**Subsidized contributions.** They can take the form of a sale of goods or services to the targeted beneficiaries at a subsidized rate, for example, selling drip irrigation systems or solar panels at a subsidized rate lower than the company’s standard market price. It can also take the form of higher purchasing prices or better packages for smallholders, for example a contract farming scheme that also offers health care coverage or pays a 20% price premium.

**Cash contributions.** They can take place through the company’s charitable activities, and/or environmental, social, and governance (ESG) activities, and can be transferred to a third party or a fund.

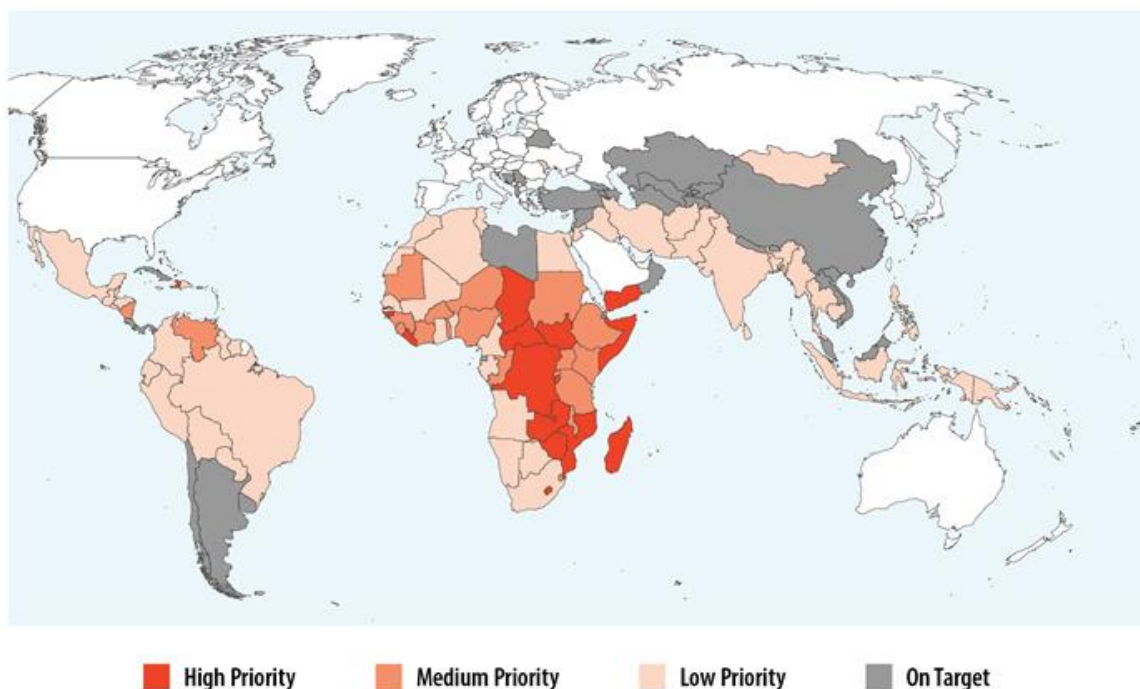
**In-kind contributions.** They can occur through hiring/assigning employees to implement the intervention (or the provision of goods and services produced by the companies) and are not limited to food companies. All companies in the world contribute to food systems, from airlines to IT services, and are thus eligible to make a pledge. These contributions can also take the form of granting access to knowledge and financial capital. Companies can provide access to patents, IP rights, or databases, and financial firms can provide access to credit, finance, or insurance.

#### 4. Where are the priority countries?

The map of priority countries is below. A list of priority countries is available [here](#).

### Africa will need the greatest level of support, followed by South Asia

Priority countries for donor investment based on their dependency on external resources until 2030



#### 5. With whom can my company partner, or work with to implement my pledge?

The company must specify which organization they wish to work with to implement their pledge and is free to choose their own implementing organization.

Any contribution to or cooperation with our implementing organizations shall require signature of a written binding agreement. The signing of such an agreement shall be conditional upon the formalization of all relevant conditions and the successful completion by the company of any due diligence requirements.

Implementing organizations reserve the right to decide not to partner with a company at any point, including if the company fails to comply with the governing principles of the pledge. The company shall maintain the confidentiality of any information it receives from an implementing organization that has been designated as confidential and it shall use information received in respect of this pledge only for purposes of the pledge and not for any private or commercial gain.

Companies that do not select one of our recommended implementing organizations must ensure that their implementing organizations are working closely with the government or one of our organizations to ensure country ownership and alignment with national priorities.

## 6. What are the conditions for signing the pledge?

They conditions for the pledge are the following:

- The company must make a financial commitment, including a monetary value, in at least one of the 10 high-impact intervention areas based on the evidence. Companies should be committed to aligning their investments and business operations more clearly and strongly with Sustainable Development Goal 2, zero hunger, and contribute to efforts to end hunger by 2030.
- The company must invest in at least one of the priority countries or regions or make a financial commitment for global research and development (R&D) (see the list of priority countries above).
- The company must name the partners it will work with to achieve the action: these could include one of the implementing organizations; another international or regional organization; the local, regional, or national government; or another CSO. Companies should be committed to fulfilling their pledges by partnering with governments, donors, and global institutions to make evidence-based investments that contribute to food system transformation in that country through tangible contributions to specific projects.
- The company that signs the Zero Hunger Private Sector Pledge document agrees to comply with applicable laws, rules, and regulations, including those applicable in the country(ies) they pledge to support and all other countries where they are based and operating, if any.
- The company agrees, through the signing of the pledge document, to uphold internationally accepted principles, including but not limited to the Principles for Responsible Investment in Agriculture and Food Systems of the Committee on World Food Security (CFS-RAI), the International Code of Marketing of Breast Milk Substitutes, the Principles of the UN Global Compact, and the UN Guiding Principles for Business and Human Rights.
- They should be able to report on resources allocation, progress, impacts, and challenges in the context of the agreed collaboration.

## 7. Who can sign the pledge?

Any company can sign the pledge, provided they accept its conditions and guiding principles (see above).

## 8. How does the pledge support country ownership and alignment to national priorities?

Country ownership and links to national priorities and needs represent the recipe for success of the pledge. The main mechanism for ensuring this is through implementation with the identified organization and in collaboration with existing platforms, coalitions, and initiatives. Further work will be done on the mechanisms for delivery that can facilitate and support better public–private alignment to achieve impact. This will include effective coordination with international organizations (African Development Bank [AfDB], African Union Commission [AUC], FAO, IFAD, International Monetary Fund [IMF], World Bank, and WFP) as well as country-level consultation and implementation which is fundamental to delivery. This will be tailored to national circumstances, led by governments.

## Practical Issues

### 9. How do I fill in my company's pledge?

We have prepared a table in the sample pledge to help companies fill in their different projects and calculate their contributions. Below are some examples of in-kind and cash projects that would be applicable for the pledge.

Ceres2030 area for investment	Types of investment needed (evidence drawn from scientific reviews published in Nature & CGE modelling)	Aligned company investments (examples)	Financial contribution (USD/EUR/other)
Empower the Excluded	Enable participation in farmers organizations	<a href="#">Project Amata</a> <a href="#">Responsibly sourced vanilla</a>	EUR XXX
	Investment in education, training, and vocational programs for rural youth		EUR XXX
	Scale up social protection programs		
On the Farm	Investment in extension services and research and development (R&D), especially for women	<a href="#">The Realigning Agriculture to Nutrition (RAIN) Programme</a>	EUR XXX
	Agricultural interventions and innovation to support sustainable practices		
	Support adoption of climate-resilient crops		
	Scale up farm-level interventions in water-scarce regions		
	Improve quality and quantity of livestock feed for small and medium scale commercial farms		
Food on the Move	Reduce post-harvest loss by focusing beyond cereals to fruits & vegetables, and other parts of the value chain	<a href="#">From papaya waste to dried fruit snack</a>	EUR XXX EUR XXX

	Invest in infrastructure, regulations, technical assistance (TA) and services to support small and medium-sized enterprises (SMEs) in the value chain	<a href="#">A dairy supply chain for nutritious yogurt</a>	
		<b>TOTAL (USD/EUR/other)</b>	EUR XXX
		<b>TOTAL (USD Equivalent)</b>	USD XXX

### 10. How long can a company pledge for? 1 year, 5 years or 10 years ...

Companies are free to decide the length of their pledge and can pledge as many times as they would like, provided they fulfill the conditions listed in question 6 above.

### 11. Do investments need to be new?

Yes. The pledge must include future spending but can include past commitments that have not yet been spent. For example, they cannot count spending that took place prior to their pledge, but if the company made a past commitment but only plans to spend the money after the date of their pledge, then they can include the future spending.

### 12. Can you recommend projects that my company can invest in?

Yes. Our recommended implementing organizations are available to work with companies to identify opportunities for investment. A database of eligible projects is available on request for companies seeking opportunities to pledge to existing initiatives. This database will be made publicly available on the pledge website after the summit.

### 13. Does it count if my company is part of another initiative like the UN Food Systems Summit (UNFSS) Business Declaration, G7 Sustainable Supply Chains Initiative, FAO's Hand-in-Hand, WEF's Food Action Alliance, etc.?

A pledge participant must fill in and sign the pledge document to be part of the Zero Hunger Private Sector Pledge. The pledge works closely in partnership with these other private sector initiatives, and we strongly encourage companies to also be part of these initiatives as a way to implement their pledge commitments.

The UNFSS Business Declaration is the overarching commitment made by companies as part of their engagement in the summit. The pledge documents will be added as an addendum to the Business Declaration.

Companies from G7 countries that sign the Zero Hunger Private Sector Pledge will automatically meet the commitment under the G7 Sustainable Supply Chains Initiative, based on the role that the World Benchmarking Alliance (WBA) will play in benchmarking and reporting progress.

### 14. Who do I send my pledge document to?

Pledges should be submitted on the online pledge form here: <https://form.jotform.com/212233087008043>

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## 15. What happens after I sign the pledge?

If your pledge is approved, your company will be contacted to further discuss, detail and formalize the terms of your proposed investment plan with the selected implementing organizations. This shall provide you with the opportunity to further define the supported project aligned with national priorities, and agree on the exact collaboration mechanism, reporting modalities and communication plan. The parties will then be able to agree on a formal binding agreement subject to the implementing organization's due diligence and other requirements.

## 16. What is the media plan?

Media engagement is intended to increase awareness of the Zero Hunger Private Sector Pledge as a corporate commitment to end hunger. It is delivered through a collaborative effort of participating organizations. Media strategy is executed with a hub-and-spoke approach. This involves the development of the assets and toolkits centrally with a strong central media push supported by each organization's own engagement. The following assets were produced so far: video material, social media cards, a narrative document, a press release, template text for newsletters, and key speaking points. Communications group gathering participating organizations will ensure alignment and the impact of the activities. Key moments of engagement are identified each year.

## 17. Can I promote my intended collaboration with specific organization(s)?

Because the pledge does not constitute a binding commitment nor a guaranteed partnership with any organization, companies signing the pledge cannot communicate or make any public statement, including on social media, about their plan to partner with or support a specific organization unless they have received express received consent from such organization.

In case a company and organization agree to communicate about their planned collaboration, the company should not use the logo, name or any agreed abbreviation of any other implementing organization associated with the Zero Hunger Private Sector Pledge, nor establish any linkage, direct or indirect, to such organizations in external communications and public statements.

Communication on the intended collaboration is to be agreed at a later stage with the implementing organization, after the exact collaboration modalities and a communication plan have been agreed by all relevant parties and upon required due diligence clearance and signature of a formal binding agreement with the implementing organization(s).

## Institutional & Governance Issues

### 18. Whose idea was the pledge?

The Zero Hunger Private Sector Pledge is a game-changing solution that emerged from the UNFSS Action Tracks and is supported by Agnes Kalibata, Special Envoy for the UNFSS and by Professor Joachim Von Braun, Chair of the Science Group.

### 19. What is the governance structure?

The governance framework builds on the practical and collaborative approach adopted since the launch of the pledge, drawing on the expertise and capacity of the implementing organizations to deliver the work while also putting in place transparent and clear ways of working. At the same time,



it should adopt the guiding principle of the UNFSS to avoid the creation of an expensive legal or new operating structure or institution.

Role	Composition	Responsibilities	Modus Operandi
Leadership Group	Principals or senior representatives of implementing organizations	<ul style="list-style-type: none"> <li>Guidance, oversight and approval of governance, goals, metrics, and reporting</li> </ul>	Meets every 6 months
Technical Committee	Representatives of implementing organizations	<ul style="list-style-type: none"> <li>Selects coordinator</li> <li>Provides supports and guidance</li> <li>Approves workplans and strategy</li> <li>Manages reputational risk</li> </ul>	Monthly meetings  Reports to the Leadership Group
Coordination	Coordinator + comms officer + administrative support officer	<ul style="list-style-type: none"> <li>Organizes day-to-day work of the Zero Hunger Private Sector Pledge</li> <li>Mobilizes pledges</li> <li>Conducts stage one of the vetting process for pledges</li> <li>Supports and facilitates the work of implementing organizations</li> <li>Fundraising and budget</li> <li>Communications</li> <li>Organizes a conference every 2 years</li> <li>Coordinates the compilation of a report every 2 years.</li> </ul>	Operating under one implementing organization acting as the accounting officer for the coordinator  Reports to the Technical Committee and Leadership Group
Validation/audit	WBA	<ul style="list-style-type: none"> <li>Coordinates reporting framework</li> <li>Quality assurance of reporting</li> </ul>	Reports independently to the Leadership Group

## 20. What happens after the pledge is signed?

The pledge is a non-binding statement of the companies' proposed investment plans. It is not intended to create any legally enforceable rights or obligations on the company or its affiliates. After the pledge is signed, the company will work with implementing organization to convert the pledge into specified terms for the proposed project and investment plans and ultimately into a binding agreement, subject to the company undergoing applicable due diligence process and any other organizational requirements. The Term Sheet Template is available below in Annex 1.

## 21. What are the reporting and accountability requirements?

The company or investment fund commits to providing annual progress reports to the Pledging & Reporting Conference. The reporting includes information about implementation underway, challenges, investments made, and impact achieved. The reports will be based on existing best practice and reporting standards, such as the CDP Protocol and the Global Reporting Initiative's forthcoming Agriculture and Aquaculture Standard.

Any pledges under USD 1 million will not be subject to the same reporting and accountability standards as pledges over USD 1 million. These pledges will still be included in the reporting but through stories and case studies.

WBA will monitor progress against the company's investment area as part of the broader benchmarking assessment of the Food and Agriculture Benchmark.

The 10 high-impact investment areas identified by Ceres30 align closely with several of the indicators in the [WBA’s 2021 Food and Agriculture Benchmark](#) (FAB), which could be used to track companies’ progress on the pledge. There are 10 FAB indicators that directly link to the 10 investment areas:

- (i) B3. Protection of terrestrial natural ecosystems
- (ii) B6. Soil health and agrobiodiversity
- (iii) B8. Reducing water withdrawal
- (iv) B9. Reducing food loss and waste
- (v) C1. Availability of healthy food
- (vi) C2. Accessibility and affordability of healthy food
- (vii) C5. Workforce nutrition
- (viii) D14. Gender equality and women’s empowerment
- (ix) D22. Health and safety of vulnerable groups
- (x) D23. Farmer productivity, resilience, and access to markets

Annex 2 provides an initial mapping of the 10 FAB indicators against the 10 Ceres2030 investment areas. Some indicators within the benchmark capture a wide range of activities and programs and may be used to track progress on several investment areas. Implementing organizations reserve the right to require and offer additional reporting parameters.

## 22. What is the governance structure?

The proposed governance structure is as follows:

Role	Composition	Responsibilities	Modus Operandi
Leadership Group	Principals or senior representatives of partner organizations[1]	<ul style="list-style-type: none"> <li>· Guidance, oversight, and approval of governance, goals, metrics, and reporting</li> </ul>	Meets every 6 months
Management Committee	Representatives of partner agencies	<ul style="list-style-type: none"> <li>· Approves jotform applications</li> <li>· Approves budgets and fundraising</li> <li>· Selects coordinator</li> <li>· Approves workplans</li> <li>· Manages reputational risk register</li> </ul>	Monthly meetings  Reports to the Leadership Group

<p>Coordination</p>	<p>Coordinator + comms officer + administrative support officer</p>	<ul style="list-style-type: none"> <li>· Organizes work of the Leadership Group above the Management Committee</li> <li>· Mobilizes and conducts the initial due diligence of pledges</li> <li>· Supports and facilitates the work of partner organizations in implementing workplans</li> <li>· Fundraising and budget</li> <li>· Communications</li> <li>· Organizes biannual meeting</li> </ul>	<p>Operating under one partner organization acting as the accounting officer for the coordinator</p> <p>Reports to the Management Committee and Leadership Group</p>
<p>Validation/audit</p>	<p>WBA</p>	<ul style="list-style-type: none"> <li>· Coordinates reporting</li> <li>· Quality assurance of reporting</li> <li>· Compiles annual reports</li> </ul>	<p>Reports independently to the Leadership Group</p>

## Annex 1. Term Sheet Template

### Term Sheet Template

Proposed Investment by [*Name of the company*] (the "**Company**") in [*Name of Country*].

This term sheet summarizes the principal terms of a proposed investment by the Company in [*Nature of investment*] in the [*Location of investment*] in [*Name of Country*]. The term sheet is developed for the purposes of setting out the terms of the proposed investment to outline the responsibilities and contributions of the parties and the public announcement of the investment. Once all approvals have been obtained and pre-conditions met, the parties shall enter into a binding agreement (the "**Agreement**").

<b>1. Company</b>	[ <i>Name of Company</i> ]
<b>2. Investment amount</b>	[ <i>Amount</i> ]
<b>3. Partners</b>	Government of [ <i>Name of country</i> ] commits to: <ol style="list-style-type: none"> <li>[<i>Policy commitments</i>]</li> <li>[<i>Infrastructure commitments</i>]</li> <li>[<i>Land commitments</i>]</li> </ol>
	Farmers/MSMEs [ <i>Name of Managed Service Provider, cooperative society, or farmers organization, MSME</i> ] Commits to: <ol style="list-style-type: none"> <li>[<i>Production commitments</i>]</li> <li>[<i>Input obligations</i>]</li> <li>[<i>Social commitments</i>]</li> </ol>
	Development Partner(s) [ <i>Name of development partner(s)</i> ] commits to: <ol style="list-style-type: none"> <li>[<i>Technical assistance commitments</i>]</li> <li>[<i>Infrastructure commitments</i>]</li> <li>[<i>Training &amp; skills transfer commitments</i>]</li> <li>[<i>SME development commitments</i>]</li> </ol>
<b>4. Investment purpose</b>	[ <i>Describe the nature of the investment the company is making</i> ], e.g., « <i>The company will build a greenfield processing plant on a 15-hectare plot of land provided by the government and sign production contracts with five Farmer cooperatives</i> »]
<b>5. Governance</b>	[ <i>Describe the structure of the investment</i> ], e.g., <i>The company and the government will form a joint venture company (JVC) which will be the vehicle for implementing the investment. The JVC will be managed by the company and undertake the construction and operation of the plant.</i>
<b>6. Dependent transactions</b>	[ <i>Describe the role of all other parties in making the investment effective</i> ], e.g., <i>The investment is conditional upon the following:</i> <ol style="list-style-type: none"> <li><i>The government promulgating policies/regulations and or plans to develop public infrastructure identified to support the investment</i></li> <li><i>The government providing the company with title to the land for construction of the processing plant</i></li> <li><i>Development partners signing agreements with farmer representatives to provide technical assistance to formers</i></li> <li><i>Farmers representatives signing production agreements with the company</i></li> </ol>

	<p>5. <i>Development partners signing an agreement with the government to provide funding for infrastructure that will support the investment</i></p> <p>6. <i>Appropriate SME's being identified for support by government and development partners to provide services to various actors in the value chain in support of the investment</i></p>
<b>7. Impact estimates</b>	<i>Provide details on estimated impacts, including number of jobs to be created, including for women and youth, transfer of technologies, transfer of skills, local business development, community engagement, etc.</i>
<b>8. Confidentiality</b>	<i>The terms and existence of this term sheet are confidential and will not be disclosed by the undersigned except as otherwise agreed in advance by each of the parties hereto.</i>
<b>9. Conditions to closing</b>	<i>The signing of the Agreement and will be conditional upon the formalization of all the dependent transactions in Paragraph 6 above and the successful completion by the company of any due diligence requirements.</i>
<b>10. Timing</b>	Negotiations: Due Diligence: Signing Term Sheet: Announcement: Signing Agreement: [date] [date] [date] [date] [date]
<b>11. Governing law</b>	This term sheet, as well as the final agreement, shall be governed by [Name of Country] law.

**[Signatories]**

Signed: .....

Name & Title: .....

Representing: .....

Signed: .....

Name & Title: .....

Representing: .....

Signed: .....

Name & Title: .....

Representing: .....

## Annex 2. WBA Reporting on the Zero Hunger Private Sector Pledge

### Empower the Excluded

#### 1. Enable participation in farmers' organizations

Elements	FAB indicator(s)
Enable participation in farmers' organizations through, for example, contracts with these organizations.	<p><u>D20. Forced labour</u></p> <p>The company eliminates and prevents forced labour in its operations and supply chain.</p> <p>Note: This includes ensuring the right to collective bargaining and freedom of association in the value chain.</p>
	<p><u>D23. Farmer productivity, resilience, and access to markets</u></p> <p>The company supports the resilience, productivity, and access to markets of farmers and fishers, especially small-scale producers.</p>

#### 2. Invest in vocational programs for rural youth that offer integrated training in multiple skills

Elements	FAB indicator(s)
Programs that offer training in multiple skills to rural youth show promise in increasing employment levels and wages among the program graduates, creating new possibilities for income	<p><u>D23. Farmer productivity, resilience, and access to markets</u></p> <p>The company supports the resilience, productivity, and access to markets of farmers and fishers, especially small-scale producers.</p>

#### 3. Scale up social protection programs

Elements	FAB indicator(s)
Interventions to remove barriers in accessing markets, education, credit, and other economic opportunities.	<p><u>D23. Farmer productivity, resilience, and access to markets</u></p> <p>The company supports the resilience, productivity, and access to markets of farmers and fishers, especially small-scale producers.</p>

## On the Farm

### 1. Investment in extension services, particularly for women, must accompany R&D programs

Elements	FAB indicator(s)
Extension services accompany R&D programs, particularly for women, e.g., through supporting female farmer leadership in the value chain.	<u>D23. Farmer productivity, resilience, and access to markets</u> The company supports the resilience, productivity, and access to markets of farmers and fishers, especially small-scale producers.
	<u>D14. Gender equality and women's empowerment</u> The company publicly commits to gender equality and women's empowerment and discloses quantitative information on gender equality and women's empowerment.

### 2. Agricultural interventions to support sustainable practices must be economically viable for farmers

Elements	FAB indicator(s)
Provide economically viable agricultural interventions to support sustainable practices, e.g., by providing support to small producers to develop stronger business models for regenerative farming.	<u>D23. Farmer productivity, resilience, and access to markets</u> The company supports the resilience, productivity, and access to markets of farmers and fishers, especially small-scale producers.
	<u>B6. Soil health and agrobiodiversity</u> The company is adopting sustainable production and sourcing practices that improve soil health and increase agrobiodiversity.

### 3. Support adoption of climate-resilient crops

Elements	FAB indicator(s)
Supporting the adoption of climate-resilient crops, e.g., by providing access to climate-resilient crops at lower prices through public-private partnerships.	<u>D23. Farmer productivity, resilience, and access to markets</u> The company supports the resilience, productivity, and access to markets of farmers and fishers, especially small-scale producers.

**4. Increase research on water-scarce regions to scale up effective farm-level interventions to assist small-scale producers**

Elements	FAB indicator(s)
Scaling up farm-level interventions in water-scarce regions, e.g., by supporting SMEs with innovation services to supply clear irrigation.	<u>B8. Reducing water withdrawal</u> The company is reducing water withdrawals across its operations and supply chain.
	<u>D23. Farmer productivity, resilience, and access to markets</u> The company supports the resilience, productivity, and access to markets of farmers and fishers, especially small-scale producers.

**5. Target improvements in the quantity and quality of livestock feed to small and medium-sized commercial farms**

Elements	FAB indicator(s)
Improving the quantity and quality of livestock feed to small and medium-sized commercial farms, e.g., through supporting the responsible sourcing and testing of livestock feed.	<u>B6. Soil health and agrobiodiversity</u> The company is adopting sustainable production and sourcing practices that improve soil health and increase agrobiodiversity.
	<u>B3. Protection of terrestrial natural ecosystems</u> The company demonstrates that it is achieving conversion-free operations and supply chains for its high-risk commodities.
	<u>C1. Availability of healthy foods</u> The company commits to, and delivers on, proportionally increasing the availability of healthy foods.
	<u>C2. Accessibility and affordability of healthy food</u> The company addresses food insecurity by improving the accessibility and affordability of healthy foods.
	<u>D23. Farmer productivity, resilience, and access to markets</u> The company supports the resilience, productivity, and access to markets of



	farmers and fishers, especially small-scale producers.
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## Food on the Move

### 1. Reduce post-harvest losses by expanding the focus of interventions beyond the storage of cereals to include more links in the value chain and more food crops

Elements	FAB indicator(s)
Reducing post-harvest loss by focusing beyond cereals to fruits and vegetables, and other parts of the value chain.	<u>B9. Reducing food loss and waste</u> The company is reducing food loss and waste.

### 2. Invest in the infrastructure, regulations, services, and technical assistance needed to support SMEs in the value chain

Elements	FAB indicator(s)
Investing in the infrastructure, regulations, services, and technical assistance needed to support SMEs in the value chain, e.g., by providing innovation support to SMEs in the value chain and workforce nutrition programs.	<u>C5. Workforce nutrition</u> The company has a workforce nutrition program that prioritizes making healthy foods the standard in the workplace.
	<u>D23. Farmer productivity, resilience, and access to markets</u> The company supports the resilience, productivity, and access to markets of farmers and fishers, especially small-scale producers.
	<u>D22. Health and safety of vulnerable groups</u> The company identifies and addresses health and safety risks to vulnerable groups in its supply chain.