



THE BEHIND THE BRANDS SCORECARD METHODOLOGY

AUGUST, 2014

The Behind the Brands scorecard is the core tool of the Behind the Brands campaign. It ranks the world's ten biggest food and beverage companies on their agricultural sourcing policies. This ranking is based on seven themes: transparency, farmers, workers, women, climate change, land, and water. This document provides information on Oxfam's approach to each of these themes in relation to selected scorecard indicators, in order to explain their inclusion in the methodology.

TABLE OF CONTENTS

Introduction	3
Transparency	10
Farmers.....	13
Workers.....	17
Women.....	21
Climate	25
Land	29
Water.....	33
List of references.....	37
Footnotes	42

INTRODUCTION

Behind the Brands

Behind the Brands is part of the Oxfam GROW campaign.¹ The aim of the GROW campaign is to build a better food system: one that sustainably feeds a growing global population and empowers poor people to earn a living income and feed their families.² Behind the Brands is an initiative to work with consumers, governments and companies to hold the world's ten biggest food and beverage companies (the 'Big Ten') accountable for their social and environmental impacts on farmers, workers and communities worldwide.

One person in three in the world lives in poverty. As many of the people living in poverty are in rural areas of developing countries, Oxfam has focused its assessment for the Behind the Brands scorecard on developing countries. These are defined as all non-OECD countries plus Mexico and Chile.³

The aim of Behind the Brands is to generate a 'race to the top' among the Big Ten to improve their policies across seven themes that impact upon food security. It is assumed that these policy improvements will enable companies to reduce negative social and environmental impacts across agricultural supply chains. The scorecard and its underlying spreadsheet are valuable tools for internal and external stakeholders, including investors, consumers and citizens wishing to identify both examples of best practice and gaps needing improvement. The scorecard is the core of the Behind the Brands campaign, and promotes transparency and accountability among companies.⁴

Companies

Oxfam has focused on companies whose operations largely comprise of food and beverage manufacture. Breweries were excluded from the assessment. The selection of the ten companies assessed in the scorecard is based on two factors: global overall revenue and position in the Forbes 2000 annual ranking.⁵ An exception is made for Mars, which is a private company and is therefore not included in the Forbes ranking. Mars is the largest privately held food and beverage company worldwide and the decision for its inclusion is based on overall revenues.

The Behind the Brands scorecard shows the results of an assessment of the agricultural sourcing policies of the Big Ten:

- Associated British Foods (ABF);
- Coca-Cola;
- Danone;
- General Mills;
- Kellogg Company;
- Mars;
- Mondelez;
- Nestlé;
- PepsiCo;
- Unilever.

Scorecard

A Microsoft Excel spreadsheet containing all of the background indicators and calculations used to generate the final scores is available online, this is the so-called ‘open datasheet’.⁶ The assessment exclusively focuses on publicly available information, such as annual reports, sustainability reports and supplier codes.

The indicators that make up the scorecard assessment focus on company policies rather than actual practices. Oxfam sees policies as an important indicator of a company’s commitments, which can usefully guide practice in the field. However, it is important to keep in mind that policies have little meaning if they are not effectively implemented.⁷

For some commodities—such as coffee, tea and sugar cane—companies often source directly from company-owned plantations or farms. For other commodities—including palm oil, soy, wheat and maize—most companies source only indirectly through intermediaries. Companies that source directly have greater control over conditions on farms; however, companies should seek to ensure that the same standards apply across their supply chains, regardless of whether commodities are sourced directly or indirectly. For this reason, in the scorecard, no distinction is drawn between direct sourcing from first-tier suppliers or company-owned operations, and indirect sourcing from lower tiers.

Key commodities

Thirteen key commodities used by the Big Ten are prioritized in the scorecard based on their relevance to small-scale farmers, farm workers and local communities in developing countries:

- palm oil;
- sugar cane;
- soy;
- cocoa;
- coffee;
- tea;
- tropical fruits;
- tomatoes and other vegetables;
- potatoes;
- dairy products;
- maize;
- rice;
- wheat.

Assessments relating to these commodities appear in the Transparency, Land and Farmers themes of the scorecard.

Commodities such as coffee and cocoa are mostly produced by smallholders, and are therefore taken into account under the farmer theme. On the contrary, palm oil, sugar and soy are mostly produced on large-scale plantations, which are often associated with land-issues such as land grabs and soil degradation. Therefore, these four commodities are central for the Land theme.

Themes

The seven themes assessed in the scorecard cover critical areas relating to sustainable agricultural production and food security for people living in rural areas. The themes are structured around four indicator categories, which are explained in more detail below. Each of these four categories has several indicators and sub-indicators, which assess specific issues relating to each theme (see Figure 1).

1	Water		
2			
4			
6	Code		Weight
7			
8	WAT1	Awareness and projects related to access to and use of water	101
9	WAT1.1	Food security implications of access to water	21
10		<i>Does the company:</i>	
11	WAT1.1.1	- recognize the finite nature of water resources?	12
12	WAT1.1.2	- recognize that agricultural practices or processing can cause water contamination?	12
13			
14	WAT1.2	Acknowledgment of responsibility	25
15		<i>Does the company acknowledge its responsibilities for water use and access to water through:</i>	
16	WAT1.2.1	- acknowledgement that its operations depend on sustainable water use?	8
17	WAT1.2.2	- aiming to reduce water use through increased efficiency?	8
18	WAT1.2.3	- awareness of the impact of its own operations on surrounding communities?	8

Corporate-level transparency: Transparency is essential, as it provides an insight into the company and its impacts on small-scale suppliers and local communities. Transparency therefore enables consumers, NGOs and other stakeholders to hold companies accountable for their social and environmental impacts within their supply chains.

1. **Small-scale farmers who grow commodities:** Small-scale food producers, e.g. farmers and fishermen, contribute to the food security of their communities. Taking the needs of small-scale producers into account enables them to earn a living income and increase their productivity.
2. **Workers on farms in the supply chain:** Decent work for those in agricultural supply chains will help people escape poverty. For example, payment of a living wage and the provision of safe and healthy working conditions for agricultural workers will reduce the risk that children are forced into work to help their families survive.

Figure 1: Breakdown of the scorecard datasheet.

3. **Women farm workers and small-scale producers:** In developing countries, there is often a lack of equal rights between women and men. In addition to a full-time job, women may be expected to run the so-called 'care economy'—e.g. raising children and caring for the elderly. Eliminating gender discrimination has a positive impact on communities and can increase the efficiency of food production.
4. **Climate change mitigation and resilience:** Agriculture and associated deforestation and land-use change are significant contributors to greenhouse gas

emissions. At the same time, farmers and food production are negatively affected by the effects of climate change. Reducing emissions and enabling small-scale farmers to adapt to changing circumstances is necessary for future food production.

The Climate Change theme is the only one that includes company-wide greenhouse gas emissions. Therefore, this is also the only theme in which policies and commitments related to operations in developed countries are considered, because greenhouse gas emissions, wherever they may originate, impact agriculture in developing countries.

5. **Land rights and land management:** Increasing global competition for land threatens the land rights of small-scale food producers. A second challenge regarding land is sustainable land use management, such as avoiding soil erosion and land degradation. Lack of access to productive land undermines communities' food security and livelihoods.
6. **Water rights and water management:** Water is important for agriculture, but is also a finite resource; increasing competition for it threatens access for rural communities. Therefore, sustainable water management is necessary to ensure that there is enough clean water in the future for both local communities and food production.



Indicator categories

All but the Transparency theme are assessed through four key indicators, all of which have an equal weighting. The Transparency theme has a broader focus, and rewards companies for disclosure on cross-cutting and corporate-level issues. These issues capture the disclosure of broader areas that are not covered in the other thematic areas but are relevant to small-scale farmers, farm workers and rural communities in developing countries.

For the other themes, there are four key indicators which are as follows:

1. **Awareness:** The identification of key issues is a necessary step before they can be addressed. Indicators within the awareness category assess whether companies understand the importance of certain topics. Projects are included in this part of the assessment, not because individual projects in and of themselves are long-term solutions, but because they allow companies to test models and innovations to scale across their operations and supply chain.
2. **Knowledge:** Indicators within the knowledge category assess whether companies can show the extent to which they know how important issues play a role in their own supply chains. This is assessed on the measurement and reporting of key issues and specific facts in companies' supply chains. Impact assessments are generally included in this indicator category, as they can provide insight into risks and other relevant issues in the supply chain. When such information leads to action,

companies are able to adjust policies to address these issues, and mitigate or avoid risks.

Box 1: Impact assessments⁸

For several themes in the scorecard, Oxfam considers whether companies have conducted human rights impact assessments and have therefore sought to gain better knowledge about such issues and, furthermore, take meaningful action.

Between 2010 and 2012, Oxfam America supported two such impact assessments, one in the US tobacco industry and the other in a gas extraction zone in Bolivia. These examples demonstrated key elements of impact assessments, including:

- Active collaboration between communities and organizations;
- Focus on empirical data from affected communities;
- Structured analysis between rights in principle versus rights in practice;
- Ongoing monitoring to assess progress.

3. **Commitments:** To perform well in the scorecard, companies must go beyond awareness and knowledge to demonstrate that they are making meaningful commitments in relation to key issues. Across the themes, the nature and impact of the commitments can vary, with some being more quantitative and other more qualitative.
4. **Supply chain management:** Finally, to see how awareness, knowledge and commitments are translated into improved environmental, social and economic risk management within the supply chain, companies' approaches to supply chain management are assessed. Specifically, Oxfam examines how companies seek to influence suppliers to implement relevant commitments, for example, through requirements that suppliers to adhere to codes and guidelines. Companies are encouraged to take responsibility for sustainability issues within their supply chains.

Report structure

The following chapters will elaborate separately on the seven themes. Each chapter contains several sections, and columns along the left provide an overview of the relevant indicators. The numbering in the columns corresponds respectively with the four indicator-categories: indicators starting with 1.X refer to 'awareness'; indicators starting with 2.X refer to 'knowledge'; indicators starting with 3.X refer to 'commitments' and indicators starting with 4.X refer to 'supply chain management'.

For example, in Land on page 27, on the left is a column with 'issues related to land: land rights of local communities'. In total, there are six indicators related to this issue, which are given in brackets in this column. Indicator 1.1.3 is related to awareness, and 3.1 is related to commitments.

Indicators and sub-indicators

Each indicator category includes several indicators and sub-indicators, which have been selected by, whenever possible, drawing on widely accepted best practices and standards. For all themes, Oxfam has consulted several experts to provide feedback on the proposed indicators. All ten companies have also had the opportunity to provide feedback on the indicators.

Box 2: Multi-stakeholder initiatives and certification

Most themes contain indicators relating to participation in existing initiatives, for example membership of roundtables, sustainability initiatives or commitments to purchasing certified commodities.

Multi-stakeholder initiatives (MSIs) and certification standards can support the global food system by avoiding land grabs, empowering smallholder farmers and workers to improve their livelihoods, and help ensure that everyone has enough to eat. Active participation of global civil society is crucial for an initiative to be successful. MSIs can represent an opportunity for dialogue and leadership in service of sustainability, as well as potentially new accountability mechanisms to hold individual businesses and the sector as a whole to account.

At the same time, these voluntary mechanisms should not substitute, undermine or discourage other initiatives and efforts by governments and democratic institutions to increase transparency, accountability or binding regulation. Oxfam recognizes that all roundtables and certification initiatives considered for the Farmer and Land themes have room for improvement, and therefore that membership of these initiatives and the sourcing of certified commodities is not an end goal but a useful step.

Indicators in the scorecard are often broken down into several sub-indicators. Each sub-indicator may itself consist of a number of questions or criteria. The questions are binary, i.e. their answers are either 'yes' or 'no'. One exception was made for ABF; here, a third answer 'partial-yes' can be found. This was developed to reflect the fact that ABF is managed in a disaggregated manner. This means that some of its policies apply to some but not all of its companies.

The scorecard is based on hundreds of these 'yes or no' questions, which are aggregated to provide a score. It should be kept in mind that no single indicator or sub-indicator should be isolated to create a positive or negative image of a company. It is the aggregate score on a theme or indicator-category which provides a meaningful overview.

Calculation of scores

The structure of the scorecard is such that each of the seven themes is equally weighed. Each indicator is also weighted equally within each indicator category; each sub-indicator is weighted equally within each indicator. The full available score for each theme is divided up accordingly. For instance, see Figure 2 for an example from the Women theme. The first of the four indicator categories (WOM1, Awareness) has two indicators (WOM1.1 and WOM1.2). There are two sub-indicators under the indicator WOM1.2 (WOM1.2.1 and WOM1.2.2), which means that each of the two sub-indicators is worth 6.25% of the Women theme (25% x 50% X 50%).

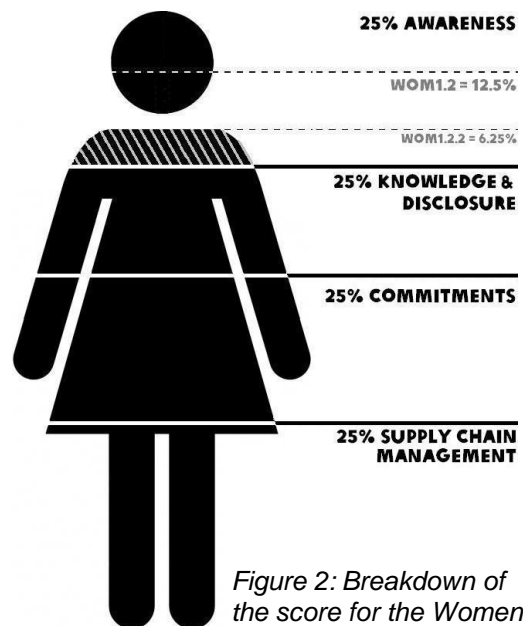


Figure 2: Breakdown of the score for the Women theme

Scores are calculated for each sub-indicator by either:

1. giving a full score or zero for sub-indicators consisting of a single binary question; or

2. giving a score proportionate to the number of underlying criteria for which the company receives a 'yes' (e.g. if a company gets a 'yes' for one of four criteria in that sub-indicator, they receive 25% of the available score).

Sub-indicator scores are summed to calculate a score for their respective indicators, which are in turn added up to calculate a score for each of the four indicator categories, which are summed to calculate a thematic score. These thematic scores for each company are rounded to provide a score out of ten, and then a mean average of all indicators is calculated to determine a percentage score for each company.

TRANSPARENCY

All scorecard indicators

t1. Corporate reporting

GRI-compliance [t1.1]

Lobbying reporting [t1.2]

Joining the EU Transparency Register [t1.2.1]

In the EU and in the US, publically disclose on website actual or range of the contributions made to trade associations and political entities for public policy influencing or engagement [t1.2.2] [t1.2.3]

If active in the US, disclose on its website a list of its membership of two or more key USI trade associations, federations or confederations to engages in dialogue with governments/regulators [t1.2.4]

Disclose on its website a list of its membership of at least two key global trade associations, federations or confederations through which it engages in dialogue with governments/regulators [t1.2.5]

Taxation reporting [t1.3]

Public disclosure that tax plays a key role in the area of advancing economic development [t1.3.1]

Disclose position on tax havens or 'secrecy jurisdictions' and how deal with transfer pricing according to OECD Transfer Pricing Guidelines for MNEs and Tax Administrations [t1.3.2]

Disclose how payment mechanisms ensure that its direct suppliers pay the legally required taxes in their operation jurisdictions [t1.3.3]

Disclosure relating to the country with HQ: a) Name(s) of subsidiaries, and geographical location; b) Annual turnover; c) Number of full time employees; d) Profit or loss before tax; e) Tax on profit or loss; f) Public subsidies received; g) Nature of subsidiaries and nature of activities of these subsidiaries [t1.3.4]

Disclose the same information as t1.3.4 (a to g) on a country-level for all countries in which it operates and with at least one subsidiary, especially in

The transparency theme assesses corporate-level transparency issues. This differs from the 'knowledge' indicator category in the other six themes, which deals with transparency around specific issues linked to the respective themes.

Relevance of the theme

Transparency is essential, as it allows consumers, producers and other stakeholders to hold companies accountable for the impact they have on small-scale farmers and their families.⁹ Transparency also enables companies to demonstrate accountability for both their own actions and the actions of those producing raw materials in their supply chains.

The Behind the Brands assessment

This section refers to the actual indicators of the scorecard. These are grouped around relevant issues.

Global Reporting Initiative (GRI)

Oxfam examines the level of compliance with the GRI framework. The mission of the GRI is to make sustainability reporting (covering economic, environmental and social issues) standard for all companies and organizations.¹⁰ The GRI framework covers a comprehensive range of topics and has been widely adopted by companies, including those in the food and beverage sector.

Box 3: Nestlé and the GRI¹¹

Nestlé is the only company of the Big Ten which has an A+ status in the GRI Index, which is the highest possible. The 'A' means that their reporting is most advanced according to the GRI's standards, while the 'plus' denotes that the report has been externally verified.

On its website, Nestlé gives a clear overview of all GRI indicators and how these relate to the company's reports. For example, one of the GRI indicators is the disclosure of the percentage of employees covered by collective bargaining agreements. Nestlé discloses this percentage in its report 'Our People'. This report also elaborates on the status of its employees worldwide.¹²

Lobby reporting

Through political lobbying, companies can increase their overall market share, gain advantages in competition, access government contracts, effectively fend off threats posed by potential substitute products or other companies attempting to enter the industry. Furthermore, they can increase their overall bargaining power relative to suppliers

jurisdictions with a Financial Secrecy Index score of 65 or above [t1.3.5]

t2. Total volumes

Disclosure of total volumes sourced for the following: palm oil, sugar cane, soy, cocoa. This can be presented as percentage of global supply [t2.1]

Disclosure of total volumes sourced for up to five of the following nine: dairy, fruits, tea, wheat, rice, maize, potatoes, tomatoes, coffee. This can be presented as percentage of global supply [t2.2]

Disclose the sourcing volumes of sustainable production for palm oil, soy, sugarcane, cocoa, coffee, tea, rice, fruits and potatoes where applicable. Reference can be made in volumes (MT) or in percentages of total volumes [t2.3]

t3. Buying agents and sourcing countries

Disclosure of supplier names of: at least one top supplier for palm oil, soy, sugarcane, cocoa and two other important commodities for their sourcing [t3.1]

Disclosure of countries sourced from: at least two countries if applicable from non-OECD plus Mexico and Chile for the following: palm oil, sugar, soy and cocoa; and for up to 5 of the following nine: tropical fruits, rice, maize, tea, wheat, potatoes, dairy, tomatoes and coffee [t3.2]

t4. Audit systems

Consider labour standards, health and safety, the environment and business integrity within its supplier audit protocol or refer to SEDEX or any other credible supplier audit information initiative or system [t4.1]

Disclose how to deal with suppliers' audit recommendations [t4.2]

Disclose summary of the compliance level of audited suppliers against audit criteria, expressed as percentages or proportions per audited

and customers, therefore potentially increasing profits.

Oxfam assesses whether companies have joined the European Transparency Register, which is run by the European Commission and the European Parliament.¹³ The register offers uniform information for all interested stakeholders on the organisations which influence the EU decision making process.

Trade associations play important roles in the industry, for example, through political influence, generic advertising and publishing. They also engage in joint actions such as standard setting, which can be good for consumers and competition. However, if manipulated, standard setting can be counterproductive and even create monopolies if standards are tilted towards a particular product or technology by a standard-setting organization. Another concern with trade associations is the risk of cartels and price fixing, both of which hurt consumers. Oxfam assesses company disclosures of membership of European, US and global trade associations, including details of the financial contributions provided.

Tax disclosure

Tax revenues are essential to finance public provisions such as health care, education, infrastructure and social security. Also, companies benefit from public provision in the countries in which they operate, and therefore have a responsibility to pay tax in their countries of operation. However, many companies benefit from international differences in tax rates. In addition, there are loopholes in national tax legislation, which can be used to significantly reduce overall tax burdens—this is known as ‘tax planning’. Companies can make use of shell companies in tax havens, which are known for both their low tax rates and their lack of financial transparency. Therefore, details of how much tax is ultimately paid, and in which countries, are difficult to gather.

Through the tax indicators, Oxfam aims to identify which companies are most open and accountable about their taxes. Oxfam is calling for faster automatic exchange of tax information between authorities. Additionally, Oxfam would like to see, as an international standard, greater disclosure of the financial and non-financial impacts of businesses on a country-by-country basis. This request is consistent with the OECD and a number of civil society organizations, such as Action Aid International and the Tax Justice Network.

Supply chain transparency: disclosure of volumes and source countries

Demand for supply chain transparency is coming from all sides—investors, consumers, retailers, governments and NGOs—and tracking and reporting issues within supply chains is now easier. There are positive examples from other sectors; for example, in 2005, Nike became the first

<p>critereon [t4.3]</p> <p>Provide information about the percentage of first-tier suppliers compliant with the company supplier code or sourcing policy. Provide information about the number of audits revealing major breaches within the company supplier code [t4.4]</p>
<p>Track and disclose a full breakdown of second- and third-tier suppliers compliant with the company's supplier code or sourcing policy [t4.5]</p>

company in the apparel industry to publish a list of its global suppliers.

Companies' disclosure about sourcing volumes (including volumes of sustainably sourced materials), source countries, and the suppliers of thirteen key commodities is assessed under the Transparency theme. Most companies do not source directly from farmers, but through suppliers, who are often large global traders.

Audit systems

The scorecard assesses companies' transparency in supply chain auditing, including the issues covered within supplier audits, and whether the company discloses levels of compliance among audited suppliers. A reference to SEDEX (Supplier Ethical Data Exchange) would be sufficient since it is the largest platform for sharing ethical supply chain data.¹⁴

These audits can be carried out in many forms, including self-assessments, onsite assessments by the company and third party audits carried out by independent audit firms. Comprehensive supplier audits incorporating systems for monitoring, managing and reporting non-compliance provide a means of assessing whether company policies are being implemented within the supply chain. Although Oxfam does not itself seek to verify the implementation of company policies through the scorecard assessment, transparency around supply chain audits provides an indication of the company's approach to monitoring its own policies. Companies can therefore demonstrate that they have identified, and are looking to remediate, any non-compliance with their policies.

Box 4: Danone on auditing systems¹⁵

One of the indicators in the scorecard requests companies to disclose a summary of the compliance level of audited suppliers against audit criteria. A good example of such an overview is Danone's 2013 sustainability report. In that report they make the following statement:

"Based on the self-assessments of these 3,501 sites, 62 new sites underwent SMETA [Sedex Members Ethical Trade Audit] audits administered by external auditors (in addition to the 260 sites audited since 2010 at Danone's request). These audits confirm or set aside the risks identified during the SEDEX pre-analysis, and lead to the introduction of action plans where required."

A table in the report gives a clear overview of topics that need improvement, and topics in which there is already a high level of compliance. The highest level of non-compliance is in health, safety and hygiene, and the lowest level is in forced labour. Issues related to child labour and forced labour are priorities for Danone and these levels remain low, compared to previous years.

FARMERS

All scorecard indicators

Knowledge on farmers
Knowledge of small-scale producers. Disclosure of total number: in supply chain specific commodities [f2.1]
Impact assessment on human rights or other social impacts [f2.2]
Engaging at least 100,000 small-scale producers for: at least 2 commodities; improving agricultural practices; reducing risks; improving incomes [f3.1.1]
Publishing progress reports on these initiatives [f3.1.2]

Food security in communities
Recognize the key role small producers play in food security and communities [f1.1]
Recognize the impact of food price volatility [f1.2]

Training and support
Recognize the need for training and support [f1.3]
Recognize crop diversification, adaptation of crop varieties, integrated pest management [f1.6]
Clause in supplier code on promoting improved conditions for fair business arrangements through: good agricultural practices, training on technical issues [f4.1.3]
Clause in supplier code on promoting improved conditions for fair business arrangements through: strengthening their ability to negotiate, aggregating their products, assessing the possibility to access alternative markets, diversifying their products and markets [f4.1.4]

Farmer organizations
Recognize the key role of farmers' organizations [f1.4]
A clause on farmers organizations in supplier code to generate opportunities for:

The Farmer theme is focused upon small-scale farmers, small-scale fishermen, and other food producers within the supply chains of the Big Ten.¹⁶ For simplicity—and given that land-based agricultural commodities are significant for the Big Ten—the rest of the report refers to producers as ‘farmers’. Small-scale farmers typically engage in farming as a business, combining family labour with hired labour.¹⁷ Farmers purely focusing on home production (subsistence farmers) are less likely to engage directly with any of the Big Ten, and are covered under the Land theme instead.

In this theme, the policies of the Big Ten are assessed on the ability of small-scale farmers to access the supply chain. The theme also assesses policies relating to living incomes, training and support, and overall impact on food security. Specific issues affecting women farmers are addressed in the Women theme; issues regarding agricultural workers can be found under the Worker theme.

Relevance of the theme

Globally, there are about 500 million farmers with less than two hectares of land, and two billion people who depend on these farmers. Despite increasing urbanisation, the majority of poor people are expected to continue to live in rural areas until 2040.¹⁸ Small-scale farmers contribute to rural development by creating local jobs and by improving local food security. Furthermore, the farming practices of small-scale farmers differ from those of large-scale agribusiness. These farmers do not have access to the same technologies and inputs as large-scale producers, who have more capital. Food and beverage companies are able to support small-scale farmers in their supply chains by, for example, providing access to inputs, training and financial capital. Ensuring that there is equitable access to services is an essential component of a successful trading relationship between the Big Ten and small-scale producers.

The Behind the Brands assessment

This section refers to the actual indicators of the scorecard. These are grouped around relevant issues.

Knowledge and disclosure of farmer-specific information

Oxfam expects companies to measure and disclose the number of small-scale farmers in their supply chains. This is important, as the work of small-scale farmers influences many people, including the farmers’ families and communities. The scorecard assesses whether companies

money saving, improving yields, improving quality or other support [f4.2.1]

have conducted and published impact assessments that consider human rights and other social impacts on small-scale farmers.

Stable commitments and fair contract

Recognize: stable business commitments, long-term business commitments [f1.5]

Recognize: income diversification (different market-outlets), over-dependence (one buyer) [f1.9]

Recognize fair and transparent contracting (contract transparency; fair sharing of risk; capturing greater share of the benefits) [f1.7]

Recognize: fair prices need to be paid, decent income should be obtained [f1.8]

Commitment to a living income: explicit commitment, strategy to raise low incomes systematically, monitoring and reporting progress [f3.1.4]

Clause in supplier code on promoting improved conditions for fair business arrangements by providing meaningful market information [f4.1.1]

Clause in supplier code on promoting improved conditions for fair business arrangements by publishing model of the contract [f4.1.2]

Clause in supplier code on promoting improved conditions for fair business arrangements through long-term stability of trade relationships [f4.1.5]

Clause in supplier code on promoting improved conditions for fair business arrangements by providing or facilitating access to credit and inputs [f4.1.6]

Clause in supplier code on promoting improved conditions for fair business arrangements by committing to paying a fair price [f4.1.7]

A clause on complaints mechanisms in supplier code covering complaint and dispute resolution mechanisms [f4.2.2]

Cooperation with stakeholders

Projects with suppliers to address smallholder issues on commodities and regions [f1.10]

Sector or multi-stakeholder initiatives:

Moreover, commitments to engage at least 100,000 small-scale farmers are reported, as companies are expected to go beyond the mere testing of pilot projects and scale up across their operations.

Food security in communities

Small-scale farmers play a key role in the food security of their communities, by:

- producing the staples to feed their families;
- providing employment to a large share of the community, because small-scale farming is labour intensive;
- supplying locally produced food at prices that not influenced by the costs of transportation and marketing.¹⁹

Closely related to food security is price volatility. In most developing countries, small-scale farmers are net food buyers, and small price increases can put severe pressure on household finances, forcing them to reduce spending on education and health.²⁰

Training and support

Training and support enables farmers to improve their yields and product quality, to identify market opportunities for their products, and to gain insights into the costs and margins involved in the value chain.²¹ Training and support, such as the provision of assets or financial support, can be provided by several actors in the supply chain. However, frequently companies focus on (often expensive) technological development for big customers, and overlook the needs of small-scale farmers. Small-scale farmers are in need of practical solutions, for example sowing techniques, to solve stagnating productivity.²²

Box 5: Unilever's supplier code²³

Oxfam assesses whether the Big Ten have provided training for farmers. Such training can support farmers in increasing their productivity, and strengthen their ability to negotiate, aggregate their products, access alternative markets and diversify their products.

Unilever recognizes that training is a key element necessary for the implementation of sustainable agricultural practices and for the development of social and human capital. Its Sustainable Agricultural Code has a clear explanation of the company's expectations for suppliers. It provides comprehensive requirements and good practices regarding training. For example, the code considers training about chemicals, in order to ensure that

ETP; 4C; WCF; SFL; SAI; SRP [f3.1.3]

Commitments to responsible production standards (FLO; UTZ; RA; 4C; SRP) relevant for small-scale producers of: cocoa, coffee, tea, fruits, rice, potatoes, sugar cane [f3.2]

farmers have the necessary knowledge to safely handle these products.

Farmer organizations

Small-scale farmers are better able to negotiate the terms under which they should operate if they cooperate within an organization.²⁴ In addition, it is more efficient for companies sourcing from small-scale farmers to work with farmer organizations instead of individual farmers, as it allows the easier arrangement of bulk purchases, insurance, logistics and warehousing. This all contributes to lower costs for producers.²⁵

Stable business commitments and fair prices

In addition to farmer organizations, long-term business commitments provide an effective means of supporting small-scale farmers, for example by providing market access. However, there is a risk of over-dependence if small-scale farmers become reliant on a single company for their sales. This risks the development of exploitative relationships in which small-scale farmers are providers of cheap labour, and are restricted to a single fixed price.²⁶ To prevent exploitative relationships, there is need for fair and transparent contracts. Such contracts can improve communication between the parties, reducing risks for both. An important part of a fair contract is the payment of fair prices. Research by the Fair Trade Foundation in 2013 showed that an average tea farmer receives only one percent of the price paid for the tea in supermarkets.²⁷

Cooperation with stakeholders

Commitments to multi-stakeholder and sectoral initiatives for improving small-scale farming and rural livelihoods do not guarantee that a company is doing the right thing, but industry-wide initiatives can support efforts to improve.²⁸ The initiatives considered in the scorecard all relate to commodities that are mainly produced by small-scale production. Specifically, the initiatives are:

- the Ethical Tea Partnership (ETP),²⁹
- the World Cocoa Foundation (WCF);³⁰
- the Sustainable Agriculture Initiative (SAI);³¹
- the Sustainable Food Lab (SFL);³²
- the Sustainable Rice Platform (SRP).³³

In addition, the commitment of companies to purchase sustainable products is assessed. The following certification schemes are included because they address challenges for small-scale producers:

- Fairtrade International (FLO);³⁴
- the Rainforest Alliance (RA);³⁵
- UTZ Certified (UTZ);³⁶
- the 4C Coffee Association (4C)³⁷.

Oxfam considers certification to be a good first step in

demonstrating commitments to improving conditions for small-scale producers. All of the above schemes have room for improvement.

Under indicator 3.2, Oxfam considers seven commodities: cocoa, coffee, tea, tropical fruits, rice, potatoes and sugarcane. These commodities are mostly produced by small-scale farmers, and for each, at least one global sustainable production standard exists, as shown in figure 3.

	COCOA	COFFEE	TEA	FRUITS	RICE	POTATOES	SUGARCANE
FAIRTRADE INTERNATIONAL (FLO)	X	X	X	X	X		X
RAINFOREST ALLIANCE (RA)	X	X	X	X		X	
UTZ CERTIFIED (UTZ)	X	X	X				
4C COFFEE ASSOCIATION (4C)		X					

Figure 3: Commodities per certification scheme

Projects in collaboration with suppliers are a useful way for companies to concretely work on smallholders' issues, and test innovative ideas in practice. For example, Coca-Cola tested drip irrigation in 200 mango plantations in India.³⁸ Eventually Oxfam would like to see projects scaled up to encompass all company operations with an impact on small scale producers.

Box 6: The sustainable production standards of Mars³⁹

Under the indicator category 'commitments', Oxfam assesses commitments to responsible production standards relevant for small-scale producers.

In 2009 Mars announced that it will buy 100 percent sustainable-certified cocoa by 2020. Mars is the first major chocolate manufacturer to make such a commitment. To reach this goal, Mars will cooperate with certification organizations such as Fairtrade, the Rainforest Alliance and UTZ Certified.

Mars has defined milestones to reach their 2020 goal: for example, in 2012, more than 20 percent of its cocoa was certified; in 2016, it aims to achieve 50 percent.

WORKERS

All scorecard indicators

Knowledge on workers

Recognize the link between its own commercial practices and the quality of jobs for workers in its supply chain [w1.2.9]

Track [w2.1.1] and report [w2.1.2] number of workers in its supply chains

Track [w2.1.3] and report [w2.1.4] the percentage of agricultural workers in its supply chain with no fixed contract

Identify countries or regions (by commodity) with a high risk/prevalence of the following issues in its supply chain: temporary workers; lack of freedom of association; migrant workers; child labour [w2.2]

Commissioning and publication of a value-chain study or impact assessment covering wages and conditions in its agricultural supply chains [w2.3]

Effective monitoring of working conditions [w4.3]

Grievance mechanism

Recognize the need for internal grievance mechanisms at suppliers, and the need for workers to be able to access international complaints processes if local resolution fails [w1.2.3]

Publicly report on how grievances are addressed [w2.1.7]

Requiring suppliers to maintain an accessible, confidential grievances mechanism [w4.1.6]

Migrant workers

Explicitly recognize the need to protect migrant workers [w1.2.5]

ILO requirements

Recognize labour standards as defined by the ILO conventions [w1.1]

Requires suppliers to inform and train workers about their rights [w4.1.1]

This theme focuses on agricultural workers on farms and plantations. The scorecard assesses whether business policies enforce fair working conditions, for example, allowing farm workers to organize and access grievance procedures, and ensuring that agricultural workers earn a living wage. Specific issues relating to female workers can be found in the Women theme.

Relevance of the theme

With more than one billion people employed in the sector, agriculture is the world's second largest source of employment. Paying farm workers a living wage and guaranteeing safe and protected working conditions can enable people to escape from poverty. In addition, it reduces the risk that children are forced to work in order for their families to survive.⁴⁰ However, agricultural workers—in particular temporary workers—are among those with the highest incidences of poverty. Wages in the agricultural sector are low relative to other sectors and conditions are often hazardous.⁴¹

The purchasing practices of companies have a significant influence on the wages and working conditions of people at the beginning of the supply chain. Focus on profitability and productivity stimulates a drive to achieve the 'lowest costs to operate'. In agricultural production, labour costs are one of the few costs that can be controlled. This results in pressure on wages and negatively affects working conditions.⁴²

The Behind the Brands assessment

This section refers to the actual indicators of the scorecard. These are grouped around relevant issues.

Knowledge and disclosure of worker-specific information

Oxfam assesses companies on measuring and disclosure of their number of workers—especially those without contracts—in their supply chains. Workers without contracts are particularly vulnerable as they do not receive benefits beyond their wage and they lack job security. In such cases, employment does not enable workers to escape poverty.⁴³

Companies are also assessed on their disclosure of information about commodities sourced from countries in which labour rights violations are common. Specific issues considered include the employment of temporary workers, migrant workers and child labour. In addition, the Worker theme assesses whether companies have conducted and

1. Employment freely chosen

Explicitly recognize forced labour as an issue [w1.2.8]

Require suppliers to eliminate forced, bonded or involuntary labour [w4.1.5]

2. Freedom of association

Recognize the right to freedom of association and collective bargaining, including in countries where these rights are restricted [w1.2.4]

Track and report the percentage of workers that are covered by collective bargaining agreements [w2.1.5] [w2.1.6]

Require suppliers to uphold the general right to freedom of association and collective bargaining [w4.1.3]

Require, or take measure to support, suppliers to uphold freedom of association and right to collective bargaining [w4.2.2]

3. Safe and hygienic conditions

Require suppliers to provide healthy working conditions and accommodation [w4.1.10]

4. No use of child labour

Explicitly recognize child labour as an issue [w1.2.7]

Require suppliers to avoid child labour [w4.1.4]

5. Paying living wage

Explicitly recognize payment of living wage [w1.2.1]

An explicit commitment to living wage [w3.2]

Require, or take measures to support, suppliers to pay workers a living wages [w4.2.1]

6. No excessive working hours

Require suppliers to respect national legislation on working hours, and international standards on working hours [w4.1.9]

7. No discrimination

Explicitly recognize the right to be free from discrimination [w1.2.6]

Requiring suppliers to not discriminate [w4.1.2]

8. Provide regular

published social impact assessments or other value chain studies that consider human rights and labour conditions in supply chains.

Grievance mechanisms

Grievance mechanisms enable workers to safely share complaints, and access to them is important for both workers and employers. Workers need a mechanism through which they can express concerns, so that companies can improve conditions. Furthermore, they may be able to prevent strikes that can disrupt production.⁴⁴

Migrants

Migrant workers are vulnerable to exploitation and often lack job security and social security benefits. They are also rarely represented by labour unions.⁴⁵

International Labour Organization requirements

The Ethical Trading Initiative (ETI) highlights nine labour issues, based on ILO requirements, which are key in Oxfam's assessments of labour standards:⁴⁶

1. *Freely chosen employment:* This means the absence of forced and involuntary labour. This is an important issue to support the goal of abolishing slavery worldwide.⁴⁷
2. *Freedom of association and the right to bargain:* All workers should be able to join a labour union and have the right to bargain. However, in practice, there is a great distinction between fixed and temporary workers: temporary workers such as seasonal workers seldom are represented by unions.⁴⁸ In global supply chains, employers generally have greater bargaining power.⁴⁹ The right to bargain and join associations empowers workers to be engaged in decisions that have an impact on their lives.⁵⁰
3. *Safe and hygienic conditions:* Accidents and injuries should be prevented. This includes providing protective equipment when working with dangerous substances in order to avoid health problems.
4. *No use of child labour:* Children are highly vulnerable to exploitation, and may be forced to work long hours in difficult working conditions. When working, children may be denied an education. A lack of decent work and poor pay hinders the elimination of child labour. When parents have decent work, it is less likely that it will be necessary for their children to work.⁵¹
5. *Paying a living wage:* According to research by Oxfam and the ETP, 90 per cent of countries have established a minimum wage. However, in practice,

employment
Explicitly recognize job security and permanent contracts for precarious work [w1.2.2]
An explicit commitment to improving conditions for precarious workers [w3.3]
Require suppliers to ensure job security and permanent contracts for workers [w4.1.7]

9. No inhumane treatment
[No specific scorecard indicators]

Cooperation with stakeholders
Recognize the UN Guiding Principles criteria for grievance mechanisms [w1.2.3.3]
Projects that aim to understand and address at least one of the following issues: freedom of association, living wage, temporary employment, migrant labour, child labour, bonded labour or grievance mechanisms [w1.3]
Made a commitment to uphold the UN Guiding Principles on Business and Human Rights [w3.1]
Working with others to improve wages by: using a certification scheme; membership of any stakeholder group (ETI or SAI); commitment to constructive dialogue with the IUF [w3.4]

many companies do not comply with these regulations. When minimum wages are paid, they rarely constitute a living wage—a wage sufficient to meet the basic needs of a family.⁵²

Box 7: Unilever on wages⁵³

In the scorecard, Oxfam assesses whether companies make commitments to paying living wages. In April 2014, Unilever updated its Responsible Sourcing Policy, in which the company states its responsibilities to suppliers. This document contains a clear clause on ‘fair wages’ for all workers:

‘Workers are provided with a total compensation package that includes wages, overtime pay, benefits and paid leave which meets or exceeds the legal minimum standards or appropriate prevailing industry standards, whichever is higher, and compensation terms established by legally binding collective bargaining agreements are implemented and adhered to.’

Complementary to this clause are benchmarks for implementation, such as paying full wages and paying on time. There are also benchmarks to ‘advance good practice’, specifying requirements that Unilever expects their suppliers to meet over time (these are not strictly time-bound, however). One of the good practices Unilever expects of their suppliers is paying a living wage:

‘There is a living wage approach to fair compensation which encompasses a system to periodically assess that wages are sufficient to meet the basic needs of the worker and to provide some discretionary income.’

6. *No excessive working hours:* Overtime and excessive working hours are common in agricultural work. However, this can cause repetitive injuries and obstruct workers from fulfilling caring duties.⁵⁴ There is often a link between excessive hours and low wages.
7. *No discrimination:* Discrimination can take place due to ethnicity, nationality, age, religion and gender, etc. Gender discrimination is further assessed in the Women theme.
8. *Provide regular employment:* Regular employment, including long-term contracts, enables workers to have a stable salary so that they can plan their lives. Long-term contracts also provide greater protection than short-term or temporary contracts, e.g. through

provisions for paid overtime and paid sick leave. Conditions under which workers receive wages only for their work and have no other security are called 'precarious work'.⁵⁵ Long-term contracts increase opportunities for committed workers, and can result in a decline in employee turnover rates.⁵⁶ The agricultural sector struggles with regular contracts and regular working hours due to seasonal and weather-dependent fluctuations in production. Furthermore, seasonal variations due to special orders, for example, for Christmas or Mother's Day, also undermine regular employment.⁵⁷

9. *No inhumane treatment:* Inhumane treatment can include psychological abuse, physical punishment and sexual harassment. The latter is assessed in the Women theme.

Cooperation with stakeholders

In the Worker theme, the scorecard refers several times to external initiatives or partnerships dealing with 'decent work'. When assessing improved wages, Oxfam considers whether companies are engaged in constructive dialogue with the International Union of Food, Agricultural, Hotel, Restaurant, Catering, Tobacco and Allied Workers' Associations (IUF),⁵⁸ and whether companies are members of stakeholder groups such as the ETI or the SAI.⁵⁹ In addition, the scorecard refers to the UN Guiding Principles on Business and Human Rights.⁶⁰ The latter set out responsibilities for businesses, and provide a global standard on human rights. Companies are also assessed on their participation in projects. These projects are taken into consideration when they are related to one of the topics mentioned under indicator W1.3, which can be seen in the left column.

Box 8: The Coca-Cola Company and the IUF⁶¹

One of the indicators in Workers considers whether companies have a commitment to constructive dialogue with the international labour union IUF.

The Coca-Cola Company and the IUF have a joint statement in which they publicly declare their commitments for workers involved in the Coca-Cola system. In this commitment, Coca-Cola and the IUF state that they will maintain a framework for ongoing discussions on union rights and other labour-related issues.

WOMEN

All scorecard indicators

Knowledge on women

Track and engage with women in the supply chain: track number of female small holders; track and report commodities with highest prevalence of women; consulting women in auditing processes [wom2.1]

Impact assessments specifically related to women [wom2.2]

Track and report the gender breakdown of their workforce for commodities and producers [wom4.3]

Discrimination against women

Recognize inequality in discrimination of women farmers or workers [wom1.1.3]

Recognize inequality in disproportionate food security challenges [wom1.1.5]

Recognize inequality in: women's time poverty challenges [wom1.1.7]

Publically commit to addressing issues faced disproportionately by women: clean and potable water [wom3.3.1]

Commit to providing training and professional development targeted to women producers and workers across the supply chain and in its operations [wom3.5]

Supplier code requires suppliers to have non-discrimination and equal opportunity policy [wom4.1.1]

Women as members of community

Recognize inequality in the role of women as members of communities [wom1.1.4]

Recognize inequality in the importance of engaging women's civil society organizations [wom1.1.6]

Publically commit to addressing issues faced disproportionately by women: Decision-making opportunities [wom3.3.7]

This theme focuses on gender-specific issues faced by the agricultural sector and specifically considers both woman farmers and woman agricultural workers. The scorecard assesses whether company policies aim to improve women's livelihoods and encourage their inclusion in the food supply chain on equal terms. The scorecard also looks for policies that guarantee a discrimination-free and gender-equal working environment.

Relevance of the theme

Oxfam's research shows that if women's incomes increase, this usually results in improved nutrition and educational outcomes for their children and family.⁶²

However, women are often excluded from land ownership, are paid less than men for the same jobs, and are often excluded from training and other support. Millions of people globally could be positively affected if gender discrimination were eliminated, women were supported in accessing and leading community activities, and women were supported in participating in farmer and worker organizations.⁶³

The Behind the Brands assessment

This section refers to the actual indicators of the scorecard. These are grouped around relevant issues.

Knowledge and disclosure of gender-specific information

Oxfam assesses companies on their measurement and disclosure of the number of women in their supply chains. It also considers whether companies require suppliers to track and report the gender breakdown of their workforces.

Furthermore, Oxfam considers whether companies have undertaken human rights impact assessments that specifically consider gender-related issues within their supply chains. To achieve the highest score, the impact assessment process must make a deliberate effort to consult involved women.

Discrimination against women

In poor families, women and children often eat last and least, and are therefore more likely to suffer ill health due to a lack of nutritious food.⁶⁴ Another challenge for women, and especially mothers, is time poverty. Women run the so-called 'care economy', i.e. they are usually expected to raise children and take care of sick and elderly people. These expectations remain when they become cash-earners or are employed in jobs with overtime.⁶⁵ An example of an activity

Women farmers
Recognize inequality in access to inputs, markets or training [wom1.1.1]
Recognize inequality in access to land, land use and land tenure [wom1.1.2]
Intentionally source from women agricultural producers [wom3.1]
Implement a supply-chain wide (beyond projects limited in scale and scope) to provide gender-sensitive assistance to women smallholders and producers in their supply chain [wom3.2]
Publically commit to addressing issues faced disproportionately by women: land rights [wom3.3.2]
Publically commit to addressing issues faced disproportionately by women: technology [wom3.3.3]
Publically commit to addressing issues faced disproportionately by women: financial services [wom3.3.4]
Publically commit to addressing issues faced disproportionately by women: training and/or extension services [wom3.3.5]
Publically commit to addressing issues faced disproportionately by women: access to markets [wom3.3.6]

Women workers
Supplier code requires suppliers to: establish women's committees that report to management to address and resolve issues [wom4.1.2]
Supplier code requires suppliers to ensure: women have equal access and representation to grievance procedures [wom4.1.3]
Supplier code requires suppliers to have: mandatory training on sexual harassment and non-discrimination policies throughout the supply chain [wom4.1.4]
Supplier code provide guidelines on: health and safety concerns that are particularly relevant to women workers (e.g. impact of pesticides on pregnant women) [wom4.2.1]
Supplier code provide guidelines on: the improvement

considered within the care economy is the provision of water for the household. However, as water sources dry up, women must travel further to access water. As a result, girls may be pulled out of school to help with such household tasks.⁶⁶

Box 9: The Coca-Cola Company on economic empowerment of women⁶⁷

The scorecard assesses companies' commitments to tackling specific issues faced by women, including access to financial services, training and markets.

With the Women's Economic Empowerment Report '5 by 20', the Coca-Cola Company demonstrated progress on these commitments. In the report, Coca-Cola explains how it wants to achieve its goal:

'Enable the economic empowerment of 5 million women entrepreneurs across our value chain by 2020.'

To achieve this goal, the company is working with women in six segments of the value chain: producers, suppliers, distributors, retailers, recyclers and artisans.

An example of one of the projects to empower women is 'Coletivo' in Brazil. The project helps women to get a formal job or start their own businesses. The project grew between 2010 and 2012 from five programmes to 136 across the country. In 2014, the 5 by 20 project includes 44 countries, and reaches half a million women.

Women as members of the community

Women are generally under-represented in producer and labour organizations. Male-dominated organizations often fail to defend women's interests, leading some women to start their own organizations.⁶⁸ To increase inclusion of women in the community and in decision-making processes, it is important to understand barriers of participation. These can include cultural norms, time constraints and legal constraints.⁶⁹

Women farmers

Women provide at least half of the agricultural workforce, but have less access to resources than their male counterparts.⁷⁰ In many countries, land titles are generally held only in the names of the heads of household, who are usually men. Furthermore, inheritance laws often restrict women from inheriting land.⁷¹ Where women are engaged in agriculture, they may be under-represented in local markets. One factor behind this is time poverty, which diminishes their freedom to move.⁷²

Equal access to inputs and training could improve the position of women farmers, since lower levels of inputs correlate with lower yields.⁷³ Oxfam's research in Zambia

of childcare or care initiatives at the farm or community level [wom4.2.2]

Cooperation with stakeholders

Projects: programmes and/or projects that promote the empowerment of rural women and girls in the supply chain [wom1.2.1]

Projects: projects or programmes working directly with women's cooperatives or groups where women are in leadership roles to implement sustainable farming production [wom1.2.2]

Endorsed the UN Women's Empowerment Principles [wom3.4]

has shown that, if women are able to invest in the same way as men, output can increase by an average of 15 percent.⁷⁴

Women workers

General rights to decent work are mentioned under the Worker theme, and these should count for all workers. Besides these, there are some women's rights in the workplace which must be specifically protected. These include:

- 1) guaranteeing maternity leave;
- 2) ensuring that men and women receive equal pay for the same jobs;
- 3) ensuring that the selection of workers is based on objective criteria.⁷⁵

For female employees there is often a lack of gender-sensitive assistance needed during pregnancy or when women have young children. Women may need to leave their children without childcare, or they may ask older daughters to take on a caring role, cutting short the education of the next generation.⁷⁶ Improved childcare systems can help women workers reduce the time-poverty challenge that they face.

Workers' right to equal pay is still difficult to realize. A report by Oxfam in India shows that there are wage differences of up to 40 percent between men and women, of which only a limited part can be linked to differences in capacity.⁷⁷ Additionally, objective selection of workers is key to women's rights. Currently, women are often over-represented in precarious and low-waged jobs.⁷⁸ With a precarious contract, women are more at risk of losing their jobs than they would be with fixed contracts.⁷⁹

Oxfam highlights two further issues in the scorecard: sexual harassment and access to grievance mechanisms. Sexual harassment is usually an abuse of power between an employer and a worker. To empower women in supply chains, companies can implement policies requiring suppliers to provide training on sexual harassment. Grievance mechanisms provide a means for women to feel comfortable in raising any concerns they might have.

Cooperation with stakeholders

A key way in which companies can address gender inequality is through cooperation with stakeholders such as governments, civil society organizations and industry peers. An example of a multi-stakeholder initiative is the United Nations' Women Empowerment Principle (WEP). This offers guidance to businesses on how to empower women in the workplace, marketplace and within their communities. Since their release in March 2010, these principles have been widely adopted by companies globally. By 2012, 100 companies had already signed up to the principles; by 2014, over 750 companies had done so.⁸⁰

The scorecard also assesses projects designed to empower women and girls. These projects focus on cooperatives and groups in which women take leadership positions.

Box 10: Gender commitments by Mars, Mondelez and Nestlé⁸¹

In early 2013, the world's three biggest chocolate companies Mars, Mondelez and Nestlé were the target of the first Behind the Brands campaign. The aim of the campaign was to improve the position of women farmers and women farmworkers in their supply chains. These three chocolate manufacturers were targeted because they together control 40 percent of the global chocolate market.⁸²

All three companies signed up to the UN Women Empowerment Principles. This was followed by a commitment to complete an impact assessment on their cocoa supply chains. The companies made commitments to undertake these impact assessments in the two biggest cocoa-producing countries, Ghana and Ivory Coast. Each company published a report in 2014.⁸³

CLIMATE

All scorecard indicators

Knowledge and disclosure on climate

Adequate disclosure of GHG emissions data: appearance in CDP, CDLI, CDPI; published information in sources other than CDP [cc2.1]

Disclosure of agricultural emissions [cc2.2]

Reporting of supply-chain risks: on climate change risks; US companies reporting on mandatory security filings [cc2.3]

Articulating risks to small-scale producers and rural communities in reporting of supply chain risks [cc2.4]

Knowledge on land-use change and deforestation: CDP's annual forest request; soy, palm and pulp and paper through the CDP's annual forest request; identification of commodities related to (i) deforestation problems (ii) land use change/conversion [cc2.5]

Greenhouse gas emissions

Recognition of the need to reduce: scope 1 & 2; scope 3 [cc1.1.1] [cc1.1.2]

Recognition of scope 3 agricultural emissions [cc1.2]

Set and meet time-bound targets to reduce GHG emissions: absolute targets; intensity targets; reporting progress; time-bound targets; science-based assessment that limits temperature change to 2°C [cc3.1.1]

Target for reduction associated with agriculture life-cycle commitment including agriculture [cc3.1.2]

Requirements in supplier code on: reduction of GHG emissions [cc4.1.1]

Requirements in supplier code on: reduction of GHG emissions in agriculture [cc4.1.2]

Ask suppliers to do the following: reduce GHG emissions [cc4.2.1]

The scorecard assesses company policies relating to climate change mitigation and resilience. Approximately 60 percent of the indicators relate to mitigation of greenhouse gas (GHG) emissions; the other forty percent are related to companies' efforts to support farmers to adapt to changing climate conditions.

As explained in this document's introduction, the Behind the Brands scorecard assesses companies' policies on the agricultural practices for commodities from developing countries. Greenhouse gas emissions, wherever they originate, impact agriculture in developing countries. For that reason, this is the only theme in which policies and commitments regarding operations globally are assessed, i.e. including those in developed countries.

Relevance of the theme

Agriculture and food production contribute up to a quarter of global GHG emissions. At the same time, food systems and food producers face significant risks from climate change. Small-scale producers are affected by crop failures, price spikes and supply disruptions, all of which are worsening hunger and poverty in local communities.

Furthermore, the food industry was being impacted by record-breaking weather events as of the beginning of 2014. In Brazil, the worst drought in a decade destroyed coffee crops. In California, the worst drought in more than a hundred years has hit the agricultural industry, which produces nearly half of all the vegetables, fruits and nuts grown in the US.⁸⁴

The food and beverage sector is a significant contributor to GHG emissions. Based on available data, Oxfam estimates that the entire food system accounts for approximately 25–27 percent of global emissions. This includes sources from production of agricultural inputs like fertilizer; emissions associated with deforestation and land use; and emissions from agricultural production, refrigeration and transport.⁸⁵

A changing climate presents risks to both rural communities and global food companies. Efforts by companies to build resilience should yield benefits across their entire value chain, including for farming communities.

The Behind the Brands assessment

This section refers to the actual indicators of the scorecard.

Ask suppliers to do the following: reduce GHG emissions in agriculture [cc4.2.2]
Work with suppliers on climate issues: palm oil from growers disclosing GHG emissions [cc4.3.1]

Deforestation

Recognition of deforestation as a problem [cc1.1.3]
Commitments and plans on deforestation: plans with a dead-line; related to palm oil [cc3.1.3]

Resilience

Recognition of growing challenges of impact on company and community [cc1.3]
Explicit recognition of need for support for small-scale producers and local communities to adapt to climate change [cc1.4]
Supporting small-scale producers and local communities in supply chain by recognizing the importance of: training for improved growing techniques; providing weather data and information; supporting irrigation methods and techniques [cc1.5]
Commitments related to resilience: adaptation strategy incorporating needs of small-scale producers and rural communities; broader sustainability commitments on adaptation [cc3.2]
Requirements in supplier code on: climate adaptive capacity of smallholders [cc4.1.3]
Ask suppliers to do the following: build climate adaptive capacity of smallholders [cc4.2.3]

Cooperation with stakeholders

Projects: addressing climate vulnerability/resilience/reducing agricultural emissions [cc1.6]
Adequate disclosure of GHG emissions data: appearance in CDP, CDLI, CDPI; published information in sources other than CDP [cc2.1]
Work with suppliers on climate issues: member of the Cool Farm Institute or a tool that

These are grouped around relevant issues.

Knowledge and disclosure of climate-specific information

The situation described above demonstrates that GHG emissions from the global food system have a wide impact. However, most food and beverage companies currently have not made commitments to reduce GHG emissions throughout their agricultural value chains. Data specific to agricultural emissions and associated reductions are evaluated in the scorecard.

Greenhouse gas emissions

The impacts of climate change on food production are worse than previously expected, according to a recently launched report by the Intergovernmental Panel on Climate Change (IPCC). It is the first time an IPCC- report has elaborated on the relationship between emissions due to human activity and high food prices.⁸⁶ The IPCC findings are categorical: climate change has already meant significant declines in net global yields of key crops like wheat and maize, and the picture is set to get much worse at the same time as demand for food increases. To stop decline of net global yields, the meaningful reduction of GHG emissions throughout company value chains is evaluated in the scorecard. Reductions in agricultural emissions are highlighted because of the large contribution that this sector makes. The scorecard also evaluates companies on whether their operational emissions reduction targets are in line with what climate scientists have determined is necessary to avoid catastrophic climate change.

Deforestation

Deforestation and land-use change are significant sources of GHG emissions within the supply chains of food and beverage companies. Indirect emissions associated with the production of goods and services are categorised as ‘Scope 3’ emissions. Key commodities associated with deforestation and land-use change are soy, palm oil, maize and sugarcane.⁸⁷

Globally, agriculture is the main driver of deforestation and land-use change, and accounts for about a third of all GHG releases from the food system. In the scorecard, companies are assessed on their commitments to stop deforestation and land degradation in their supply chains. An example of such a commitment is the statement made by the Consumer Goods Forum, which has stated an aim to achieve zero net deforestation by 2020.⁸⁸

Resilience

The physical effects of climate change have serious consequences for companies and communities across the world, particularly for people who are already poor and vulnerable.⁸⁹ Impacts include increased temperatures, rising sea levels, and more intense droughts, floods and storms.⁹⁰

provides equivalent measurement capacity and interface [cc4.3.2]

Companies need to better prepare for these risks and invest in climate resilience-building activities in communities, especially among smallholders upon whom they rely to receive supplies. Oxfam evaluates company investments in climate-resilience strategies and policies that take smallholders' needs into account.

More information on resilience can be found under the Farmers theme.

Box 11: Nestlé and CDP⁹¹

One of the external sources Oxfam uses for this assessment is the Carbon Disclosure Project (CDP). The CDP started in 2000 and is supported by almost 700 investors (as of 2014), including banks, pension funds and insurers. CDP asks companies to disclose information on their climate impacts. Nestlé is the first company of the Big Ten to have publically disclosed its CDP Investor Report on its website.⁹² The report is a large questionnaire with topics related to climate change, such as management of emissions and risks and opportunities.

The CDP questionnaire includes questions on risks from physical climate change. Here, Nestlé shows awareness of the critical position of its industry. Specifically, the company recognizes that the food industry is more sensitive to climate change than other sectors, due to its reliance on agricultural raw materials.

Cooperation with stakeholders

In the climate theme, the scorecard refers to the Greenhouse Gas Protocol (GHG Protocol) and the Carbon Disclosure Project (CDP). The GHG Protocol is the most widely used international accounting tool for government and business leaders to understand, quantify and manage GHG emissions. It is overseen by the World Resources Institute and the World Business Council for Sustainable Development, and is the standard that guides companies in their reporting to CDP. All of the Big Ten report their operational GHG emissions through CDP's annual investor reports. These provide a large portion of our data regarding the companies' GHG emissions measurement and disclosure practices. CDP has several leadership indices to rank how companies perform and disclose emissions, including the Climate Disclosure Leadership Index (CDLI) and the Climate Performance Leadership Index (CDPI), which are included in the scorecard indicators.⁹³

Companies are also assessed on their engagement in projects. The scorecard considers levels of active engagement in joining and organising projects that clearly relate to climate change mitigation or resilience.

Furthermore, Oxfam considers whether companies use a

tool to accurately measure and report GHG emissions, such as the Cool Farm Tool.⁹⁴

Box 12: Unilever and the Cool Farm Institute⁹⁵

The Cool Farm Institute's Cool Farm Tool is an online GHG calculator. It helps growers to measure the carbon footprint of crops and livestock products. Promoting the use of this tool among suppliers boosts transparency on GHG emissions across the supply chain. There are several other tools that can be used to measure GHG emissions, but the Cool Farm Tool is preferable because it compares commodities and can be used for both crops and livestock products. Other tools accepted for inclusion in the scorecard must be equivalent to the Cool Farm Tool on these aspects.

Unilever was engaged in the development of the Cool Farm Tool, in collaboration with the University of Aberdeen and the Sustainable Food Lab. At the time of writing, Unilever is one of only a few of the Big Ten which makes use of this tool.

LAND

All scorecard indicators

Knowledge and disclosure on land

Conduct assessment on human rights impact or other social impacts of their supply chain on key issues related to land rights and land disputes [cc2.1]

Identification of high-risk countries: identified countries in which (i) land tenure security cannot be assured; or (ii) poor land governance is of particular concern; where environmental degradation is a particular issue [cc2.2]

Land rights of local communities

Recognize the importance of communities' right to access and control of land; acknowledging access to land is important for food security [cc1.1.1]

Recognize the importance of communities' right to land for cultural, spiritual and ceremonial purposes [cc1.1.2]

Specific reference to the complexity of land-tenure rights [cc1.1.3]

Refer to fair compensation and grievance mechanisms in case land rights have been violated and/or relinquished [cc1.1.4]

Social and environmental land security for communities: protect and promote all land rights by the company and its supply chain; zero tolerance for land grabbing in company operations; acknowledge responsibility for land rights violations [cc3.1]

Supplier code explicit about the following social issues related to land: respecting land rights, including customary land rights; agricultural activities subjected to FPIC; engaging smallholders by proposing fair contracts; providing fair compensation when land rights have been relinquished; including a stopping land grabs clause in its supplier code [cc4.1]

The scorecard measures two important issues for the Land theme:

- two thirds of the indicators are concerned with social issues related to land rights and access;
- the remaining third consider environmental issues related to land management.

Note that deforestation is covered under the Climate change theme.

Relevance of the theme

Access to land and resource tenure rights are fundamental to the food security of communities in many developing countries. However, as controversial large-scale agricultural land acquisitions increase, there is growing pressure on the land and resources on which communities depend for their livelihoods. In the period of mid-2008 to 2009, land acquisitions in developing countries increased by almost 200 percent.⁹⁶ Our partners in the International Land Coalition (ILC) estimate that at least 35.8 million hectares of land in poor countries have been acquired by (foreign) investors between 2000-2013, usually to serve foreign food and biofuel markets, or for speculation.⁹⁷ Most land is bought for investment purposes and often stays unused.⁹⁸ In addition, there are environmental problems that affect current and future generations, such as land degradation and erosion. It is important for companies to address these problems in order to ensure the sustainability of future food production and maintain good relations with communities affected by their operations.

The Behind the Brands Assessment

This section refers to the actual indicators of the scorecard. These are grouped around relevant issues.

Knowledge and disclosure of land-specific information

Land rights and land grabs are an increasingly pressing issue for companies to address. Not all land acquisitions constitute land grabs; a land grab can be said to have taken place if one or more of the following happens:

- human rights are violated, especially the rights of women;
- when the principle of FPIC is ignored;
- when no impact assessment is done in advance to work out the social, environmental or economic consequences of an acquisition;

Community consent to investments
Refer to FPIC for: affected communities; indigenous peoples [cc1.2]
Social and environmental land security for communities: FPIC for all affected communities; FPIC for at least indigenous people [cc3.1]

Bio-fuels
A vision about the implications of biofuels for food security in the developing world: refer to the implications of biofuels for food security in the developing world; publically advocate against the use of agricultural land for fuel rather than food [cc1.4]

Sustainable land management
Recognize that agricultural land needs to be managed sustainably by recognizing: the need to conserve biodiversity; for responsible management of pesticide use; and the need for effective soil management to avoid soil erosion, land degradation and desertification [cc1.3]
Explicit clauses in supplier code about: conservation of biodiversity; responsible management of pesticide use; international standards on safe pesticides use; effective soil management; and redress in case of environmental damage done [cc4.2]

Cooperation with stakeholders
Projects: disclose an example of active engagement with suppliers and stakeholders at the country or local level (beyond membership of an MSI) to address land rights issues within the supply chain [cc1.5]
Public commitments to sustainable production standards for: palm oil; soy; and sugarcane [cc3.2]

- when transparent contracts are avoided;
- when meaningful participation and democratic processes are not observed.⁹⁹

In the scorecard, companies are assessed on conducting and publishing human rights and social impact assessments relating to land. Such assessments can provide companies with an insight into the risks relating to land issues in their supply chains and provide an opportunity for more transparency and accountability towards local communities.

Land rights of local communities

Land is an important resource for local communities. It is not only a source of income, people also are often culturally or spiritually tied to the land they own.¹⁰⁰ Unfortunately, the land rights of local communities are highly insecure in many places—for example; the World Bank estimates that 90 percent of rural land in Sub-Saharan Africa is unregistered.¹⁰¹ Where there is a lack of secure access to land, communities are easily overruled by local elites and powerful investors.¹⁰² However, secure land tenure is important to increase productivity: farmers with stronger tenure rights feel more confident in investing in the productivity of their land.¹⁰³

Land is rarely directly owned or leased by the Big Ten; these companies instead buy raw products from suppliers. In general, land acquisition by these suppliers is not scrutinised by the Big Ten, and this blind spot has led Oxfam to encourage companies to implement a zero-tolerance policy towards land grabbing and to have a ‘stop land grabs’ clause included in supplier codes. Related to this blind spot the scorecard includes fair compensation and grievance mechanisms in case land rights have been violated.

<p>Box 13: Coca-Cola¹⁰⁴ and PepsiCo¹⁰⁵ on land grabs</p> <p>In October 2013, Oxfam launched a campaign on land. The campaign targeted three companies with a significant involvement in sugar: Coca-Cola, PepsiCo and ABF. As a result of the campaign, Coca-Cola adopted a land policy in November 2013 and PepsiCo followed suit in March 2014.</p> <p>The Coca-Cola Company has now committed to zero tolerance for land grabbing and will implement this through the following steps:</p> <ul style="list-style-type: none"> • adherence to the FPIC principle; • joining the RSPO; • making a commitment to 100 percent sustainable sourcing of cane sugar in 2020; • encouraging an industry-wide commitment on sustainable sugarcane within the next three years. <p>In addition to the commitment announced in November, Coca-Cola launched a new document, ‘Human and</p>

Workplace Rights Issue Guidance' in February 2014. In this document, the company elaborates more on their land policy: *'The intention of this guidance is to provide a framework to recognize and safeguard the rights of communities and traditional peoples to maintain access to land and natural resources.'*

In March 2014, PepsiCo published its land policy, stating: *'zero tolerance for illegal activities in our supply chain and land displacements of any legitimate land tenure holders.'*

PepsiCo acknowledges the wide range of land tenure systems and will commit to the following in an effort to stop illegal land displacements:

- adhering to the legal requirements of each operating country;
- when land is acquired, engaging in fair and legal negotiations, implementing the FPIC principles;
- requiring suppliers to meet the performance standards set by the International Finance Corporation (IFC).

Community consent to investments

On community consent, Oxfam refers to the FPIC standard, which states that companies must enter in negotiation if they wish to use land belonging to communities. The communities have the right to agree to or reject a proposal.¹⁰⁶ Other organizations that also use the FPIC principle include the International Finance Corporation (IFC) and industry best-practice initiatives, such as the RSPO and the Forest Stewardship Council (FSC).¹⁰⁷ Since it is a relatively new concept, it is still being piloted and tested to determine how to meaningfully apply the principle.¹⁰⁸

Biofuels

Many developed countries implement mandatory targets for blending biofuels with fossil fuels.¹⁰⁹ This has increased demand for biofuels, which is in turn putting pressure on resources such as land and water, with negative implications for food security.¹¹⁰ Biofuels are taken into account in the scorecard because food crops such as sugar, palm oil and soy are heavily used for biofuels.¹¹¹

Sustainable land management

Over the past 45 years, almost 11 percent of the vegetated surface of the earth has suffered land degradation from water and wind erosion, contamination and/or salination due to human activity. If agricultural land is managed in a sustainable way, further degradation can be prevented. Conservation of biodiversity supports resilience, controls pests and maintains soil fertility.¹¹² Increasing global demand for crops such as palm oil, soy and sugar is putting pressure on land through the use of large amounts of pesticides and fertilizer. This can lead to environmental problems and

health issues for the surrounding communities.¹¹³

Cooperation with stakeholders

In the Land theme, the scorecard refers to a number of multi-stakeholder initiatives and certification schemes. Oxfam considers these to be a valuable first step in showing baseline commitment to improving the conditions of producers and rural communities. Oxfam specifically refers to the RSPO, the Roundtable on Responsible Soy, Proterra, and Bonsucro because they focus on those commodities that are often related to controversial land acquisitions—palm oil, soy and sugar. According to Oxfam, all of these schemes need further improvement, so even a time-bound commitment for 100 percent sourcing from sources accredited under a particular certification scheme will not provide full score for the related sub-indicator.

Furthermore, companies are assessed on setting up projects related to land rights. Companies should be actively involved in these projects; engagement of suppliers and other stakeholders is required.

WATER

All scorecard indicators

Disclosure of water-specific data

Provide and disclose data, whether measured or estimated, on water withdrawals within operations [wat2.1]

Able to identify and disclose information on: discharges of water from its operations by destination, by treatment method, and by quality using standard effluent parameters [wat2.2]

Identification and disclosure of water-stressed regions and river basins in which operations take place [wat2.3]

Conduct community consultation on water-stress assessments or sustainability assessments of shared water sources [wat2.4]

Identification of key inputs or raw materials (excluding water) that come from regions subject to water-related risks [wat2.5]

Undertaken human-rights impact assessments and/or social and environmental impact assessments that explicitly consider water, to understand its actual and potential impacts particularly in water-stressed areas [wat2.6]

Determination of the proportion of water consumption in operations vs. water consumption in supply chain [wat2.7]

Water rights

Acknowledge responsibilities for water use and access to water through: awareness of the impact of its own operations on surrounding communities [wat1.2]

Require fair compensation and grievance mechanisms in case water rights have been violated and/or relinquished [wat3.2]

Commit to consulting local communities on plans to develop water resources [wat3.5]

A clause on water in supplier

The Water theme addresses environmental impacts largely related to water scarcity and the resultant challenges faced by local communities. The scorecard assesses companies on three main aspects relating to water:

1. policies that demonstrate commitments to recognize and respect the UN human right to water;
2. disclosure, largely through the CDP water programme;
3. supply chain management addressing both water use and water quality.

Relevance of the theme

Water is an important resource in agriculture; the crop and livestock sectors use 70 percent of all water withdrawals.¹¹⁴ Furthermore, lack of access to water is a major cause of famine and undernourishment.¹¹⁵ Today, communities around the world are fighting for local control of water, as businesses also demand access to it.¹¹⁶

According to the UN, the food sector is responsible for 54 percent of organic water pollutants and, in developing countries, 70 percent of industrial waste is dumped untreated into water.¹¹⁷ This causes pollution of the usable water supply and is a threat for the environment and the health of local communities.¹¹⁸

The majority of the assessed companies have demonstrated awareness of water issues, and recognize that access to water will be one of the greatest challenges of our time. In recent years, many companies have limited the amount of water used in their operations and increased the water efficiency of their plants.

However, only a few leading companies have begun to assess and limit their impact on local water sources, particularly in water-stressed regions where competition for water is more intense, and to acknowledge and address supply chain responsibility around water management.

The Behind the Brands assessment

This section refers to the actual indicators of the scorecard. These are grouped around relevant issues.

Knowledge and disclosure on water-specific data

Oxfam primarily assesses disclosure by companies through their reporting to the CDP's water programme.

code or sourcing guidelines that requires suppliers to: consult local communities on impacts of water resource usage [wat4.1]

Water management

Recognition of: the finite nature of water resources; the fact that agricultural practices or processing can cause water contamination [wat1.1]

Acknowledge responsibilities for water use and access to water through: acknowledgement that operations depend on sustainable water use; aiming to reduce water use through increased efficiency [wat1.2]

Set a specific target to reduce water use in direct operations [wat3.3]

Set a specific target to reduce water use along the whole value chain [wat3.4]

A clause on water in its supplier code or sourcing guidelines that requires suppliers to: adopt specific practices to improve water management; prevent pollution and safeguard water quality; take additional measures in water-stressed areas to mitigate impacts of water use [wat4.1]

Require key suppliers to report on their water use, risks and management [wat4.2]

Cooperation with stakeholders

Projects: does the company conduct projects in collaboration with suppliers to address access to and use of water within the supply chain, for: 0, 1, 2, or 3 commodities? [wat1.3]

Commitment to at least two water initiatives: UN CEO water mandate; Water Footprint Network; CDP Global Water Disclosure [wat1.4]

Formally recognize the human right to water as defined by the United Nations Committee on Economic, Social and Cultural Rights and General Assembly [wat3.1]

The scorecard focuses on areas relating to disclosure of water withdrawals, water pollution, operations in water stressed regions, and the identification of key inputs or raw materials (excluding water) that come from regions subject to water-related risks.

Oxfam also considers whether companies undertake impact assessments that explicitly address water issues. The scorecard refers to actual and potential impacts across all of its facilities or in all water-stressed areas in which a company operates. Where problems have been identified, the scorecard assesses on a full human rights impact assessment. A critical component to any such impact assessment is whether communities affected by company activities have directly participated in the process.

Box 14: Kellogg on identification of river basins

One of the indicators in the Water theme assesses whether companies identify and disclose operations in water-stressed regions and river basins. Greater disclosure of site-specific information enables affected communities and those working alongside them to know which companies are operating in a particular watershed, region or country.

An example of good practice on this issue is provided by Kellogg, which discloses information on the water-stressed regions and river basins where they operate.

In many cases, local groups want more specific information than what is disclosed through the CDP; however, disclosure for global operations is a step in the right direction. Oxfam supports local partners fighting for better information and governance at the local level.

Water rights

Companies are assessed on their awareness of the impact of their own operations on communities' access to water. Intensive water use can be a drain on underground aquifers, for example, the production of sugar involves intensive water use. This often reduces the amount of, and access to, water for surrounding communities.¹¹⁹

Companies are also assessed on their commitments to consult local communities on plans to develop water resources, and whether such consultation is required by suppliers. Finally, Oxfam assesses whether grievance mechanisms for communities are required in case water rights have been violated.

Water management

Companies are assessed on their water management practices with regard to both use and quality. These indicators cut across the awareness, knowledge and

commitment sections of the scorecard. Furthermore, company engagement with their suppliers on issues relating to water is also assessed, as agricultural sourcing is the biggest driver of these impacts within their supply chains. The indicators for supply chain management primarily assess the guidance given to suppliers on water management practices and efforts to limit contamination.

Cooperation with stakeholders

Oxfam has included participation in water initiatives as an indicator under ‘awareness’. The indicator tries to capture whether companies are engaged in initiatives that promote sharing and the development of best practices, and engage other sectors on water issues. The initiatives included are: the Water Footprint Network,¹²⁰ the CEO Water Mandate¹²¹ and the CDP.¹²² These three initiatives were chosen because they are global, they enjoy strong participation from civil society organizations and other organizations across sectors, and they focus on issues covered in the scorecard.

Moreover, Oxfam asks companies to formally recognize the human right to water. In 2002, this was defined by the UN Committee on Economic, Social and Cultural Rights as: ‘*the right of everyone to sufficient, safe, acceptable, physically accessible and affordable water for personal and domestic uses*’.¹²³ In 2010, the UN General Assembly passed a resolution recognizing the human right to water and sanitation as a distinct right.¹²⁴ Oxfam advocates that recognition of the human right to water should be tied to the UN-standard because it plays a fundamental role in moving stakeholders across sectors. Companies can also play an important role in legitimizing human rights standards. Oxfam considers recognition of the UN Human Right to Water by PepsiCo as a model for other companies.

Companies are also assessed on their participation in projects that involve working with suppliers and local organizations on access to and use of water. In the scorecard, a company can receive credit for projects in up to three commodities. Companies can explore new models through these projects and scale successful models to other commodities in its supply chain.

Box 15: PepsiCo and the UN human right to water¹²⁵

In May 2009, PepsiCo was the first Big Ten company to formally and publicly acknowledge water as a human right. Specifically, the company states:

‘We at PepsiCo respect the human rights recognized by the countries in which we operate, and will not take any action that would undermine a state’s obligation to its citizens to protect and fulfil the Human Right to Water and, absent of a country’s Human Right to Water Policy, we commit to operate within the principles of the Human Right to Water Policy as defined by the United Nations.’

PepsiCo supports the basic elements of the joint declaration by the World Health Organization and the UN on the human right to water, and commits to the following:

Safety: Ensure that our operations preserve the quality of the water resources in the communities in which we do business;

Sufficiency: Our operating objective is to ensure that our use of water will not diminish the availability of community water resources to the individuals or the communities in the areas in which we operate;

Acceptability: We will involve communities in plans to develop water resources, and assure transparency of any risks or challenges to the local governments and community members in an ongoing manner;

Physical accessibility: We will ensure that our operations will not adversely impact physical accessibility of community members to community water resources and will address community concerns in a cooperative manner; and

Affordability: We will appropriately advocate to applicable government bodies that safe water supplies should be available in a fair and equitable manner to members of the community. Such water should be safe and of consistent and adequate supply and affordable within local practices.'

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FOOTNOTES

- ¹ For more information on the GROW campaign, please visit <http://www.oxfam.org/en/grow/>
- ² Hoffman, B. (2013) p.3
- ³ At this time, there are only 34 countries in the OECD. For more information, please visit <http://www.oecd.org/about/membersandpartners/list-oecd-member-countries.htm> (last accessed May 2014).
- ⁴ For the most up-to-date scorecard, please visit <http://www.behindthebrands.org/en/company-scorecard>
- ⁵ For more information on the Forbes ranking, please visit: http://www.forbes.com/global2000/#page:1_sort:0_direction:asc_search:filter:Food%20Processing_filter:All%20countries_filter:All%20states (last accessed April 2014)
- ⁶ For the most up-to-date open datasheet, please visit <http://www.behindthebrands.org/en/about>
- ⁷ Hoffman, B. (2013) p.24
- ⁸ Watson, G. et al (2013)
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- ¹⁰ For more information on the GRI, please visit <https://www.globalreporting.org/information/about-gri/what-is-GRI/Pages/default.aspx> (last accessed April 2014)
- ¹¹ Nestlé (2014)
- ¹² For the total overview of the GRI of Nestlé, please visit: <http://www.nestle.com/csv/performance/gri-index>
- ¹³ For more information on the transparency register, please visit <http://ec.europa.eu/transparencyregister/info/homePage.do?locale=en#en> (last accessed April 2014)
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- ¹⁵ Danone (2013) p.60
- ¹⁶ IFAD (2007), quoted in Fraser, A. (2009) p.8
- ¹⁷ OECD (2006), quoted in Wegner, L. and Zwart, G. (2011) p.15
- ¹⁸ IFAD, quoted in Sahan, E. and Mikhail, M. (2012) p.3 and World Bank (2007), quoted in Fraser, A. (2009) p.8
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- ²⁰ Carty, T. and Magrath, J. (2013) p.8, and Crola, J.D. (2011) p.5
- ²¹ Wegner, L. and Zwart, G. (2011) p.42
- ²² Bailey, R. and Fanjul, G. (2011) p.35
- ²³ King, V., Pendlington, D., Walter, C. and Smith, G. (2010) p.45
- ²⁴ Bright, D., Seville, D. and Borkenhagen, L. (2010) p.11
- ²⁵ Sahan, E. and Mikhail, M. (2012) p.5
- ²⁶ Wegner, L. and Zwart, G. (2011) p.50, and Sahan, E. and Mikhail, M. (2012) p.7
- ²⁷ Fairtrade (2013), quoted by Sahan, E. (2014)
- ²⁸ Thorpe, J. (2013) p.12
- ²⁹ For more information on the Ethical Tea Partnership, please visit <http://www.ethicalteapartnership.org/about-etp/>
- ³⁰ For more information on WCF, please visit <http://worldcocoafoundation.org/our-work/>
- ³¹ For more information on SAI, please visit <http://www.saiplatform.org/about-us/who-we-are-2>
- ³² For more information on SFL, please visit <http://www.sustainablefoodlab.org/about-us>
- ³³ For more information on SRP, please visit http://www.sustainableice.org/about_us.html
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- ⁴³ Wilshaw R. (2010) p.5
- ⁴⁴ *ibid.*, p.9
- ⁴⁵ Fraser, A. (2009) p.21
- ⁴⁶ For more information on the ETI and the nine standards, please visit <http://www.ethicaltrade.org/eti-base-code>
- ⁴⁷ Rennie, S. (2013) p.9
- ⁴⁸ Fraser, A. (2009) p.21
- ⁴⁹ Wilshaw R. (2010) p.9
- ⁵⁰ Wilshaw R. (2013) p.96
- ⁵¹ Rennie, S. (2013) p.10
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- ⁵³ Unilever (2014) p.8 and p.15
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- ⁵⁵ *ibid.*, p.7
- ⁵⁶ *ibid.*
- ⁵⁷ Wilshaw (2013) pp.21–22
- ⁵⁸ For more information on the IUF, please visit <http://www.iuf.org/w/?q=node/149>
- ⁵⁹ For more information on the ETI, please visit <http://www.ethicaltrade.org/about-eti>
- For more information on the SAI, please visit <http://www.saiplatform.org/about-us/who-we-are-2>
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- ⁶¹ Coca-Cola Company (2010)
- ⁶² Bright, D., Seville, D. and Borkenhagen, L. (2010) p.7
- ⁶³ Hoffman, B. (2013) p.22
- ⁶⁴ Crola, J.D. (2011) p.5
- ⁶⁵ Fraser, A. (2009) p.21
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- ⁶⁷ Coca-Cola Company (2012)
- ⁶⁸ Thorpe, J. and Sahan, E. (2013) p.9, and Bailey, R. and Fanjul, G. (2011) p.35
- ⁶⁹ Fraser, A. (2009) p.49
- ⁷⁰ Sahan, E. and Mikhail, M. (2012) pp.7–8
- ⁷¹ Thorpe, J. and Sahan, E. (2013) pp.8–9
- ⁷² Fraser, A. (2009) p.34
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- ⁷⁹ Wilshaw R. (2010) p.7
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- ⁹⁰ Oxfam America (2009) p.1
- ⁹¹ Nestlé (2013) p. 35
- ⁹² Carbon Disclosure Project (2012) p.6

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¹⁰⁷ For more information on the IFC, RSPO and FSC, please visit respectively http://www.ifc.org/wps/wcm/connect/corp_ext_content/ifc_external_corporate_site/about+ifc, http://www.rspo.org/en/who_is_rspo, and <https://ic.fsc.org/index.htm> (all last accessed May 2014)

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¹¹⁰ Kelly, R. (2012) p.2)

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¹¹² Fraser, A. (2009) pp.21–22

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¹¹⁴ FAO (2012) p.9

¹¹⁵ *ibid.*, p.12

¹¹⁶ Hoffman, B. (2013) p.24

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