

**FOOD REFORM
FOR SUSTAINABILITY
AND HEALTH (FReSH)**
SPOTLIGHT ON FReSH ACTION





Content

1.	Foreword	4
2.	The food landscape requires change	6
3.	Food as a key industry to reach the SDG targets	8
4.	There is a clear business case for action	10
5.	Science defines the "2°C" target for food	12
6.	FReSH translates science into action	13
7.	FReSH takes a systemic approach	14
8.	Member companies are taking action	16
9.	Get involved with FReSH	22

1. Foreword

A blurred perspective view of a supermarket aisle. In the foreground, the metal frame and red handles of a shopping cart are visible. The aisle extends into the distance, lined with shelves of various products, all of which are out of focus. The lighting is bright and even, typical of a modern grocery store.

Our shared ambition

Food has always played a vital role in society. The world is facing complex challenges associated with the global production, distribution and consumption of food. These include the eradication of both undernutrition and obesity, reducing food waste, minimizing environmental damage and ensuring long-term food security.

FReSH is a key project of the World Business Council for Sustainable Development (WBCSD), which

emerged from our partnership with EAT. FReSH aims for food system transformation and industry change. We take a 'fork to farm' approach, starting with what people consume and focusing on the dietary and production shifts that are required for everyone to eat well within environmental limits. We then seek to enable the development and implementation of transformative business solutions that are aligned to science-based targets.

Over the last year, we have held powerful multi-sector science-led dialogues on food system challenges and business opportunities, including the plan for protein, increasing the nutrient content of packaged food, and how to bring the consumer along.



We believe that with the engagement of such a visionary and unique group of businesses, the food industry can help accelerate transformation to reach our shared ambition to provide healthy, enjoyable diets for all, produced responsibly, within planetary boundaries by 2030.

Alison Cairns
Director, FReSH, WBCSD

2. The food landscape requires change





Source: BCG (2018), Bioversity (2017), FAO (2014;2017), IFAD (2015), NCE (2018), UN (2017), UNCCD (2016), UNEP (2016), WRI (2017).

3. Food as a key industry to reach the SDG targets

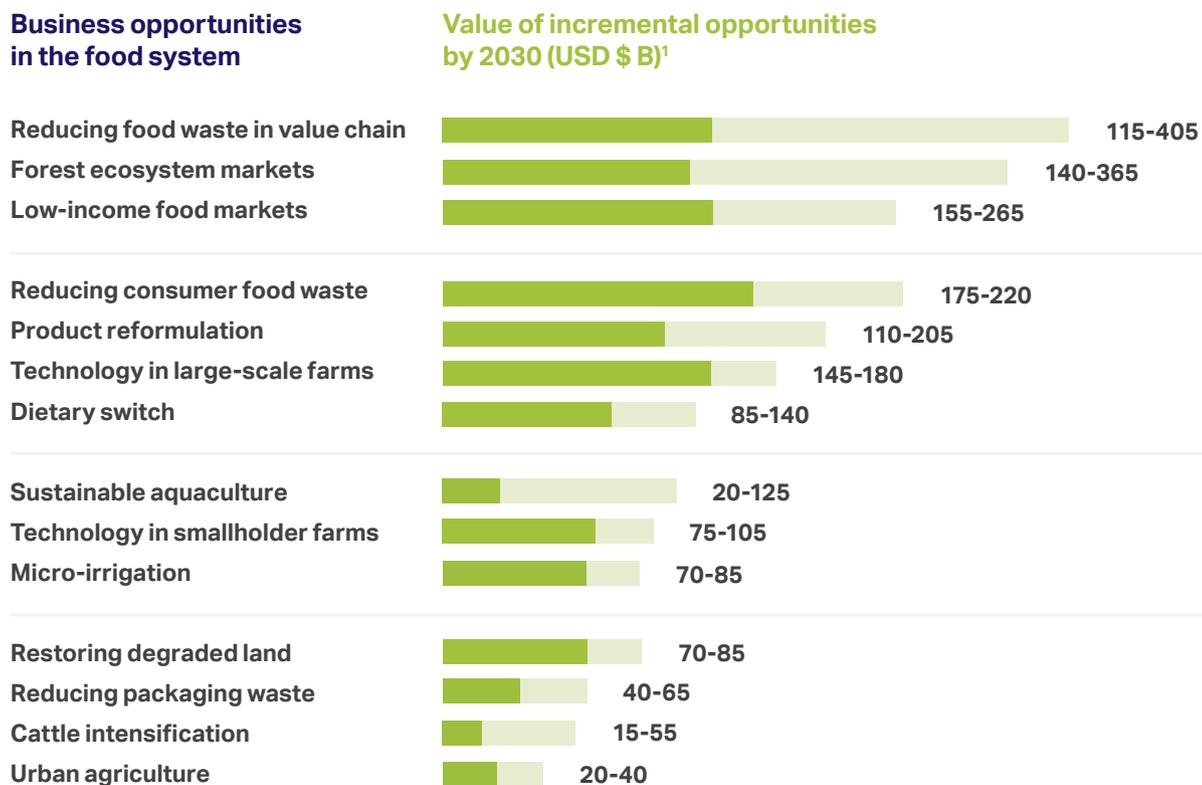
Private business – ranging from smallholder farmers to large companies – provide nearly all the food we eat.

Given its impact and reach, the global food sector is at the heart of the transformation required to achieve the Sustainable Development Goals (SDGs).

By contributing to the SDGs, food and agriculture players can realize at least 14 business opportunities with significant value creation.

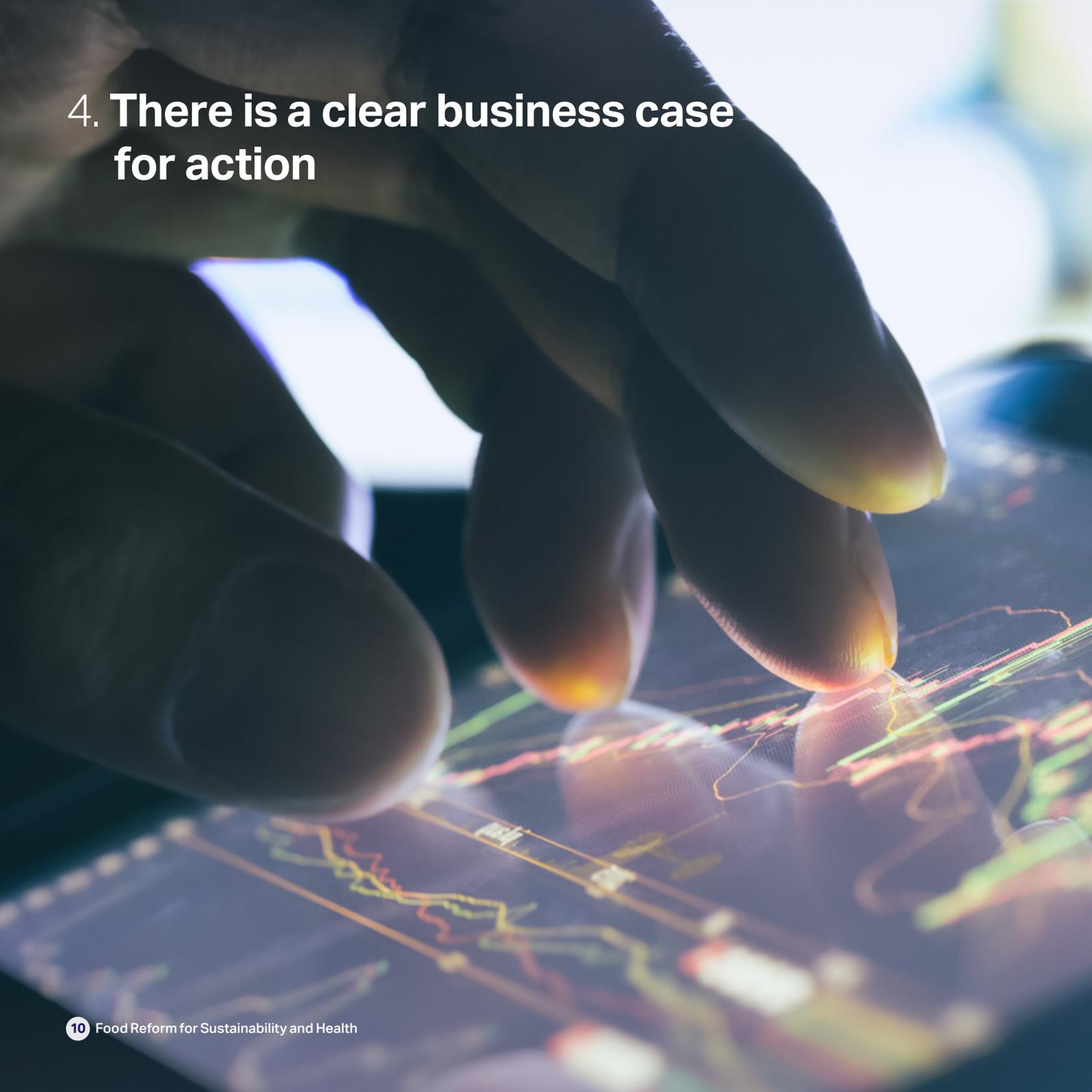


Food and agriculture: business solutions central to achieving the SDGs



Source: Business and Sustainable Development Commission (2017). *Better Business, Better World Report*. Business and Sustainable Development Commission (2016). *Valuing the SDG Prize in Food and Agriculture*.

¹ In 2015 values. Low and high scenario illustrated.

A close-up photograph of a hand with fingers pointing towards a digital screen. The screen displays a complex data visualization with multiple overlapping lines in red, green, and yellow, set against a dark blue background. The lighting is dramatic, with strong highlights on the fingers and the screen, and deep shadows elsewhere. The overall mood is professional and analytical.

4. There is a clear business case for action

Companies active along the food value chain benefit from risk mitigation and can realize new business opportunities.



5% gross margin advantage and 10% higher valuation
for top ESG* performers²



14x return on investment
for median food system players' measures to reduce food loss & waste



Energized workforce
as contributions to society enhance employer branding and help attract and retain talent



Increased consumer demand and product price premium
as healthy and environmentally sensitive products show superior margins and growth rates



More resilient and cost-effective food supply chains
through reduced interruptions of raw material flows, increased supplier productivity and efficiency as well as minimized water, utility, and packaging costs

Source: Boston Consulting Group (2017). *Total Societal Impact—A New Lens for Strategy*, Principles for Responsible Investment (2017). *Managing ESG Risk in the Supply Chains of Private Companies and Assets*, Champions 12.3 (2017). *The Business Case for Reducing Food Loss and Waste*.

***Note:** ESG = environmental, social and governance

² Based on regression of ESG performance of consumer packaged goods companies on valuation and margins.

5. Science defines the “2°C ” target for food

FReSH’s key partner, EAT, is setting the scientific basis for healthy and sustainable diets.

The challenge

We still lack scientific consensus on what constitutes healthy and sustainable diets. This lack of consensus and specific scientific targets for achieving healthy diets and sustainable food production has hindered large-scale and coordinated efforts to transform the global food system.

The results

The EAT-Lancet report on Food, Planet, Health will spell out the global scientific targets for healthy diets and sustainable food production. These targets include the specific components of healthy diets and total global amount of land use, biodiversity loss, water use, GHG emissions, nitrogen and phosphorus boundaries for food production. In addition, the report will outline the food production practices and policies that will allow us to deliver healthy diets to everyone on the planet. The EAT-Lancet Commission will release its academic research in a comprehensive publication that is scheduled to be launched in January 2019.

What is the EAT-Lancet Commission

The EAT-Lancet Commission, composed of global experts in health, nutrition and sustainability, is a state-of-the-art scientific assessment that answers the basic question: What is a healthy and sustainable diet? The answer to this question and how it can be achieved for 10 billion people is central to achieving the SDGs and the Paris Climate Agreement.

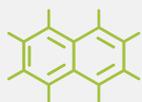
Science’s key messages

Human health and environmental sustainability are prerequisites for social and economic development; a transformation of the global food system is essential to achieving the SDGs and the Paris Climate Agreement. This transformation will require radical shifts in current dietary trends and food production practices. It is absolutely possible and delivering healthy and sustainable diets to everyone on the planet is within our reach.

Healthy and sustainable diets for all will not be achieved without a shared commitment by all sectors and individuals working toward achieving this goal. This shared commitment lies at the heart of SDG17, which states that “A successful sustainable development agenda requires partnerships between governments, the private sector and civil society. These inclusive partnerships built upon principles and values, a shared vision, and shared goals that place people and the planet at the centre, are needed at the global, regional, national and local level.”

6. FReSH translates science into action

FReSH is creating business solutions across the value chain.



Translating Science for business

We are guided by science-based targets. FReSH's transformative work with member companies is informed by several Science to Solutions Dialogues and science webinars with EAT to help business navigate the emerging science and consequential change.



Creating the business solutions

We combine full expertise across the value chain to create actionable, implementable, scalable business solutions. We are developing project pilots to support member companies in jointly testing business solutions on the ground that deliver on our shared ambition.



Working with partners to lead industry change

We will accelerate the achievement of our four Transformational Goals by collaborating across the value chain and with relevant stakeholders from academia, science, civil society and governments – as well as other WBCSD programs.

7. FReSH takes a systemic approach



FReSH's innovative 'fork to farm' approach means starting with what people consume, focusing on the science-based shifts in diets

that are needed. We then work back through the food system to determine what we need to grow, where and how, as well as how

to process and distribute food in order to achieve our nutrition and sustainability ambitions – both globally and locally.



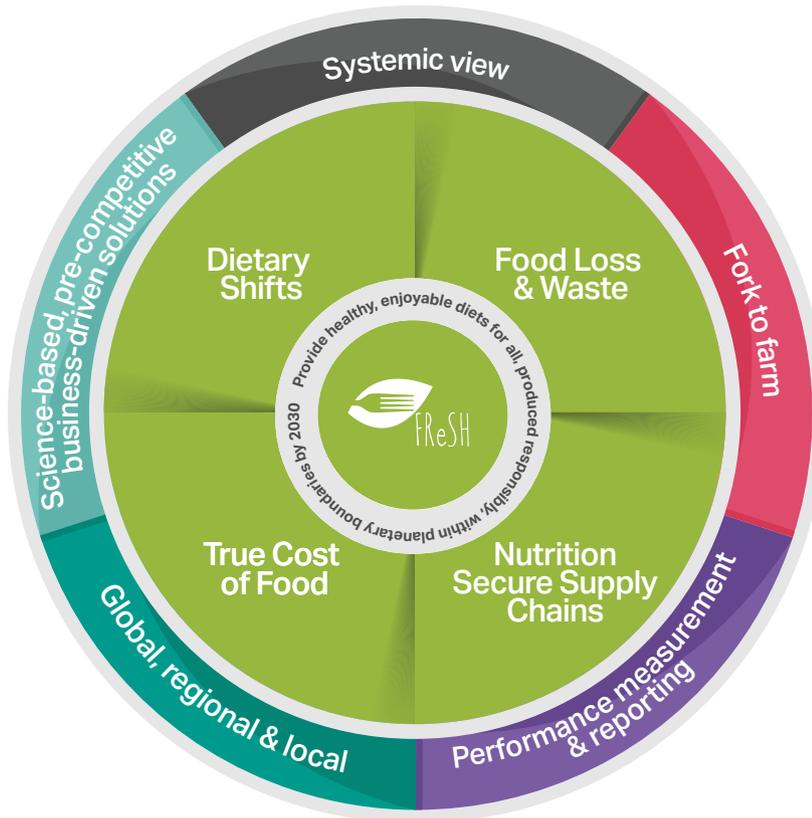
We need an integrated view across the entire food system to drive industry change and simultaneously address underlying challenges. No organization can achieve this alone: successful transformation requires collective action.

8. Member companies are taking action



Member companies are taking action across four Transformational Goals to achieve healthy, enjoyable diets for all, produced responsibly, within planetary boundaries by 2030.

A five-fold approach to achieve our shared ambition



Science-based, pre-competitive business-driven solutions

We are guided by science and data-supported evidence to scope out the solutions where businesses, working together pre-competitively, can have the most impact.

Systemic view

We need to adopt a holistic view of the food system in order to drive real industry change and simultaneously address underlying challenges.

Fork to farm

We start with what people consume, focusing on the science-based shifts in diets that are needed and work back through the food system.

Performance measurement & reporting

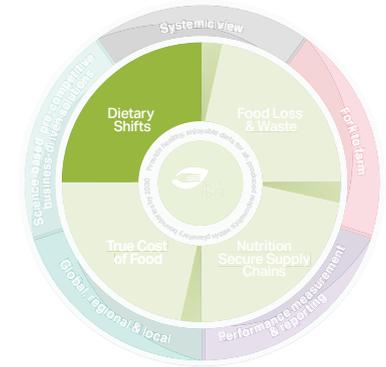
We need to set clear metrics and measurement in order to ensure that we are making an impact where it counts.

Global, regional & local

We need to respond to what is right for the market. Food systems are global, regional and local. And strongly shaped by cultural needs and norms.

Transformational Goal: Dietary Shifts

Dietary shifts are required to close the gap between nutritional guidelines and people’s intakes while remaining within planetary boundaries. Dietary shifts are a key lever to positively impact the whole value chain, linking health and nutrition to sustainable production and land-use management.



What FReSH does

We work to increase the diversity, healthiness and sustainability (production and consumption) of fruit, vegetables, nuts and grains

We strive to optimize protein consumption and production for nutritionally-healthy and environmentally-sustainable diets

We work to optimize the overall nutritional quality of packaged food

What will come out of it

Business solutions to lead people towards increased intake of fruit and vegetables

A common message on sustainable and healthy protein production and consumption

Business solutions to change sources of protein intake

Nutrition Charter and Roadmap

Business solutions to improve nutritional aspects of specific products

How you can use it

Remain at the forefront about industry and consumer trends as they arise and adapt product portfolios strategically

Learn from pilot projects on the ground to improve future interventions to lead people towards healthy and sustainable food

Participate in the design and transformation of markets so that healthier and more sustainable products can compete successfully in the future

Transformational Goal: Food Loss and Waste

Food loss and waste (FLW) amounts to a third of food produced for human consumption, but not all FLW is equally valuable from a nutrition and environmental standpoint - losses in terms of economic impact vary.



What FReSH does

FReSH is shifting the focus of the narrative from volume to value. We are working towards the most impactful steps to reduce food loss and waste along the entire value chain.

What will come out of it

We have developed a FLW calculator to enable companies to calculate the value of food loss and waste and avoidance in terms of nutrition and environmental impacts.

How you can use it

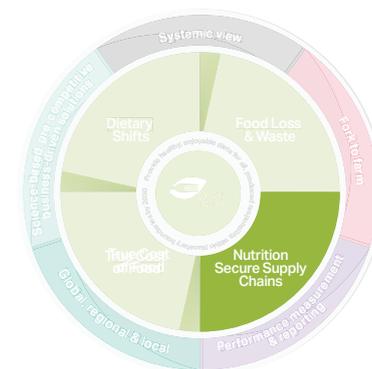
Apply the calculator to prioritize the most effective FLW actions across the value chain in order to achieve SDG 12.3.*



***Note:** SDG Target 12.3: By 2030, halve per capita global food waste at the retail and consumer levels and reduce food losses along production and supply chains, including post-harvest losses.

Transformational Goal: Nutrition Secure Supply Chains

Nutrition Secure Supply Chains tackles the challenge of food insecurity and malnutrition among smallholder farmers, laborers and other vulnerable communities working in the food system.



What FReSH does

FReSH is enabling a broad coalition of companies and other stakeholders to drive nutrition security from production to point of sale. We are working to ensure that everybody in the food system has access to adequately nutrient-rich and healthy diets.

What will come out of it

We aim to develop a Nutrition Action Hub to connect people across geographies, enabling them to share data and best practices. We will also facilitate the set-up of an implementation network in different regions.

How you can use it

Connect and enable cohesive action in your supply chain.

Improve project planning and benefit from easier access to relevant stakeholders across geographies.



Transformational Goal: True Cost of Food

True Cost of Food brings the impact of positive and negative externalities – such as environmental and health benefits and costs – into business decision-making.



What FReSH does

FReSH is helping to drive systemic change by shifting how food and agriculture companies value social, human and natural capital. FReSH serves as the food system platform to connect business, markets, investment and policy decision-making.

What will come out of it

We will develop a set of recommendations, including which tools and methodologies are best applicable to business and how companies can use them. We will also develop true cost implementation training and support for companies.

How you can use it

Incorporate the true cost of food for better decision-making and to guide future investments in the food system.



9. Get involved with FReSH

Strong engagement and collaboration from members across the value chain drives the food system transformation.



Acknowledgements

About FReSH

FReSH is one of the key projects of WBCSD's effort to drive the transformation of the food system and to create a set of business solutions for industry change.

We take a 'fork to farm' approach, starting with what people consume and focusing on the dietary and production shifts that are required, to develop, implement and scale transformative business solutions that are aligned with science-based targets. FReSH emerged from the WBCSD and EAT Partnership.

Contributor

This report has been developed in collaboration with The Boston Consulting Group.



About the World Business Council for Sustainable Development (WBCSD)

WBCSD is a global, CEO-led organization of over 200 leading businesses working together to accelerate the transition to a sustainable world. We help make our member companies more successful and sustainable by focusing on the maximum positive impact for shareholders, the environment and societies.

Our member companies come from all business sectors and all major economies, representing combined revenues of more than USD \$8.5 trillion and 19 million employees. Our global network of almost 70 national business councils gives our members unparalleled reach across the globe. WBCSD is uniquely positioned to work with member companies along and across value chains to deliver impactful business solutions to the most challenging sustainability issues.

Together, we are the leading voice of business for sustainability: united by our vision of a world where more than 9 billion people are all living well and within the boundaries of our planet, by 2050.

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Credits

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Measurement and Valuation

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