


What drives business towards more healthy and sustainable food?

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What drives business

- The growing role of consumers
 - The evolving role of boards and shareholders
 - Can business evolve towards being purpose-driven ?
 - The space for science
- 



The growing role of consumers, esp. millennials

Uncompromised taste

Health & wellness

Demand for food that **preserves and strengthens well-being** (e.g., organic, better for you, nutraceuticals, personalized diets)

~7%

growth in global clean label ingredient market 2018-23¹⁰

~60%

of consumers try to avoid artificial ingredients¹¹

~2X

growth in healthy drinks (low sugar, no artificial ingredients) vs beverage market (2012-17)¹²

Sustainability

Concern about **impact of food consumed** driving markets such as alternative protein and ethical labels

4X

rate at which **sustainability-linked brands** are growing relative to others¹³

~10%

Compound annual growth rate (CAGR) of global **market size of dairy alternatives** (2018-23)¹⁴

Convenience

Desire for **food accessibility everywhere**, all the time, growing new markets and helping shift consumption

~26%

CAGR of **global online grocery** shopping (2019-24)¹⁵

~76%

fewer unhealthy snacks purchased when removed from checkout lines (UK)¹⁶

Activism and NGOs amplify consumers' asks

Increasingly powerful NGOs

- Using drones to spot illegal deforestation and fishing activity in partnership with regulators

The role of collective action

- Climate Marches a premiere by their long term vision and their 'decentered' nature



The evolving role of boards and shareholders

- Investors more and more concerned about environmental impact and dependencies of business
- Caring for the environment and health improves capital cost and performance
- Once limited to energy (non-renewable energy as stranded assets), now growing in the food sector



**USD
\$4.5 trillion**
per year by 2030¹⁷
in emerging
opportunities

Delivering these transformation pathways could unlock USD \$4.5 trillion in new business opportunities each year by 2030. At the same time, this will save USD \$5.7 trillion a year in damage to people and the planet by 2030, more than 15 times the investment cost of up to USD \$350 billion a year.

« The food sector is increasingly ripe for disruption »
(FAIRR)

Business and boards rediscovering purpose



Leadership

Group of top CEOs says maximizing shareholder profits no longer can be the primary goal of corporations



Statement on the Purpose of a Corporation (US Business Roundtable 2019)

“We commit to:

- Delivering value to our customers
- Investing in our employees
- Dealing fairly and ethically with our suppliers
- Supporting the communities in which we work
- Generating long-term value for shareholders”



B Corp, *Entreprise à mission*, what's that?

What is a Benefit Corporation?

- An incorporated entity that can earn and distribute profits like a for-profit corporation and have a charitable or socially beneficial purpose like a nonprofit corporation
- Benefit corporations are based on idea that corporations can be governed not only for their shareholders' best interests but for the best interests of their employees, customers, communities, and society too



For-Profit



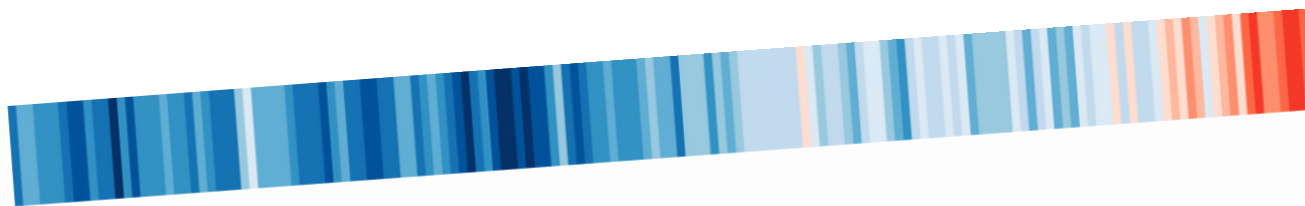
Social Purpose



Benefit Corporation

- Appears in US law in 2010 (Maryland), 35 US states had adopted B Corp Status
- Established by PACTE Law in France in 2019

Last year's tipping point: change... from inside



ECOLOGIE

Un moment de bascule

2 NOVEMBRE 2019

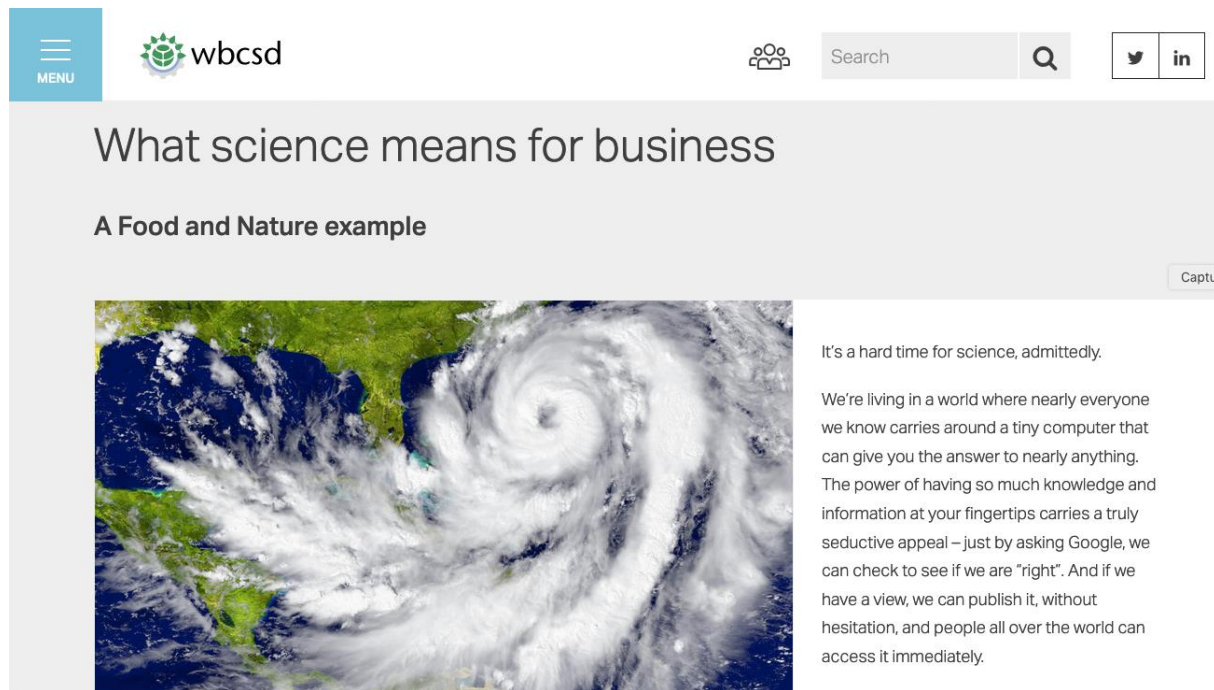
SIGNAUX FAIBLES

COMPENSATION CARBONE,
COMPTABILITÉ ÉCOLOGIQUE,
DÉCONSUMMATION,
DÉCOUPLAGE, DROIT DE VETO
CLIMATIQUE, ECOLOGIE 2022,
ECOLOGIE POLITIQUE,
EXTINCTION REBELLION, HAUT
CONSEIL POUR LE CLIMAT,
MATTHIEU AUZANNEAU, MÉDIAS
ET ECOLOGIE, TRAINS DE NUIT

Image ci-dessus : bandes représentant les températures dans le monde de 1850 à 2018

La scène s'est passée mi-octobre, lors d'un séminaire d'une entreprise du CAC40. Tandis que les cadres réunis pour l'occasion commencent, présentation après présentation, à perdre en attention, l'arrivée d'un nouvel intervenant les sort soudainement de leur torpeur. « Je vais vous parler franchement, mais je préfère vous prévenir : cela risque de ne pas être très agréable ».

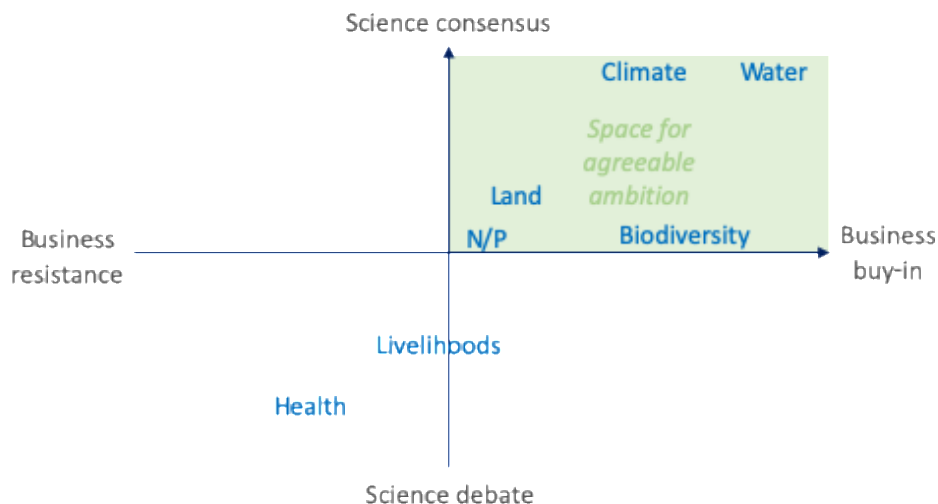
The space for science



The screenshot shows a web page with a teal header. On the left is a 'MENU' button. In the center is the 'wbcsd' logo. On the right is a search bar and social media icons for Twitter and LinkedIn. The main content area has the title 'What science means for business' and the subtitle 'A Food and Nature example'. Below this is a large satellite image of a hurricane. To the right of the image is a text block that reads: 'It's a hard time for science, admittedly. We're living in a world where nearly everyone we know carries around a tiny computer that can give you the answer to nearly anything. The power of having so much knowledge and information at your fingertips carries a truly seductive appeal – just by asking Google, we can check to see if we are "right". And if we have a view, we can publish it, without hesitation, and people all over the world can access it immediately.'

- A common ground where everybody understands, accepts and plays by the same rules
- Helps design transformation pathways for companies, like a North Star
- Science-based targets aligned with planetary boundaries

The space for science



E.g. animal vs. plant proteins

- Political debates with scared consumers
- No strong science consensus yet, esp. on health, livelihoods...
- .. And part of the business is resisting to science
 - because of uncertain science
 - or simply because protein transformation threatens their business model too much

ONE PLANET BUSINESS FOR BIODIVERSITY

OP2B project member ambition by 2030

1. REGENERATIVE AGRICULTURE



Scale up regenerative agriculture to protect soil health

2. PRODUCT DIVERSIFICATION



Develop product portfolios to boost cultivated biodiversity & raise consumers' awareness

3. HIGH VALUE ECOSYSTEMS



Eliminate deforestation and enhance the management of natural ecosystems

OP2B expected achievements

Value

\$500bn
Combined
turnover

Impact

19
companies
bringing solutions
to protect
biodiversity

Voice

158.2 MT
CO₂-eq

Carbon storage
potential for 2050

Specific
solution in
BfN



Emmanuel Faber,
Danone CEO,
launches OP2B at
UN Climate Action
Summit,
September 2019



Mr Faber, how are companies collaborating to
enhance climate action



Thank you

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References and links

- World Business Council for Sustainable Development (WBCSD)
 - www.wbcsd.org
 - CEO Guide to Food System Transformation (2019)
 - FReSH White Paper on Protein Transformation Pathways (2020)
- FAIRR
 - www.fairr.org
- Business Roundtable
 - <https://opportunity.businessroundtable.org/ourcommitment/>
- B Corp
 - <https://bcorporation.eu/>
- One Planet Business for Biodiversity (OP2B)
 - www.op2b.org