

For People and Planet: A Company On A Mission to Improve Lives with Plant-Based Foods

Given on February 13, 2020 by Jeanette Fielding, Chief Corporate Affairs & Communications Officer at Upfield, as part of the Mossavar-Rahmani Center for Business and Government at the Harvard Kennedy School's weekly Business and Government Seminar Series.

Speaker 1:

Welcome to the Mossavar Rahmani Center for Business and Government at the Harvard Kennedy School. For information on events, news and research visit www.mrcbg.org.

Myriam Sidibe:

Okay. Welcome everybody. I hope you're enjoying your plant based lunch, or branch, should I say. So my name is Myriam Sidibe, I'm a senior fellow at the MRCBG Mossavar Rahmani Center for Business and Government. And my area of research is very much around the intersection of branding and public health. And what's the role that big businesses can play when it comes to, and small business too, but can play when it comes to actually driving public health. And obviously at the foundation of public health is nutrition, and food systems, and improving general diets as well.

Myriam Sidibe:

So today I'm particularly honored that we have Upfield communities and sometimes they rest at this school. It is basically the world's largest product. For those of you that know a little bit about my background, I have spent the last 15 years in Unilever, before joining [inaudible 00:01:25] on a sabbatical. And about, I would say, was it about two years ago?

Jeanette Fielding:

Mid 2018.

Myriam Sidibe:

Mid 2018, yes. Mid 2018, Unilever sold the Uni part of Unilever, because that's the margarine business that we used to own. And created a company called Upfield. And Upfield has taken the Uni part, and then made it into I guess what we're going to talk about today, in terms of being the largest start up that's thinking about plant based foods. So I have been very fortunate to work on some of the grants that Jeanette is going to be talking about today.

Myriam Sidibe:

And I think what's even more encouraging for me, is how far and how much they've been able to do with it in the last 18 months. The kind of agility that comes with being a start up, but that has benefited from 100 years of being part of a corporation in the past as well, I think. So that's absolutely fantastic. Very much at the heart of the kind of work that I've done, or that I'm trying to do, and the body of research that I'm trying to lead, is to see what is the role of marketing if you infuse it with processes with value, in terms of trying to drive real impact.

Myriam Sidibe:

So today let me tell you a little bit about what we're going to do. I am going to invite Dr. Jeanette Fielding, that I'm going to introduce in a bit, to come and give us a talk about the company and the kind of work that she's been leading, and that the company has been doing, in terms of driving plant based foods, and the work that they've done. Some of it we've done together in Africa. And then I will invite Jane Nelson, that you know, the director of public social responsibility at the school, initiative. And Remi Trudel from PU, whose the associate professor in marketing and sustainability. And John Haigh, whose leading the center where I'm currently hosted.

Myriam Sidibe:

And we'll have a conversation about what it means to be able to really work with process foods and improving nutrition, and improving the food system around [inaudible 00:03:34]. So that's a little bit about today. So I really hope that we can get into an engaging conversation, in which you are absolutely welcome to join in. So please, we will not wait until the complete end to ask questions. So, I think after Jeanette starts, I'll invite some of the panelists and then starting thinking about what we could do.

Myriam Sidibe:

And then as the talk is going on, we will take a few of the questions as well that's currently going up. So let me tell you a little bit about Jeanette, that's coming to spend some time with us today. She is the chief corporate affairs of Upfield, and communications officer as well. She has worked in some of the largest consumer products and health care companies, including Bayer, Mars and Pfizer. And before that she led health strategy for [Wei 00:04:29].

Jeanette Fielding:

[Wail 00:04:29].

Myriam Sidibe:

Wail Pharmaceuticals Australia and New Zealand. And she was the head nutritionist for Wail Nutrition Australia and New Zealand as well. She holds a PhD nutrition and food science, a masters in human nutrition, and a bachelor of biological science, and graduate diploma in business administration. So please join me in welcoming Jeanette Fielding.

Jeanette Fielding:

Oh, nice. Thanks Myriam. Thank you very much for welcoming me to Harvard again today. The last time I was here, I was at the law school building. I was talking about WTO and where it was going. I think today it might be a bit more fun than that conversation, it'll be no less important. So thanks for having me today. What I wanted to talk to, we're going to do a bit of a journey today. We're going to talk a little bit about Upfield and who we are. But, Myriam's already given you a bit of an introduction. But I want to tell you a little bit about where we wanted to go going forward.

Jeanette Fielding:

We're going to talk about some of our policy positions, particularly looking at the intersection of health and food systems. And then we're also going to talk a little bit about some of the programs we've been doing in regards to community involvement, and how we try to bring all of those policy positions together and our view on the world into supporting initiatives. And today we'll focus on Africa.

Jeanette Fielding:

So as Miriam said, we're certainly the largest startup in the food industry. We came into being in mid 2018, after a spin off from the Unilever spreads business. So you know a lot about iconic brands such as Country Crock and I Can't Believe It's not butter, but other brands all around Flora, and Rama, The Cell. And today we're talking a lot more about Blue Band.

Jeanette Fielding:

Actually in January of this year we became a little bit bigger. We bought a plant based cheese company, and the brand Via Life. So if any of you happened to be vegan in January, you might got very familiar with that product as you've tried to find a cheese that you could replace with. We were in a very unique position from day one of this company. We have a company of size and scale, and it also had a purpose from day one. The word purpose has becoming very popular. Having companies with purpose. But we were in a unique position to have one from day one, which is to make people healthier and happier with great tasting, nutritious, natural, plant based food products that are good for us as consumers and citizens, and also good for the planet.

Jeanette Fielding:

And the benefit of having that from day one, is that every associate that joined, the 4,000 of them now who joined the company at the time, really bought into that particular purpose. This is something they believed in. And that purpose, we have the benefit of driving everything that we do from a strategic perspective, whether that's product development in our innovations, how we interact with the rest of the world, how we interact with our associates and help them interact with the rest of the world. And so it's been great... That purpose really leads everything that we do.

Jeanette Fielding:

So our formation came at an interesting time, and some might say those who set up the company including the CEO today, David Haines, came at an interesting time where the formation of public focus on sustainable food systems, taking a look at that intersection between public health and sustainable agriculture has come to life. And through our portfolio and purpose we realized that we were perfectly positioned to uniquely engage in sustainable food systems as we produce plant based foods. Lot of people don't realize margarine is actually a plant based food. That's been around for a long time. And that provides essential micronutrients, contains no saturated fats than the dairy counterparts. Contains no trans-fats, which is often a misnomer about margarine, so certainly our portfolio today. And have a lower impact on climate change, or a lower impact on the planet. And to give you one example, a plant margarine is associated with two thirds less carbon emissions than dairy butter.

Jeanette Fielding:

We know that the based food movement is not just a fad, it's an evolution. And plant based foods are what we'll be eating in the future. And as a nutritionist, you heard about that. I'm so pleased that people are interested in the base of the pyramid again. We've been trying to tell people to eat more plants for many years and finally they're listening. It's important not only for our health but also important for the planet.

Jeanette Fielding:

It's our job to enter into partnerships as Upfield, lead conversation and engaged policy makers to support health and sustainable food systems. After all the global shift to eating more plants is the only

way in which we will be able to feed a population of 10 billion by 2050, for reducing the rate of diet related chronic diseases that have become common place in our Western diets and also in emerging economies. Plant based diets are not just necessary from a sustainability and chronic disease perspective, but they're also rich in fiber. They have great micro nutrients. I did my PhD on lycopene, which is the red in tomatoes, that's what my PhD is in. And they're linked to increased lifespans and also healthier body weight.

Jeanette Fielding:

So increasingly national dietary guidelines, in most recently Canada, are prioritizing plant based foods as part of a healthy and sustainable diet. And we welcome the shift as Upfield, but we're aware that further changes need to happen both in policy, regulatory, and in public perception to create a world in which our diets are good for us, and also good for the planet in which we live. Eating more plants, and relying on a wider variety of crops with shorter supply chains is the way forward.

Jeanette Fielding:

So at Upfield we like to regard ourselves as being quite authentic. And so if we were to have any credibility in having this discussion, we need to make sure that we have our own house in appropriate order. And so since day one of the company's inception, we've been focusing on that sustainable supply chain. And I'm pleased to say that we are proud to source 100% sustainable palm oil, 100% sustainable soybean oil. And soy bean oil is largely used from soy meal production, so it's usually a waste product. And 100% of the pulp of paper we use is Forest Stewardship Council certified. And in fact that apple smell you can smell throughout the room today is the paper from apple cores, or apple waste products. So that's what we use to make your books.

Jeanette Fielding:

And so we try to use that... Everything that we do, we try to be focused on sustainability efforts. We also collect lifecycle assessment data on emissions, land use, and water use. So we can look at our products and figure out ways to reduce their impact on the climate, and also on lands and it's peoples. We will continue to champion these types of global policies to transform the system to achieve what we call a better plant based future. And if you want to know more about that policy position you can go to our website, where we have a position paper we've put together with experts from around the world. And we talk about it at Concordia last year.

Jeanette Fielding:

We are plant based food company, so we're focused on our brands, the consumer, and bringing them delicious foods, most importantly. We also understand that we need to contribute to the world at large around us, including focusing on sustainability. I've talked about that in a little bit. But we continue to modify and shape all of our supply chains and our environmental footprint in terms of carbon emission, water and land use. Packaging we use, we have a goal to be out of plastics within the next few years, and already we've started launching products that are in paper packaging.

Jeanette Fielding:

Responsibility is also important, which directs us to bringing first a joy to people's lives with the food we help them create in their homes, but also the nutrition it provides, and of course operating under the ethical business practices, and ensuring safety and quality of the foods that we do produce. And community involvement, which we're going to talk about most of all today, which ensures people are at

the center of our business. We want to make sure that we work with communities throughout our supply chains. Also to enable women. We have some great programs with women bakers in emerging markets. As well as promoting nutritious and healthy lifestyles. And this is of course the area I'll talk a little bit more about today.

Jeanette Fielding:

So let's talk a little bit about business models today, and what's expected of companies. I feel we know sustainable business has to be done right? You want to ensure that we're doing everything we can to improve those of the lives of people who are involved in that business. That includes not only those who touch our products, but of course our associates and our agricultural workers around our supply chain. We also know that ethical business must have sustainable and profitable growth. In order to have a positive impact a business needs be able to fund and resource in order to improve people's lives in the long term.

Jeanette Fielding:

Corporate responsibility, or my preferred phrase, corporate social engagement has come a long way since the days of adult marketing promotions to support a worthy cause. Citizens today expect businesses to live up to its values and purpose, and at Upfield we expect that of ourselves and work hard to have a positive, meaningful, and lasting impact on consumers and also the planet at large. Apart from being the right thing to do, we've been showing that corporation's built on purpose driven business models in support of local communities thrive beyond the increase of sales as you would expect, many companies also see an increase in investment with the increased attention on social engagement.

Jeanette Fielding:

A recent report from Morgan Stanley Institute of Sustainable Investing, which surveyed about a thousand active investors across the US, showed that 85% of individual investors, and 95% of millennium investors are interested in ESG driven investment portfolios. And I can certainly tell you that's true. In the month of January I was inundated by people wanting to do ESG reporting on our company. Both people and business win where business works for the common good. As the world's leading plant based food company, we continue for our purpose to focus on public health, nutrition and environmental sustainability. We will do this while supporting consumers with delicious products, and also amplifying their community involvement.

Jeanette Fielding:

We are very aware the current global food system is unsustainable. People in Western countries are consuming more meat and dairy than ever before. And that takes more resources that our planet can't sustain, especially land and water. Meanwhile, communities in the developing world still have some micro nutrient deficiencies due to lack of access to balanced affordable diets. We do have the resources we need to feed the global population, but we're depleting those resources by inefficient use of them. And one example is rearing livestock on an industrial scale instead of growing crops for human consumption.

Jeanette Fielding:

We think there's a better way of doing things, producing healthy plant based foods that limit environmental impact, and fostering healthy living communities along the way. Our Blue Band program is a good example of how we do this. So today I'm really presenting this program on behalf of some

colleagues in Africa. Tim, Peter and Moses who lead the business of a very energetic, passionate and successful and focused African team. And if you go to our LinkedIn page, you'll see how passionate they are. They're my most common posters actually on LinkedIn. They're a very excitable team.

Jeanette Fielding:

Just to tell you a little bit about the Blue Band product itself, it was launched originally in 1924. So you can see larger start up, but some products that have been around for a very long time. And first introduced in African markets during the 1950s with starting in Kenya, Uganda and Tanzania, before expanding toward in 18 countries to become the market leader in the margarine and spreads category. It's now really a household name across many of the largest markets on the continent. And in fact sometimes when you say margarine, most people you don't know what you're talking about, but if you say Blue Band they do.

Jeanette Fielding:

Much of our Blue Band product range do not require refrigeration, which is especially useful in markets where access to refrigerators are limited. As an iconic African brand, Blue Band has the responsibility to improve the lives of its consumers. This is why we chose to create the award winning Blue Band group breakfast initiative in 2016 with the goal of helping 100 million school children across Africa and Asia to have a nutritious breakfast, and to nurture positive habits that will combat malnutrition, and have lasting impact on their later life.

Jeanette Fielding:

While doing this, we want to be sure that local communities are receiving the economic benefit of Upfield's successful business in Africa. So we redesigned our supply chains to ensure that the revenue from Blue Band sales were trickling down into the local suppliers, farmers, and agricultural workers as well. So we redesigned and shortened our supply chains, enabled us to reduce our carbon footprint of the products we sold there while putting money into the local communities, and positively impacting public health by combating malnutrition during a child's development years.

Jeanette Fielding:

The common criticism would be that programs like these are just for show. However, we know that all of this means nothing without monitoring and evaluating the impact we've had on people and on the planet, our business and being there for the long term. So more deeply, why did we undertake this program? Margarine is a food type that many of us eat every day, but most of us do not spend much time thinking about it actually, and the role it plays in our lives.

Jeanette Fielding:

Many of us also take nutritious breakfast for granted without paying much thought to the consequences of malnutrition. As a key player in the margarine category, and becoming more and more plant based margarine category, Upfield aimed to use it's product's networks and expertise, initially across Kenya and Indonesia to tackle the nutrition related problems that are most prominent in those countries.

Jeanette Fielding:

Indonesia and Kenya have very young populations. In both countries malnutrition and stunting in early life can have a profound effect on the health nature of life. Indonesian government data shows that two in five infants suffer from stunting or improper growth. In Kenya, the figure is closer to one four.

Malnutrition early in life has a disproportionate effect on the health later in life, both socially and in academic success. Malnutrition can lead to cognitive and psychomotor underdevelopment. In proper physical growth, and limited physical capacity, and weakened immune systems can cause higher incidents of illness, leading school absenteeism and under performance.

Jeanette Fielding:

On top of this non communicable diseases like diabetes, high cholesterol and coronary heart disease, or otherwise, especially in Indonesia. This again is as a result of inadequate nutritional education, and lack of access to a balance start often with foods high in saturated fat, and in Indonesia, high in trans fats. Breakfast often is said to be the most important meal of the day. This because it enables us to start the day feeling energized and being able to concentrate. In fact, studies have shown that children who eat a nutritious breakfast perform better in the classroom than those who do not.

Jeanette Fielding:

Getting a good breakfast does not just help people in the short term, it could also help strengthen economies in the long term. Vitamin and mineral deficiencies have been estimated to cost the sub Sahara countries more than 2.3 billion every year in lost productivity. This is because of the irreversible development issues associated with malnutrition and stunting, limit children's potential and academic achievements, and thus their career opportunities for later in life. As UNICEF says, the effects of poor nutrition begin in the womb, continue well into adulthood, and cycle across generations.

Jeanette Fielding:

We define a good breakfast as one that provides 15 to 25% daily requirements of energy and micronutrients. A good breakfast will deliver required nutritional start to the day such as carbohydrates, good fats such as omega three and six, proteins, water-soluble and fat-soluble vitamins and minerals. We realized that Blue Band was well positioned to provide many of these nutrients that children are lacking in both Kenya and Indonesia. Containing both omega three and six and fortified with vitamin A, Blue Band can be incorporated into the nutritious breakfast combo. To help combat micronutrient deficiencies and also stunting.

Jeanette Fielding:

Finally, our education program on nutrition in schools aims to instill lasting good habits. Meaning that children will be more able to eat foods they will need to avoid health issues. The aim of the Blue Band breakfast program is to make nutritious breakfast for children, affordable, accessible, desirable, and also sustainable. To drive universal access to a good breakfast initiative Blue Band created their lives full of breakfast, which brings together global experts, local citizens, organizations, schools, parents, and government agencies to raise national awareness and initiate behavior change programs. Organizations such as the UN's World Food Program, and Global Alliance for Improved Nutritional Gain, the Kenyan Pediatric Association, and the Kenyan Medical Association, and the Kenyan Ministry of Health.

Jeanette Fielding:

The Blue Band breakfast programs operates by providing nutrition training to school canteens, supporting them to serve healthy beneficial food to their students. To further entrench good habits Blue Band's little doctor's initiatives, trains children to share nutritional guidance with their classmates about the components of a nutritious breakfast and other aspects such as hygiene. On top of this we have digital and social media assets to which a wider audience of children and parents, partnering with two

time world champion middle distance runner, David Rudisha, and other influential people, we've spread the news about the importance of a good breakfast.

Jeanette Fielding:

The goal for all of our outreach around the Blue Band breakfast program is to reduce the rates of malnutrition, working against non communicable diseases, and inspire children to become healthier and more prosperous adults. So importantly, I said impact was important, how did we do? So far, 2,290 schools participated in the breakfast challenge. Over two million children have completed the educational program, and additionally one million parents were reached through additional awareness campaign.

Jeanette Fielding:

More importantly, seven million good breakfast were provided to 200,000 kids in three months, with a training to turn these breakfast occasions into lasting healthy habits. One more step in achieving our goal of helping 100 million children to have a nutritious and healthy breakfast.

Jeanette Fielding:

Supporting public health is a great thing to do, but we know that many of the future health risks will be also posed by climate change. And as such we wanted to be sure that our supply chains have minimal impact on the environment so we can protect that kind of for generations to come. We know that short supply chains can help to reduce transport and related carbon emissions, support local communities, and decrease food waste in the chain. Because of this, we've actively worked with local farmers to generate job creation in the farming sector, which makes up 70% of the African workforce, and 25% of annual GDP, according to the US international trade administration.

Jeanette Fielding:

We now source canola oil locally, meaning that we're able to support the local agricultural sector, and specifically to champion small holders. Introducing local canola oil production to the existing agricultural mix created jobs for 3,420 small scale farmers, and encouraged crop rotation, increasing their land yields by 30% per annum, and protecting their soil for future use.

Jeanette Fielding:

We have also removed 2,800 tons per year of imported oils from our Blue Band product in Africa, and have ambitious plans to source oils 100% locally in the coming years. This emphasis on local sourcing aligns with the rest of our sustainability strategy, which is become one of the first companies globally to achieve 100% physically certified sustainable Palm oil, commitment to reforming our packaging to eliminate plastic in the coming years, and to continuously monitor the carbon impact of our products.

Jeanette Fielding:

This business model is a clear example of a win win, by reducing dependency on important plant oils, we create jobs, foster local economies, offer fortified nutritious products, and reduce carbon emissions while we create cost efficiencies. As a result, prices can be kept relatively affordable. And thus access to nutrition for Kenyan and Indonesian families is improved.

Jeanette Fielding:

So what's next? We believe that with a good breakfast, anything is possible. A breakfast is the start of your day, not the finish. It's the ignition that propels you to do what it is that you want to do, and what it is that you need to do. The Blue Band good breakfast initiative is still in full swing, as we continue to for our goal of supporting 100 million children to have a nutritious breakfast. And through this creating lasting behavior change, and reducing the risk of NCDs.

Jeanette Fielding:

As we head into 2020 our Blue Band breakfast program will expand to cover eight more countries across Africa, Asia, middle East. And in fact I've heard Peru wanted to join in that space. So I guess we're going to Latin America as well. Our goal is to reach 4.8 million more children by the end of this year, and 5,000 more schools. However no company can do anything on its own, and we will continue to work with the local governments and citizen's organizations to ensure that the programs we execute are supporting local communities in the right way.

Jeanette Fielding:

I realize I've covered a lot of topics today on policy, how sustainability and community engagement, and the role of business. We will continue to work on these areas in ways that are guided by our Upfield purpose that heads towards a better plant based future for all of us. So with that I say thank you. And I think we can show the video at the start so [crosstalk 00:28:42]. Carrie so, it's probably a good time for the video.

Myriam Sidibe:

[inaudible 00:28:46].

Speaker 4:

There is no place like Africa, it's vast, colorful and full of beauty. With one of the fastest growing economies in the world, Africa's future is bright and full of possibility. In the 1950s Blue Band officially became a part of African homes. First launching in Kenya, Uganda and Tanzania. A delicious taste soon made us a household staple, and a regular at family tables. On our continuous journey to do better. We knew we were able to make a difference by giving children a better start in life.

Speaker 4:

That is why we launched the social mission campaign. Our mission is to make a nutritious breakfast an everyday reality for half a billion children in Africa, for healthier lives and a better school performance by making a nutritious breakfast available affordable, and desirable. Which is why we added softer oils rich in omega three and six to the existing vitamins in our product, without compromising on great taste, product performance, or cost.

Speaker 4:

Sustainable farming remains close to our hearts, and in order to have a positive impact in communities, we actively support local farmers by contributing towards job creation, while reducing our environmental footprint. To create national awareness about the importance of a good breakfast, we joined forces with global and local experts, government agencies, and NGOs and established the Good Breakfast Alliance.

Speaker 4:

The good breakfast challenge was created with the aim of making a nutritious breakfast, an everyday reality for homes across Africa. In order to connect to people's hearts and minds, we needed a national hero who shared the belief that breakfast was the most important meal of the day. Olympic winner and two time world champion, David Rudisha was chosen as a good breakfast ambassador. The breakfast challenge has reached over 30 million Kenyans with good media coverage and amplification, achieving a PLV of over one million euros. This has won us a number of accolades.

Speaker 4:

Our greatest achievement so far has been the 3,390 schools that have participated in our good breakfast challenge, and over 2 million kids have completed our school's educational program successfully. Our social mission, YouTube videos have reached over 3 million Kenyans. Famous influencers like Pika Chakula and Let's Cook Kenyan Meals, have also participated in driving the importance of a good breakfast. We also welcome to consumers to join our cause. We had a limited edition packed for our in the store promotion, which delivered a sales uplift of 9%. The proceeds of this promotion will go into feeding 100,000 kids a good breakfast for an entire school term.

Speaker 4:

In summary, we continue to be anchored on our mission to make a good breakfast an everyday reality for over half a billion school kids across Africa. Because we believe a better future starts with a good breakfast.

Myriam Sidibe:

Thank you very much Jen. I hope you've enjoyed a better future for us started with a good brunch. We could say we tried make it a breakfast, and then we realized as we started that this was the particular time that we could have. But I want to now invite John Haigh, Remi, and Jane for a conversation on what we've just heard about. And I think for me, the video did quite a lot to bring it back to the need for business models that continue making this a reality. Because ultimately it's about reach, and it's about keeping the most vulnerable at the heart of the conversation.

Myriam Sidibe:

And I did want to start maybe with Jane. Maybe we'll start with Jane, because I mean, Jane has done quite a lot of work on, obviously understanding businesses that fuel the need for nutrition and how you can actually drive nutrition as a real commercial value. Because I think that is so important if you're going to ultimately really drive it for the poorest of the poor. You need to think of a way in which it will fuel your business. So I'd love to hear your perspective. I don't know. I'm sure Upfield is new for you, but maybe not Blue Band. How does that work in terms of corporate responsibility but also integrating business models? Your perspective on that?

Jane Nelson:

Absolutely yeah, Myriam. And Blue Band is not new to me. I'm Zimbabwean, and so I grew up with Blue Band. But thanks very much, both Myriam and Jeanette. I think, what was sort of great for me about the way you frame things is that if you look at companies in the sort of agriculture food systems, whether they are startups, small, large companies, there's three things I think any company can and should be doing to ensure that our food systems are more nutritious, more sustainable from an environmental perspective, more inclusive in terms of both including small holder farmers and livelihoods at the

production side, and also providing access to healthy foods particularly low income communities, but everyone at the consumer side.

Jane Nelson:

And I think those three things are, and I think Jeanette's presentation to epitomizes, first of all fundamentally about core business strategy, purpose and operations, and sort of two pillars to that. As a foundation, and then you use the word, I think foundation responsible business practices. So food safety, respect to human rights, mitigating negative impacts on the environment, and having really clear commitments on what are our potential negative impacts, and how do we mitigate those and manage those.

Jane Nelson:

But then within the core business, there's this other incredibly exciting, we're seeing more and more of an opportunity around innovation. Technology innovation, business model innovation, financing innovation, partnership innovation. And the food industry actually, it's always innovated. And yet, particularly when look to the startups and all the technology disruption that's happening in the world, health and energy are way ahead, or have been way ahead of food on particularly digital technology disruption, but also some of the biotech disruption that we're now beginning to see.

Jane Nelson:

And I was reading something, I think that McKinsey came up with recently, that that healthcare startups have attracted 10 times more financing than nutrition and agritech startups. And so I think we're just entering into a period within the core business operations of both big companies, like Unilever, or Nestle, the sort of medium sized, your companies like Upfield, as well as a lot of much smaller startups that you aren't starting with a 100 year history, of growing financial interest and around the technology and innovation opportunities. So I think that's the first piece here, how the company is running it's core business strategy and operations with responsible practices, and then a really intentional innovation agenda around both nutritional inclusion and sustainability.

Jane Nelson:

And then the second sort of ring I think where companies play a role, and your Blue Band breakfast example is a great example, is through community engagement sort of cause marketing I think is... And real sort of attention to brands are obviously part of the core business. But then, leveraging brands and core capabilities to have really aligned community engagement programs, that are aligned to what the core business is all about. So the Blue Band breakfast program is a great example of taking the core components of the core business and saying, yeah, there are certain communities that might not automatically be able to afford the brands. There's lots of kids who come to school without a nutritious meal before they come to school. So how do we leverage as a company, some of our discretionary philanthropic money, and partner with other community organizations, and our core competencies to solve some community-based problems.

Jane Nelson:

So you've got to know your core business strategies, and sort of like align strategic community engagement and brand engagement and awareness raising. And then thirdly, and I think very importantly, and you just touched on it, Jeanette, is sort of policy dialogue. And actually understanding where you sit within the broader system, and realizing that there's lots of systemic challenges, policy

regulations, and policies generally, particularly that comes to food, don't necessarily lend themselves to more nutritious diets.

Jane Nelson:

You have the incentive systems, often aimed towards more nutritious diets, and unless companies are working together on a sort of progressive policy agenda, often with nutritionists or agricultural experts to say in each country, here are some policies we need to change. This is some fiscal incentives that government could do to encourage investment in more nutritious and sustainable, and inclusive food systems.

Jane Nelson:

Yeah. I think that piece is very important as well. And so having policy positions, and being transparent about those policy positions is key. So I think as I said, any company working in the food system, whether you're providing inputs to farmers, or products to end consumers, should be looking at those things of core business strategy and operations, are sort of like align community engagement, and then the sort of progressive collective policy agenda that can help shift some of the systemic challenges that we see.

Jane Nelson:

And I think we're seeing really interesting developments in all three of those areas. And more collective action amongst the food companies themselves. Again, including setting up joint innovation funds. We did some work with the Global Alliance for Improved Nutrition on getting more access to commercial finance for small nutrition entrepreneurs and food value chains in Africa. And there just isn't a strong, a really strong high return commercial case, but if you get... Some investment on your commercial investments, and you get some, either government investments or foundation investments, so what's called blended finance. Where you have different sources of financing with different risk profiles, and different timelines. I think one can really start tackling some of the more challenging aspects of food inclusion and nutrition.

Myriam Sidibe:

When it comes to food inclusion and nutrition, I think going back to the program on the good breakfast challenge, and making sure that you're getting 500 million. I think that what really impressed me is the kind of numbers we're talking about. Whether it's 100 million or 500 million, really I find that the number is huge. And if you look at the starting data, you're looking at four kids out of five going to school with no breakfast, and if that's linked to performance, then you have a real conversation that's lagging. And at the heart of that for me is obviously consumer behavior change.

Myriam Sidibe:

So, consumer behavior change and making sure that every kid, and every family knows that you're almost wasting your school fees if you're not giving good breakfast to your child. And that good breakfast is not just obviously the bread and the margarine, or giving 10 Kenya shilling on the way to school to pick up a mandazi, or like a piece of sort of fried dough. But really that it's embedded into the home behavior change and that it comes with diversity of diet. And I think for me, this is where I really wanted to have Remi, because we've done some work on consumer behavior change from getting consumers to recycle their water bottle, but that's a different challenge, yet a very important challenge on how do you make sure that nutrition is embedded as a consumer behavior change that you're going

to be thinking about. And what's the role of big companies and companies like obviously Blue Band is a household name. More people know Blue Band than they would almost any other product.

Myriam Sidibe:

But can you talk to me a little bit about consumer behavior change and nutrition and food. And what's the role of companies like Upfield and Blue Band?

Remi Trudel:

Yeah, I mean think like when you think about any consumer behavior, your biggest impact on consumer behavior is if you can make something normative. Make it normal and make it expected. And so in designing programs like this, if you can make something normative, make it like everyone in the school is doing this, so your peers are doing this, then you're more likely to have it, right? And you're more likely to have success. And in making it normative, then you're also going to be able to get, people who aren't specifically being targeted for that.

Remi Trudel:

So, anytime I look at changing people's behaviors, so if I'm looking at sustainable behavior, it's easy to change people with green attitudes. It's the people who don't, right? And so those are the people that you have to look at and you have to focus on. It's easy to preach to the choir, but it's the other people that you have to convert. And the best way to do that is through kind of normative behavior. And to make those norms salient.

Remi Trudel:

Sometimes you might have to change those norms as well. And you can do that by kind of promoting the right, and the right type of people, and that type of behaviors. I think the work that I've done in this area is if you think back to what it means to be a socially responsible company, is like there also has to be kind of a business case. You can do this for only as long as you can make money. And so some of the earlier work I did on this was whether or not consumers reward firms for being good. And what we found is they would reward them slightly, but they would punish you a lot more for being bad.

Remi Trudel:

And so this asymmetry of effects is really important. And that's become a more norm now, right? Because more and more companies are doing things and promoting things, and so even though you may not get an economic boost, there's certainly a lot of other things that come into effect. And so right now we're doing work on price fairness judgements, where if you increase the price, due to a sustainable or green manufacturing or anything like that, your price is seen as more fair. So while people may not be able or willing to pay more, the price is seen as more fair. And they're more likely to buy at that price.

Remi Trudel:

And so again, so that's again, changing the norms there. The more and more that green manufacturing, and sourcing through plant based or any of these sustainable things it becomes more normative, more and more people are coming. It's becoming more common, you have to start thinking about how consumers, and how that other segment can be brought over.

Myriam Sidibe:

One of the big question obviously, and my book has just come out on Amazon, and here I do have a 20% discount with this flyer, which you would be able to pick up on your way out. It's called Brands and the mission, how to achieve social impact and business growth for purpose. The cover of my book is obviously the activism, and I'm looking at it very much as brands being the activism. And a lot of people would say, "Wait, wait, that's the one thing that businesses are most scared about." Is actually the activism to that. And you're putting a book out there saying, you want the brand to be part of the conversation.

Myriam Sidibe:

And I do want brands to be part of the conversation. And in my 15 years in Unilever, coming from a public health background, I realized that there's a lot of value in obviously these marketing resources that you bring to the table. If you could actually try to steer it in a positive manner that actually is driving these norms, or is driving positively dietary diversity, is showing more and more positive ways in which consumerism can actually be driving towards social good.

Myriam Sidibe:

But I think one of... And it's easy when you're talking about soap. That is soap brand could talk about, washing hands is a great thing. And I've worked on on Lifebuoy and soap brand for 10 years. So that was, though it was difficult, it's not as difficult, I realized as processed foods, or as some of the other brands like alcohol brands. And what exactly you could do and the hypocrisy that one could say that you are approaching with. If you've been the one's kind of causing the problem, yet trying to be part of the solution today.

Myriam Sidibe:

But yet, and this is going to take me to John, and asking John about the role of governments and companies, you are a processed food company and there is so much negative around processed food. And I've been thinking about, should we just do away with the word processed food together, and then label it differently. But how do you deal with this hypocrisy yet knowing that businesses have to be part of the solution, because there's no way we can feed the planet without the businesses? Yeah, just a little bit around that.

John Haigh:

So let me just, first of all my background, I'm a little different. Jane actually knows something about agriculture, and I don't. Remi knows something about marketing. And I have done some marketing. I was a Canadian school grad, but I was in the private sector for 25 years. And so I come at this with a lens thinking of it like a businessmen, but somebody who cares deeply about kind of how these issues play out in society, and for the betterment of society. And so what I found myself doing when Jeanette was going through her material was, I kind of have a checklist in my mind of how I think about companies and are they contributing or are they degrading the sustainability, and the long term feasibility of society.

John Haigh:

And so I had my little checklist and I... First of all, just to start off, I have to say, I have to give you a lot of credit because, people may not agree with me, but I like a lot of what you said because I thought it was both moving in the right direction and grounded in the realities of how businesses have to make decisions.

Myriam Sidibe:

Yeah. [crosstalk 00:47:51].

John Haigh:

And so let me just give you a little bit of perspective. I mean part of it here is, there is a collective action problem. And there's a collective action problem in the sense that, an individual company, if you're not careful, starts to become very short term focused. They become very focused on financial returns in the quarter, and they don't think strategically, and they don't think long term. And so they may rash actions in that framework may look reasonable, but if you look at all the actions collectively, and you look at them over the long term, they're destructive of society.

John Haigh:

And so there have to be mechanisms to kind of change that dynamic. And I have four buckets of things that I think companies have an obligation to do. One is they have to have high performance. And by high performance, I mean they actually have to deliver shareholder returns. They have to deliver high quality services, and they have to deliver shareholder returns. Because if they don't, they will not be in business. It's not a complicated equation, whether you like it or not there is a free market system. There is a capitalist system, and if you're not meeting that threshold, you're not going to exist.

John Haigh:

So that's the start, but I think within that first piece of high performance there is a lot that businesses can do, and should do, which are actually beneficial to the business. So [crosstalk 00:49:13] like a lot of the kind of sharing information to make the consumer more knowledgeable. So like Remy was saying, if you're sharing information about the nutrition of foods, and you care about that in your manufacturing, and your production of the foods, you're doing something that's good for the company from the marketing perspective, but you're also doing something good for the people that are going to be consuming what you're making.

John Haigh:

That seems to me really important. And I like, I hadn't thought of it, but Remi's characterization of normative, kind of getting things into a system that they become the norm as opposed to the exception. Important in that is information flows. And I'll come back to that in a second in terms of the obligation of the company. The second three buckets, I guess, of obligations of business, I think I would classify under operating with high integrity. And within that bucket, the first one for me is, companies make money, they have an obligation to make sure that the benefits of a capitalist system are shared widely.

John Haigh:

And I know this sounds like kind of maybe pie in the sky a little bit, but if you think of all of the inequality issues, the disparities between wealth, if a capitalist system is working only for a few then the problem is those that it's not working for eventually get tired of it. And then you get populist rhetoric, you get potentially the French revolution. And it's off with their heads. You don't have a stable society, right? So I think businesses have an obligation to kind of make sure that the distribution of the benefits of that system are distributed widely. And that may itself in certain community actions, or other kinds of actions that are supportive.

John Haigh:

The next piece of the kind of high integrity is really, and you were touching on this with your comment about what's the role of business here. These social problems, and nutrition or health I would put in this category, cannot be solved by governments alone. And so you have to find models of businesses interacting with government in ways that find solutions. And critical to that is understanding the incentives of each party and any kind of collaboration, and what's going to drive them to kind of agree or not agree.

John Haigh:

And it's going to have to be a collectively agreed to kind of approach that addresses that. And then the last thing, I would put under the high integrity is businesses have an obligation to provide a moral compass. And the example I give is, I don't know how many of you followed when president Trump made his comments about Charlottesville. And in the comments on Charlottesville, Ken Frazier, who was the chairman and CEO of Merck said, "No, I'm not doing this." And he resigned from the president's council on manufacturing.

John Haigh:

And then because he did that, then everybody else started to resign. At some point, there have to be certain thresholds, where as a businessman you have an obligation to speak up on the moral issues of the day. That's a little trickier, but you've got to do that.

John Haigh:

And then all of those pieces have to be integrated into, which I thought you had done really well in what you presented, it has to be integrated into the business model. It has to be part of the strategic approach of the company in terms of what it does. And if it's not there, and compensation is not aligned, and HR policies aren't aligned, and all those business' processes aren't aligned, it's just not going to happen. It just won't happen. Right? And my analogy there, or my example there is, you look at financial services companies, and you have people who manage funds, and those people make a lot of money. Okay. And then you have sometimes at the top of those funds people talking about the importance of thinking about ESG considerations and sustainability and that all sounds great.

John Haigh:

Okay. But if I go down into the organization and I've got a fund manager, and the fund manager is compensated on his financial performance relative to benchmarks, and that's the primary driver of his compensation, what do you think he's going to respond to? And then you run the risk, which is a big fear I have, is that some of the actions become simply green washing, or white washing-

Myriam Sidibe:

Or purpose washing.

John Haigh:

Or purpose washing. And they're not really bringing any real change into the organization, into the company. I don't know how many of you follow the business round table came out this summer with a list of stakeholder capitalism, if you call it. And then you need to focus on customers and employees, and you need to focus on your suppliers and community in addition to shareholders. And at the surface that sounds terrific. And at some level it's really moving, I think, in the right direction. And you could argue that, that's simply good business.

John Haigh:

Even if you're a Milton Friedman, shareholder return kind of person, you can say that's good business. But it's engendered a huge debate. And the debate is really around, some people are saying this is terrific, and we should move it forward. Other people are saying, this is nonsense. Because if you're accountable to everybody, that's terrific. It's a power grab, because then you're accountable to no one. Right?

John Haigh:

And you can kind of do what you want and rationalize it under any set of stakeholders that you care about. So there's this huge debate going on. And it seems to me that if we want to deal with this, there are a few things that need to happen. One is, there needs to be real metrics. If you're genuinely saying, I'm going to think about multiple stakeholders, you have to have metrics where you can be held accountable against those metrics.

John Haigh:

The second thing is you have to have transparency on those metrics. So people have to be aware of them, they have to be visible. And then you have to have, the last thing is, you have to have a governance system where the people that are running the organization are holding people accountable for those metrics in a way that's real. The last thing I'd say is what you touched on, Myriam is, there is a role of government here. And this is a hard question. How much of these things should be done by government, and how much should be done by the business itself?

John Haigh:

And that business round table discussion I was talking about, the cynical side of some people is, "This is terrible because business will pretend to take action. It will be green washing, whitewashing, purpose washing, whatever. There will be no real action. And it's even more pernicious than that because people will use it as an excuse to diminish the role of government and limit the actions government texts." So I don't mean to be a downer on all of this, because I think there really are opportunities to develop metrics, develop transparency, develop governance systems that bring these things to the forefront, and can be beneficial and meet the requirements of high performance with high integrity.

John Haigh:

But it will take a lot of work. If you think of a matrix, a two by two matrix, and on one axis you've got high integrity, and on the other axis you've got high performance, there are a lot of companies in the off diagonals, and very few in that upper right hand quadrant of high performance, high integrity. Certainly I would put Unilever. If you haven't read Unilever cases or know about it, you should go look at it. I would put you in the same category with that, where you've managed to kind of solve that equation. And the question is how do we bring that forward with other companies. So that's very generic. So I apologize for that. I just don't know anything about food. So thank you.

Jeanette Fielding:

[crosstalk 00:57:03] Wonderful framework.

Myriam Sidibe:

I'm looking at the time. And I want to give a chance also to the audience to maybe ask a few questions. So Jeanette, I don't know, do you want to just round it up for like a minute, and then I just open it up, as I said, to the audience.

Jeanette Fielding:

Not really. I think I appreciated what everybody said on the panel, about the alignment and the agreement I think exists here. I think for me, summary points is, I think one of the things that I've found, and I've worked for many different companies, but what's different about this one is the alignment around the strategy and the purpose. Because it really does drive the entire organization. And I think we go really fast with addressing some of the things that we identify that we need to do, and move, compared to my past history at other larger multinationals. But for our associates who work in this every day, it's never fast enough. Because they really believe in what it is that we're doing.

Jeanette Fielding:

And so I think when you have that strong purpose, it's very easy to build the transparency, the metrics, meet the stakeholder expectations. I had one NGO say to me recently, who is a little contentious on various topics, and he said to me, "Wow, you guys really are who you say you are." Because we said what we could do. We said what we couldn't do, and why. And how we would address it in the future. And so I think being true to yourself, and the authenticity of who you are is quite important and will make you successful.

Myriam Sidibe:

Well I think that's a great way. And the way I summarize it, at least in my book, is looking at the grand savers who could run and do, and to make sure that whatever strategy we are trying to put together, and the operational framework that I described in my book, is very much about how you bridge that divide. And make sure that you are keeping companies and business models accountable, to not only using purpose or using sustainability as a way to drive their business, but you really give back in a way that is inclusive, that is collaborative, and that is longterm thinking as well.

Myriam Sidibe:

And I think that's, that divide of brand see, and brand do, it's ultimately needs to be rooted into transparency. And I think ultimately that's where we're looking at. I'd love to open up a bit to the audience. So I'm not sure if there are any questions. Yes. If you could say who you are, and I think-

Speaker 8:

My name is Tom. And I'm a student at the law school and a PhD student back home in Europe. Where I'm working a lot of on the agricultural markets. And I have a question about the use of certifications or eco labels. Because Upfield uses sustainable certification schemes. And I know they're quite common in the food sector in general. I don't think there's any other sector that uses so many certifications and eco labels. And I think they can be powerful instruments to make changes in consumer behavior. But at the same time there seems to be so many, that I'm afraid that many consumers do not really know what they stand for, with the exception of maybe like Fair Trade labels, and organic certification schemes.

Speaker 8:

So my question is, how can business, or should business use certifications and eco labels for their products and services?

Jeanette Fielding:

So my view is yes, they should. Primarily because it provides transparency, and a consumer if they want to and they're an engaged consumer in that particular topic, they can then verify what it is that you're doing and saying. Some are better than others. And so as a company, I mean that comes to where you want to, what's your policy? What's your bar? Where do you want to set yourself? So you need to be comfortable with the ones that you particularly use. But we know, we actually just finished a large piece of research actually looking at all of the different ones there were. Because all of them have slightly different expectations. So we wanted to know what was more meaningful to the consumer. Out of all of those. And we have been looking at which ones we think are quite good, because some of them are exactly the same requirements, but it's just that you have to pay this person for that certification, or this person for that certification.

Jeanette Fielding:

And what came through is the ones that are most meaningful to consumers are ones with... WWF actually came out as a top certification label for consumer in that piece of research. And WWF look across a lot of different areas, and have certification schemes and certification partners. And so for us, we're very interested in that because it probably gave us a bit of a guidepost as to how do we bring some of all of these different ones together. So the labels do get very crowded, but I think it's important for transparency.

Remi Trudel:

I've done a little bit of work on nutritional labels and what I found is, is that depending on the consumers, so different segments have different processing goals, and so they'll process different information. So the same information would be processed differently. And I've also done some stuff on, you're from Europe, and the stop light kind of traffic labeling for foods. And what we find there is that, if you just look at people in general, then you get this flat no effect. And so they don't think that they're effective. But once you start breaking them down into different subgroups. So for instance, dieters and non-dieters, you get the exact opposite effect.

Remi Trudel:

So you can label the same food with a green light, green light versus red light, on the same food, dieters will process it the same. Because they've got you, you process information and they understand what's going on there. But non dieters, if you stick a green light on it, it flips them, and you can move the value of the food. And so I'm assuming the same thing could happen with certain labels and sustainability. So you have to really, I think in my opinion, again and understand your different segments and your different tribes when you're looking at different labels, because people process based on their goals.

Remi Trudel:

They look for different types of things. And so some people look for kind of cost information, other people will look at benefit or pleasure information. And so that's kind of what I've found. But it's a huge challenge because it's really hard to process, and it's really hard to understand and everyone has different goals coming in.

Jane Nelson:

And I think just very quickly building on that, there's also the who's responsible and has oversight of the labeling, is another question. And that shift between is it WWF, and Fair Trade labels and organizations,

or is it going to be a shift to more government labeling. If you can see nutrition and safety, and ultimately if you really want to get the scale that probably needs to be understanding that different consumer groups will then interpret that labeling differently.

John Haigh:

So I'm a big fan... Sorry, just. I'm a big fan of breaking down information asymmetries. So if there's a way to provide some legitimate information about something, that's a plus. And then you have Trudel's point and Jane's point, you kind of have to educate people how to process that information. I do think there's a role for government here, kind of in working through this. I'm just going to ask you a question and I'm just curious, how many people believe that the FDA reviews and approves something as basic as like vitamins or food processes? They don't.

Myriam Sidibe:

They don't.

John Haigh:

Because they don't. And foods are considered natural products and so the FDA doesn't review them. But if you listen to some of the advertising, I think the value of labels is high but they need to be accurate. Right?

Myriam Sidibe:

Exactly. Yeah source of them, they absolutely do.

John Haigh:

And so, I listened to the radio on the way in, and I came here listening to Bloomberg business. And Bloomberg, I get an ad for Privigen and they talk about memory and how, you're getting older, it maybe good for memory, duh, duh, duh. And then at the end this guy speaks as fast as he possibly can. And says this is not promised to solve any problem or cure any disease duh, duh, duh.

Jeanette Fielding:

[inaudible 01:05:21].

John Haigh:

And, there's no... So accurate information I guess would be the piece that I think I would emphasize off of what the two of you have said.

Speaker 9:

My question is around how you're measuring success. So your campaign was measuring, the number of meals served, or the number of schools, they're all activity based measures. Not actually the stated goal of the program, which is really malnutrition. Which is much harder to measure. And so I wonder if there are examples of, the panel could speak to, of really good outcome measures that are cost-effective, actually or be able to do that or, I mean we've talked in class about the behind the brands campaign, which is measuring company's performance based on their stated goals of corporate social responsibility, not on their actual performance. And so if you could speak to that, or maybe there's a role of government here to.

Jeanette Fielding:

Actually I want to just clarify, because I didn't talk about it because the research is in the field. So we will be looking at health outcomes, because for me I've done lots of community based programs with women and children in Africa, and it was all based on health outcomes. So that's one of the additions to the program. Just to respond to that.

Myriam Sidibe:

I think in addition to that, I mean I've worked on this program for the last few years, and it's one of the case studies in the book as well. And I think when you look at obviously what is getting all the way to healthy outcomes is super expensive. And it's sometimes not the best way in which you can use the resources from a company to get all of the health outcomes. If you can get to a behavioral outcome, where you can understand the number of kids that are actually having breakfast more regularly on their way to school, and that are having a more diverse breakfast, so they're adding a fruit, and they're having porridge one day, and they're having bread, and they have a more diverse breakfast.

Myriam Sidibe:

I think that's more of a measure of success in the kind of resources you're doing. Where you know, therefore your marketing spend is going towards more family knowing that they need to give breakfast before the kids go to school. That we're moving the needle from four kids out of five going with no breakfast, to at least having twice a week a breakfast. And that the local fruits are being consumed. I feel like that's a very good spent on marketing money.

Myriam Sidibe:

Because then that means that you are pushing companies, and you're pushing brands to think beyond the individual products. That they start showing in their advertisement more of the local food. That they start thinking about more about more of the local porridge, not just the bread and the margarine. And finding ways in which you could use the margarine and Blue Band into the local porridge, or the local yam, and the local cassava. And saying things about think about that.

Myriam Sidibe:

So I think from a behavioral output, I've been thinking about health outcomes forever and the brands and actually it's probably not the best use of our money. Because that's not necessarily showing progress immediately, because it's so expensive to measure as well.

Jane Nelson:

And a very quick thing to add to that. I do think companies are missing an enormous opportunity to partner with academic institutions from the outset, and say this is what we as a company are able to, and have the resources to measure. But, why don't you partner with an academic. One of the only examples I see in that is a partner between GSK and Save the Children long term. But yeah. So-

John Haigh:

And just real quickly, there was a simple framework that I have in my mind when I kind of think about where do you build metrics and how do you think about it institutionally. And if you think about any event, right? You've got a set of inputs, you've got some activities, you have some output, you have some outcomes, and you have impact. And what you care about is impact. But there are so many

confounding factors between the activities that you undertake and the ultimate impact that it's very hard. So a robust metrics system will look across all of those different buckets, and it'll look with different objectives.

John Haigh:

So the social objective, you may care about nutrition. And ultimately are the children getting better nutrition? And then you've got to measure that impact. But from a financial corporate perspective, you may also worry about what does the income statement look like? What does the balance sheet look like? So a robust system cuts across all of those pieces. It's easy to measure activities. And it's easier to measure inputs. It's just the further you get from those two things, the harder it is to measure and know that you're accurate, and know that the causal relationships between your action and what's happening.

Myriam Sidibe:

Last question, because I know we're... Yes.

Speaker 10:

[inaudible 01:09:57] but I had something to say, it's probably from [inaudible 01:10:00] school of economics in Finland, original. I wanted to take up the question about local food that you just mentioned, and the local sourcing and the problems that might come with that. So how do you assure when you're going to do with these local sourcing agreements, if you do not crowd out at the same time, the local traditions and the ways of producing food that might have been there for many centuries?

Jeanette Fielding:

Yeah. So you're asking about biodiversity. Actually, we have quite a large program looking at local plants and local possibilities. Because one of our other policy positions, if you look at it is really focused on biodiversity. And so we're looking to incorporate different types of plants in the things we that produce, rather than sticking to those one big, a few sets of commodity items. And a good example of that is a train in Africa that called Allan [Blacknell 01:10:57], which probably many of you have not heard of.

Jeanette Fielding:

We actually produce... It produces oil that's... It's a widely grown in Africa. It's a very fussy plant, we've learned, but it actually produces oil very suitable to replace Palm oil. And so we work with local farming, local stakeholders who own that land and we collect the big, and they weren't really using them too much. I don't know if you've ever seen one, but they're very heavy, very difficult to use, but are very interesting to us. And so we are very much aware of that. And we explore other locally produced plants, and plant oils. I think it's important.

Myriam Sidibe:

Yes. All right, I think-

John Haigh:

Thank you.

Jeanette Fielding:

Thank you so much.