



# **Social Mission Overview**

**June 5, 2017**

**Rob Michalak**

**Galactic Director of Social Mission**



“LINKED PROSPERITY”



# Statement of Mission

Ben & Jerry's is founded on & dedicated to a sustainable corporate concept of linked prosperity. Our mission consists of 3 interrelated parts:

## PRODUCT mission

To make, distribute & sell the finest quality all natural ice cream & euphoric concoctions with a continued commitment to incorporating wholesome, natural ingredients & promoting business practices that respect the Earth & the Environment.



## ECONOMIC mission

To operate the Company on a sustainable financial basis of profitable growth, increasing value for our stakeholders & expanding opportunities for development & career growth for our employees.



## SOCIAL mission

To operate the Company in a way that actively recognizes the central role that business plays in society by initiating innovative ways to improve the quality of life locally, nationally & internationally.



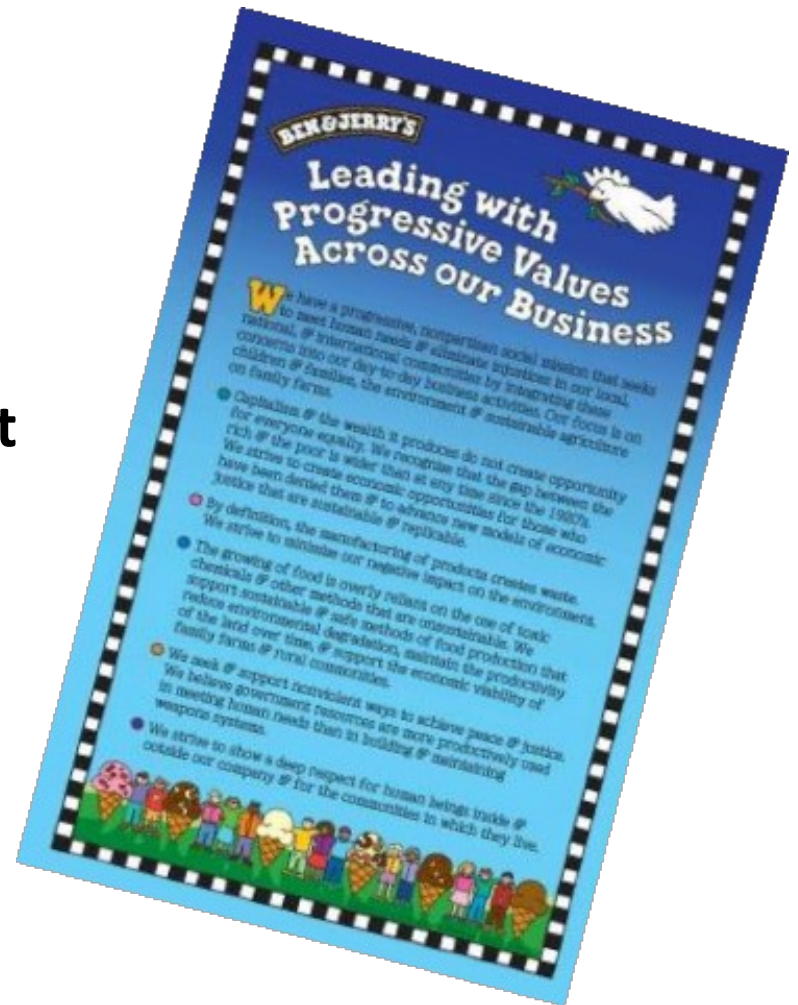
**CENTRAL TO THE MISSION** of Ben & Jerry's is the belief that all 3 parts must thrive equally in a manner that commands deep respect for individuals in & outside the Company & supports the communities of which they are a part.

© Ben & Jerry's Homemade Holdings, Inc. 2003 2000

“... INITIATING INNOVATIVE WAYS TO IMPROVE THE QUALITY OF LIFE...”

# What we believe in!

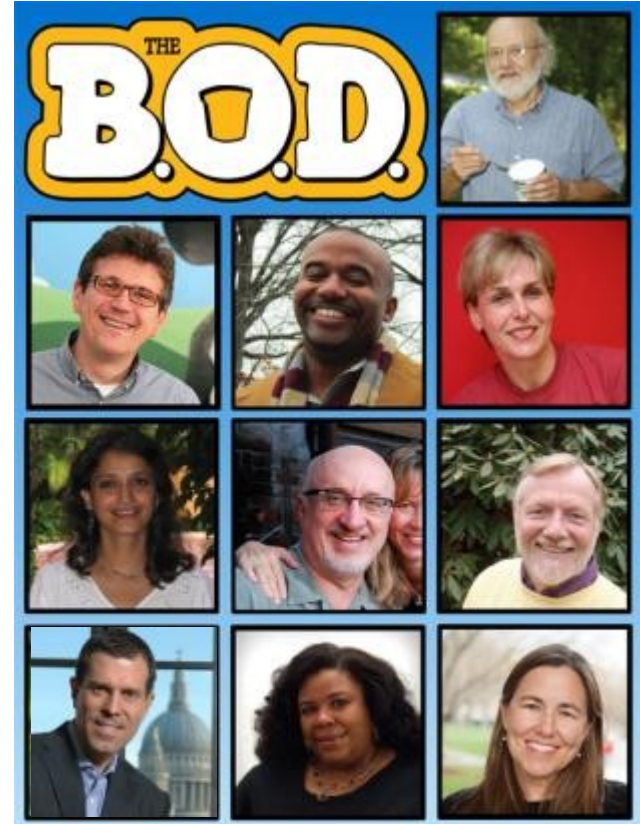
- economic justice
- protecting the environment
- safe & sustainable food
- peace & justice
- respect for people &



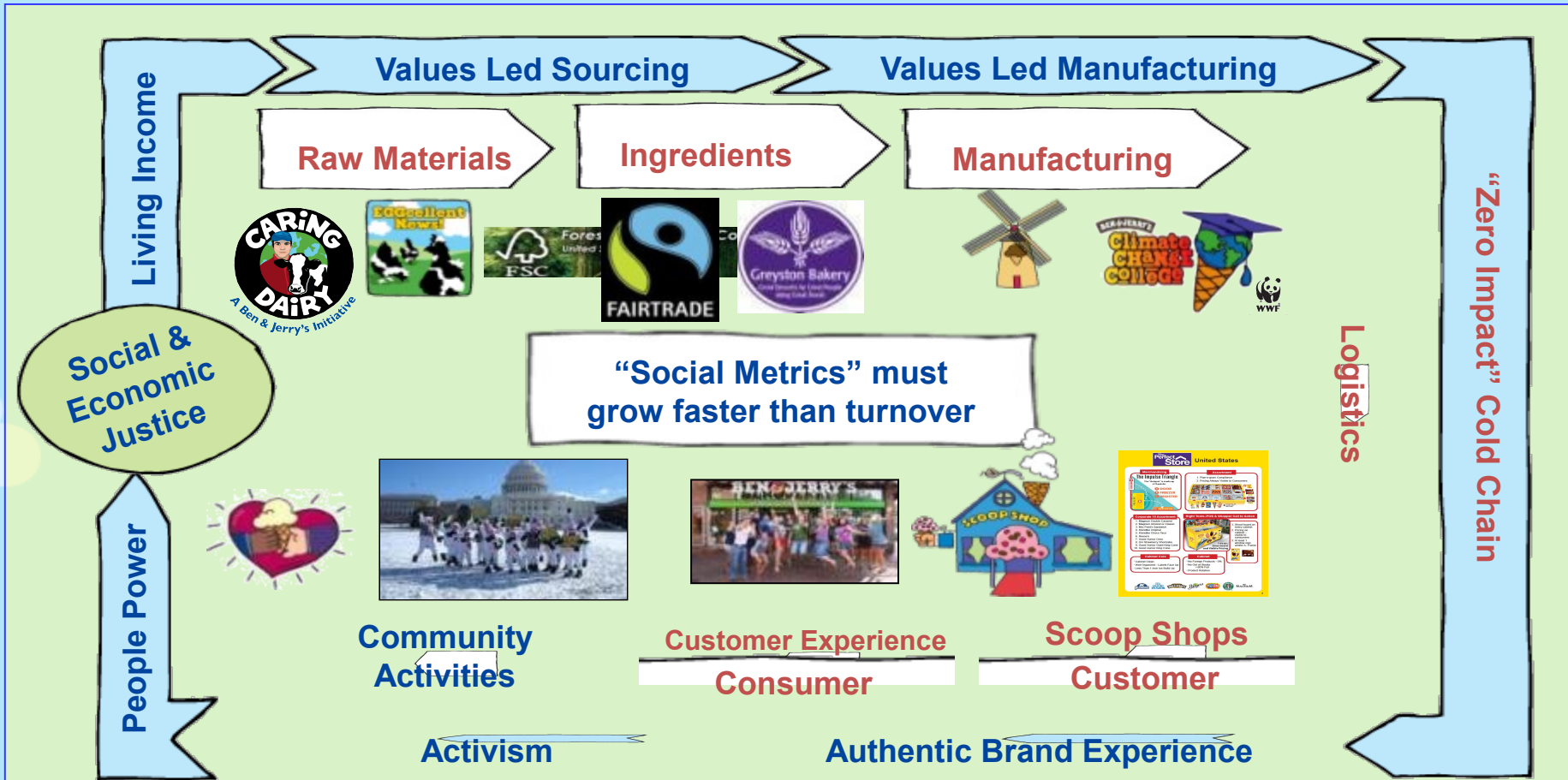
# Governance Structure

The B&J Board holds "primary responsibility" for preserving and enhancing the Social Mission of B&J and for safeguarding the integrity of the B&J brand.

Unilever holds "primary responsibility" for financial and operational aspects of B&J.



# Linked Prosperity Network



# Change-making capacities **internal**



# Change-making capacities **external**



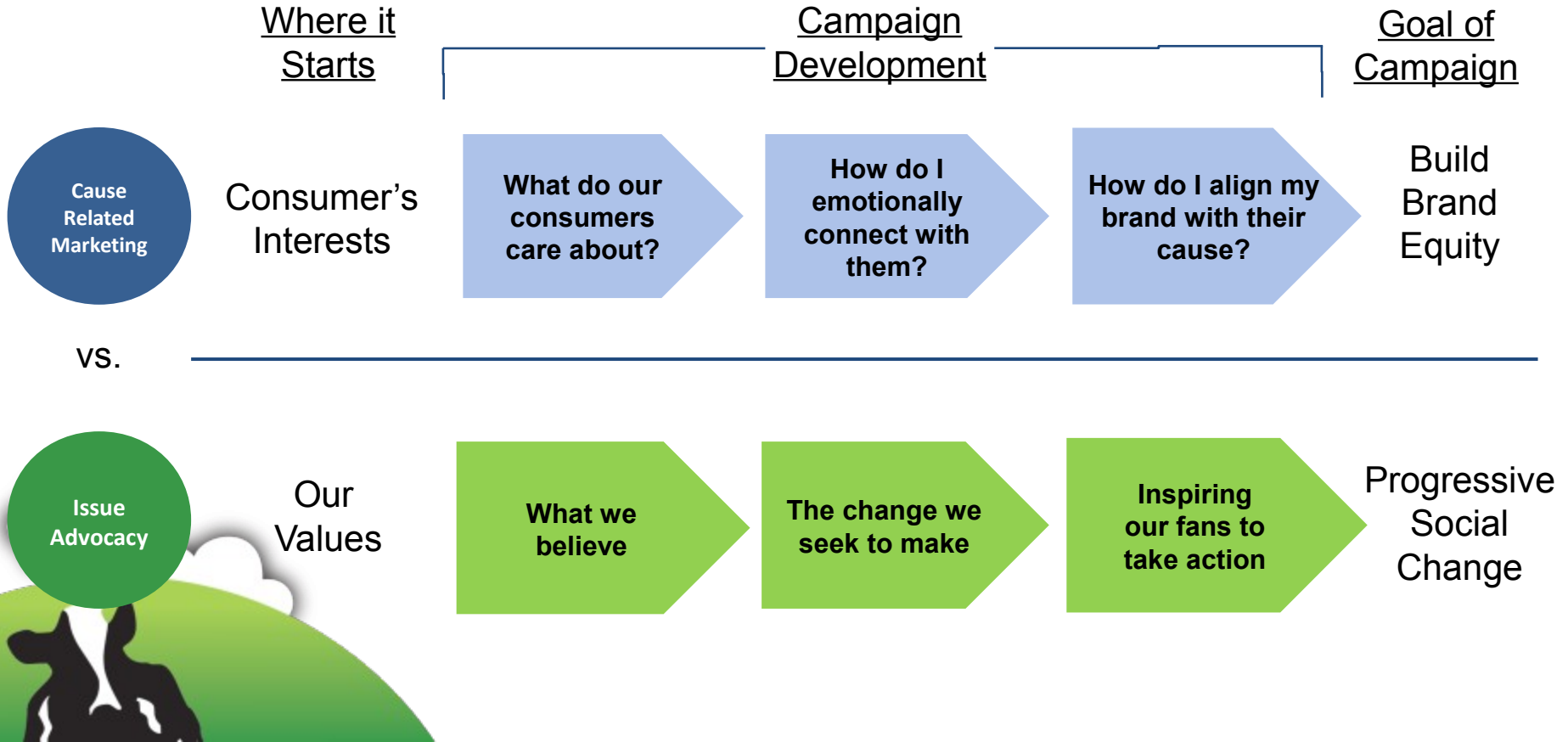
# An Activist Company

- We **STAND** for something
- We **ACT** on our values
- We **INVITE** our fans and customers to join us in taking action





# Cause Related Marketing vs. Values Led Activism



# Strategy through 2020

## Platforms

## Programs

## Platforms

Low carbon &  
climate resilient  
value chain

Climate Justice

Regenerative Dairy  
model

Social & Economic  
Equity

Equitable & Inclusive  
value chain

Fairtrade  
enterprise model



# Internal Programs

**Low Carbon &  
Climate Resilient  
Value Chain**

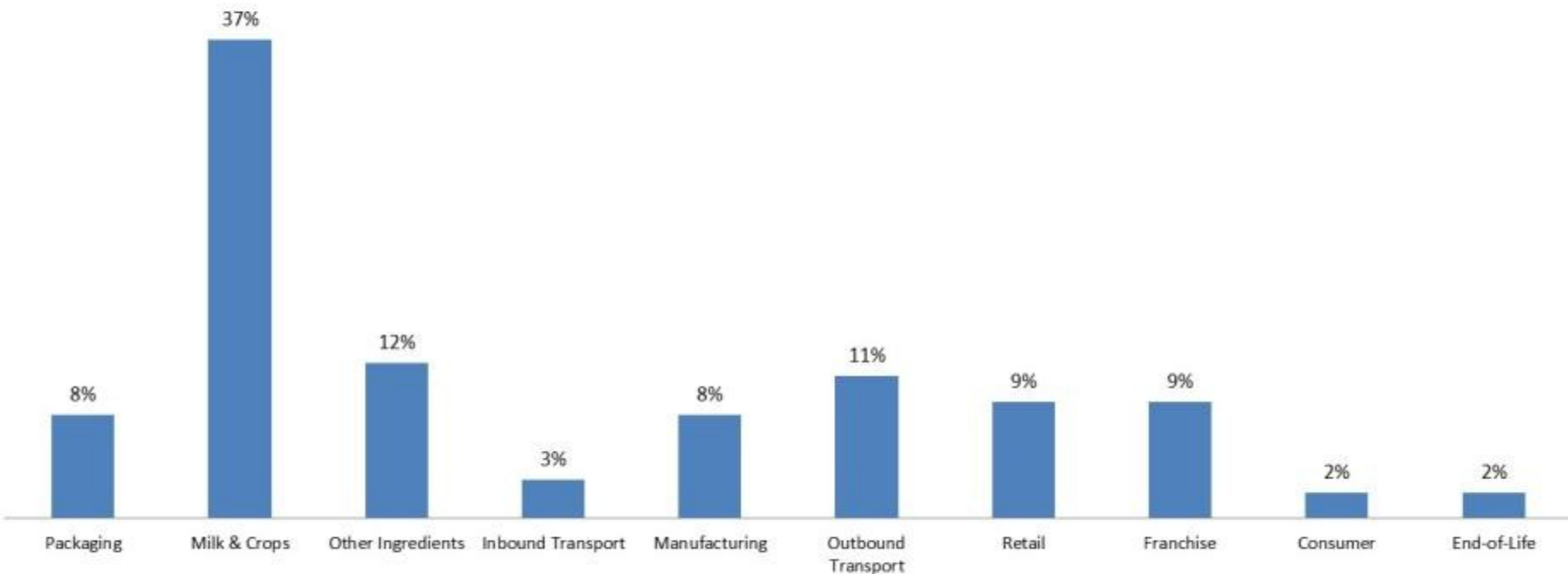
**Regenerative Dairy  
Model**

**Equitable & Inclusive  
Value Chain**

**Fairtrade  
Enterprise Model**



# Lifecycle Emissions are mainly from the dairy farm and feed production

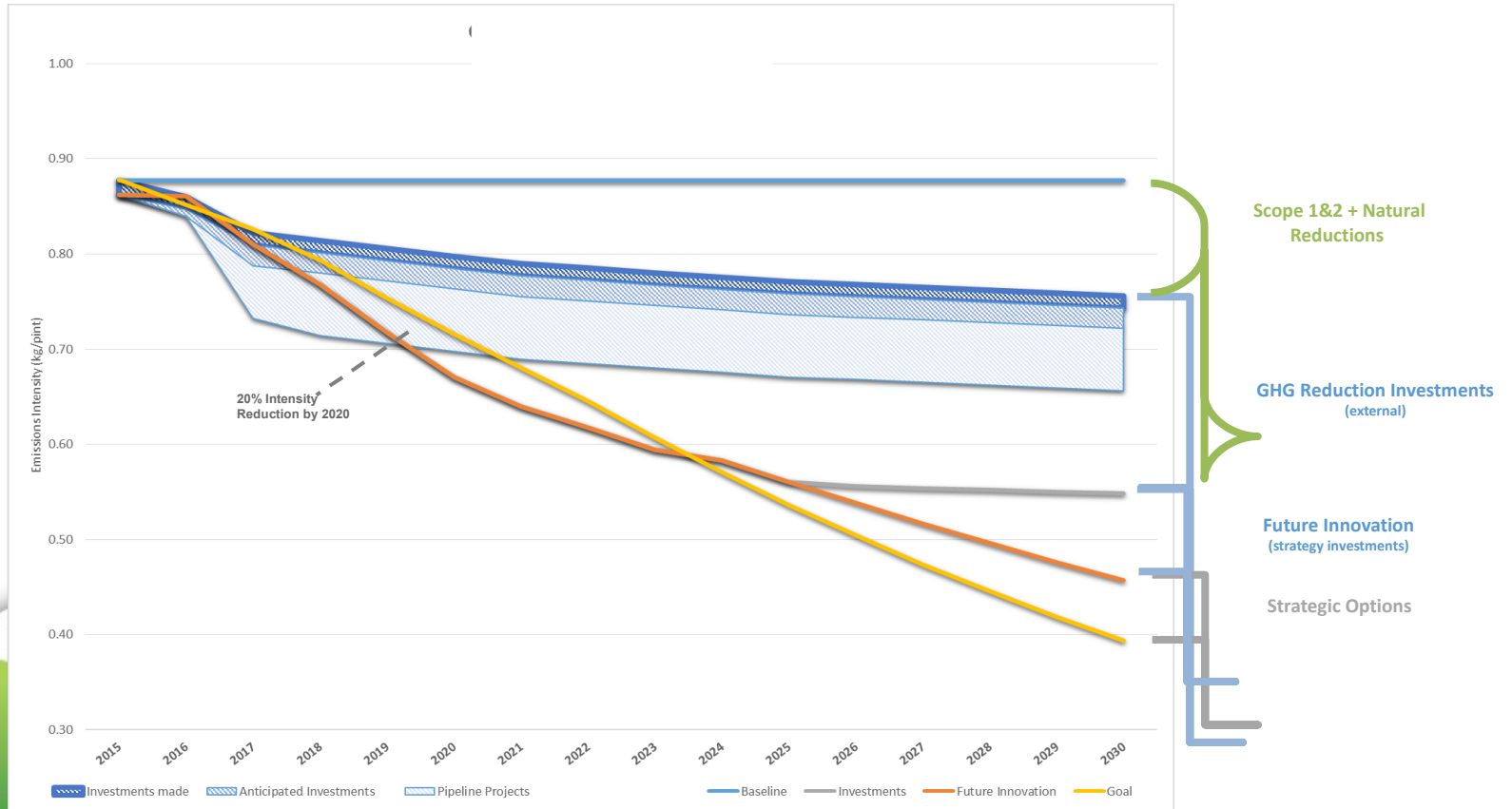


Scope 3

Scope  
1 & 2

Scope 3

# GHG Reduction Estimates: 2015-2030



# Internal Programs

Low Carbon &  
Climate Resilient  
Value Chain

**Regenerative Dairy  
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Fairtrade  
Enterprise Model





# Helping farmers improve:



Animal Husbandry



Biodiversity



Energy



Farm Economics



Nutrients



Water



Pest Management



Farm Worker



Soil Fertility & Health



Soil Loss



Community



Farmer & Family



# Regenerative Dairy Model

• Caring Dairy 2.0 launched in 2016

- Tiered approach to drive for improved performance:
  - Incentives based on ascending tiered system
  - Basic/Silver/Gold incentive pricing structure.
- Mapping the Farm of the Future (beyond CD 2.0)





# Internal Programs

Low Carbon &  
Climate Resilient  
Value Chain

Regenerative Dairy  
Model

**Equitable & Inclusive  
Value Chain**

Fairtrade  
Enterprise Model



# Social Enterprise

## Greyston Bakery Brownies





We don't hire people  
to bake brownies, we bake  
brownies to hire people



“Life is what you make it, but Greyston helps you achieve what you want to do in life”. Dion Drew – Bakery Trainer

# Case Study: Greyston Impact

Greyston employs people making the move out of poverty, homelessness, addiction, or hardship in Yonkers, NY.



## 1989

- B&J begins to purchase Greyston brownies
- Greyston hires 11 new bakers
- Fills one full shift
- Using a small outdated bakery
- limited support services

## 2017

- B&J uses Greyston brownies for several U.S. and global flavors
- Greyston employs 65 bakers annually
  - 3,000 + jobs created since 1989
  - \$65-million in payroll since 1989
- two shifts
- new bakery constructed
- support services: health care, housing, childcare touching 2,000 people / yr



# Internal Programs

Low Carbon &  
Climate Resilient  
Value Chain

Regenerative Dairy  
Model

Equitable & Inclusive  
Value Chain

**Fairtrade  
Enterprise Model**



# Fairtrade Alignment

Fairtrade criteria most closely aligns with our Mission & Progressive Values Statements.

FLO standards		
Trade	Social	Environment
<ul style="list-style-type: none"> <li>→ Stable minimum price</li> <li>→ Fair trade premium</li> <li>→ Long-term trading relationships</li> <li>→ Advance financing</li> </ul>	<ul style="list-style-type: none"> <li>→ Working conditions</li> <li>→ Community projects</li> <li>→ Democratization</li> <li>→ Ban on discrimination</li> <li>→ No child labor</li> </ul>	<ul style="list-style-type: none"> <li>→ List of banned substances</li> <li>→ Environmentally friendly farming</li> <li>→ Promotion of organic farming</li> <li>→ Ban on use of GMO</li> </ul>



# Fairtrade Producer Development Initiative (PDI)

## PDI Strategy

### 3 Platforms



Farmer Support



Linked Prosperity  
Trading Relationship



Industry Influence

X

### 3 Workstreams



Living Income



Climate Resilience



Cooperative  
Strengthening

=

**Dignified  
Life  
for  
Farmers**



# PDI Project Map

El Salvador  
*Sugar*  
(~6500 MT)



Mexico  
*Coffee*  
(~140 MT)



Palestine  
*Almonds*  
~25 MT



Cote d'Ivoire  
*Cocoa*  
~1000 MT



Uganda  
*Vanilla*  
~4 MT



Madagascar  
*Vanilla*  
~20 MT





# Climate Justice



**IF IT'S MELTED,  
IT'S RUINED!**



**IF IT'S MELTED,  
IT'S RUINED!**

**PLANet B.**

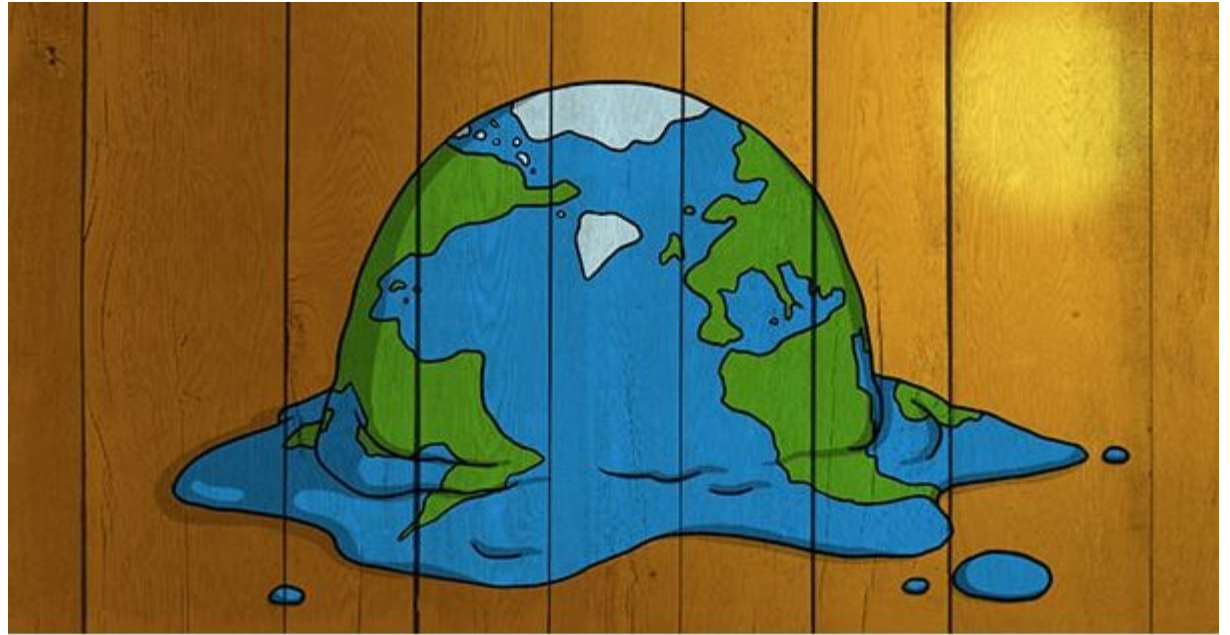


**FOSSIL FREE  
FUTURE  
100%  
CLEAN  
ENERGY**

**CLIMATE  
JOBS  
NOW**

# Supported Global Day of Action on Climate in 14 Cities on Nov 29, 2015





## 6 Reasons Ditching the Paris Climate Agreement Is the Right Move

We know a good idea when we see one, and Trump pulling the US out of the Paris Climate Agreement was definitely, absolutely, a good idea.

Definitely. Right? [Read More >](#)



# Social Equity



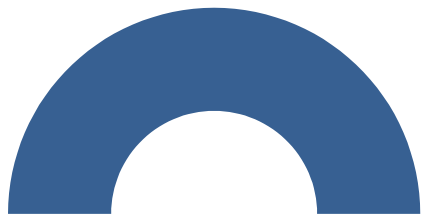


**BEN & JERRY'S**  
**DEMOCRACY**  
**IS IN YOUR**  
**HANDS**



**Racial Justice**





Inclusive culture  
Diverse Workplace



Economic equity  
Political equity  
Racial equity  
Social equity

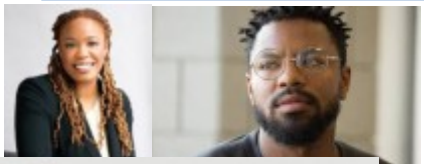
Culture focus



Movement focus



# LEARNING JOURNEY



January 6, 2016  
**The Beginning of our Racial Equality Learning Journey**  
 Last month, 25 Ben & Jerry's people took an unusual trip together to Greensboro, North Carolina to learn what we could about structural racism in America.  
[Read More >](#)



VERMONT VISION 10

ben & Jerry's foundation  
 greening the grassroots since 1985



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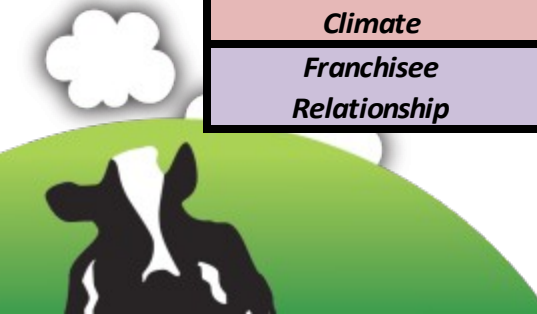
# Measure & Report



# 2014 vs. 2015 Quality of Results

		2014	2015		
So	QoR Category	QoR Component Value	QoR Component Score	QoR Component Score	% Change
<b>Values-Led Sourcing Practices</b>	Dairy	30	24.9	26.8	7.7%
	Sugar	12	11.8	12.0	1.2%
	Eggs	5	4.9	5.0	1.1%
	Chunks & Swirls	35	16.9	20.1	19.2%
	Banana	5	2.0	2.0	1.9%
	Cocoa Powder	8	4.9	5.0	3.0%
	Vanilla	5	1.9	2.0	3.6%
	Coffee	5	2.0	2.0	0.0%
	Non-GMO	10	7.3	9.5	29.2%
	Materials	10	5.0	5.0	0.4%
	Supplier Diversity	10	0.0	0.0	0.0%
<b>Community Engagement &amp; Activism</b>	Community/Activism	25	19.0	21.1	11.2%
<b>Environment &amp; Climate</b>	Environment & Climate	25	14.8	14.9	0.8%
<b>Franchisee Relationship</b>	Franchisees	15	13.0	12.5	-3.6%
<b>TOTAL QoR score</b>		<b>200</b>	<b>128.4</b>	<b>137.9</b>	<b>7.4%</b>

<b>2015 Global Sales Growth:</b>	<b>~ 13%</b>
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# Annual SEAR Report



## Major Areas of Focus in 2015

Our Three-Part Mission Statement is at Our Core.

Ben & Jerry's operates on a three-part mission that aims to create prosperity for everyone that's connected to our business: suppliers, employees, farmers, franchisees, customers, and neighbors alike.

You can read the whole Ben & Jerry's Mission Statement at [www.benjerry.com/values](http://www.benjerry.com/values).



## A Sustainable Model of Linked Prosperity

Our linked prosperity model is cast inside our Mission Statement, which was written in 1988. Numerous academics and progressive business visionaries have advocated for similar models in recent years, which is a good affirmation, but we've been working on strengthening the model ever since. And that's the point -- we're still working on it. We always will be. We totally understand that you never really get there. The work is never done.

What we envision with our linked prosperity model is that as the company prospers, all those touched by the company must also prosper, including employees, suppliers, customers, and communities. A simple idea, but it takes a lot of work by a lot of people

to make it happen.

Some of the more well-known, long-standing examples of linked prosperity include:





## B Corp Certification Update

- 2012 score: 89
- 2014 score: 101
- Global B&J's certification path:
  - Unilever Legal & B Lab are engaged in path-building

## B Impact Report

Certified since: September 2012

Summary:	Company Score	Median Score*
Environment	25	9
Workers	26	22
Customers	0	N/A
Community	34	32
Governance	16	10
Overall B Score	101	80

**Thanks!**

