

Business guidance *for deeper regeneration*

→ *Regenerative Agriculture Metrics: Socioeconomic chapter*



World Business
Council
for Sustainable
Development



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Socioeconomic *Context*



01.

01. Socioeconomic context

1.1 Importance of livelihoods in agriculture

Agriculture is fundamental to the livelihoods of billions of people worldwide, playing a critical role in food and nutrition security and economic stability. It is the primary source of income for about 2.6 billion people globally, particularly in rural areas where alternative employment opportunities are scarce.¹

Farmer livelihoods link intrinsically to the agricultural practices they conduct and the health of the ecosystem they depend on. Regenerative farming practices are essential to maintaining productive and resilient agricultural systems.

The escalating climate crisis makes the transition to regenerative agricultural models more critical than ever. Farmers and those involved in the agricultural value chain are increasingly feeling the effects of these challenges, which include extreme weather events, soil degradation, water scarcity and biodiversity loss. These challenges threaten the viability of agricultural systems and, by extension, the livelihoods and resilience of those who depend on them.

Regenerative agriculture emerges as a powerful counterpoint to business-as-usual or conventional practices. By focusing on enhancing ecosystem health and resilience, this approach not only benefits farmers but also supports the sustainability of the broader global food system.

1.2 Socioeconomic challenges farmers face

Economic pressures

Farmers globally face significant economic pressures that impact their ability to sustain their livelihoods and invest in more sustainable practices. These pressures include volatile market prices for agricultural products, increasing input costs and limited access to credit. When prices drop, farmers struggle to cover their production costs, leading to financial losses and debt, making it difficult to invest in sustainable practices or improve their operations.

Without sufficient financial resources, farmers cannot invest in regenerative practices that enhance their productivity and resilience. Smallholder farmers, in particular, often struggle with financial instability due to their limited bargaining power and vulnerability to market volatility. Many smallholder farmers also do not have the necessary collateral or financial history to secure loans from formal financial institutions.²

Climate and environmental stressors

Climate change exacerbates the vulnerabilities of farmers and their communities with increased frequency and intensity of extreme weather events such as droughts and floods. These events lead to significant economic losses and threaten livelihoods and food and nutrition security. For example, in low- and lower-middle income countries (which we refer to as LMICs in this document, following World Bank classifications) droughts cost the agricultural sector over USD \$37 billion, with 34% of crop and livestock production lost from 2008 to 2018.³

Additionally, farmers face long-term changes in temperature and precipitation patterns, which can alter growing seasons, reduce crop yields and increase the prevalence of pests and diseases. These climate-related stressors reduce farmers' (and workers') current incomes, increase their vulnerability to future shocks and cause harsher working conditions, posing risks to the health and safety of farm workers.⁴

Well-being and mental health

Globally, farmers experience high levels of stress due to volatile market prices, extreme weather, isolation and long working hours. Nearly 25% of farmers globally face mental health issues annually,⁵ with a suicide rate 3.5 times higher than the general population in areas like the United States.⁶ Additionally, limited access to mental health services in rural areas exacerbates these challenges, often leaving farmers without adequate support.⁷



1.3 The socioeconomic impacts of regenerative agriculture

Financial

Regenerative agriculture can lead to increased farmer incomes by improving yields and reducing input costs.^{8,9,10} As these practices often involve better management of natural resources, it is possible to reduce the dependency on expensive external inputs like fertilizers and pesticides. Enhanced soil health can lead to higher and more stable crop yields over time by reducing the impact of climate and environmental shocks. Additionally, regenerative agriculture can open up new income opportunities for farmers – for instance through additional crops sold or income from ecosystem services, such as carbon credits – further improving farm income and resilience. This may in turn result in increased farm worker remuneration, though there currently is an insufficient evidence base linking regenerative agriculture to increased worker remuneration.

Despite encouraging signs, it is important to note that the evidence on agricultural production is neither conclusive nor universal. While regenerative practices may lead to improvements in the long-term yield of agricultural production, in some cases yields could decrease, particularly in the initial years of transition from conventional practices.¹¹ In the context of documented yield stagnation under conventional practices and accelerating climate-driven impacts, the potential impacts of regenerative agriculture on yield and other financial outcomes is an important research area,¹² including the need for more field references in different contexts.

Well-being

Regenerative agriculture may also enhance food security through the increased accessibility of varied food options¹³ and indirectly through increased farmer purchasing power. Additionally, regenerative practices that promote soil health and biodiversity may create a more pleasant and rewarding working environment, contributing to better mental health and overall well-being.^{14,15} Early research also suggests regenerative agriculture may contribute to better mental health because of reduced financial stress through greater income stability and promoting community and social ties in farming networks.¹⁶

1.4 The role of business in accelerating the transition

It is crucial to acknowledge the importance of enablers that support the transition to regenerative agriculture. Farmer access to finance is vital to investing in this transition, while secure land tenure and ownership empower farmers to implement regenerative practices. Education and knowledge-sharing on regenerative agriculture are essential in spreading best practices and collaboration and participation in governance and decision-making structures are necessary to foster a supportive environment.

The transition to regenerative agriculture requires significant initial investments, such as costs associated with soil health improvements, diversifying income streams, building or upgrading irrigation systems and other farm infrastructure, new technologies and tools and training and education. To incentivize farmers to start this journey and support them throughout the process, businesses can undertake several activities. These include co-financing the transition, offering long-term contracts and providing technical and logistical support. While we do not include metrics for these activities in this publication as they are not direct outcomes of regenerative agriculture, they play a crucial role in encouraging and facilitating the transition.

By co-financing the transition, businesses can alleviate some of the financial burdens that farmers face. Long-term contracts provide farmers with stability and assurance, enabling them to invest in regenerative practices confidently. Additionally, offering technical and logistical support helps farmers overcome the practical challenges associated with the transition. These initiatives both incentivize farmers to adopt regenerative practices and ensure they have the necessary support to succeed in the long term.

The metrics and how *we designed them*



02.

02. The metrics and how we designed them

2.1 Socioeconomic sub-group on corporate metrics for regenerative agriculture

In the Regenerative Agriculture Metrics (RAM) workstream, the socioeconomic sub-group convened technical experts from 20 member and partner organizations over a four-month sprint. The objective of this sub-group was to identify key metrics to measure the socioeconomic impact of regenerative agriculture.

RAM working group participants have agreed on a set of principles to guide this work in the outcome areas (see Annex B for further principles agreed upon for this specific sub-group):

1. Ensure clarity of connection between metrics and ultimate outcomes, aligned with planetary boundaries.
2. Develop metrics that companies can use clearly and incorporate simple, scientific and robust agreed definitions.
3. Identify and build on synergies with the relevant existing efforts (frameworks, guidance, etc.) that measure and track metrics. This includes aligning methods and terminology with leading corporate sustainability and regenerative agriculture frameworks.
4. Ensure clarity on how data flows between farm, landscape and global corporate levels.
5. Consider and communicate the interconnectedness of sub-group metrics with other impact areas.
6. Focus on outcome-oriented core metrics that companies may accompany with intermediate (required for calculation) and additional (optional) metrics.
7. Ensure the alignment of the metrics supports progress on understanding and scaling the success of regenerative agriculture and that the intention is not to make them prescriptive or constrictive to companies.
8. Make sure guidance addresses key considerations and guardrails for implementation, including land-use change, differences across subsectors and value chains, etc.

2.2 Metrics to measure the socioeconomic outcomes of regenerative agriculture

The working group aligned on three socioeconomic outcomes of regenerative agriculture: increased financial benefits, increased well-being and increased social benefits. While we have explored the last outcome – increased social benefits – and the associated indicators, we did not reach alignment on associated metrics due to a lack of a robust evidence base and the limited number of relevant metrics used in existing frameworks.

We have classed the recommended metrics as either core or additional. The one core metric is the default, minimum metric we recommend to apply in all cases of corporate reporting and we have ensured their alignment with key frameworks. We also aligned on a set of six additional metrics that companies can optionally report on as standalone metrics to complement (but not replace) the core metric. We have classed these metrics as additional because they only apply in certain agricultural or geographic contexts, go beyond what we expect companies to report on at minimum or need a stronger evidence base.

We recommend one core metric to measure and indicate improvements in financial benefits: Farm net income. For the first two outcomes, we recommend a number of additional metrics that indicate indirect outcomes but can help build a stronger evidence base for their linkage with regenerative agriculture (see Table 1).

We recommend the metrics in Table 1 for use in tracking the performance and contribution of regenerative agriculture over time. This will help identify the contribution of regenerative agriculture to wider corporate socioeconomic goals.

Further, although covered in [distinct chapters](#) generated by WBCSD and the RAM working groups (on climate, water, soil health and biodiversity), it is important to view the metrics recommended for specific outcome areas holistically. For example, increased soil health can lead to higher and more stable crop yields and reduce the need for expensive chemical inputs, directly enhancing farmers' net income and economic stability. Similarly, reduced pesticide risk and improved ecological integrity, improved environmental flows and minimized water risk can contribute to increased well-being (physical and mental health) among farmers. Further, above- and below-ground carbon sequestration may lead to more diversity in income streams and increased overall net income if farmers receive payments for such ecosystem services. All environmental outcomes can ultimately affect farmer livelihoods and other socioeconomic outcomes; companies should therefore see the metrics below as complementary to and complemented by environmental impact metrics.

Table 1: Recommended socioeconomic metrics

Outcome	Indicator	Core metric	Additional metric	Description	Relevance
Increased financial benefits	Farm net income	Farm net income (LCU)/ha/year		Considers the total farm revenue for all sources of income (for all crops sold and other income sources) minus the total costs associated with production, providing a measure of the financial performance and profitability of a farm on a per hectare basis (see Annex D for more detailed guidance)	Directly measures increased financial benefits by quantifying the net income of the farm, which may increase as a result of yield increases over time, higher prices paid for regenerative products or additional income streams such as from intercropping or ecosystem services
			% of farm households that meet or are above the living income benchmark*	Share of farm households whose net income meets or exceeds the predefined living income benchmark, which is the minimum income required for a decent standard of living (covering needs such as food, housing, education and healthcare). Note: Mostly applicable in low- and lower-middle income countries (LMICs)	Directly measures increased financial benefits by indicating the proportion of farm households that achieve a living income – an objective that transitioning to regenerative agriculture may contribute to
			Return on investment (ROI) (profit/ha) – including yield, input prices and crop prices	Return on investment per hectare taking into account the profit generated from the target crop. Determine profit by subtracting total costs (including input prices) from total revenue (influenced by yield and crop prices) and then dividing by area of land in hectares	Directly measures increased financial benefits by quantifying the profitability of the target crop
	Farm worker remuneration		% of farm workers whose remuneration (LCU) meets or is above the living wage benchmark* Intermediate metric: Daily average remuneration (LCU)/day)**	Share of farm workers whose remuneration (including in-kind benefits) meets or exceeds the predefined living wage benchmark, which is the minimum wage required for a decent standard of living (covering needs such as food, housing, education and healthcare). Note: Mostly applicable in LMICs	Indirectly measures increased financial benefits as an increase in the proportion of farm workers who achieve a living wage as a result of increased farm net income
	Farm economic resilience		Inter-year variability of farm net income (LUC)/ha (5-year rolling average)	Standard deviation or coefficient of variation of farm net income over a five-year rolling period, whereby lower variability indicates more consistent and predictable income and thus stable financial performance	Directly measures increased financial benefits by quantifying the farm's capacity to cope with economic shocks, for instance as a result of yields stabilizing over time (due to healthier soils), income stability due to multiple sources of income or steadier prices paid for regenerative products (e.g., due to long-term contracts). We have supplemented this metric with metrics on farm resilience to climatic shocks in other RAM chapters that focus on environmental impact

Increased well-being	Food security		% of farm households classified as food secure (i.e., that do not fall in the moderate or severe food insecurity categories) in the past 12 months	Share of farmer households that have not experienced moderate or severe food insecurity in the past year, assessed based on farmer and household member responses to the Food Insecurity Experience Scale (FIES). Note: Mostly applicable in LMICs	Measures increased well-being in the form of increased food security, whether that is as a direct result of regenerative agriculture (e.g., smallholder communities being more food secure from the crops they produce and partly consume themselves) or an indirect result due to increased farm net income
	Mental health		% of farmers reporting moderate to high well-being (i.e., > threshold score of 50% in WHO-5 questionnaire that assesses psychological well-being	Share of farmers who report a high level of well-being, defined as scoring above 50 in the WHO-5	Measures increased well-being of the farmers, including increased mental health outcomes, whether as a direct result of regenerative agriculture (e.g., through fostering a deeper connection to the land and a sense of contributing positively to the environment) or an indirect result through other outcomes
Increased social benefits	N/A	N/A	N/A	N/A	N/A

Metric abbreviations:

- LCU: local currency unit
- ha: hectare
- yr: year
- FIES: Food Insecurity Experience Scale developed by the Food and Agriculture Organization of the United Nations (also see Annex E)
- WHO-5 = Five Well-Being Index developed by the World Health Organization (also see Annex E)

*For those below the living income or wage benchmark, companies can use the % that have a reduction in the gap. If a living income or wage benchmark is not available in the specific locality, companies can use other poverty thresholds as a second-best option (World Bank Poverty Line or the national (rural) minimum wage).

**Measures the combined daily average remuneration consisting of wages and quantified in-kind benefits (IKBs) for workers employed on the farm.

2.3 Our process

To align the outcomes and metrics with existing corporate reporting requirements, we conducted:

- A review of socioeconomic-related outcomes, indicators and metrics included in relevant standards and frameworks. Where we found no metrics in existing frameworks used for corporate reporting or regenerative agriculture, we looked outside of existing frameworks for metrics used in other (agricultural) contexts.
- An assessment of the identified indicators and metrics against a set of pre-defined evaluation criteria to determine the level of commonalities (how many frameworks include them), the causal link between them and regenerative agriculture practices, the expected feasibility of measuring and the relevance of measuring the outcome of regenerative agriculture (see Annex C for the full list of evaluation criteria).

The framework mapping was a first step in developing an overview of outcomes, indicators and metrics used in relevant frameworks for both regenerative agriculture and corporate sustainability assessment, target-setting and disclosure. These include:

- Regenerative agriculture frameworks: One Planet Business for Biodiversity (OP2B), Regen10 Outcomes framework v0, Textile Exchange (TE), regenagri, Regenerative Organic Certified (ROC)

- Sustainability frameworks: Global Reporting Initiative Sector Standard for Agriculture, Aquaculture and Fishing (GRI13), EU Corporate Sustainability Reporting Directive (CSRD), EU Corporate Sustainability Due Diligence Directive (CSDDD)
- Corporate frameworks: Unilever Regenerative Agriculture MRV (monitoring, reporting and verification), PepsiCo Livelihoods Implementation Framework for Engagement (LIFE) Metrics, Pernod Ricard, Nestlé Agriculture Framework)

The initial mapping highlighted points of agreement and divergence among the relevant frameworks, informing recommendations among potential metrics. Table 2, Table 3 and Table 4 show the mapping of core and additional metrics. We have included more frameworks in the initial review but not in the table below due to the exclusion of socioeconomic indicators and metrics from these frameworks.

The frameworks mapped included indicators and metrics related to human and labor rights. We did not include these in this outcome-based guidance as we view human and labor rights compliance as an underlying requirement of any agricultural practice, rather than as an outcome of regenerative agriculture.



Table 2: Regenerative agriculture frameworks mapping for recommended metrics

Outcome	Indicator	Metric	OP2B	Regen10	TE	regenagri	ROC
Increased financial benefits	Farm net income	Farm net income (LCU)/ha/year	M	M	M	I	I
		% of farm households that meet or are above the living income benchmark*	I	M	M	I	I
		ROI (profit/ha) – including yield, input prices and crop prices	I	M	M	I	I
	Farm worker remuneration	% of farm workers whose remuneration (LCU) meets or is above the living wage benchmark* Intermediate metric: daily average remuneration (LCU/day)	N	I	M	I	I
	Farm resilience	Inter-year variability of farm net income (LUC)/ha (5-year rolling average)	N	M	I	I	I
Increased well-being	Food security	% of farm households classified as food secure (i.e., that do not fall in the moderate or severe food insecurity categories) in the past 12 months	N	N	I	N	N
	Mental health	% of farmers reporting moderate to high well-being (i.e., > threshold score of 50% in WHO-5)	N	N	N	N	N

Key:

- M: metric included in or derived from, framework
- I: indicator included in framework (not the metric)
- N: not included in framework

Table 3: Sustainability frameworks mapping for recommended metrics

Outcome	Indicator	Metric	GRI13	CSRD	CSDDD
Increased financial benefits	Farm net income	Farm net income (LCU)/ha/year	I	I	I
		% of farm households that meet or are above the living income benchmark*	I	I	I
		ROI (profit/ha) – including yield, input prices and crop prices	I	I	I
	Farm worker remuneration	% of farm workers whose remuneration (LCU) meets or is above the living wage benchmark* Intermediate metric: daily average remuneration (LCU/day)	I	I	I
	Farm resilience	Inter-year variability of farm net income (LUC)/ha (5-year rolling average)	I	N	N
Increased well-being	Food security	% of farm households classified as food secure (i.e., that do not fall in the moderate or severe food insecurity categories) in the past 12 months	I	N	I
	Mental health	% of farmers reporting moderate to high well-being (i.e., > threshold score of 50% in WHO-5)	I	I	I

Key:

- M: metric included in or derived from, framework
- I: indicator included in framework (not the metric)
- N: not included in framework

Table 4: Corporate frameworks mapping for recommended metrics

Outcome	Indicator	Metric	Unilever	PepsiCo	Pernod Ricard	Nestlé
Increased financial benefits	Farm net income	Farm net income (LCU)/ha/year	M	M	M	M
		% of farm households that meet or are above the living income benchmark*	M	M	I	I
		ROI (profit/ha) – including yield, input prices and crop prices	I	M	I	I
	Farm worker remuneration	% of farm workers whose remuneration (LCU) meets or is above the living wage benchmark* Intermediate metric: daily average remuneration (LCU/day)	I	M	I	N
	Farm resilience	Inter-year variability of farm net income (LUC)/ha (5-year rolling average)	N	I	I	N
Increased well-being	Food security	% of farm households classified as food secure (i.e., that do not fall in the moderate or severe food insecurity categories) in the past 12 months	N	I	N	N
	Mental health	% of farmers reporting moderate to high well-being (i.e., > threshold score of 50% in WHO-5)	N	N	I	N

Metric abbreviations:

- LCU: local currency unit
- ha: hectare
- yr: year
- FIES: Food Insecurity Experience Scale developed by the Food and Agriculture Organization of the United Nations (also see Annex E)
- WHO-5 = Five Well-Being Index developed by the World Health Organization (also see Annex E)

Key:

- M: metric included in or derived from, framework
- I: indicator included in framework (not the metric)
- N: not included in framework

Criteria assessment

We agreed on a set of evaluation criteria for metrics in the context of regenerative agriculture – adapted from the criteria developed for the [Water, Soil and Biodiversity chapters](#). These criteria address key points related to alignment with existing frameworks, relevance to objective, evidence base, feasibility, generality, breadth

and potential for standardization, target-setting and gaming or creating perverse outcomes (see Annex C for a description of each criterion). Table 5 shows the results for the recommended core metric.

Table 5: Evaluation criteria assessment results for recommended core metric

Outcome	Indicator	Metric	Criteria								
			Alignment	Relevance	Evidence	Feasibility	Generality	Breadth	Standardization	Target-setting	Gaming
Increased financial benefits	Farm net income	Farm net income (LCU)/ha/year	H	H	H	M	M	H	M	H	M

Key:

- L = Low: Either does not meet criterion or partially meets criterion but with significant limitations or challenges
- M = Medium: Partially meets criterion
- H = High: Fully meets criterion

Opportunities to *implement the metrics*



03.

03. Opportunities for the implementation of metrics

Opportunities for measurement and target-setting

These indicators and associated metrics can provide a basis for corporate target-setting on regenerative agriculture outcomes. Defining targets or thresholds is not in the scope of this guidance chapter but resources are available to help companies define appropriate targets and monitor and disclose progress.

Guidance on farm net income & living income

Both the EU Deforestation Regulation (EUDR) and the Corporate Sustainability Due Diligence Directive (CSDDD) reference the concepts of living income and living wage. These regulations emphasize the need for fair compensation for farmers and farm workers, ensuring their economic stability and sustainability. Key resources for guidance are:

- Digital Integration of Agricultural Supply Chains Alliance (DIASCA):¹⁷ This alliance has developed specific guidance to measure current income in the agricultural sector (see Annex D for more detailed guidance). This guidance aligns with major forums working on living income and aims to ensure compliance with upcoming EU regulations (EUDR and CSDDD).
- Living Income Community of Practice (LICO):¹⁸ This community provides comprehensive guidance on measuring living income and using living income benchmarks.
- Committee on Sustainability Assessment (COSA) and KIT Royal Tropical Institute:¹⁹ These organizations offer a detailed guidance manual on calculating and visualizing living income gaps.

Guidance on worker remuneration and living wage

- EUDR and CSDDD highlight living income and living wage.
- The International Labour Organization (ILO) Convention on Minimum Wages underscores the necessity for wages that ensure a decent standard of living for workers and their families.
- IDH's Living Wage Benchmark Finder²¹ tool assists companies in identifying credible living wage benchmarks for each country from which they source.
- WageMap²² is a consortium with the mission is to promote living wages for workers globally. It does this by establishing a global living wage standard, maintaining a common database, providing implementation support and expanding the global movement.

Other indicators

Additional indicators discussed in this chapter include farm economic resilience (income stability), food security and mental health. While the indicators for farm and farm worker compensation have deeper definitions compared to concrete target-setting opportunities for these indicators, we encourage companies to set their own targets aligned with their regenerative agriculture goals and strategies (e.g., investing in Sustainable Development Goal (SDG) 2: Zero Hunger).

Disaggregated data

We recommend disaggregating data collected on these metrics by gender and age. Reporting on these metrics with such disaggregation provides deeper insights into how different groups, particularly women and youth, experience improvements in socioeconomic areas. Early research suggests that regenerative agriculture can enhance gender equity and attract youth to farming. Disaggregating data by gender and age may help build out this evidence base and further incentivize the transition to regenerative agriculture to support these groups.



Gaps and challenges

Despite the promising potential of these metrics, several challenges persist in measuring the socioeconomic impact of regenerative agriculture. The nascent nature of the field means there are few existing metrics to build upon and a limited evidence base demonstrating a direct causal link between socioeconomic outcomes and regenerative agriculture practices or programs. This limited evidence makes it challenging to attribute positive outcomes directly to regenerative agriculture. Further, there are limits to the potential for corporate target-setting grounded in science. Where there are initiatives such as the Science Based Targets Network (SBTN) for environmental indicators, similar opportunities to set targets on socioeconomic topics have not emerged yet. Collecting data against these metrics can also contribute to building a more robust evidence base over time. Given the limited evidence base for the socioeconomic impacts of regenerative agriculture and that there is currently no single way of measuring these, collecting data for these metrics can contribute to building a more robust evidence base and inform the alignment process for these metrics.

Gathering socioeconomic data is often difficult and costly. Data privacy and commercial interests can limit the collection of information, particularly regarding farmer net income at a corporate aggregate level. Additionally, context specificity plays a significant role. Some metrics are particularly relevant in certain contexts but not in others. For instance, food security is a metric that primarily applies to smallholder contexts in LMICs and we therefore do not recommend their measurement in those contexts but not in others. Data privacy issues may be more significant for larger farms in upper-middle and high-income countries (UMICs and HICs), such as North America, whereas smallholders in LMICs may be more open to sharing data, though the costs associated with data collection remain high.

In conclusion, while there are challenges in measuring the socioeconomic impacts of regenerative agriculture, the metrics and guidance provided in this document offer a valuable starting point. By addressing gaps and challenges and thereby accelerating the transition, businesses can play a pivotal role in advancing regenerative agriculture and achieving meaningful socioeconomic outcomes.

Case Study: Nestlé's Nescafé Plan 2030 – RegenTa program

Nescafé works to increase the uptake of regenerative agriculture among coffee farmers in its supply chain, with the aim to not only reduce greenhouse gas emissions but also to increase farmers' incomes and contribute to enhanced social conditions. For many sourcing origins, Nescafé has monitored an increase in farmers' yields of 5-25% through regenerative agriculture, thus contributing to higher incomes for farmers in its supply chain.

The RegenTa program (under the Nescafé Plan 2030) in Indonesia focuses on smallholder adoption of regenerative agricultural practices and has resilience at its core. The program aims to empower farmers to earn enough to support a decent standard of living by working on three key challenges:

- Productivity
- Economic resilience
- Weather resilience

Tackling the productivity challenge entails focusing on volume, cost of production and income diversification.

Household income assessments will help Nescafé paint a clear picture of farmers' net income and, over time, RegenTa will compare these to the local living income benchmark to assess whether, how and to what extent regenerative agriculture supports farmers' ability to achieve a living income.

RegenTa adopts a collaborative approach where Nescafé's partner Rainforest Alliance collects household income data, local and international implementing partners deliver training and farmers receive agency through long-term engagements.²⁰

Source: Nescafé. NESCAFÉ PLAN 2030: PROGRESS REPORT 2023.

Retrieved from: <https://www.nestle.com/sites/default/files/2024-05/nescafe-plan-2030-progress-report-2023.pdf>.

Next steps to *accelerate the transition to regenerative agriculture*



04.

04. Next steps to accelerate the transition to regenerative agriculture

The ultimate objective of this work is to enable companies to measure and report on the outcomes and impact of regenerative agriculture. To date, this working group has published guidance on recommended metrics and outcomes on climate, water, biodiversity and soil.

Our work with OP2B on regenerative agriculture metrics aims to address common pain points in the system relating to “measure and manage performance”. Aligning on a common set of indicators to measure the outcomes of regenerative agriculture will lead to outcomes that align, incentivize and accelerate progress on nature targets (as well as net-zero emissions and equity-related targets) and secure the necessary financing to propel the transition by cultivating transparency.

In 2024, WBCSD and OP2B will continue to facilitate the system-wide transition to regenerative agriculture as part of the broader drive for corporate performance and accountability on climate, nature and equity, as well as action at the landscape level and in the enabling environment.

This includes:

Accountability

- Framing regenerative agriculture outcomes and metrics within the broader context of sustainable land-use, as outlined in the Nature Positive Roadmap for the agri-food system;²³
- Engaging with the relevant reporting frameworks and standard-setting bodies (including the Task Force on Climate-related Financial Disclosures (TCFD), TNFD, SBTN, GHG (greenhouse gas) Protocol, CSRD, Science Based Targets initiative Forests, Land and Agriculture (SBTi FLAG) Guidance, CDP and others) to support 1) alignment on metrics that are scientifically robust and practical for corporate use and 2) guidance for implementation (on materiality, value chains, data challenges and more).

Landscape action

- Clarifying the financing needs and opportunities to de-risk farmers' transition to regenerative agriculture in Europe and another smallholder farm archetype. In Europe, this includes identifying opportunities for co-investment, building on the existing business case.²⁴ In addition, the work includes understanding the costs of the transition and demonstrating the business case in a smallholder farm archetype.
- Catalyzing public-private investment opportunities by convening roundtables to bring to light public/private investment opportunities for a large-scale landscape project feasibility study.

- Supporting comprehensive farmer financing mechanisms by developing a guide on investment options to de-risk farmer transitions to regenerative agriculture.
- Supporting the United Nations Climate Change Conference (COP28) Action Agenda on Regenerative Landscapes, which aims to aggregate, accelerate and amplify existing efforts and new commitments to transition large agricultural landscapes to regenerative landscapes. In 2024, the Action Agenda aims to advance the mapping of existing and planned regenerative landscape efforts. It will do this by brokering partnerships across the food and agriculture value chain, with financiers and the public sector and communicate efforts and results to amplify the landscape approach and mobilize additional action.

Enabling

- Driving awareness of the regenerative agriculture policy business case by improving positioning it in global fora (UN Convention on Biological Diversity Conference (CBD COP16), New York Climate Week, the European Union, etc.).
- Financing regenerative landscape projects by developing clear policy asks on blended funding for regenerative landscapes, laying the groundwork for a public-private partnership in Europe.
- Aligning a strong position for regenerative agriculture in upcoming EU policy.

It is important to note that the leading corporate frameworks for nature-related and regenerative agriculture – and the scientific methodologies and data that underpin them – continue to evolve and improve. Companies should see this work as a starting point to help align the industry with the regenerative agriculture outcomes and metrics that are likely to be developed and improved in the future. We will revisit our recommendations periodically to keep up with the latest developments.

5. Annexes

5.1 Annex A: Abbreviations

CSDDD	Corporate Sustainability Due Diligence Directive
COSA	Committee on Sustainability Assessment
DIASCA	Digital Integration of Agricultural Supply Chains Alliance
EUDR	European Union Deforestation Regulation
FIES	Food Insecurity Experience Scale (developed by the Food and Agriculture Organization)
ha	hectare
IKBs	In-kind benefits
LCU	local currency unit
LICoP	Living Income Community of Practice
LMICs	low- and lower-middle income countries (as defined by the World Bank)
MoE	margin of error
RAM	Regenerative Agriculture Metrics
ROI	return on investment
SBTN	Science Based Targets Network
SDG	Sustainable Development Goal (developed by the United Nations)
WHO-5	Five Well-Being Index (developed by the World Health Organization)
yr	year

5.2 Annex B: Guiding principles for the socioeconomic sub-group

1. Metrics should be generally applicable to companies working with different farmers and farm sizes, including smallholdings, and should allow for flexibility in adaptation to local contexts – without changing their core meaning.
2. Metrics should align with credible and recognized existing concepts and definitions of socioeconomic well-being.
3. It is necessary to take a holistic approach that goes beyond purely financial/economic indicators but focuses also on social outcomes of regenerative agriculture.
4. Metrics should allow companies to quantify the positive socioeconomic impact resulting from regenerative agriculture (going beyond do no harm).
5. The approach taken needs to differentiate between must haves and nice to haves, ensuring there is alignment on minimum thresholds but maintaining a high level of ambition.
6. Metrics should measure the key outcomes and indicators that are important for companies to report on and that a majority of the group can align on.

5.3 Annex C: Evaluation criteria

WBCSD originally developed these evaluation criteria for its [Regenerative Agriculture Metrics: Water Chapter](#). We have made minor adaptations for their adoption for this socioeconomic chapter.

Metric criteria	Explanation
Alignment	Does the metric align with existing reporting frameworks?
Relevance to objective	Is the metric likely to drive effective change in the right direction, with a relevant order of magnitude of the change?
Evidence base	Is there an adequate evidence base linking the metric to the objective with a causal link?
Feasibility	Are effort/cost/capacity requirements compatible with widespread implementation? For example, is data readily available or easy to gather?
Generality	Is it possible to apply the metric meaningfully in all geographic and agricultural contexts?
Breadth	How fully does the metric cover the relevant sub-objective/indicator – would it need no supplementing with other metrics in order to fill gaps?
Potential for standardization	Is it possible to clearly define and standardize the metric methodology for consistent application?
Potential for target-setting	Is the metric amenable to defining baselines and targets?
Potential for gaming or creating perverse outcomes	Are there significant risks that companies could use the metric to mislead or that they will misapply it, resulting in undesired outcomes?

5.4 Annex D: Guidance on the farm net income core metric

This section provides guidance on definitions and instructions on data collection and reporting for the core metric on farm net income. We have partly based this guidance on the work conducted by the GIZ-initiative Digital Integration of Agricultural Supply Chains Alliance (DIASCA), a platform that convenes the public and private sectors to create common guidance regarding metrics and protocols to measure farm and household income. We recommend using the DIASCA framework as GIZ developed it specifically for agricultural contexts, ensures regulation-proof measurement by aligning with upcoming EU regulations (i.e., EU Deforestation Regulation (EUDR) and the Corporate Sustainability Due Diligence Directive (CSDDD)) and aligns with the major fora working on living income.

Metric scope and interpretation

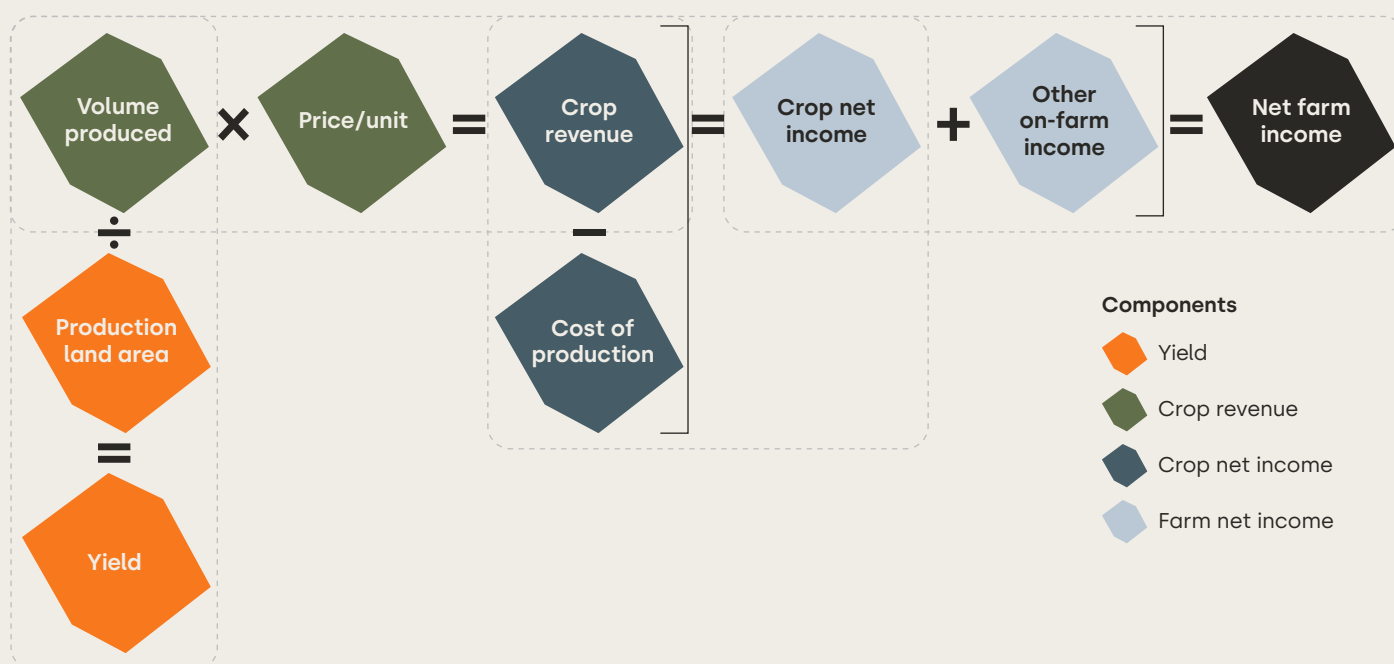
Farm net income concerns the net income derived from on-farm activities. It is a calculation of the total revenue from crop/product sales and other farm activities minus the total costs to produce these. Companies must report this metric in the local currency unit (LCU) divided by land area (ha) on an annual basis. We recommend measuring on a per hectare basis because this allows for easy comparison of financial performance for farms of varying sizes. Additionally, this way it is possible to benchmark farms against industry

standards and widely used reporting frameworks, fostering the adoption of best practices. However, different crop types and farming systems can lead to misleading comparisons, as high-value crops naturally generate more income per hectare than staple crops. To mitigate this, companies should segment the data by crop types for more relevant comparisons (e.g., by using our recommended additional metric on return on investment per hectare from the target crop).

We note that only measuring farm net income instead of total household net income does not account for changes in household labor allocation (i.e., moving labor away from other income-generating activities). Furthermore, comparing net income to a living income benchmark will require including the (off-farm) income-generating activities of all other household members. For the farm net income metric, however, companies will only measure the income from on-farm activities as this income relates more directly to regenerative agriculture practices and it provides a more practical scope for the metric.

A common framework and approach for farm income metrics is essential to facilitating consistent and standardized reporting. The farm economic model below (Figure 1) shows the intermediate components of farm income and their use together to calculate farm net income. If there are concerns regarding data privacy or commercial interests, we recommend focusing on certain intermediate components to provide an indication of farm net income.

Figure 1: Farm economic model (adapted from DIASCA framework)



A positive number indicates that the farm net income is profitable. Companies should consider year-to-year changes in this metric in context (e.g., changes in prices, yields and shocks to the system), many factors of which may not be within the direct control of farmers or companies.

Key considerations for companies starting to collect data on farm net income

Use of data

Understanding the purpose of data collection is crucial in ensuring meaningful results. Broadly, these come in three categories:

1. Assessing current incomes (and living income gaps): Capturing current income levels and identifying gaps requires a one-time measurement on a representative sample. It allows for reporting on the average income within a population. This is what the farm net income metric included in this work, at minimum, aims to do.
2. Monitoring changes over time: Understanding how incomes evolve requires at least two measurements of a representative sample. This method allows for reporting on income trends (and living income gaps), showing changes within the population over time. If the goal is to report on changes in income over time for regenerative agriculture farmers, consider using this data.
3. Evaluating intervention impacts: Assessing the impact of a program or specific interventions on incomes requires a more detailed approach. This involves comparing treatment and control groups with baseline and follow-up data. This method identifies which interventions significantly affect incomes, allowing for credible claims about their effectiveness (e.g., participation in intervention A, such as partaking in a regenerative agriculture program, links with a significant positive relation to farm net income).

What data to collect and data granularity

Collecting the right data with the appropriate level of detail is crucial in obtaining accurate and useful insights into farm net income. Additionally, collecting detailed and specific data on the different cost and revenue components allows for a more accurate and comprehensive understanding of farm net income. The level of detail should align with the specific reporting requirements, internal strategic needs and requirements for evaluating the effectiveness of support programs. Listed below are some key considerations in this regard:

- Labor costs: Instead of asking for total labor costs, which can be often inaccurate, break it

down into more detailed components. For example, consider asking about the number of labor days for each main labor activity (e.g., planting, harvesting) and then the average cost per labor day.

- Production data: Detailed questions about agricultural production can generate more accurate data (especially for smallholder farmers). For example, consider asking about the number of seasons, total production per season in units familiar to the farmer (e.g., bags) and the size of those units (e.g., weight per bag).
- Non-monetary contributions: Account for non-monetary contributions to ensure the capturing of all aspects of farm income. For example, in addition to asking for the amount of revenue generated from crop sales in a season, consider asking how much of the crops the household consumed or how much of the crop they fed to livestock.

Sampling strategy and method

A sampling strategy is a plan that defines the selection of a sample from a population and it is crucial in ensuring that the data collected is representative and reliable. Without a well-designed sampling strategy, companies may have biased or incomplete data, leading to incorrect conclusions. Determining a sampling strategy requires consideration of several factors (see the considerations below). There are three key sampling strategies for farmer-based surveys:

1. Simple random sampling: Each member of the population has an equal chance of being selected. This method is straightforward but may not capture the diversity within the population, which can result in a skewed perspective of the data.
2. Stratified random sampling: Companies divide the population into strata (e.g., age, gender, region) with random samples taken from each stratum. This method ensures the representation of all subgroups, making it more reliable for heterogeneous populations. It is particularly useful when expectations are for different subgroups to have different outcomes, providing a more comprehensive and less biased understanding of the entire population.
3. Purposive sampling: The selection of specific individuals is based on a set of predefined criteria. This method is useful in targeting specific groups, such as farmers with specific characteristics or from certain regions, but may introduce bias due to the non-random selection process.

We recommend stratified random sampling as it ensures representation of often under-represented groups, such as youth, women and farmers in certain agroecological conditions, and supports data disaggregation by age and gender. This approach helps to create a more accurate and inclusive dataset, which is essential to making informed decisions and creating effective programs. If the companies have limited resources, simple random sampling can be a viable alternative. For a more elaborate explanation of types of sampling strategies, see the United Nations handbook on Designing Household Survey Samples: Practical Guidelines.

Sample size

Determining the appropriate sample size means balancing statistical credibility with practical and cost considerations. A larger sample size increases accuracy but requires more resources. The confidence interval (CI) and margin of error (MoE) are critical factors in determining the sample size. The industry standard of CI=95% and MoE=5% ensures high reliability but it may be necessary to adjust it to fit budget constraints and the specific needs of the program.

A practical example of a typical sample size might be around 370 farmers to achieve a CI of 95% and an MoE of 5% for a population of 10,000 farmers. Tools such as sample size calculators can assist in determining the required sample size based on desired CI and MoE, helping to balance the need for accuracy with available resources.

Furthermore, we recommend calculating the sample size based on the specific program or country of operation rather than the entire global supply chain. Another consideration is to base population size on the total group of farmers in regenerative agriculture programs, instead of the total group of (conventional) farmers. As a consequence, depending on how many of the farmers in your supply chain are in regenerative agriculture programs, you may consider measuring income for all regenerative agriculture farmers at first and start to use a sampling strategy when scaling up the program.

Sampling frame

The sampling frame is the list of all the individuals or households that make up the target population. You can obtain the sampling frame from local agricultural extension offices, cooperatives or company registers of supplying farmers. It can include all farmers in an area or only registered farmers, defined as those selling to a specific buyer. We recommend stratifying the registered farmers based on relevant characteristics (farm size, crop types, geographic location but also see

the considerations above) and randomly selecting farmers from each stratum. This approach ensures a comprehensive representation of the population (see above).

Data collection timing

Selecting the right timing for data collection is critical to retrieving quality data and minimizes recall bias and respondent attrition. We recommend conducting surveys at the end of the harvest period, when farmers are less busy and more likely to provide accurate data. This timing reduces recall bias as farmers' recollection of their activities and harvest details are optimal and reduces non-response rates due to respondents' preoccupation with their work during peak agricultural activities.

Data collection tools

When selecting tools to measure farm net income, it is important to balance efficiency, accuracy and cost-effectiveness. Different data collection methods each have their own advantages and disadvantages:

- Traditional methods: Paper-based surveys involve manual record-keeping by farmers and subsequent digitization by field staff. While these methods can generate high-quality data, they are labor-intensive and prone to errors. The accuracy of the data depends heavily on the consistency and diligence of record-keeping by farmers, which can vary significantly.
- Phone-based surveys: Conducting surveys over the phone is a less labor-intensive option that can reach a large and diverse number of respondents quickly and at relatively lower costs. However, phone surveys may result in lower response rates and make it more difficult to collect detailed or nuanced information (i.e., these are best suited to shorter surveys with simple straightforward questions).
- Digital tools: Using mobile apps or tablets can allow for quicker data collection and analysis, streamlining the overall process and reducing errors associated with manual entry. However, these tools require significant training for both enumerators and respondents, which can make it costly to implement and maintain.

Who collects the data

Selecting and training enumerators is an important part of ensuring the quality and reliability of the data collected. We recommend selecting enumerators based on relevant education and previous experience in data collection, familiarity

with the subject matter and data collection tools and having strong interpersonal and language skills. Provide comprehensive training on data collection methods and ethical considerations and continuously monitor and provide support to ensure data quality and adherence to protocols.

Using in-house enumerators offers several advantages, such as a better understanding of survey objectives and greater motivation due to their investment in the company. Additionally, using staff can offer advantages such as familiarity with the community. However, it is generally best practice to avoid using company staff to reduce bias and ensure data credibility. Their knowledge of company programs might influence responses (enumerator demand effect) and respondents may alter their answers knowing the enumerator's affiliation (respondent supply effect). Some respondents might also withhold information due to privacy concerns.

In cases where you prefer an in-house enumerator, you can partly mitigate these issues by selecting enumerators who are not directly involved in the specific programs, ensuring clear communication about the survey's purpose and using consent forms to build trust and encourage honest responses.

Challenges collecting data and strategies to overcome them

Asking for the data of supply chain partners can be difficult and cause several challenges. Depending on the data you ask for, it can be sensitive in nature and concerns may arise about data use.

Producers may face significant concerns regarding the sensitivity of sharing detailed farm data, including net income information, with other actors in the supply chain. They often consider this data proprietary and can reveal critical insights into a producer's economic stability and operational practices. For many, such disclosure poses risks of competitive disadvantage and potential misuse of their financial data.

To mitigate these concerns, it is essential to establish robust confidentiality agreements and data protection measures that reassure producers about the secure handling of and limited access to their sensitive information.

→ Establish long-term relationships: Trust is the number one driver of success of any data project between two parties. Building and maintaining trust through long-term relationships can help alleviate concerns.

Where the supply chain structures allow, companies should engage with producers regularly, demonstrating commitment to their well-being and fostering a collaborative environment where producers feel valued and secure.

→ Clarify purpose and use of data: Transparently communicate the specific purposes for which you will use the data. Clarity builds trust and mitigates any misunderstandings of the risk of sharing the data. Provide detailed explanations about data use for public reporting, anonymized and aggregated, on the positive outcomes for regenerative agriculture. It is important to explain who in the organization will – and won't – be able to access the data and the processes for processing the data. For large global companies, it can be resource-intensive and companies can consider doing group calls with several producers during initial communication but we recommend that (regional) managers connect with producers individually too to listen to concerns and ensure producers feel heard. The broader supply chain can also help producers understand the value and benefits of sharing their data.

→ Implement data safeguards: Develop and enforce stringent data protection policies to prevent misuse. This includes technical solutions such as using encryption for data transmission, secure storage solutions and also procedures such as restricted access controls to ensure that only authorized individuals can view sensitive information and processes on how to anonymize and de-sensitize the data. Implementing transparent processes (see also bullet above) for the handling of data, including clear documentation and regular updates, can help build trust and allows producers to see how the company is using and safeguarding their data.

→ Use neutral third parties: When there are limits to trust among supply chain actors or other data sharing challenges arise, companies can engage independent, neutral third parties to handle data collection, analysis and reporting. These intermediaries can anonymize and aggregate data, ensuring that individual producer information remains confidential while still providing valuable insights.

→ Adopt anonymization techniques: As an alternative to neutral third parties, companies can consider employing online platforms or software that allow producers to submit

data in an anonymized format. By stripping out personally identifiable information and aggregating data, these systems can protect individual producer identities while still contributing to the overall analysis. This can be a more cost-efficient solution compared to the use of third parties but it entails producers self-reporting data which, depending on the data required and reporting frameworks adhered to, may or may not be acceptable. Therefore a company should always assess its data needs against the data collection solutions it is considering.

- Provide data usage training: Educate all stakeholders involved in data handling about best practices for data protection and ethical use. Training ensures that everyone involved understands the importance of data confidentiality and the measures in place to protect it.
- Offer incentives and support: Provide incentives or support to encourage data sharing. This could include financial compensation, technical support or access to additional resources and tools that can benefit producers in their regenerative agriculture practices.
- Regularly review and update policies: Continuously assess and update data protection policies to address emerging risks and incorporate feedback from producers. Keeping policies current ensures they remain effective and responsive to evolving concerns.

Considerations for processing and analyzing the data

1. Data processing

a. Data anonymization

Methods: Use techniques such as data masking, aggregation and pseudonymization to protect individual identities. Ensure the removal or altering of personal identifiers in a way that prevents re-identification.

Tools: Use specialized software or platforms that provide built-in anonymization features to handle data securely.

b. Data aggregation

Aggregation levels: Aggregate data at appropriate levels (e.g., regional, national) to maintain privacy while still providing meaningful insights.

Aggregation techniques: Use statistical aggregation methods to summarize data and derive insights without compromising individual privacy.

c. Ethical considerations

Informed consent: Ensure that producers are aware of how the company will use their data and obtain their consent before collecting or analyzing sensitive information.

Data use: Use data responsibly, focusing on creating positive impacts and avoiding exploitation or misuse.

d. Transparency and reproducibility

Documentation: Document all methodologies, assumptions and processes used in data analysis to ensure transparency and reproducibility.

e. Regulatory compliance

Data protection regulations: Ensure compliance with relevant data protection regulations (e.g., General Data Protection Regulation – GDPR, California Consumer Privacy Act – CCPA) to protect producer data and privacy.

Reporting standards: Adhere to industry standards and guidelines when reporting and analyzing socioeconomic impacts.

2. Data analysis

a. Market volatility and price fluctuations

Normalization: Adjust for price fluctuations by normalizing data against a relevant index or benchmark to account for market volatility. This helps in comparing performance over time without distortion from price changes.

Historical data: Incorporate historical price data to provide context for current results and understand trends over time.

Statistical adjustments: Use statistical methods to account for price volatility, such as applying inflation adjustments or smoothing techniques.

b. Data quality and consistency

Validation: Ensure data accuracy by validating entries and cross-checking with other data sources or benchmarks.

Consistency checks: Implement consistency checks to identify and correct anomalies or discrepancies in the data.

c. Contextual factors

Contextual understanding: Interpret data in the context of the broader agricultural and economic environment to avoid misleading conclusions. This also includes contextual factors such as local economic conditions, policy changes and social dynamics that may influence the data.

Geographical differences: Account for regional variations in climate, soil types and agricultural practices that may impact data. Normalize or segment data based on geographical regions if necessary.

d. Benchmarking and comparisons

Benchmarks: Compare results against industry benchmarks or standards to assess performance and impact.

Comparative analysis: Use comparative analysis to evaluate different regions, practices or time periods, ensuring that the company makes comparisons on a like-for-like basis.

Closing note

The guidance above aims to provide more clarity to companies as they measure and report on farm net income as a key metric in demonstrating the socioeconomic impact of regenerative agriculture. By addressing the scope and interpretation of the metric, data usage, sampling strategy, methods, size and frame, data collection timing, data granularity, data collection tools, the role of data collectors, strategies to overcome challenges related to data collection as well as considerations for processing and analyzing the data, we aim to guide you in your considerations about data collection and factors that influence data accuracy and credibility. The intention is to equip you with knowledge of the key considerations to balance the time- and cost-effectiveness of data collection processes while maintaining the credibility and robustness of your reporting – in a way that fits with your company strategy for regenerative agriculture.

5.5 Annex E: Guidance on additional metrics

Food Insecurity Experience Scale

The Food Insecurity Experience Scale (FIES) developed by the Food and Agriculture Organization of the United Nations is a tool to measure the severity of food insecurity at the individual or household level. The scale consists of a set of eight questions that inquire about people's experience with food insecurity, focusing on the past 12 months. Companies can administer it as part of a larger survey or as a standalone module. The resulting scores have different levels: food secure (0-3), moderate food insecurity (4-6) and severe food insecurity (7-8). Companies calculate the prevalence of food security by dividing the number of food secure households by the total target population. They can compare the data over time to identify trends and changes in food security levels and assess the impact of corporate programs and interventions.²⁶

Five Well-Being Index

The Five Well-Being Index developed by the World Health Organization (WHO-5) is a short, self-reported tool designed to assess subjective psychological well-being. It consists of five statements related to positive aspects of mental health that respondents rate based on their experiences over two weeks. It can be standalone or administered as part of a larger survey. The

evaluation of each statement is according to a 6-point Likert scale resulting in a raw score ranging from 0 to 25. Then companies multiply the result by 4 to obtain a percentage score between 0 and 100. Score classification can be high (>70%), moderate (50-70%) or low (<50%), the latter of which indicates poor well-being. To assess the share of farmers with positive mental well-being, divide the number of farmers with high and moderate scores by the total target population.

Companies can use the data to monitor changes in farmer well-being over time and assess the impact of programs and interventions. While this framework is a reputable framework for measuring mental health, there are a few limitations to its use when measuring the socioeconomic impact of regenerative agriculture. First, the WHO has not developed the methodology for the specific context of agriculture. Second, because the index asks respondents to report on their mental health over the past two weeks, it is highly susceptible to how one is feeling at that moment in time. Finally, the evidence base demonstrating the specific aspects of mental health lacks in this framework – rather, this metric would contribute to building an evidence base for this. We recommend that companies measuring according to this metric be conscious of these limitations when analyzing survey results.

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Disclaimer

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The report has been prepared for general informational purposes only and is not intended to be relied upon as accounting, tax, legal or other professional advice.

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About Regen10

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www.regen10.org

About One Planet Business for Biodiversity (OP2B)

One Planet Business for Biodiversity (OP2B) is an international, cross-sectoral and action-oriented business coalition on biodiversity with a specific focus on regenerative agriculture. We are determined to drive transformational system change and catalyze action to protect and restore cultivated and natural biodiversity within agricultural value chains. The coalition focuses on scaling up regenerative agriculture, developing transparent outcome-based reporting for regenerative agriculture, advocating for positive policy for de-risking the transition for farmers and promoting crop and food ingredient diversification.

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We accelerate value chain transformation across key sectors and reshape the financial system to reward sustainable leadership and action through a lower cost of capital. Through the exchange of best practices, improving performance, accessing education, forming partnerships and shaping the policy agenda, we drive progress in businesses and sharpen the accountability of their performance.

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