Worldwide hunger is on the rise. Even before the Covid-19 pandemic, in 2019, the FAO estimated “almost 690 million people, or 8.9 percent of the global population were undernourished.” Early FAO estimates suggested the pandemic increased the undernourished population by up to 132 million people in 2020, reaching hunger levels “unseen for more than half a century.” Food insecurity, defined as a “lack of regular access to enough safe and nutritious food for normal growth and development and an active and healthy life,” strongly determines an individual or household’s likelihood of experiencing hunger. Food security itself is determined by the physical availability of food (e.g., food production, trade) as well as by its accessibility, affordability, and utilization (e.g., processing, dietary diversity).

Malnutrition resulting from food insecurity increases the risk of severe maternal and child health consequences, including essential micronutrient deficiencies, low birth weight, childhood stunting, and wasting, as well as maternal, perinatal, and infant mortality. For individuals/populations experiencing food insecurity, once food becomes available, it tends to be in the form of low-priced ultra-processed foods that are high in calories, saturated fat, added sugars, and sodium. In contrast, healthy and nutritious foods like fresh fruits and vegetables remain inaccessible. These trends in food type and availability contribute to low diet quality, weight gain, and increased chronic disease risk later in life. In many settings around the world, but particularly in impoverished communities, undernutrition and obesity coexist as a double burden of malnutrition, often as a result of experiencing moderate or severe food insecurity.
Food companies have either direct control or influence over the determinants of food security and their stability over time. Consumer price, food environment, and marketing strategies developed by companies can inappropriately increase consumer access to convenient, highly processed foods while limiting access to more nutritious options. Simultaneously, production, trade, subsidy, and policy decisions can drive up the cost of fresh fruits and vegetables and exacerbate the problem. Food companies thus have a responsibility and significant opportunities to reduce food insecurity and mitigate related health risks globally. Companies choosing to align their practices with the SDGs commit to improving the affordability and accessibility of safe, healthy, and nutritious foods across their value chains, especially by influencing production practices, in sales and distribution, and at points of sale. They also identify business strategies with actual or potential contributions to food insecurity and take steps to eliminate and remediate previous harms at an individual or population level.

To inform their food security approaches, SDG-aligned food companies consider factors that increase the risk of food insecurity and hunger. Multiple layers of marginalization can heighten the likelihood of experiencing food insecurity and its health consequences, including individual health status and life stages (e.g., infancy, childhood, pregnancy or childbearing age, late adulthood, and disability), individual and household socioeconomic factors (e.g., wealth, income level and reliability, and educational attainment), and geographic factors at the community or global level (e.g., food environments, distance from food vendors and distribution centers, transportation infrastructure, and risk of natural disasters). Moreover, many of these factors are inextricably linked to determining food access. Socioeconomic factors, for example, influence not only what foods individuals or households can afford but can also determine where they live (e.g., poor food environments). Marginalization also includes experiences of legal and social exclusion, particularly exclusion from government food aid programs in many contexts (i.e., undocumented people, people with criminalized sexual orientations and gender identities, refugees) as well as dangerous working conditions, low pay, and unfair treatment (e.g., exploitative agricultural labor). Priority populations are those that experience any or several of these factors and should be identified within a company’s markets to inform remediation, target setting, and performance aligning with this standard.

At a larger scale, food companies also have a responsibility to prevent risks to food security and food sovereignty at the community, regional, and global levels. This includes identifying and eliminating exploitative food production practices in their business strategy and value chains, which exacerbate marginalization and increase food insecurity in local communities through, for example, unsustainable land use (e.g., deforestation for non-native crop production), climate change contributions (e.g., greenhouse gas emissions), displacement of subsistence food production, and export-oriented agriculture. To support more sustainable, reliable, and self-determined food supplies, SDG-aligned food companies also play a proactive role in making major investments in local food supply chains including adequate food storage, cold chain, and other preservation capacities, and transportation infrastructure. Particularly, investments should be targeted to reach consumers in low-income countries and other resource-limited areas.

Finally, in their broader ecosystems, SDG-aligned food companies adopt discretionary activities to support community-led civil society efforts targeted to address food insecurity in their markets, as well as to improve the healthfulness, affordability, and accessibility of food environments. SDG-aligned companies also use their leverage with national or international governing bodies to enact equitable trade policies, fruit and vegetable production incentives, and legislative strategies to minimize food loss and waste.
SDG 2 – Zero hunger

Target 2.1: By 2030, end hunger and ensure access by all people, in particular the poor and people in vulnerable situations, including infants, to safe, nutritious, and sufficient food all year round.

Target 2.2: By 2030, end all forms of malnutrition, including achieving, by 2025, the internationally agreed targets on stunting and wasting in children under 5 years of age, and address the nutritional needs of adolescent girls, pregnant and lactating women and older persons.

Target 2.3: By 2030, double the agricultural productivity and incomes of small-scale food producers, in particular women, Indigenous peoples, family farmers, pastoralists and fishers, including through secure and equal access to land, other productive resources and inputs, knowledge, financial services, markets and opportunities for value addition and non-farm employment.

Target 2.4: By 2030, ensure sustainable food production systems and implement resilient agricultural practices that increase productivity and production, that help maintain ecosystems, that strengthen capacity for adaptation to climate change, extreme weather, drought, flooding, and other disasters and that progressively improve land and soil quality.

SDG 3 – Good health and well-being

Target 3.1: By 2030, reduce the global maternal mortality ratio to less than 70 per 100,000 live births.

Target 3.2: By 2030, end preventable deaths of newborns and children under 5 years of age, with all countries aiming to reduce neonatal mortality to at least as low as 12 per 1,000 live births and under-5 mortality to at least as low as 25 per 1,000 live births.

Target 3.4: By 2030, reduce by one third premature mortality from non-communicable diseases through prevention and treatment and promote mental health and well-being.

SDG 12 – Responsible consumption and production

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

Target 12.6: Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle.

SDG-ALIGNMENT: THIS STANDARD CONTRIBUTES TO ACHIEVING THE FOLLOWING SDGS:

SDG 2 – Zero hunger

SDG 3 – Good health and well-being

SDG 12 – Responsible consumption and production
3. FOOD SECURITY STANDARD

STEPS TO MEET THE COMMITMENT

1. ADOPT A POLICY AND EMBED IT INTO GOVERNANCE AND MANAGEMENT SYSTEMS

1.1. ADOPT A POLICY

The board or the most senior level of SDG-aligned companies adopt a policy to align business practices, supplemented by discretionary philanthropic activities,10 with a public commitment to:

• Respect, including by enabling the fulfillment of, the right to food as a fundamental right of every human being that calls for food to be available, accessible, and adequate, meaning that it should satisfy all nutritional and dietary needs across the lifespan and in varying socioeconomic, health, geographic, and other contextual conditions.11

• Prevent, mitigate, and remediate all forms of food insecurity and resulting health risks (e.g., undernutrition, micronutrient deficiencies, and obesity and diet-related chronic diseases) the business is involved with, through its operations and value chain.

• Engage with business partners across their value chain to preserve and augment food security in their broader ecosystems, with a focus on priority populations.d

The policy is informed by relevant internal and external expertise and includes explicit language to aid implementation, evaluation, and accountability, including target setting, performance tracking, impact assessments, and grievance mechanisms.12 Importantly, it aligns with and explicitly references the standards listed in Box 5.

BOX 5: INTERNATIONAL HUMAN RIGHTS STANDARDS ON THE RIGHTS TO FOOD AND HEALTH

- Universal Declaration of Human rights, Article 25.
- International Covenant on Economic, Social and Cultural Rights, Articles 11 and 12.
- International Convention on the Elimination of All Forms of Racial Discrimination, Article 5 (e)(iv).
- Convention on the Elimination of All Forms of Discrimination against Women, Articles 11(1)(f), 12, and 14(2)(b).
- International Convention on the Protection of the Rights of All Migrant Workers and Members of Their Families, Articles 28, 43(e), and 45(c).

1.2. EMBED THE POLICY INTO GOVERNANCE & MANAGEMENT SYSTEMS

To embed the policy, SDG-aligned companies:

• Communicate expectations for implementing the policy internally and externally to the company’s workforce, shareholders, subsidiaries’ governing bodies, and business relationships, including through contractual terms.

• Integrate a core focus on food security into their mission statement, overall business strategy.13

• Integrate the policy into the company’s procurement policy, responsible sourcing policy, contract terms with suppliers, and other business relationships in the value chain, and partnerships within and beyond the food sector.14

• Disclose who has formal accountability for implementing their food security strategies at the senior level (e.g., CEO, executive committee, senior manager) and concretely link their remuneration arrangements to the strategy’s targets and objectives.

• Subject their food security strategies to annual standardized internal audit and management review to evaluate the effectiveness of risk management, control, governance, and management systems.

• Ensure their business practices and the incentives they create do not contradict the policy in form or substance.

d. Priority populations “intends to capture the multiple layers of marginalization that may shape peoples’ lives, which, in turn, can result in them experiencing (or heightening their risk of experiencing) malnutrition at higher rates than the general population.” These include: (1) life stages such as infancy, childhood, pregnancy and people of childbearing age, and the elderly; (2) socioeconomic factors that impact the affordability and accessibility of healthy food products, including wealth, income level and reliability, and education; (3) legal factors that exclude individuals from government food aid and other social programs based on race, immigration status, sexual orientation, or gender identity; (4) geographic factors such as distance from food vendors and distribution centers, infrastructure, and risk of natural disaster. (Source: Access to Nutrition Initiative, “Global Access to Nutrition Index 2021 Methodology.”)
2. ASSESS ACTUAL & POTENTIAL IMPACTS

SDG-aligned companies identify and assess actual and potential impacts of their business strategy, operations, or value chain on food insecurity. This includes ongoing evaluation of performance against robust standards across their operations and the value chain, including related to product affordability, product distribution and physical accessibility, agricultural product sourcing, and food loss and waste mitigation. Particular attention is given to the impact on priority populations, which face a higher risk of “uncertainties about their ability to obtain food” and who may need to “reduce, at times during the year, the quality and/or quantity of the food they consume due to lack of money or other resources.” In order to systematically assess actual or potential adverse impacts on food security on an ongoing basis within their operations and value chains, SDG-aligned companies:

- Engage with national development plans, and credible local experts and civil society organizations focused on food insecurity to assess the needs of priority populations at higher risk of food insecurity and malnutrition. The most senior level of the company reviews existing commercial opportunities available to address these needs, and comprehensively takes into account internal operations (e.g., portfolio, distribution, innovation strategy) and all forms of malnutrition risk (i.e., undernutrition, micronutrient deficiencies, obesity, and diet-related diseases). Determinants of individual and household food insecurity are referenced to identify priority populations at risk of food insecurity, namely:
  - Distinct nutritional needs related to health status, age, or life stages (e.g., people of childbearing age, infants, young children, elderly, disabled) and undernourished groups, particularly those at higher risk of hunger or micronutrient deficiencies.
  - Income and other socioeconomic factors that impact the affordability and accessibility of healthy products (e.g., wealth, income level and reliability, and education).
  - Legal factors that exclude individuals from government food aid and other social programs based on race, immigration status, sexual orientation, or gender identity.
  - Geographic and other physical access factors such as food environments (e.g., distance from food vendors and distribution centers), urban vs. rural place of residence, infrastructure, and risk of natural disaster.
- Identify the extent to which populations are exposed to food insecurity in each of their markets caused by, contributed to by, or directly linked to their operations, business relationships, or commercial strategies, including growth strategies and marketing practices that have potential unintended negative impacts on food security (e.g., highly processed food production, points-of-sale locales, displacement of small-scale food producers).

These include:

- **Product pricing**: Extent to which prices of the company’s healthy products align with the purchasing power of general consumers and priority populations (e.g., low-income groups).
- **‘Healthfulness’ of the product portfolio**: In relation to local contexts of food insecurity and their related nutrition and health risks, including quantifying the level of production, affordability, and accessibility of a company’s healthy food products (e.g., fortified products, fresh foods inherently high in micronutrients) relative to its unhealthy products (e.g., unhealthy ultra-processed foods).
- **Differences by geographical location**: Growth and marketing strategies that might impact the physical accessibility of healthy and unhealthy products for the general consumer and priority populations accounting for geographical access (e.g., “food deserts,” rural vs. urban areas), including arrangements with retailers and food distributors.
- **Environmental and social risks**: Current business or growth strategies that incur environmental risk, diminish smallholder land ownership, threaten livelihoods, and reduce food sovereignty.
- **Identify areas in its business operations and relationships with high risks of being involved with negative impacts on food security at multiple levels** across the community, national, regional, and global levels. External (e.g., national regulatory, international, non-governmental) guidelines are used to evaluate direct or indirect contributions to food insecurity in their operations and across their value chain, including:
  - Contributions to environmental degradation (e.g., unsustainable land and water use) and climate change that contribute to the destabilization of food production and supply chains.
  - Displacement of small-scale food producers, which can lead to diminished local food production, lack of market access, or inability to afford a decent standard of living.
  - Food loss and waste, including inadequate infrastructure in their distribution systems (e.g., cold chain, transportation, markets), particularly in resource-limited settings.
  - Evaluate how investment priorities, industrialization, and other business strategies indirectly contribute to declines in food security and economic development of priority populations, particularly in low-income countries and regions (e.g., export-oriented industrial agriculture competing with small-scale food producers).
3. INTEGRATE BY SETTING TARGETS & TAKING ACTION

SDG-aligned companies integrate the findings of their comprehensive assessment of actual and potential food security impacts outlined in Step 2 into relevant internal functions and processes by setting targets and then taking action to align with the standard within set target dates.

3.1. SET TARGETS

SDG-aligned companies set specific time-bound intermediate and long-term targets to improve food security through their business strategy, across all geographic areas in which they operate, and with particular attention to priority populations. The targets are ambitious enough to contribute significantly to the SDGs’ achievement, in particular SDG 2 and SDG 3. The intermediate targets are relevant for companies to monitor their and their business relationships’ continuous improvement towards meeting the standard. Where possible, indicators measure outcomes rather than outputs or activities. These targets are tailored to the company’s business activities and relationships based on their assessment of food security impacts. The following are some examples of performance indicators to track progress over time:

- By 2030, 100% of the company’s healthy products are affordably priced for low-income and other priority populations.
- By 2030, 100% of a company’s healthy products are of the same or lower prices than comparable unhealthy products in its product portfolio.
- By 2030, 100% of a company’s healthy products are accessible to priority populations in its markets through improved distribution, new retail partners, and other investment strategies across its value chain.
- By 2025, the company reduces levels of food loss and waste by 50% across its value chain.
- By 2030, the company eliminates all business strategies that directly or indirectly threaten food sovereignty internationally, including those which displace small-scale food producers in low-income countries, rural areas, and other priority populations.

3.2. TAKE ACTION

Where an SDG-aligned company identifies actual or potential adverse food security impacts in the context of its operations and value chain, it takes appropriate and swift action to cease them to align with the standard. It also uses leverage to prevent and mitigate practices with business relationships and stakeholders (e.g., policymakers) in its broader ecosystems that cause harm or contribute to food insecurity.

SDG-aligned companies factor food security into decisions across their value chains, including targeted market expansion, price setting, research and development, and points of sale marketing and distribution planning. Any strategy developed to improve food security, has a clear approach focused on the specific unmet nutritional and health needs of populations across the markets in which they are active, with a focus on relevant priority groups. The strategy follows systematic, measurable, and specific steps in all markets and is aligned with appropriate national or international guidelines. It is also embedded as a core facet of the overall business strategy rather than delivered through philanthropic programs or giving alone. Depending upon assessment findings, measures to align practices with the standard could include:

- **Improving affordability:**
  - Offering discounts, price promotions, or coupons on healthy products, with specific attention made to the purchasing power of low-income groups.
  - Reducing prices, or making package sizes smaller to reduce the price point of single units, to make healthy products, including those that contribute to balanced nutrition, more affordable.
  - Increasing prices of unhealthy food products to subsidize healthy ones.
  - Providing healthy products at reduced prices to governmental or non-profit food security programs.

- **Improving physical access:**
  - Providing healthy foods as the standard product line for retailers in rural and poor urban areas.
  - Incentivizing grocery stores, farmers’ markets, and other fresh food retailers’ expansions into areas with limited access to nutritious food (i.e., food deserts).
  - Obtaining prominent shelf positions for their healthy products via arrangements/incentives with retailers on an ongoing basis.
  - Creating arrangements/incentives with distributors regarding how, where, and with what frequency healthy products are distributed.


**4. ESTABLISH AND PARTICIPATE IN EFFECTIVE GRIEVANCE MECHANISMS & PROVIDE OR ENABLE REMEDY**

**4.1. ESTABLISH GRIEVANCE MECHANISMS**

To enable access to remedy for food security impacts, SDG-aligned companies establish effective operational-level grievance mechanisms for individual consumers, communities, business relationships (e.g.,

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**HANDBOOK FOR SDG-ALIGNED FOOD COMPANIES: FOUR PILLAR FRAMEWORK STANDARDS**

- Engaging in discretionary philanthropic activities to promote food security in coordination with communities and local civil society organizations:
  - Funding non-commercial public health and nutrition programs that serve food-insecure and other priority populations.
  - Donating healthy products, including imperfect foods destined to be lost or wasted, to be distributed to undernourished groups, school feeding programs, and other food security efforts.
  - Using their distribution systems to deliver healthy products, including those that contribute to balanced nutrition, in priority populations.

- Lobbying national or international regulatory bodies through collective action with peer companies and in coordination with communities and local civil society organizations:
  - Support, and do not impede, regulations that protect smallholder land ownership, preserve ecosystems, and mitigate climate change.
  - Support, and do not impede, expanding social protection programs that reduce poverty, promote income equality, and are sensitive to population-specific nutritional needs.
  - Support, and do not impede, the elimination of tariffs and other trade policies that limit food sector growth, particularly in developing economies.
  - Support, and do not impede, revisions to food product date-labeling regulations (e.g., “best if used by”) that reduce food waste by retailers and consumers.

- Acting on opportunities to improve food security in their production and supply chain infrastructural investments. including:
  - Eliminating exploitative food production practices, including unsustainable land use (e.g., deforestation for non-native crop production), climate change contributions (e.g., greenhouse gas emissions), displacement of subsistence food production, and export-oriented agriculture.
  - Minimizing food loss and food waste by, for example, bolstering cold chains and other infrastructural development (e.g., storage, processing, preservation, transportation, markets) to retain the nutritional value of perishable commodities such as fruits, vegetables, dairy, and fish, particularly in resource-limited settings, instead of investing in highly processed foods.

- Investing in sustainable food production, including crop diversification, water-efficient cropping systems, and vegetable and other high-value specialty crop production. This can also include partnering with governmental, academic, or non-profit institutions focused on research and development for improved and sustainable agricultural technologies for nutrient-rich specialty crops (e.g., fruits, vegetables, nuts).

- Supporting the productivity and value chains of small-scale food producers, especially women, Indigenous peoples, family farmers, pastoralists and fishers, subsistence, and other smallholder farmers. This can involve:
  - Ensuring living incomes for all producers, with particular attention to smallholders.
  - Establishing collaborations with local entities (e.g., food and agricultural organizations) to support research and development programs for sustainable and resilient technologies (e.g., efficient irrigation infrastructure) that strengthen capacities; increase the productivity, distribution, and sale of nutritious foods; maintain adequate levels of profitability for producers; and reduce costs for small-scale food producers.

- Financing efforts by communities to obtain food sovereignty through increased productivity of small-scale food producers and infrastructural development across local food supply chains (e.g., processing, storage, transportation).

- Lobbying national and international governing bodies to support, and not impede, investments in food crop diversification; subsidies for nutrient-rich, minimally processed foods for direct human consumption (e.g., fruits, vegetables, nuts, legumes); elimination of subsidies for commodities typically used in highly processed, unhealthy food production (e.g., high-fat meat and dairy products, sugary drinks, refined grains); healthy food environments (e.g., elimination of unhealthy food marketing and advertisement); nutrition-sensitive social protection policies; and reductions in poverty and income inequality.

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suppliers, producers, distributors, retailers), and other affected stakeholders. They also have and use their leverage to ensure their business relationships have effective grievance mechanisms.

4.2. COOPERATE IN STATE-BASED GRIEVANCE MECHANISMS

SDG-aligned companies commit to respectful, equitable, and transparent cooperation with judicial grievance and remediation processes, where relevant. The company refrains from using legal waivers that preclude access to judicial recourse for victims. Where State-based mechanisms order sanctions or remedy, the company complies and uses leverage to ensure its business relationships comply.

4.3. PROVIDE OR ENABLE REMEDY

When SDG-aligned companies identify that they have caused or contributed to food insecurity through their operations or business relationships, they acknowledge their part in the occurrence of the harm done and provide for or cooperate in their remediation through legitimate processes.

Where SDG-aligned companies identify that they are directly linked to food security-related impacts in their operations or business relationships, they acknowledge their part in the occurrence of the harm done and they enable remedy. To remedy identified harms to individual, community, or systemic food security, the companies actively and equitably seek to (a) make whole the harmed person or entity and (b) rehabilitate the business ecosystem that led to the impact. Remedy for food security impacts includes actively carrying out, supporting, and financing efforts to improve food accessibility, in collaboration with local governments and communities, including those identified as priority populations.

5. TRACK PERFORMANCE

SDG-aligned companies track implementation measures to meet the standard through qualitative and/or quantitative outcome-based performance indicators, on an ongoing basis and in partnership with suppliers and other stakeholders in their value chain. In particular, SDG-aligned companies monitor whether actions are implemented within their target dates. The following are some examples of performance indicators to track progress over time:

- Percentage of population in the company’s markets and where it sources agricultural products who live in households with severe food insecurity at locations where the company and its business relationships operate.29
- Proportion of women living in the company’s markets and where it sources agricultural who report having had enough money to buy the food that their family needed in the past 12 months.30

- Changes in the price ratio of the most nutritious products to the least nutritious products.
- The number of coupons or discounts for the company’s most nutritious products used in markets that serve priority populations.
- The number of markets reached that serve priority populations with healthy foods.
- Percentage of marketing or sales expenditures related to improving access to nutritious products by priority populations.

6. DISCLOSE PERFORMANCE

To enable transparency and accountability, SDG-aligned companies communicate publicly on their performance against their food security commitment and targets, particularly when concerns are raised by or on behalf of affected stakeholders. Where relevant, SDG-aligned companies also share aggregate data and high-level findings directly with affected stakeholders and organizations, including human rights organizations and researchers.

Regular public disclosure is accurate, clear, accessible, and third-party verified information about the actual and potential impacts on food security in their operations and value chain, their efforts to address these to implement their policy commitment, and performance against targets. Disclosure includes sufficient information to evaluate the adequacy of the company’s approach and activities. Formal disclosure includes information on the following:

- Improvements in the affordability of their healthy products, including those that address micronutrient deficiencies, relative to products not meeting their nutrition standards. The companies share strategies, targets, commentary, and examples of improving the affordability of healthy options for general consumers and priority populations.
- Improvements in the physical accessibility of their healthy products, including those that address micronutrient deficiencies, relative to products not meeting their health standards. The companies share strategies, targets, commentary, and examples of the availability of healthy food product options for both general consumers and priority populations (e.g., those living in ‘food deserts,’ those at high risk of malnutrition).31
- Reductions in exploitative food production practices that threaten food sovereignty, ecosystems, and local and sustainable sources of food.
- Philanthropic activities, arrangements with business partners across their value chains (e.g., supplier, distributors, retailers), and partnerships with other stakeholders (e.g., governments, non-profits, research institutions) that improve food security in their broader ecosystems.
ENDNOTES


27. Food and Agriculture Organization of the United Nations (FAO).


By taking action in their value chains, companies can spur transformative changes for people and planet through their existing business connections. Where underlying conditions or root causes in the ecosystem surrounding the company and its value chain actors make tackling certain sustainability issues particularly challenging, companies can reach beyond their value chains and contribute to positive impacts on people and planet in their broader ecosystems.