

Food and Agriculture Roadmap

Chapter on Equitable Livelihoods



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① Executive summary



① Executive summary

BACKGROUND

Food and agricultural products play vital health, economic and cultural roles in every society. However, today's food and agricultural systems are outstripping the planet's resources, while evolving diets are resulting in global health crises of both over- and undernutrition. The COVID-19 pandemic has exacerbated the situation and underscored the need to urgently build better, more equitable and more resilient food systems capable of reducing and absorbing major food value chain disruptions.

The pandemic has compelled all food value chain stakeholders to act urgently in a transformative and coordinated way to deliver healthy diets for all, produced sustainably within planetary boundaries.

WBCSD VISION 2050

Time to Transform is a comprehensive framework for business action in line with the urgency of the challenges we face: the climate emergency; nature in crisis; and mounting inequality.

This Roadmap chapter on Equitable Livelihoods fits specifically into the WBCSD Vision: a world in which people are living well is a world in which everyone's dignity and rights are respected, basic needs are met, and equal opportunities are available for all.

PURPOSE

The Food and Agriculture Roadmap serves as the implementation plan for WBCSD's [CEO Guide to Food System Transformation](#).

It builds on the body of work developed by WBCSD's [Food Reform for Sustainability and Health \(FReSH\)](#), [Scaling Positive Agriculture \(SPA\)](#), [Global Agribusiness Action on Equitable Livelihoods \(GAA-EL\)](#) and [the Just Rural Transition](#)

The Roadmap sets out the transformational targets, key action areas and solutions urgently required to transform food systems to achieve environmental sustainability, equitable livelihoods, and healthy and sustainable diets for all.

Grounded in scientific and economic analysis, the Roadmap helps companies prioritize and develop business-led solutions while advancing supportive policy, regulatory and financial frameworks.

Developed primarily for use by executive management and sustainability, agriculture and human rights experts in companies throughout the food and agricultural system, the Roadmap is also relevant for other stakeholders whose actions and collaboration with the private sector play a critical role in transforming food and agriculture systems – such as governments, investors, civil society and the research community.

FOOD AND AGRICULTURE ROADMAP: CHAPTERS

The Food and Agriculture Roadmap comprises the following chapters, each providing implementation guidance to businesses for the transformation pathways outlined in WBCSD's [CEO Guide to Food System Transformation](#):

- [Healthy and Sustainable Diets \(including food waste\)](#)
- Transformative Agriculture
- Equitable Livelihoods (including food loss)
- [Policy Recommendations](#)

FOOD AND AGRICULTURE ROADMAP CHAPTERS



Healthy and Sustainable Diets
(including food waste)



Transformative Agriculture



Equitable Livelihoods
(including food loss)



Policy

It is important to note that it is necessary to scale the action areas, sub-action areas and solutions proposed in the various Roadmap chapters together as they all depend upon and reinforce each other. All of them require action from the business community – from farm to fork – as well as from national governments, the financial sector, civil society – including academia – and the international community.

FOOD AND AGRICULTURE ROADMAP: EQUITABLE LIVELIHOODS CHAPTER

The Equitable Livelihoods chapter of the Roadmap focuses on companies involved in upstream production and primary processing activities. The chapter provides guidance on the actions required to enable more equitable distribution of value across the value chain, to provide more resilient rural livelihoods and to ensure that human rights are respected.

TRANSFORMATIONAL TARGETS

We set out two overarching, high-level, timebound transformational targets in this chapter. These are sector-level targets designed to achieve equitable livelihoods. Each transformational target includes accompanying sub-targets that provide the detail required to meet the transformational target.

Transformational target 1: Improve incomes and provide more resilient livelihoods for agricultural producers, workers and rural communities by 2030

Transformational target 2: Ensure human rights are respected for all workers across agricultural value chains by 2030

KEY ACTIONS

Production companies need to consider how to best work with and complement the actions of other companies and organizations beyond their value chains to enhance innovation and build on and share best practices within the sector. Collaborative business-led solutions that companies within the sector should seek to build on and use to develop more equitable livelihoods include:

Improve access to markets

- Support rural communities to shape and benefit from emerging carbon and ecosystem markets
- Facilitate better access to capacity building resources to strengthen smallholder farmers and small and medium-sized enterprises (SMEs) as a critical source of rural employment
- Develop inclusive procurement and fair labor practices

Respect and protect human rights

- Conduct strong human rights due diligence and commit to implementing the United Nations Guiding Principles for Business and Human Rights (UNGPs)
- Improve access to healthy, nutritious and sustainable diets for rural communities
- Strengthen company capacity to understand and manage priority human rights impact areas, including gender, land rights, forced labor and child labor

Promote inclusive innovation and technology

- Scale last-mile services for SMEs and farmers and improve access to technology solutions and digital advisory services
- Develop innovative financing partnerships to effectively share risk across value chains
- Leverage technologies to measure and minimize food and agricultural product loss

The breadth of actions identified in this Roadmap highlights the scale of change required, as well as the need for companies to undertake actions both individually and collectively.

Collective and individual actions

To achieve systemic transformation, collaboration, coalition building, and collective action across and beyond the sector will be critical. We have identified collaborative actions that companies can take to support the shift to food and agricultural system transformation, as follows:

- **Use cross-sector collaboration and partnerships** to work more closely with suppliers and other actors across the value chain. This could include actions to ensure the prevention and remediation of human rights issues and abuses (e.g., by providing training for suppliers, being transparent with consumers about actions taken).
- **Share innovations** in food and agricultural product losses within supply chains to enable fewer losses for the sector.

- **Work collaboratively with other producers and other important local stakeholders** (e.g., local government, SMEs and local communities) in key regions to contribute to local development and advance equitable livelihoods. This includes multi-sector coordination and coherence to ensure a “just transition” for groups adversely affected by the move to a more sustainable agricultural system.¹
- **Develop partnerships with financial institutions** to support the development and deployment of financial products and services for agricultural producers and small and medium-sized agricultural enterprises (agri-SMEs) across the supply chain to drive rural development and improve livelihoods. For example, this could include connecting farmers to carbon finance income streams and payments for ecosystem services.

To implement the Roadmap, GAA-EL and WBCSD members will continue working together to:

- Advance individual business-led solutions identified within the Roadmap;
- Catalyze collaboration across the agriculture value chain and beyond, along the collective solutions identified in the Roadmap; and
- Enhance dialogue and encourage the development of supportive actions and frameworks by other stakeholder groups, including investors and policymakers.



② Context



② Context

THE NEED FOR FOOD SYSTEM TRANSFORMATION

The food system includes everything involved in feeding people and animals, from growing and harvesting to processing, trading, marketing, distribution, consumption and disposal.² The current food system is fragmented and unsustainable. Major scientific and economic reports (e.g., Intergovernmental Panel on Climate Change (IPCC), Intergovernmental Science-Policy Platform for Biodiversity and Ecosystem Services (IPBES), Food and Land Use Coalition (FOLU), State of Food Security and Nutrition in the World (SOFI), EAT-Lancet) are all sounding a clear alarm on the urgent need to act today (summaries of these reports for business can be found in WBCSD's [Business Summary Library](#)). Moreover, public opinion and consumer demand are both increasing pressure and creating business opportunities.

The global food system has expanded significantly, growing to meet the needs of increasing populations around the world, which estimates suggest will exceed nine billion by 2050.³ However, some old challenges remain and new ones have appeared. In particular, food value chains are not seeing the fair distribution of the value generated, with growing income disparities increasing rural poverty.

These trends risk becoming worse unless a transition to a more sustainable food and agricultural system comes to fruition – providing nutritious food for a growing global population while protecting the vital natural systems that sustain life and improve the livelihoods of rural communities.

Humans are stripping the planet's natural resources at an unprecedented rate, leading to the loss of natural systems, soil erosion and freshwater scarcity.⁴ Estimates show that emissions from the global food and agriculture system constitute up to 37% of total net anthropogenic emissions.⁵ The impacts of climate change are already being felt across agricultural systems, as increases in average temperature and extreme weather events cause disruptions and losses.⁶ Food loss and waste, across the whole value chain, is significant. Approximately one third of all food is lost or wasted between the farm and the fork, generating 8% of global greenhouse gas emissions and resulting in USD \$940 billion in economic losses globally each year.⁷

COVID-19 PANDEMIC

The COVID-19 pandemic has exacerbated existing global food and agriculture system weaknesses, exposing the fragility of food security, nutrition and access for so many.

It has brought to light the vulnerability of food systems and exposed labor shortage and poor working condition issues, as well as the link between nature loss resulting from industrial agriculture and increases in zoonotic diseases.^{8,9,10}

As a result of the pandemic, the world may see the addition of between 83 and 132 million people to the total of those undernourished in 2020, reversing global trends.¹¹

ROLE OF THE PRIVATE SECTOR

The private sector is responsible for almost all the food and other agricultural products produced, sold and consumed globally. Therefore, the role of businesses is central to improving food production and consumption patterns worldwide. As hunger increases and governments around the world deploy stimulus packages to mitigate the economic consequences emanating from the COVID-19 pandemic, society is looking to the private sector to redesign and accelerate action to deliver a more resilient system that distributes value more equitably and provides healthy and sustainable diets for all. Business can respond to these changing expectations by scaling its contributions to socio-economic development and prosperity by connecting smallholder farmers to global markets, while distributing value across the system to improve livelihoods for smallholder farmers and rural communities.

3 Introduction



③ Introduction

PURPOSE OF THE ROADMAP: FROM PATHWAYS TO ACTION AREAS AND ACTIONS

The Food and Agriculture Roadmap serves as the implementation plan for WBCSD's [CEO Guide to Food System Transformation](#) by setting out the overarching sector-level transformational targets, key company-level action areas and business-led solutions required to achieve food systems change to achieve environmental sustainability, equitable livelihoods, and healthy and sustainable diets for all. It builds on the body of work developed by our [Food Reform for Sustainability and Health \(FReSH\)](#), [Scaling Positive Agriculture \(SPA\)](#), [Global Agribusiness Action on Equitable Livelihoods \(GAA-EL\)](#) projects.

The Roadmap calls on companies to work actively to address the issues of healthy and environmentally sustainable production and consumption by delivering integrated solutions to transform food systems. Achieving food system transformation will also require the development of enabling conditions, including supportive financial frameworks and policy, as well as the necessary infrastructure, technology and access to services (see section below on the importance of collective action).

FOOD AND AGRICULTURE ROADMAP: CHAPTERS

WBCSD's Food and Agriculture Roadmap provides implementation guidance for the pathways outlined in the CEO Guide to Food System Transformation in a series of chapters, as follows:

- Healthy and Sustainable Diets
- Transformative Agriculture
- Equitable Livelihoods
- Policy Recommendations

The chapters on Healthy and Sustainable Diets and Equitable Livelihoods cover food waste and food loss respectively.

It is necessary to scale the action areas, sub-action areas and solutions put forward in the various chapters together because each depends upon and reinforces the others. All of them require action from national governments, business, the financial sector, civil society – including academia – and the international community.

ROADMAP CHAPTER ON EQUITABLE LIVELIHOODS

The chapter puts forward the overarching sector-level transformational targets and outlines concrete actions for companies to take to achieve the transformation required.

APPROACH

We have developed the Food and Agriculture Roadmap through a rigorous and iterative research and consultative process including the following key steps:

- **Literature review:** A desk review of existing research and analysis to develop the action areas and transformational targets, including publications by the Food and Land Use (FOLU) Coalition, International Fund for Agricultural Development, Technical Centre for Agricultural and Rural Cooperation, LandScale, Food and Agriculture Organization of the United Nations (FAO), United Nations Sustainable Development Goals (UN SDGs), U.S. Farmers & Ranchers Alliance (USFRA), and World Resources Institute (WRI).
- **Company engagement:** A survey, in-depth webinars and individual exchanges with WBCSD members spanning the supply chain to agree on the transformational targets, action areas, sub-action areas and to prioritize solutions.
- **Key expert and stakeholder consultation:** With scientists, non-governmental organizations (NGOs), researchers and other stakeholders from throughout the value chain to advise on appropriate literature and data to develop the Roadmap.
- **Advisor review:** Webinar consultation and individual follow-up with members and high-level strategic advisors from key international organizations.

Figure 1: CEO Guide to Food System Transformation – Pathways

SEVEN PATHWAYS WHERE BUSINESS CAN LEAD TO ACCELERATE TRANSFORMATION



④ Transformational targets



④ Transformational targets

The food and agriculture system requires a deep and fundamental transformation, informed by a collective understanding of the current challenges, science-based targets and joint solution spaces for business action. Before considering the specific actions that food and agriculture players must take, we identified sector-level targets to achieve food system transformation.

Transformational targets focus on the sector level, with (where possible) timebound impact goals designed to achieve food and agriculture production responsibly and within planetary boundaries and enhance the equitable distribution of value. The transformational targets developed for each Roadmap chapter build on the WBCSD Food & Nature Program's Healthy People, Healthy Planet vision; we have structured them around actions to address climate resilience and greenhouse gas mitigation, nature and biodiversity, nutrition and health, and livelihoods and human rights.

Note that we have developed most of the targets for nutrition and health as part of the Healthy and Sustainable Diets chapter of the Roadmap, while we developed most of the climate resilience and greenhouse gas mitigation and nature and biodiversity targets for the Transforming Agriculture chapter. The transformational targets associated with this chapter focus on livelihoods and human rights. For each transformational target, accompanying sub-targets provide the detailed targets required to meet performance against the transformational target.

We have consulted a range of publications as detailed in the References section of this Roadmap, including those from the United Nations Food Systems Summit Action Track 4, the World Bank, International Fund for Agricultural Development (IFAD), the Smallholder and Agri-SME Finance and Investment Network (SAFIN), LandScale, the Global Commission on Adaptation, Champions 12.3 and the Sustainable Development Goals (SDGs), as part of the process to identify transformational targets.

Each publication identifies the need to transition to food and agriculture systems that distribute value more equitably across the value chain, ensuring a "just transition" for rural livelihoods and production communities.

Companies should consider all targets and prioritize the ones that are applicable to the scope of their product portfolios, offerings and operations throughout the entire value chain. These targets primarily focus on companies that operate in the production part of the value chain but are also relevant to downstream actors, such as manufacturers and retailers, who can also support these efforts.

LIVELIHOODS AND HUMAN RIGHTS

Strengthen rural economies

Transformational Target 1: Improve incomes and provide more resilient livelihoods for agricultural producers, workers, small and medium-sized agricultural enterprises (agri-SMEs) and rural communities by 2030.

- **Sub-target 1.1:** Enhance the climate resilience and adaptation of 300 million smallholder farmers and agricultural producers.^{12,13}
- **Sub-target 1.2:** Provide all workers within supply chains with a living income.¹⁴
- **Sub-target 1.3:** Halve the proportion of people living in poverty in the food and agriculture system.^{15,16}
- **Sub-target 1.4:** Mobilize private funding and investments to close the financing and investment gap for equitable development, including for agri-SMEs.^{17,18,19}

- **Sub-target 1.5:** Ensure access to basic services considered essential needs (including clean water and sanitation, education and health care) for all agricultural workers.²⁰
- **Sub-target 1.6:** Halve food and agricultural product losses per capita by 2030.²¹

Protect rural communities

Transformational Target 2: Ensure that human rights are respected for all workers across agricultural value chains by 2030.

- **Sub-target 2.1:** End child labor in all its forms within production activities.²²
- **Sub-target 2.2:** Take immediate and effective measures to eradicate forced labor within production activities.²³
- **Sub-target 2.3:** Protect workers' rights (including freedom of association, working hour restrictions, protection from discrimination, and safe working environments) for all workers within production activities.²⁴
- **Sub-target 2.4:** Secure formal land tenure rights for all indigenous and local communities across all landscapes.²⁵
- **Sub-target 2.5:** Undertake reforms to give women equal rights to economic resources, as well as access to ownership and control over land and other forms of property, financial services, inheritance and natural resources, in accordance with national laws.²⁶



⑤ Achieving food and agricultural system transformation



⑤ Achieving food and agricultural system transformation

THE IMPORTANCE OF COLLECTIVE ACTION

Achieving food and agricultural system transformation will require collective action both within and outside of existing value chains. Food and agricultural companies are important actors in driving rural development and improving livelihoods and it is critical that rural livelihoods remain at the forefront of any changes made as part of the transition to more sustainable agricultural systems.

Production companies need to consider how to best work with and complement the actions of other companies and organizations beyond their value chains to enhance innovation and build on and share best practices within the sector. Collaborative business-led solutions that companies within the sector should seek to build on and use to develop more equitable livelihoods include:

- **Use cross-sector collaboration and partnerships** to work more closely with suppliers and other actors across the value chain.

This could include actions to ensure the prevention and remediation of human rights issues and abuses (e.g., by providing training for suppliers, providing transparency on actions taken for consumers).

- **Share innovations** in food and agricultural product losses within supply chains to enable fewer losses for the sector.
- **Work collaboratively with other producers and other important local stakeholders** (e.g., local government, SMEs and local communities) in key regions to contribute to local development and advance equitable livelihoods. This includes multi-sectoral coordination and coherence to ensure a “just transition” for groups adversely affected by the move to a more sustainable agricultural system.²⁷
- **Develop partnerships with financial institutions** to support the development and deployment of financial products and services for agricultural producers and agri-SMEs across the supply chain to drive rural development and improve livelihoods. For example, this could include co-designing innovative blended finance structures, or connecting smallholder farmers to carbon finance income streams and payments for ecosystem services.

JRT Investment Partnerships is working in collaboration with the investor community to ensure private sector investments support a just transition to sustainable, resilient agri-food systems.

While this chapter of the Roadmap focuses on the production end of the value chain, companies should actively engage other actors across the value chain and use collective action to drive maximum impact.

Looking forward to 2021 and beyond, we will use these collective actions to drive collaborative action on the key solution areas and actions identified in Table 1.

KEY ACTION AREAS

Table 1 identifies three action areas, predominantly covering the production part of the food supply chain, alongside several specific action areas aimed at achieving the necessary food system transformation. The Roadmap attempts to be as comprehensive as possible in the actions included, while also aiming to avoid repetition. While we present a range of suggested actions that businesses can take to tackle the key issues of the sector, readers should view this document as a whole, considering actions as complementary rather than in isolation.

We have identified these actions as those required to achieve the Transformational Targets. Naturally, while companies should consider the relevance of all action areas, certain organizations may choose to prioritize specific actions based on those most relevant to the scope of their operations and/or value chain.

Table 1: Action areas to achieve transformation

ACTION AREA		SUB-ACTION AREA
1	Improve access to markets	Support rural communities to shape and benefit from emerging carbon and ecosystem markets
		Facilitate better access to finance and capacity building resources to strengthen smallholder farmers and SMEs as a critical source of rural employment
		Develop inclusive procurement and fair labor practices
2	Respect and protect human rights	Conduct strong human rights due diligence and commit to implementing the United Nations Guiding Principles for Business and Human Rights (UNGPs) ²⁸
		Improve access to healthy, nutritious and sustainable diets for rural communities
		Strengthen company capacity to understand and manage priority human rights impact areas, including gender, land rights, forced labor and child labor
3	Promote inclusive innovation and technology	Scale last-mile services for SMEs and smallholder farmers and improve access to technology solutions and digital advisory services
		Develop innovative financing partnerships to effectively share risk across value chains
		Leverage technologies to measure and minimize food and agricultural product loss

The transformational targets outlined in section 2 of the Roadmap should guide the actions taken along these key areas; organizations should also set key performance indicators for new policies or organizational approaches to monitor and ensure compliance and success.



⑥ Actions to achieve equitable livelihoods



⑥ Actions to achieve equitable livelihoods

THE IMPORTANCE OF COLLECTIVE ACTION

Companies have an important role to play in supporting the equitable distribution of value across food value chains. However, smallholder farmers often receive only a small proportion of the value of the final product. As a result, producers struggle to invest in long-term strategies to support their resilience, such as nature-based solutions, and COVID-19 has disproportionately impacted them. Consumers are increasingly losing trust in companies that seek to drive value creation for themselves, which brings further risks to their license to operate within rural communities. Further, as COVID-19 has shown, frailties across supply chains have increased the scale of food losses.

The just transition represents an opportunity to reshape the global food and agricultural system and to show the important role that companies can play as drivers of rural socio-economic development and prosperity, facilitating collaboration by connecting smallholder farmers and agri-SMEs to global markets while minimizing food and agricultural product losses across the value chain.

This chapter explores the role companies can play in improving the equitable distribution of value across the value chain, with a focus on rural livelihoods, including issues such as providing safe working conditions and a living wage for workers, as well as the role for agribusiness in strengthening agri-SMEs.

Sustainable food and agricultural system transformation will demand more collaboration with smallholder farmers and connections with agri-SMEs to markets, building equity into the value chain. Building on the work developed by the SPA and GAA-EL projects, we map the action areas and actions for enhancing the equitable distribution of value and reducing food loss below, covering direct **pathway 2 Enhance equitable distribution of value** and partially direct **pathway 4 Minimize food loss and waste** from the CEO Guide to Food System Transformation.

ACTION AREAS

1. Improve access to markets

Smallholder farmers are often unable to access regional or global markets, which offer greater opportunities to generate more income and increase the proportion of their earnings.

Supporting smallholder farmers and agri-SMEs²⁹ in accessing new markets is an important means to achieving rural development and poverty reductions, and to improving rural livelihoods. Companies have an important role to play in facilitating greater access to markets and there are several actions they should take accordingly.

Companies should engage closely with local communities to ensure they are able to benefit from carbon and ecosystem markets, facilitating access to capacity building resources to improve rural communities' ability to operate as part of new markets.

Companies should develop more inclusive procurement and labor employment practices that support rural communities with fair access to global markets and provide the necessary safety nets. The impact of these actions can have a transformative impact on rural livelihoods, bringing communities out of poverty by connecting them to new resources and sources of capital, as well as new markets.

SUB-ACTION AREA

Support rural communities to shape and benefit from emerging carbon and ecosystem markets



Recommended individual company actions

- Improve the capacity of local institutions to enable local actors and rural communities to manage different parts of carbon/ecosystem market projects (e.g., training on monitoring or distribution of carbon payments).³⁰
- Scale up investments in climate mitigation actions to help smallholder farmers develop alternative sources of income while increasing productivity (e.g., developing bespoke sustainability training programs for approaches including carbon farming³¹ and how to access schemes to remunerate them for such actions).³²
- Support smallholder farmers and rural communities with upfront financing and access to the technologies they need to enable them to access carbon/ecosystem markets.³³
- Engage transparently with local stakeholders (including local and indigenous communities, local governments, small-scale private enterprises) and ensure that all stakeholders can participate in shared decision-making activities for future land-use and transition outcomes (e.g., participation in carbon or ecosystem markets).^{34,35}

SUB-ACTION AREA

Facilitate better access to finance and capacity building resources to strengthen smallholder farmers and SMEs as a critical source of rural employment



Recommended individual company actions

- Invest in extension services for smallholder farmers and SMEs to increase their capacity to develop better business practices and increase access to financial resources.³⁶
- Invest in greater access to education, training and other relevant workforce development programs to upskill smallholder farmers and other rural workers (e.g., management or finance training) to support the implementation of precision agriculture or renewable energy systems on farms.³⁷
- Improve access to digital financial services and affordable finance for smallholders and agri-SMEs to support them in accessing new markets (e.g., by providing services including digital payments, savings, smallholder credit and agricultural insurance).³⁸
- Encourage farmer-to-farmer learning to share local knowledge and innovations that support productivity and improve resilience to climate change (e.g., through demonstration farms or agricultural cooperatives to support smallholder farmers in the transition to new and more sustainable farming practices).³⁹
- Build attractive rural employment for workers to attract more young people to work in farming, particularly where farmers are making efforts to transition agriculture away from traditional heavy emitting practices. This will improve rural livelihoods, provide opportunities for the ageing workforce and strengthen supply chains with more secure and stable skilled labor.⁴⁰

SUB-ACTION AREA

Develop inclusive procurement and fair labor practices



Recommended individual company actions

- Adopt responsible purchasing practices within supply chains (e.g., through prompt payment to suppliers, training purchasing staff on responsible sourcing, and integrating responsible sourcing into purchasing practices).⁴¹
- Increase funding for and investments into agri-SMEs to expand markets and increase rural incomes and job opportunities (e.g., through targeted increases in the proportion of sales to agri-SMEs).⁴²
- Adopt inclusive procurement models to ensure smallholder farmers have fair access to markets to sell their supply at a better price and can gain a greater proportion of the value from the final product to adequately remunerate their work and investment.^{43,44}
- Provide smallholder farmers and workers with the necessary support, safety nets and social protections to help them transition to a more sustainable future.^{45,46}
- Use long-term and transparent labor contracting practices for workers (including seasonal, temporary and wage workers) to provide greater job security and share value more equitably.⁴⁷
- Use enforceable and fair contracts for smallholder farmers and agri-SMEs to improve rural incomes and generate shared value.⁴⁸ This could include innovative strategies and models to develop better partnerships with agri-SMEs (e.g., through contractual arrangements, cooperative-led models or joint ventures).⁴⁹
- Provide job security for workers, including seasonal, temporary and wage workers.
- Prohibit worker-paid recruitment fees across supply chains.⁵⁰
- Support income diversification for smallholder farmers and rural workers by helping them to develop new revenue streams or premium production products (e.g., provide greater support for smallholder farmers to develop new products and enter new markets).⁵¹

2. Respect and protect human rights

It is important to uphold and protect all universally recognized human rights and labor rights. With human rights disclosure regulations extending beyond reporting requirements, as public interest and investor expectations grow, the time for action on human rights is now.

In line with the United Nations Guiding Principles for Business and Human Rights (UNGPs), businesses should commit to respecting human rights and address any human rights issue in their supply chains, recognizing the important role this plays in lifting individuals out of poverty and transforming lives.

Furthermore, companies should recognize the importance of and improve access to healthy and sustainable diets by promoting crop diversification and food fortification efforts for rural communities.

SUB-ACTION AREA

Conduct strong human rights due diligence and commit to implementing the UNGPs



Recommended individual company actions

- Develop a human rights policy and make it publicly available, and commitment to supporting the implementation of relevant international labor standards for all workers across the value chain (e.g., UN Guiding Principles on Business and Human Rights).⁵³
- Undertake human rights risk due diligence to identify and assess negative impacts on human rights and integrate the findings into internal functions and processes.⁵⁴
- Implement actions to reduce human rights risks. Work collaboratively with suppliers and other business partners to improve the implementation of human rights actions (e.g., encouraging them to publish time bound action plans to implement policies and publicly report on progress).⁵⁵
- Develop a tracking and monitoring system to understand if human rights due diligence actions have been successful and audit these processes to continually monitor and address non-compliance.⁵⁶

SUB-ACTION AREA

Strengthen company capacity to understand and manage priority human rights impact areas, including gender, land rights, forced labor and child labor



Recommended individual company actions

- Implement occupational health and safety measures to ensure safe working conditions (e.g., reduced use of toxic chemicals or limits to the number of hours worked per week).⁵⁷
- Guarantee freedom of association and collective bargaining for workers by working with suppliers to promote the right of workers to establish and join organizations and labor unions of their choosing and engage in constructive negotiations.⁵⁸
- Promote the abolition of and address issues relating to forced and child labor across the value chain (e.g., by developing a supplier code of conduct that covers forced labor and integrating it with supplier contracts or providing training for procurement staff and suppliers).^{59,60}
- Develop grievance mechanisms and procedures that are easily accessible for workers and facilitate access to remedy where the company has violated workers' rights.⁶¹
- Promote secure tenure rights and respect local communities' land and their rights to access key resources, such as water and timber. This is important particularly where land and resource tenure lack clarity (e.g., on indigenous lands) to ensure that it does not result in the displacement of local needs (e.g., local food production and food security).^{62,63}
- Work with local communities using the principles of Free Prior and Informed Consent (FPIC). Implement robust and transparent grievance and remedy mechanisms and actions to rectify harm and ensure affected populations are fairly compensated.⁶⁴
- Support women's rights and gender equality across supply chains (e.g., by developing a gender equality commitment).
- Contribute to local development (e.g., through investment in local infrastructure and services). This could include improvements in access to clean water and sanitation, energy, technology, healthcare, childcare and access to education.⁶⁵ In addition, it could include actions to improve the mobility of local stakeholders and to promote their access to markets and employment opportunities.⁶⁶
- Use multi-stakeholder landscape approaches to understand the different objectives of the local population and to avoid any unwanted trade-offs (e.g., by collaborating on local initiatives such as water stewardship programs in areas with water-intensive processing plants).^{67,68}

SUB-ACTION AREA

Improve rural communities' access to healthy, nutritious and sustainable diets



Recommended individual company actions

- Address the nutrient deficit among rural communities and smallholder farmers by providing diversified, healthy and nutritious foods for workers and rural communities (e.g., commit to improving the supply of protein and micronutrients for workers across the value chain).⁶⁹
- Encourage crop diversification for smallholder and subsistence farmers to increase access to a varied and healthy diet for smallholder farmers and rural communities and reduce the risks associated with poor harvests (particularly protein-rich crops). This could include exploring the potential of underused food crops or animal species.^{70,71}
- Scale up food fortification efforts for rural communities and smallholder farmers by increasing micronutrients in staple crops (e.g., by providing support for smallholder farmers to adopt biofortified materials).⁷²
- Educate rural communities and smallholder farmers on the importance and benefits of dietary diversification and locally available nutritious foods (e.g., through nutrition education or behavior change communications).⁷³
- Work with local communities to identify the local causes and consequences of food insecurity and to co-create solutions and interventions for specific nutrition challenges (e.g., through participatory focus groups).⁷⁴

3. Promote inclusive innovation and technology

Innovation and technology have the potential to improve livelihoods and incomes, as well as agricultural productivity and resource use efficiency, as outlined in the Chapter on Transforming Agriculture. No matter the benefit of the agri-tech solution, it is important that its development and distribution take place in a way that is inclusive and improves outcomes for rural communities.

Companies have an important role to play in scaling these solutions and improving rural infrastructure, as well as providing skills training to build capacity in rural communities. It is necessary to promote further technological solutions that help companies understand where food and agricultural product losses are taking place across the value chain and prioritize actions to reduce supply chain losses.

Where companies are unable to provide the necessary technology and infrastructure solutions directly, they should advocate for their development in rural areas and develop partnerships with financial institutions, technology providers and the public sector (e.g., through public-private partnerships – [PPPs]).

SUB-ACTION AREA

Scale last-mile⁷⁵ services for SMEs and smallholder farmers and improve access to technology solutions and digital advisory services



Recommended individual company actions

- Enhance access to digitally enabled solutions that enable smallholder farmers to reduce the costs of production (e.g., through access to offtake markets, high-quality inputs, production and post-harvest machinery and mechanization services).⁷⁶
- Invest in better physical infrastructure and technology to improve access to markets for agri-SMEs and smallholder farmers to enable smallholder farmers to improve profitability and capture a greater share of the final product value (e.g., improved transportation networks to increase access to market centers or providing internet services to improve access to online markets). Where wider infrastructure limitations curb direct investment, develop partnerships with financial institutions, technology providers and the public sector to advocate and for this (e.g., through PPPs).⁷⁷
- Improve access to risk management tools to help smallholder farmers manage their risk exposure to climate-related weather shocks and events (e.g., providing crop yield/revenue insurance, minimum support prices, contract farming) to support livelihoods in the event of a bad harvest or crop cycle.⁷⁸
- Provide smallholder farmers with access to systems and technologies to strengthen resilience to the impacts of climate change (e.g., small-scale irrigation and water conservation systems to cope with rainfall variability).^{79,80}
- Provide smallholder farmers with access to crop varieties that require fewer inputs and enhance resilience to climate-related events, such as droughts or floods (e.g., drought-resistant crops).⁸¹
- Take a co-creation and farmer centric approach to developing new technology and innovation to ensure it is user friendly, accessible and meets the requirements of smallholder farmers, particularly those from vulnerable groups who may lack the basic skills and ability to access digitally enabled solutions.⁸²

SUB-ACTION AREA

Scale last-mile services for SMEs and smallholder farmers and improve access to technology solutions and digital advisory services



Recommended individual company actions

- Develop new partnerships and alliances to invest in rural communities (e.g., engaging with local fund managers to direct investment using appropriate contextual knowledge to more closely meet local needs).⁸³
- Design innovative financing and blending instruments to decrease risk and spread risks and cost more effectively across the value chain to enable greater investment in smallholder farmers and agri-SMEs (e.g., capital blending mechanisms or matching grant capital or by using PPPs to improve the infrastructure in rural communities).^{84,85}
- Explore the different opportunities for partnerships with other actors (e.g., value chain actors, fintech providers) to increase market access or expansion for smallholders and SMEs.⁸⁶



SUB-ACTION AREA

Leverage technologies to measure and minimize food and agricultural product loss



Recommended individual company actions

- Measure food loss across the value chain to identify hotspots where material losses are taking place, as well as their environmental and nutritional impacts.⁸⁷
- Use the information gathered during measurement to formulate clear actions to reduce food and agricultural losses based on the hotspots identified.⁸⁸
- Invest in innovation to develop new methods to reduce post-harvest food losses (e.g., improvements in storage, processing or packing facilities).^{89,90}
- Monitor and publish results from food and agricultural products loss reductions.⁹¹
- Integrate food and agricultural product loss reductions into climate strategies and pursue as part of COVID-19 response packages.⁹²
- Work with different partners and suppliers across the value chain to build capacity to reduce post-harvest losses from on-farm activities, storage and transportation (e.g., providing training on improved handling methods, using storage equipment and minimizing contamination).⁹³
- Invest in better on-farm storage infrastructure for smallholder farmers to reduce spoilage and losses (e.g., coolers and drying units).^{94,95,96}
- Improve existing machinery and handling equipment to reduce post-harvest losses from food and agricultural products from storage and transportation (e.g., cold chain, processing and packing facilities).^{97,98}
- Adopt circular economy approaches to repurpose food and agricultural product losses and facilitate nutrient cycling within supply chains to promote the reuse of agricultural wastes and by-products (e.g., using waste for animal feed or repurposing unsellable fruits and vegetables into juices, natural flavorings and additives). Consider the most sustainable interventions to effectively dispose of waste where repurposing is not possible.^{99,100}

7 Scaling collaborative action towards 2030 and 2050



⑦ Scaling collaborative action towards 2030 and 2050

This Roadmap presents a range of transformational targets, action areas and business-led solutions to scale individual and collective action to deliver an equitable agriculture system by 2030 and 2050. We have focused action areas on where the sector, together with partners and other agriculture players, can maximize positive impacts while minimizing negative effects by sharing best practices and accelerating process, technology and partnership innovation. With the understanding that concerted action is indispensable for success, this document identifies the impact opportunities for food and agriculture companies to prioritize action along the value chain.

It is a call to action to food and agriculture value chain companies to work with producers and wider stakeholder groups (such as NGOs, industry associations and governments) to come together to accelerate food system transformation – which is critical to realizing the sector’s contributions to the SDGs and achieving the Paris Agreement.

A CATALYST FOR IMPLEMENTATION

The Equitable Livelihoods chapter of the Food and Agriculture Roadmap provides further prioritization for the development of business-led solutions by food and agriculture companies, individually and collectively.

In the coming months, our Global Agribusiness Action on Equitable Livelihoods (GAA-EL) project and its members will integrate the outcomes of this Roadmap and adapt their workplan as follows:

- Advance individual solutions identified within the Roadmap;
- Catalyze collaboration across the food and agriculture value chain and beyond to advance the collective solutions identified in the Roadmap; and
- Enhance dialogue and encourage the development of supportive actions and frameworks by stakeholder groups, including investors and policy-makers.

The impact opportunities identified in the Equitable Livelihoods Chapter of the Food and Agriculture Roadmap reinforce the need to accelerate GAA-EL’s work program, which focuses on enhancing access to markets and finance, protecting human rights, and promoting inclusive technologies.

Furthermore, GAA-EL leverages and actively collaborates with other programs and projects underway within the WBCSD (e.g., Social Impact, Scaling Positive Agriculture and more). WBCSD projects align well with one another, including those that address similar themes and levers for transformation.

For example, Scaling Positive Agriculture (as delineated in chapter the on Transforming Agriculture) addresses technology and innovation in the context of climate advisory services, precision agriculture, and other productivity-enhancing aspects, which complements GAA-EL’s efforts to ensure that the development and uptake of technology and innovation enhances equity and improves livelihoods. The project also works with leading external partners where we are driving elements of this Roadmap forward. We articulate the collective actions for five key areas generating value for member companies as visualized in Figure 2.

Figure 2: WBCSD Value Impact Framework



ENCOURAGING PROGRESS

GAA-EL will continue to work with member companies on direct collective actions in alignment with the priority action areas to support and demonstrate inclusive stakeholder leadership to achieve the food system transformations required. The work that each individual member company is already conducting by publicly reporting on its sustainability commitments and performance in accordance with internationally recognized reporting practices and standards will be the basis of these actions.

Collaborative business-led solutions that companies within the sector should seek to build on and use to develop more equitable livelihoods include:

- Leveraging value-chains to promote equity by strengthening smaller suppliers
- Peer-learning and joint problem-solving on shared urgent issues (e.g., living wage, child labor)

- Exploring collaborations with other sectors investing in rural economies (e.g., extractives, finance)
- Strengthening key policy asks
- Drawing out synergies across related WBCSD projects

STAKEHOLDER DIALOGUE AND ADVOCACY

WBCSD and our members will leverage the Roadmap across various engagement platforms to enhance dialogue, identify new partnerships that can help drive implementation, and promote the adoption of supportive financial and policy mechanisms.

We will strategically employ elements of the Roadmap at key milestone events during 2021 to highlight the importance of a progressive private sector in delivering food system transformation and help influence the policy process to create the enabling environment for positive change.

These events include:

- Pre-event in preparation for the United Nations Food Systems Summit (FSS)
- IUCN World Conservation Congress
- UN Food Systems Summit
- 26th Conference of the Parties to the United Nations Framework Convention on Climate Change (UNFCCC COP26)

The Roadmap will serve as a foundational element for our leadership and engagement in each of these events. We also hope that it will focus and inspire the broader private sector to take action where it counts the most.

Contact

You can find more information, contact details, the latest updates on progress on the Roadmap's level of implementation and further details on the business examples outlined on this [website](#).

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DISCLAIMER

This report has been developed in the name of WBCSD. Like other WBCSD publications, it is the result of a collaborative effort by members of the secretariat and senior executives from member companies. A wide range of members reviewed drafts, thereby ensuring that the document broadly represents the perspective of the WBCSD membership. Input and feedback from stakeholders listed above was incorporated in a balanced way. This does not mean, however, that every member company or stakeholder agrees with every word.

ABOUT GAA-EL

The Global Agribusiness Action on Equitable Livelihoods project (GAA-EL) supports the implementation of the CEO Guide to Food System Transformation by strengthening the contribution of agribusiness to building resilient livelihoods and strong rural communities at the heart of a sustainable food and agriculture system. GAA-EL works with companies across the value chain on production-level challenges to: 1) improve access to markets; 2) respect and promote human rights; and 3) promote inclusive innovation and technology. GAA-EL builds on achievements made by the Global Agribusiness Alliance from 2016-2020.



Global Agribusiness Action on
Equitable Livelihoods

ABOUT JRT

The Just Rural Transition brings together food producers, governments, businesses, investors, civil society, rural and indigenous peoples to champion people-centred solutions to food system challenges. JRT is a partnership between Meridian Institute, who host the secretariat and manage the Policy Action workstream, and WBCSD, who manage the Investment Partnerships workstream.



**Just
Rural
Transition**

ABOUT WBCSD

WBCSD is a global, CEO-led organization of over 200 leading businesses working together to accelerate the transition to a sustainable world. We help make our member companies more successful and sustainable by focusing on the maximum positive impact for shareholders, the environment and societies. Our member companies come from all business sectors and all major economies, representing a combined revenue of more than USD \$8.5 trillion and 19 million employees. Our global network of almost 70 national business councils gives our members unparalleled reach across the globe. Since 1995, WBCSD has been uniquely positioned to work with member companies along and across value chains to deliver impactful business solutions to the most challenging sustainability issues.

Together, we are the leading voice of business for sustainability: united by our vision of a world where more than 9 billion people are all living well and within planetary boundaries, by 2050.

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