

Impact & Influence

“...don't ever underestimate the importance you can have because history has shown us that courage can be contagious and hope can take on a life of its own.”

- Michelle Obama

When we consider the events of 2019 (and the advent of 2020) we witness poignant examples of how global society continues to operate under an unjust hierarchy of human value. Marginalized populations are at the greatest risk during a global catastrophe, whether it's a novel coronavirus or the trajectory of climate change. We see the explicit hypocrisies in whom we identify as essential workers, how society subjugates many of them, and how many of them reside at the social and economic margins. This requires us to respond at higher moral and ethical levels, taking proactive actions as individuals, organizations, and communities to elevate the quality of human life and dignity.

2019 was a year when Ben & Jerry's addressed climate justice globally (especially in Australia), criminal justice reform in the US, refugee resettlement and asylum in Europe, and LGBT & Indigenous rights in Brazil. The ambition of our values-led business model is to create a positive impact as a result of the way we run our business, the programs we implement, and the risks we take to push against the status quo that doesn't serve humanity equitably. We also want to achieve a greater influence in the world, in order to create the world we envision that is fair, equitable and just.

Our 2019 SEAR is organized by how we impact and influence change that embodies our three core values: Human Rights & Dignity; Social & Economic Justice; and Environmental Protection, Restoration & Regeneration. Many of our Social Mission initiatives contribute to the interconnected elements of all three. Or, in some cases, our initiatives fall more heavily on one core value than another. Our 2019 SEAR looks at our performance given these multiple considerations.

About Our Core Values

These interconnected values underlie the Ben & Jerry's Social Mission and serve as a foundation for the work we do throughout our business. Our greatest leverage can be found at the linkages between them.

Human Rights & Dignity

We are committed to the rights of all people to live with liberty, security, self-esteem, freedom of expression, protest, and to have the opportunity to provide for their own needs and contribute to society.



Social & Economic Justice

We are committed to achieving equity, opportunity and Justice for communities across the globe that have been historically marginalized, with recognition that this is tied to fair livelihoods that enable individuals, families and communities to thrive.



Environmental Protection, Restoration & Regeneration

We are committed to a positive, life-giving environmental impact that restores degraded natural environments and enables increased diversity and abundance of ecosystems.



Our Theory of Change

We believe that Ben & Jerry's can fulfill our responsibility to be a radically effective force for good within society in several important ways:

- by reflecting our values in our value chain to ensure that the people and communities that contribute to our business, and the planet upon which it depends, all share equitably in the benefits of our success through the linked prosperity model;
- by leveraging our influence with fans and other businesses, our activism campaigns conducted with a wide range of partners, and other actions that provide leadership to promote systemic progressive social change guided by our values; and,
- by achieving long term equitable growth, value creation and profitability for all stakeholders in our value chain to prove the success of our business model as a viable alternative to business as usual.

Ben & Jerry's Values Led Business

Advance our core values through the way we conduct business & use of our influence to achieve systemic change

**CORE
VALUES**

BUSINESS as a force for
GOOD

**LINKED
PROSPERITY**

Human Rights
& Dignity

Social & Economic
Justice

Environmental
Protection, Restoration
& Regeneration

Reflect our values
in our business by
"Walking the Talk"

Leverage our influence
with fans through
activism campaigns

...and prove the
success of our
business model

THE COMMUNITY
WE BUY INGREDIENTS FROM

THE COMMUNITY
WE SELL OUR PRODUCTS TO

Systemic
Change
vs.
Charity

THE COMMUNITY
WE LIVE & WORK IN

Social Equity Impact

These core values are reflected in this work:



“Not everything that is faced can be changed. But nothing can be changed until it is faced.”

- James A. Baldwin

Becoming a Diverse Equitable & Inclusive Company

In 2018, we started working with Race Forward, a leading non-profit that advances racial justice within institutions, culture and policies. Race Forward helped us to assess where Ben & Jerry's was as an organization in our ambition to be diverse, equitable and inclusive (DEI). This work culminated in a set of recommendations grouped into eight categories (each comprised of multiple strategies):

1. Ongoing Skill Development for Staff
2. Governance and Leadership
3. Internal Infrastructure to Support Racial Equity Efforts
4. Partnerships and Collaborations
5. Influence and Alignment of Efforts with Unilever's Diversity and Inclusion Department
6. Operationalize Racial Equity across the Company
7. Development of a Company-Wide Racial Equity Action Plan
8. Regular Documentation, Tracking, and Assessment

Based on the recommendations Race Forward presented, two initial steps were planned for 2019:

Develop Operational Plans: we would develop an organizational equity plan that articulates clear

outcomes, and measurable actions to achieve them. The plan should consider resource availability, feasibility, accountability and evaluative mechanisms. The plan should create space for collective learning and reflection and further development. The organizational plan will provide context for the development of department-specific implementation plans that should build upon existing departmental goals.

Implementation, Reporting, and Evaluation:

The completed draft organizational plans will be communicated to the broader Ben & Jerry's community at all levels for input and buy-in. During this step, there should be another opportunity for analysis and inquiry regarding the effectiveness of the plan(s). Leadership should use this as an opportunity to develop implementation plans at the departmental level. All implementation should be tracked so that the challenges and successes can be documented and used for learning purposes.

For a variety of reasons, including personnel and management transitions, we didn't make the progress with our 2019 operational plans and organizational cascade as we had expected to in our DEI journey. With that understanding, we closed out 2019 with the goal to get things back on track in 2020.

In 2019, we completed the 2020 plan with Race Forward and their partner, Equity & Results, for an internal program for Ben & Jerry's to operationalize Race Forward's recommendations made at the start of 2019. This includes training in Results Based Accountability,

a disciplined approach for bridging the gap between a commitment to racial equity and the day-to-day work needed to achieve organizational transformation. We've worked with Race Forward to revise this scope to provide end-to-end services that support our Social Equity journey.

Our work with Race Forward and Equity & Results is structured in three parts, taking place through 2020:

Part I: building the knowledge required to do personal and organizational transformation around racial equity. Part I continues the internal Ben & Jerry's racial equity education journey with Race Forward for staff and management, critical to Parts II and III.

Part II: identifies racial equity driven results, indicators and performance measures that align with a subset of Race Forward's recommendations to ensure that Ben & Jerry's begins to implement a set of priorities and high leverage strategies and builds a culture of accountability required to sustain these strategies to improve the lives of People of Color.

Part III: refining the work and maintaining the "muscle" to sustain the work at Ben & Jerry's. The purpose of Part III is to ensure that the framework and operationalization of recommendations is sustained. These sessions are critical to continuing the work to ensure that it sticks.

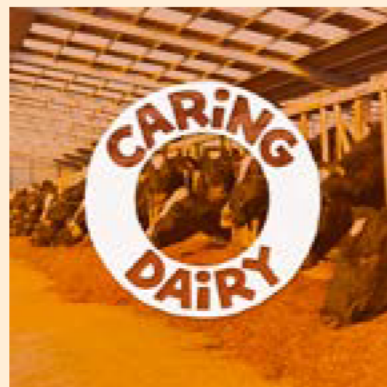
Our Race Forward/Equity & Results team held sessions in October 2019 to set up the work ahead of us in 2020 with the Board, management and staff. In November, two Race

Forward trainers lead a day-long training in Racial Equity for a cross-section of Ben & Jerry's Vermont community.

While our primary Equity work in 2019 did not move forward at the pace we envisioned, we did make some progress within parts of our business. One example was in our Brazilian Ben & Jerry's operations. Our Brazilian scoop shop operations advanced our Diversity Equity & Inclusion (DEI) strategy with a workforce population in 2019 that included: 61% people of color, 50% women, 25% LGB, 4% Trans. However, at the end of 2019 we needed to make some difficult business decisions and reduced our scoop shop operations and staff in Brazil. That said, DEI remains a priority and our Brazilian staff, after the reductions, is at 60% women, 37% people of color, 31% LGB and 6% Trans.

Supplier Diversity

Becoming a diverse, inclusive and equitable company begins with our internal culture and reaches out into our value chain. Our Values-Led Sourcing (VLS) program, which is updated elsewhere in this report, is designed to manifest our core values of social, economic and environmental justice throughout our supply chain. It covers programs that include Caring Dairy, Milk with Dignity, Fairtrade-certified, Social Enterprises such as Greyston Bakery and Rhino Foods. One program that, over the years, has been within our VLS program, but is currently on hold, is one specifically focused on Supplier Diversity. In recent years it's been on hold due to insufficient resources to properly sustain it. However, as part of our internal focus on achieving equity throughout our business, we will convene a new Racial Equity Supplier Engagement Initiative Team in 2020 to develop a new strategy going forward.



Social Equity Influence

These core values are reflected in this work:



“Cowardice asks the question, is it safe? Expediency asks the question, is it politic? Vanity asks the question, is it popular? But conscience asks the question, is it right? And there comes a time when one must take a position that is neither safe, nor politic, nor popular, but one must take it because it is right.”

- Martin Luther King, Jr.

Regional Activism in 2019

With Ben & Jerry's activism staff in the United States, the United Kingdom, France, Germany, Spain, The Netherlands, Sweden, Brazil, and Australia, we completed 2019 with activism staff in more communities than the company has ever had in its history and primed to bring our unique toolbox in support of movements advancing racial equity and social justice, refugee and asylum rights and climate justice. We have refocused our work on sustained campaigns that address the root causes of these issues.

United States

Criminal Justice Reform Campaign

Ben & Jerry's partnered with [Color of Change](#), the [Advancement Project](#) and the American Civil Liberties Union ([ACLU](#)) for the Justice ReMix'd Campaign in 2019. The campaign highlights the need to reform the nation's criminal justice system in order to break the cycle of mass incarceration that disproportionately targets people of color. Color of Change is the largest online racial justice organization in the U.S. The Advancement Project is a multi-racial civil rights organization that is working for a caring, inclusive and just democracy.

At a national level, we supported Color of Change's [Winning Justice Campaign](#) and the ACLU's [100 Tour](#), marking the ACLU's centennial in 2019. At the local level, we supported the Advancement Project and its community affiliates, [Power U](#) in Miami and the [Close the Workhouse](#) Coalition in St. Louis.

Winning Justice is a digital campaign that aims to end mass incarceration by advocacy around six policies. Of the campaign's six demands, we've engaged our fans on three:

ending cash bail, stopping unnecessary prosecutions and treating kids like kids to disrupt the school-to-prison pipeline. We launched an online platform, [benjerry.com/justice](#), to raise awareness about these issues and prompt our fans to take action by joining Winning Justice. Our fans not only pledged to support these policies, but about 130,000 people became new members of Color of Change, and part of a much larger movement calling for reform in our nation's criminal justice system.

The ACLU 100 Tour provided another opportunity for Ben & Jerry's fans across the US to learn about criminal justice issues and become involved in advocacy to win policies that would dramatically reduce incarceration rates in the United States. The tour was a multi-city exhibition on individual rights and freedoms including immigrant's rights, mass incarceration and voting rights. Ben & Jerry's helped with turnout for the tour through digital promotion and Scoop Shop activations. We scooped in several cities where the tour stopped with intentions of driving fan participation through our efforts.

Justice Remix'd Flavor Launch - Washington, DC

In October, Hurricane Dorian forced a last-minute decision to move the launch of Justice Remix'd, to Washington, DC from Miami, FL. The results of the launch were strong. We received good coverage from outlets that don't typically cover our work such as [The Root.com](#), which started its story this way:

“In a world in which the trappings of allyship have devolved into Instagram likes or tawdry

photo ops, premium ice cream company Ben & Jerry's has quietly ignored fanfare in favor of doing the actual work.

It's not uncommon to find posts admonishing the criminal justice system or systemic racism on their website, and since May 2018 they've spent over a million dollars on Facebook ads denouncing mass incarceration, advocating for mental health funding and demanding criminal justice reform. And according to the revered ice cream manufacturer, they're just getting started."



The flavor launch also provided good visibility for our partners at the Advancement Project (AP). AP's board member Jesse Williams (of Grey's Anatomy fame) helped to [support the campaign](#) and partnership.

Supporting Local Grass Roots Campaigns

While the national campaign was an important part of our strategy to advance reforms in the criminal justice system, much of the heavy lifting happened at the local grassroots level. And while we didn't have the capacity to support grassroots campaigns across the country, we did go deep in a few markets and brought our unique set of activism tools to help advance and win local campaigns.

In 2019, we worked with a coalition of groups in St. Louis and Miami focusing on reducing rates of incarceration in their communities and urging leaders to invest in the kinds of things that create healthier, safer communities such as access to mental health counseling, substance abuse treatment, housing, and healthcare.

Miami Investment In Counseling and Mental Health, Not Over-Policing

We supported the [Advancement Project](#) and [Power U](#) campaign in Miami to demand that the Miami-Dade County School Board invest in mental health services and divest from over-policing in schools. Power U is working towards a society free from all forms of oppression in which decisions are made democratically and resources are utilized for the collective benefit of everyone. We

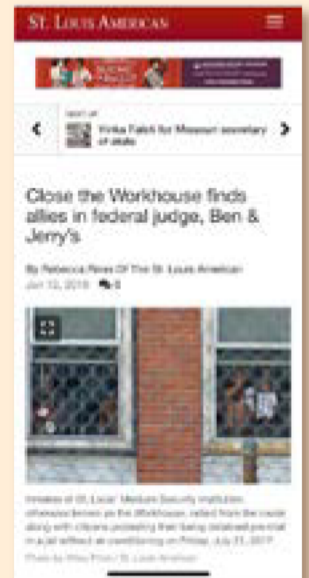
supported local activists to engage the community in the need to increase investment in mental health and guidance counselors and decrease over-policing Miami schools. In addition, we worked with grassroots groups to drive turnout at two School Board hearings so the community's voice could be heard.

With our support, Power U and Advancement Project won an initial victory in their campaign to win a budget increase for mental health services in Miami-Dade schools. In September, the Miami-Dade School Board voted to:

- Increase the number of certified mental health professionals in the district from 30 to 55
- Create a Community Advisory Committee at the Department of Mental Health to monitor implementation

St. Louis - Close The Workhouse Campaign

Between June 10th and June 28th, we brought our complete activist toolbox to St. Louis to support local groups calling on the St. Louis Board of Aldermen and the Mayor to vote to defund the Workhouse Jail, a facility used to lock up predominantly Black and low-income citizens in atrocious conditions for mostly minor offenses. More than 95% of the people in jail are black and pre-trial, meaning they are locked up without ever having been convicted of anything. They are held only for lack of money to post bail, undermining one of the core principles of the US judicial system that people are presumed innocent until proven guilty. In St. Louis, and countless other communities across the country, it's more like you're guilty until proven wealthy.



Actions in St. Louis included:

- a three-week-long community-based truck tour that supported 27 events,
- a press conference with our co-founder, Ben Cohen, launching our tour that generated strong local press coverage,
- an op-ed in the state's largest daily paper, the St. Louis Post Dispatch,
- a full-page newspaper ad calling on the Board and the Mayor to de-fund the Workhouse.

Over the course of the three-week tour, we brought 1,500 new community members into the Close the Workhouse Campaign. This support led to a roughly 26% decrease in the Workhouse inmate population from the time we began helping the Close the Workhouse Campaign to the end of 2019. Since then, the Workhouse inmate population has continued to decrease and now stands at 121, the lowest it's ever been. This is a roughly 74% reduction from the beginning of 2019, when the inmate population was 473.

The progress in the Close the Workhouse is, in part, owed to our fans for helping to pressure members of St. Louis's board of Aldermen (BOA) to support closing the Workhouse. When we brought our activist toolbox to St. Louis, the Close the Workhouse Campaign had 5 open supporters on the BOA. Now, the campaign has 13 open supporters and all it needs is a simple majority of 15 BOA members to support closing the Workhouse to win. Additionally, the Mayor of St. Louis has recently changed her position and openly indicated her support for closing the Workhouse, which brings the campaign even closer to achieving its goal.

Concurrent with the campaign, a federal judge ruled that inmates may not be held for lack of bail, triggering a review of all cases in the Workhouse. Since that ruling, 119 citizens have been released pre-trial, and average bail was reduced from \$18K to \$238.

Q4 - Florida Right Restoration "Yes On 4" Voter Registration Bus Tour

In November, we reunited with our partner Florida Rights Restoration Coalition for its "Yes On 4" Bus Tour to register newly eligible returning citizens to vote across Florida. We

helped with digital promotion on our social platforms and provided experiential support, scooping at roughly a dozen tour stops over 3 weeks. In total, FRRRC added nearly 400 voters and returning citizens to the Florida's voter roll.



L-R facing crowd: Ben Cohen, Jerry Greenfield, HRH Prince Jaime de Bourbon de Parme (UNHCR), Matthew McCarthy at the Cone Together launch

Europe

Cone Together

Our multi-year refugee platform ramped up in December 2019 at our launch of Cone Together at the first ever [Global Refugee Forum](#), hosted by The United Nations High Commissioner for Refugees ([UNHCR](#)) in Geneva, Switzerland.

More than 3000 business and political leaders, advocates, refugees, activists, and organizers from all over the world met in Geneva. We were there to call on our leaders to take immediate and effective action in support of refugees. We also did what we do best: scoop some ice cream! Our co-founders, Ben and Jerry, were on hand to launch [Cone Together](#), to raise awareness about, and build support for, people everywhere who are seeking safety.

People Want to Help Refugees

What we saw in Geneva convinced us that there's a lot of [support](#) for refugees, and that it continues to grow.

- Government representatives promised stronger asylum systems and improved policies regarding access to education, work, and financial services, including more refugees in local and national development plans
- Businesses promised about 15,000 jobs to refugees, along with 125,000 hours per year of free legal aid
- More than 800 [pledges](#) were made, along with

financial commitments totaling about [\\$10 billion](#) from governments, the private sector, and development banks (toward the funding of many projects and initiatives, such as job creation, education, financing, energy and infrastructure, and more)

More work to Do

Ensuring accountability and monitoring progress will be critical to the eventual success of the forum, because the millions of people who've been forced to leave their homes due to conflict, environmental disasters or violence want and need a system that works right now.

All the commitments to improve local and national policies and all the promises of financial support made by organizations, businesses, and states at the forum were good to hear. Such changes will certainly help, when (and if) implemented but we all need to keep the pressure on our leaders to drive for more progressive change. We need to continue to speak up for friends, neighbors, and community members. The Global Refugee Forum was a powerful first step in finding and implementing collaborative, sustainable solutions, but there is much more work to be done. [Read more about the Global Refugee Forum [results](#).]

Business Refugee Action Network (BRAN)

The Business Refugee Action Network ([BRAN](#)) used the Global Refugee Forum as an opportunity to write directly to both Angela Merkel and the EU Commission to express the business community's desire for greater action at the Global Refugee Forum, as well as to continue to advocate for refugees to be integrated into the Sustainable Development Goals (SDG) targets. This was following on from the meeting in New York during the annual UN General Assembly that our CEO, Matthew McCarthy, joined with former UN Secretary General Ban Ki Moon, International Rescue Committee (IRC) President & CEO David Miliband, and Virgin founder Richard Branson, at which the joint statement targeting this change to the SDGs was launched. Moving into 2020 we want to ramp up the level of engagement with businesses on this issue and find more opportunities for us to get businesses engaged in our campaigning work.



Ice Cream Entrepreneurs (Ice) Academy

The Ice Cream Entrepreneurs Academy (Ice) program is designed to help former refugees establish businesses or increase employment opportunities in their new communities. It combines a 4-month early stage entrepreneurial start-up program with part-time employment through Ben & Jerry's sales channels. We completed our 3rd year of the Ice Academy in 2019, growing from a tiny pilot of 8 people in London in 2017, to 47 graduates in 2018 and now 67 graduates across 4 locations (London, Rotterdam, Hamburg and Paris) in 2019.

We held graduation celebrations in our 4 countries simultaneously which was a wonderful moment for us to bring together the graduates, everyone involved in making



2018 Ice Academy Graduate, Fatma

the program happen and potential future partners. It was particularly inspiring to see the community that has been cultivated through the program and that graduates are utilizing this to build their own personal networks.

We have seen wonderful outcomes from the program. We can look back on the data from 2017 and 2018 and see that 12 months on from the program 82% of participants are either self-employed or in employment, 69% are still working on their business and of them, 82% are actively trading. We have seen 18 new businesses launched in the UK alone.



Looking specifically at the 2019 program, unemployment had dropped from 64% before the program to 38% after the program. We also saw a 34% increase in participants reporting they are ‘thriving’ and 40% felt more able to participate in community life.

We have had some independent research conducted which demonstrates that the key outcome is on self-determination. When first joining the program, many participants have been stuck in an asylum system that can result in breaking their spirit and confidence. Alongside the technical skills and employability skills that graduates learn, often for the first time in many years, they are able to focus on the future, building confidence and self-determination. The research suggests that outside of developing new businesses there is an inherent value in the process of entrepreneurship training that is potentially disproportionately valuable to our target group, given the trauma they have had and the systemic barriers they have faced.

We are also actively seeking out other businesses that are keen to take on the program in order to grow its impact, as well as diversifying the employment opportunities that are on offer to participants in the program.



Right to Work campaign (UK)

The Waiting isn't Working campaign was moving along at a great pace in 2019 until the General Election was called in the United Kingdom and we had to pause campaigning. We landed nearly 40,000 of the circa 60,000 petition sign-ups the coalition has gathered. The policy, which is asking for the UK to change the law to enable asylum seekers the right to work is now party policy for all political parties, apart from the Conservative government.

Brazil

Social Justice (LGBT/Racial agenda)

Our Brazilian team has been deeply engaged in standing up for LGBT rights and Indigenous peoples rights. Late in 2018, we had worked successfully with two NGO's on raising the issues of LGBT representation in government and for legal protection in the courts. We worked with All Out Brazil to bring a petition with 450,000 signatures to the Brazilian Supreme Court showing the court that Brazilians supported legal protection for people in the LGBT community. We also worked with local pro-LGBT candidates to register on Merepresenta.org, to create more awareness and support for LGBT representation in local government.

In 2019 we continued working on supporting LGBT rights. Due to a variety of circumstances that limited our time and resources in 2019, much of the work focused on developing a plan on how best to be assertive relative to the ongoing violence against the LGBT community and people of color in Brazil. We are working with activists from gender, racial and LGBT organizations to provide guidance in developing our activism agenda for the next 2 years.

In addition, we supported the Indigenous agenda (Indigenous women's march) in 2019 asking the Brazilian population to show support for the Indigenous population so we can mobilize people for future activations. This is an important and vulnerable population, which hasn't been supported by the current government. Our intention for 2020 is to get closer to this population and more strategic in our advocacy agenda.

New Zealand

In New Zealand we attended 2019's Big Gay Out, the country's biggest rainbow community event that attracts about 10,000 people each year. This was the 20th anniversary of the event, which is run by the New Zealand Aids Foundation to campaign for ending HIV in New Zealand. We asked fans to 'Pay what you feel' and raised over \$3,200 for the charity.



Climate & Sustainability

Impact

These core values are reflected in this work:



“This planet came with a set of instructions, but we seem to have misplaced them. Civilization needs a new operating system.”

– Paul Hawken

Climate Strategy Overview

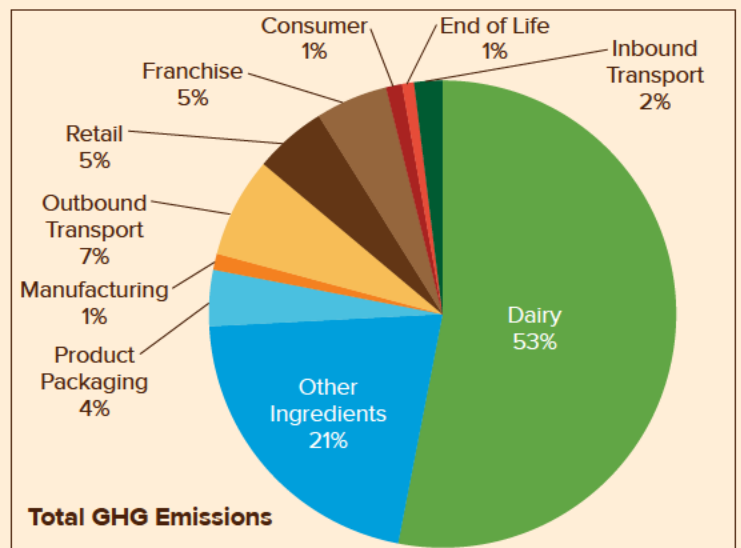
Our climate strategy is a long-range effort. In 2018 we had our targets approved by the [Science Based Targets Initiative](#) (SBTi). The Science Based Targets initiative champions a science-based target setting as the path in the transition to the low-carbon economy. It is a collaboration between CDP, World Resources Institute (WRI), the World Wide Fund for Nature (WWF), and the United Nations Global Compact (UNGC). Targets adopted by companies to reduce greenhouse gas (GHG) emissions are considered “science-based” if they are in line with what the latest climate science says is necessary to meet the goals of the Paris Agreement—to limit global warming to well-below 2°C above pre-industrial levels and pursue efforts to limit warming to 1.5°C.

We are working with two key partners to help us to design and implement our GHG reduction plan: Pure Strategies and NativeEnergy. [Pure Strategies](#) helps companies to build leading sustainability strategies to achieve better environmental and social performance. [NativeEnergy](#) is an expert provider of implementing carbon reduction technologies, carbon offsets, renewable energy credits, and carbon accounting software.

Our Carbon Footprint

Ben & Jerry's uses 2015 as the baseline year for tracking greenhouse gas (GHG) emissions. In 2015, total emissions for our global business measured 460,000 metric tonnes of CO₂e¹, which is approximately 3.3 lbs (1.6 kg) per pint of ice cream. This measurement includes all of our Scope 1², Scope

2³, and Scope 3⁴ emissions. You can see the breakout of where these emissions come from in the pie chart below.



Not all of our GHG emissions are included in the goals we set with Science Based Targets. About 370,000 metric tonnes or roughly 80% of our 2015 baseline emissions are included. This 80% includes all Scope 1 and 2 emissions plus more than 75% of Scope 3. The categories in the above pie graph that are shaded with a pattern are excluded (Outbound

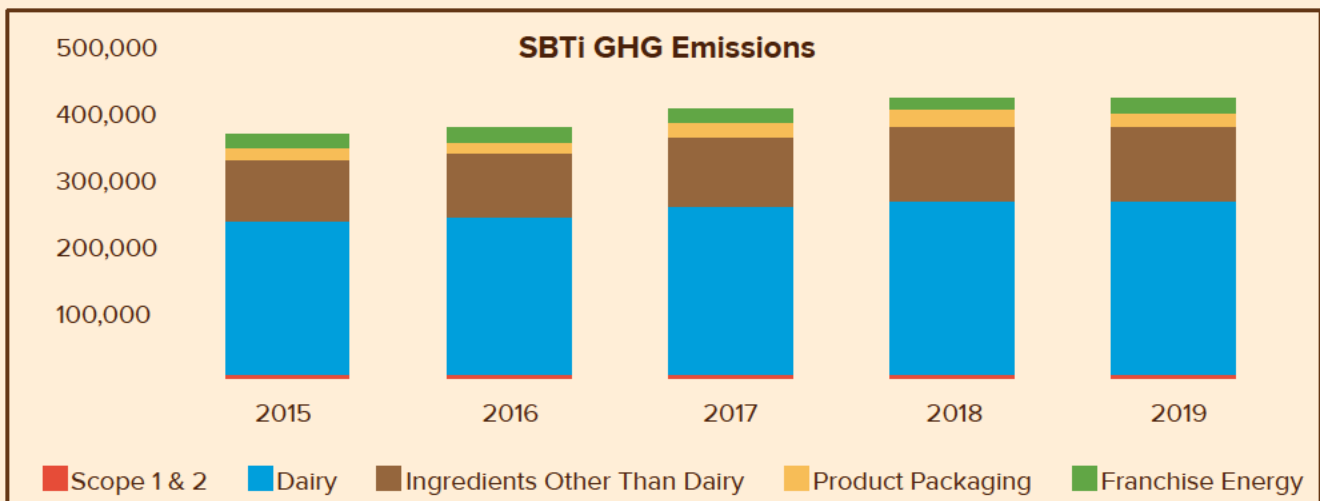
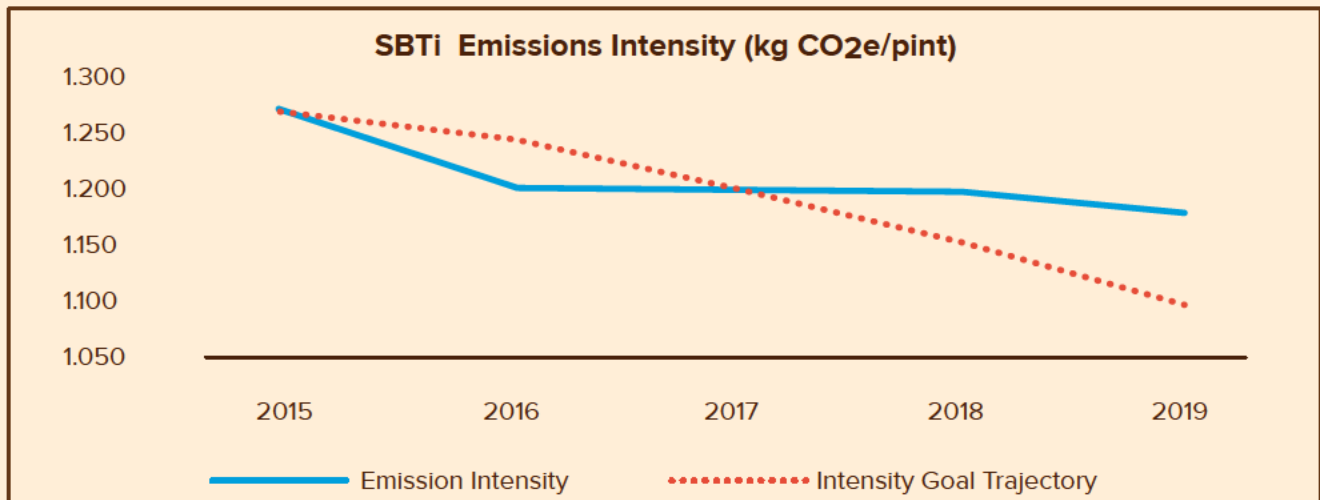
¹ CO₂e stands for 'carbon dioxide equivalent' and is a term for describing different greenhouse gases in a common unit. For any quantity and type of greenhouse gas, CO₂e signifies the amount of CO₂ which would have the equivalent climate change impact.

² Scope 1 greenhouse gas emissions are direct emissions from sources that are owned or controlled by Ben & Jerry's. (Ex: on-site fossil fuel combustion like natural gas)

³ Scope 2 greenhouse gas emissions are indirect emissions from sources that are owned or controlled by Ben & Jerry's. (Ex: emissions that result from the generation of electricity, heat or steam purchased by Ben & Jerry's from a utility)

⁴ Scope 3 greenhouse gas emissions are from sources not owned or directly controlled by Ben & Jerry's but related to our activities.

Transportation, Retail, Consumer, End of Life, and half of the Inbound Transportation category) from the scope of our Science Based Target. The 20% of the footprint that is excluded is addressed within our parent company, Unilever's boundary. We've mapped our emissions annually since our baseline year and the results are shown below in two graphs. The line graph below shows our GHG emissions intensity 2015 to 2019 displayed versus a linear trajectory towards our 2025 SBTi goals. The bar graph below shows our SBTi footprint from our baseline year, 2015, through 2019.



Our Goals

Our long-term Science Based Targets (SBTi) include:

- 100% renewable energy by 2025 (Scope 1 & 2)
- 40% GHG intensity reduction by 2025 (Scope 1, 2, 3)
- 80% GHG intensity reduction by 2050 (Scope 1, 2, 3)

It should be noted that if Ben & Jerry's meets our 2025 intensity reduction goals, we will still increase our absolute footprint until 2023 when we expect it to begin to decrease. To set the stage for success, we used 2019 to establish a foundation of concrete projects for immediate implementation, start investing in medium-term carbon reductions, and plan for future long-term reductions by investing in research. The focus remains on the largest opportunities and projects

that will have a long-term impact. The years 2020 through 2022 will be used to build upon the work begun in 2019 and to initiate new projects. We expect longer-term success will rely more heavily on innovations such as growth of our non-dairy products which would have a major impact on our long-term climate trajectory.

Because much of the work we are undertaking to achieve our long-term GHG reduction targets will produce results in spikes as projects are completed and management practices are implemented rather than in a linear fashion over time, we have chosen not to set linear annual targets by which to measure our progress. While we are committed to our SBTi targets and believe we have a strategy that can take us part of the way there, we still have more work to do to ‘close the gap’ and more clearly define our path to the goal. There remains uncertainty about the timing, magnitude, and exact path for several of the components listed below.

We have a 5-pronged climate strategy that attacks the largest parts of our Scope 3 carbon footprint as well as the greenhouse gas (GHG) emissions under our direct control, Scope 1 & 2 emissions.

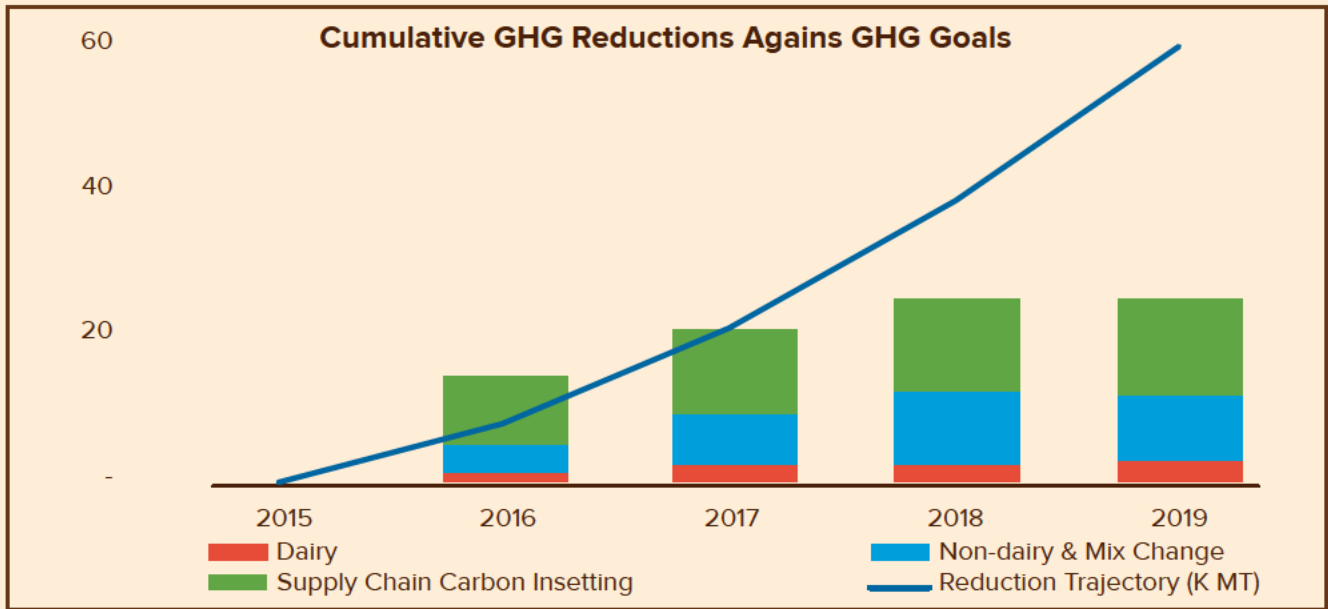
- 1. Dairy:** GHG emissions in this category are primarily from enteric emissions⁵, cow manure, and cropping practices. Improvements in each of these areas are required for Ben & Jerry’s to meet its GHG goals while continuing to grow.
- 2. Non-dairy ingredients:** GHG emissions in this category are from dozens of different ingredients, though the largest impact is from a small number, primarily sugar and cocoa, with an increasing share coming from almond paste and coconut oil as non-dairy products become more popular.
- 3. Product portfolio shift & dairy mix improvement:** A push towards a higher volume of non-dairy and lower-dairy products will be a significant driver of lower GHG emissions as we continue to grow our dairy alternative portfolio.
- 4. Product Manufacturing:** Our factories use electricity and on-site fuels for process heat, lighting and power, driving our Scopes 1 & 2 emissions. Ben & Jerry’s reduces energy use through heat recovery and other energy efficiency projects and Unilever purchases carbon offsets for 100% of the electricity usage in our manufacturing facilities. This, along with changing to renewable fuels, will combine to lower GHG emissions and achieve our target of 100% renewable energy by 2025.
- 5. Supply Chain Carbon Insetting:** This category captures reductions from projects along our supply chain that go beyond the SBTi boundary. Because some of our projects currently do not meet the strict SBTi accounting guidelines, these reductions are not able to be officially counted against our SBTi goals but can be tracked and reported in addition to it.

What we’re doing

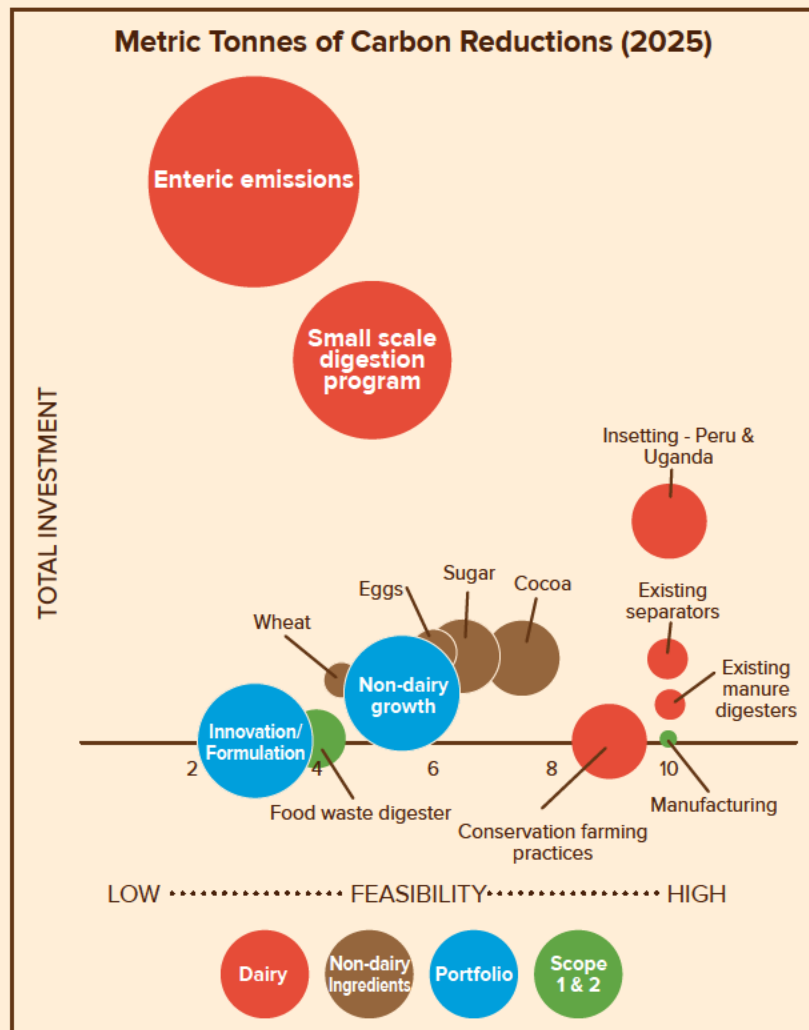
To make progress toward our 2025 goals, we’ve created a layered approach that sets up projects in the short, medium and long term. Short-term projects focus on implementing commercially available technical solutions and taking advantage of the energy efficiency gains that come with modern progress. These solutions are just a tiny part of our plan so while these are underway, we are simultaneously investing in partner projects throughout our supply chain to ensure we are minimizing our impact through how we source materials. We know investing in our own supply chain will help us minimize our GHG footprint year over year. For the long term approach our objective is to invest in research that has the potential to disrupt the status quo and lead to a major shift in our agricultural footprint – eliminating methane from cows or transforming farms into net carbon sinks are among the goals. There remains an element of the unknown or the ‘gap’ that we still are not quite sure how to fill but we are hoping that between future innovations yet to come and the

⁵ Enteric emissions result from fermentation, a natural part of the digestive process in ruminant animals (animals with multichambered stomach, in our case dairy cow). Methane (a greenhouse gas) is produced by microbes in the digestive tract as it ferments food.

research we're committed to that the answers will reveal themselves over time. The bar graph here shows the progress in terms of GHG reductions we've made to date.



The bubble graph shows potential carbon reductions in 2025 (bubble size) in our supply chain mapped according to their expected investment (y axis) and likelihood to be implemented (x axis). The work we've undertaken in 2019 is meant to move these bubbles along the x axis to improve the likelihood of implementation.



The following section highlights key projects underway in each part of our climate strategy.

Dairy:

Accounting for more than 50% of our total footprint, dairy is a category where we are investing our time and money to achieve significant reductions. The following section will give an overview of what we worked on in 2019.

Enteric emissions: We are currently exploring methods to reduce methane produced inside a cow's gut during digestion, known as enteric emissions, which are a major component of our dairy carbon footprint. We are closely monitoring the groundbreaking science already underway testing various feed additives that claim to reduce methane emissions from dairy cows and other ruminants. Much of the science is in the early stages so we hope to pursue a small-scale trial soon to advance the scientific literature and move towards a significant breakthrough for agricultural emissions.

Agriculture Research with University of Vermont: To help our Vermont dairy farmers now and in the future, Ben & Jerry's sponsors a multi-year research program with the University of Vermont Extension to explore cropping practices that improve soil health, reduce GHG emissions and other negative environmental impacts. The program is unique because it not only performs replicated trials on research farms, but also engages over 30 farmers in innovative agricultural work meant to create a more resilient and sustainable dairy industry in Vermont. We are not waiting to figure out what to do before we ask our Caring Dairy farmers to engage – we are working with them to create solid scientific information and deploying it on the farms today. The work focuses on meeting the unique needs for our geographic location including long cold winters and excessively wet conditions. The research focuses on 5 main areas: (1) armoring the soil (2) managing inputs (3) manure management (4) feed management and (5) maximizing biodiversity. Listed below are some areas of study from 2019:

- Studying the effect timing of cover crop planting has on nitrogen retention for the following year; Nitrogen retained by a cover crop through the winter can significantly reduce the need for fertilizer inputs

- Measuring the impact of innovative cover cropping strategies including: (1) inter-seeding diverse cover crops into 60" wide corn rows keeping the soil armored with living plants throughout the growing season and (2) use of roll & crimp technology on cover crops to measure impact on corn yields, weed biomass and farmer input costs
- Measuring the impact of different nitrogen types and application systems in hay fields on GHG emissions, corn yield, and input costs
- Measuring effectiveness of low toxicity herbicides applied to corn fields in improving weed control, crop productivity, and farmer input costs
- Testing whether microbes added to the soil in corn and hay improve crop yield and sequester carbon in the soil
- Improving enteric emissions and soil health through adaptive multi-paddock (AMP) grazing; AMP grazing has been shown to improve forage quality, soil health, and sequester carbon. Vermont farms can receive technical assistance on how to adopt or improve grazing and learn about AMP grazing practices from Master Grazers

Manure management: Cow manure is a significant contributor to Ben & Jerry's GHG emissions and can be reduced through various management practices. This is one area where technical solutions exist currently and can be deployed where economically feasible.

- Ben & Jerry's is working with our partner NativeEnergy to identify, pilot and ultimately build out a strategy to increase the use of technologies (separators, digesters) that significantly reduce methane emissions from manure management. We are particularly focused on solutions that will work with small-scale farms since that is who we buy our dairy from in the US and Europe.
- We currently have manure separators and digesters operating on several farms in Vermont and the Netherlands which will yield reductions over the next 10-15 years. In 2019 we invested in a proven small digester system from Europe to be installed on a farm in northern Vermont in 2020. We also supported the construction of two additional digesters in the Netherlands which will become operational in 2020.

Non-dairy ingredients:

As noted above, GHG emissions from this category come from dozens of different ingredients. We spent 2019 studying which ingredients posed the biggest opportunities for reduction and building a foundation to initiate regenerative agriculture proposals for future work directly in those supply chains.

Ben & Jerry's enlisted NativeEnergy and Pure Strategies to work across our largest global supply chains, beyond dairy, to (1) identify technologies and practices that will provide GHG reduction opportunities that strengthen our business and supply communities and (2) to develop those solutions and invest in projects that will enable Ben & Jerry's to meet our Science Based Target by 2025.

We are taking a structured, methodical approach to prioritize work across all supply chains such that we consider and optimize the following:

- Overall emissions in a sector and the potential to reduce those emissions
- Ingredients that are critical, or a priority, for Ben & Jerry's business
- Supply chains that face future uncertainty and that can benefit from Ben & Jerry's support and leadership to create long-term change and innovation

Within each qualified supply chain, we then identify, assess, and pursue those projects and interventions that:

- Optimize the total lifetime costs of those projects' emissions reductions
- Maximize the co-benefits, impact supplier livelihoods (linked prosperity), and influence across sectors
- Are developed and managed to the Ben & Jerry's Investment Standard (see below for more information)

Assessments of all major ingredients are in process. Priority is determined by volume of emissions and strategic value for Ben & Jerry's. Assessments of our most promising opportunities, sugar and cocoa, have been completed with recommendations outlined below. We are also interested in pursuing opportunities related to our non-dairy ice cream ingredients including almonds, coconut oil and sunflowers.

Some of these initiatives may fall in part or in full into our Carbon Insetting reductions. We are excited to report back next year on updates to these initiatives.

- **Cocoa:** Target West Africa-based supply on existing sourcing relationships
- **Sugar:** Consider the broader cane sugar supply shed given the potential to procure sugar beyond current sourcing regions

Product Portfolio:

In order to meet our ambitious GHG reduction targets as our business continues to grow over time, we will need to start to shift our sales portfolio to increase the percentage of low carbon footprint products we sell such as non-dairy or low-dairy products. In 2019, we sold a lineup of almond milk-based non-dairy pints as well as Moo-phoria, a low-dairy pint. These two products contributed a significant amount to our reductions against our baseline but we're hoping to continue to increase their impact. That's why we are so excited to launch sunflower butter-based pints in early 2020. To continue our journey, we will consider different strategies that could have a significant effect on reducing GHG emissions including formulations for new products, targeted marketing investment, and broadening our portfolio.

Product Manufacturing:

Manufacturing ice cream involves both electricity (Scope 2) and fuels (Scope 1) to process and produce our products and our Science Based Target commits Ben & Jerry's to achieving 100% renewable energy by 2025 (Scope 1 & 2). We are fortunate that our utility supplier, Green Mountain Power, has an energy supply that is already 94% carbon free and more than 63% renewable⁶. In addition, Unilever purchases carbon offsets for our electricity use although we are continually looking for opportunities to become more efficient. To address the fuels used, we began developing a strategy in 2019 to target reduction opportunities – this work will continue into 2020. We're also planning how to replace or improve existing systems with lower impact fuels and/or technology.

⁶ <https://greenmountainpower.com/2020/04/27/fuel-mix/>

Supply Chain Carbon Insetting:

Carbon insetting⁷ includes carbon reduction projects that we've invested in that do not meet the strict accounting rules of Science Based Targets. While these reductions may go beyond the strict SBTi boundary, we are not simply purchasing offsets unrelated to our business, but making strategic decisions using our Investment Standard. We are investing in projects that directly impact our supply chain and their communities and that bring additional benefits beyond GHG reductions such as improved livelihoods which aligns with our Linked Prosperity [mission](#).

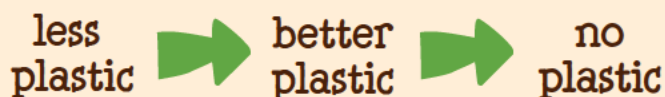
Our Investment Standard, developed in conjunction with NativeEnergy, is a living document serving as our guiding star to ensure we're making smart decisions about our investments. Some examples of the criteria are listed below:

- **Direct Investment:** All funding from Ben & Jerry's will be applied to the projects and practice improvements to pay for capital cost buy-down or operational cost coverage.
- **Counterparty Investment:** All of Ben & Jerry's counterparties must provide resources that will create a minimum of a two-year payback on the investment
- **Proportionality:** Project investments should drive emissions reductions not substantially in excess of the portion of our Scope 3 emissions inventory that is in the applicable sector of its supply chain
- **Causation:** All investments must provide significant funding to new capital projects or practice improvements that reduce emissions
- **Project Life:** All investments must secure the rights to all of the emissions reductions produced over the expected operating life of the project or practice
- **Supplier Proximity:** All emissions reduction projects and practice improvements must be linked to Ben & Jerry's activity chain

⁷ 'Carbon insetting' is investing in sustainable practices within our own supply chain as opposed to 'carbon offsetting' where we could pay for projects to capture atmospheric carbon dioxide somewhere else.

Packaging

Ben & Jerry's is facing a fast-changing external context when it comes to packaging. A shift toward more sustainable packaging is not only the responsible thing to do, but also an opportunity for business leadership. The issue of single-use plastic waste continues to rise ever higher on the environmental agenda and as a target for stakeholder pressure. Ben & Jerry's started a major initiative in 2018 to move all our packaging out of fossil-fuel based single use plastics. We made strides in 2019 in our pints and Retail packaging and will continue the work in 2020 and beyond to dive into other packaging formats that have not been optimized. In general, our approach follows this simple hierarchy:



Looking forward, our goals are:

- By 2022, 100% of packaging is Reusable or Biodegradable or Repulpable / "Recycle Ready"
- By 2022, 100% of our products will carry packaging sustainability claims and instructions for correct disposal of the pack

Sustainable Pints

While the 2018 version of the pint package protected our product very well, it was coated in a plastic resin, polyethylene, on both the inside and outside. The pint does not have a good end of life in part due to the two-sided plastic coating as it is not considered reusable, recyclable, or compostable either in the US nor Europe. We are investigating bio-based and/or biodegradable alternatives to the polyethylene coating material in hopes of creating a container that can be both recycled and composted.

The project team has divided the project into two phases:

- Phase I focuses on the goal for the pint package to be 'recycle ready's. The Phase I work is in two distinct work streams to address the unique

regulatory conditions of the Europe and the US. Phase I had great success in 2019 with an annual plastic reduction of 76 metric tonnes (~165,000 lbs). In Europe, the tubs moved to a 1-sided coating (on the inside) that was made from a plant-based polyethylene. Although not compostable, the package is now able to make a recyclable claim. This change reduced the plastic in European pints by 40%, an annual reduction of 40 metric tonnes. In Q4 2019, the US worked on transit trials and is expected to launch a 1-sided pint by Q3 2020. The US project will have a 20% reduction in plastic, equivalent to about 36 metric tonnes annually.

- Phase II is focused on a pint package that is both ‘recycle ready’ and compostable in industrial composting facilities. Phase II requires R&D innovation which has been in progress for over two years at the time of this document publication. Several different coatings are currently under review for performance quality and environmental health while several others have already been excluded. In addition, we are exploring how to eliminate the plastic tamper evidence seal.

Scoop Shops

In January 2019, our Scoop Shops made a [public commitment](#) to eliminating single-use plastic. Our vision is to eliminate all avoidable plastic from our Scoop Shops across 100% of our 560+ global Scoop Shop locations. Our near-term goal is to eliminate the use of petroleum-based single-use primary plastics in Scoop Shops globally by 2020.

Our 560+ Scoop Shops globally have historically used a variety of single-use plastic items. Many of these are considered ‘primary packaging’ (they end up in the hands of the customer). Other materials such as sleeves (secondary packaging), boxes (tertiary packaging), and other ‘to-go’ items will be considered in the future, but the short-term focus will be primary packaging.

In 2018, we made the decision to eliminate single-use petroleum-based plastic from all of our Scoop Shops starting with plastic straws and spoons. The global transition from plastic spoons to wooden spoons and from plastic straws to paper straws was completed in 2019. We estimate these two material changes helped our US and European Scoop

Shops avoid over 80,000 pounds of plastic in 2019, based on estimated single-use plastic spoon and straw usage in 2018 and 2019. We expect to avoid similar amounts each year going forward. We also began planning the transition of US ice cream and drink cups to new plant-based products for 2020.

In 2019 we also addressed timely issues as they arose such as BPA/BPS-free receipt paper, finding a [reusable alternative](#) for plastic water bottles, and ensuring our packaging is accessible to those with disabilities.

In Brazil, we achieved LEED certification for our flagship store. We also partnered with WWF for our 2019 Free Cone Day to make it 100% free of plastic, accomplished by serving only cones and napkins, with little waste.

Dough Pouches & Pint Slice Wrapper

Our current dough pouches are ‘overbuilt’ for their purpose and are composed of a multi-layer material. Our pint slice wrappers have a similar problem, being a multi-layer material. Multi-layer packaging is not recyclable, nor are they compostable. The goal for these packages is to find a compostable solution in 2020 and launch it by 2021 in both the US and European markets.



Through our work with a packaging manufacturer that is part of the packaging collaborative we joined in 2018, we’re excited to identify a compostable pouch solution that appears to meet most of our needs. However, more performance testing is necessary to confirm that it can hold up to the demands of the cold conditions in our supply chain.

Mini-cups

Mini-cups pose several problems. First, the polyethylene coating poses the same problem as the pints as discussed above. We expect that whatever track our pint project takes, the mini-cup will follow. The second problem is the plastic membrane which sits between the ice cream and the plastic cap. The goal is to replace this by 2021. The plastic cap is a third challenge. We are hoping to eliminate the need for the cap by 2021 – this will evolve with the membrane project.

⁸ Whether or not a package is likely to actually be recycled within any given country is subject to political, infrastructure, and regulatory issues. We are doing as much as we can to make our package ready to be recovered where these systemic issues allow.

Climate & Sustainability Influence

These core values are reflected in this work:



“In reality, climate change is actually the biggest thing that’s going on every single day.”

- Bill McKibben

Activism Campaigns

Global

We brought our full global support to the 2019 Global Climate Strike on September 20th & 27th. It’s important to us that we continue to support our friends and partners leading the movement to accelerate solutions to climate change. The 2019 Global Climate Strike was particularly exciting because of the youth leadership and their demands that adults, workers, companies, and others follow their lead and support their demands for a 100% fossil fuel free future. We were able to mobilize our global resources to help drive turnout among our fan and employee base.

Disrupting Business as Usual and Supporting the Global Climate Strike

Youth organizers asked companies to demonstrate their support for the strikers and their action on climate by disrupting business as usual, which is an important theme of the climate strike. We developed a plan for disruption across the four primary categories of our business operations, our corporate staff, manufacturing staff, scoop shops, and our digital and social channels.

Corporate Offices

We shut down our main corporate offices, both our central global offices in Vermont and our European offices in the United Kingdom, for several hours on Sept 20th during the Strike. This allowed for Ben & Jerry’s management and staff to participate in local actions supporting the Strike.



Our St. Albans, Vermont manufacturing team – climate activists!

Manufacturing

We instituted a measured shut down at our St. Albans, VT manufacturing site to provide an opportunity for the employees who wished to participate to demonstrate their support for the Strike and youth leaders. Because tours at our Waterbury site during the fall are often booked a year or two in advance, we chose not to shut Waterbury. Instead, we integrated an addition to the tour that told visitors about the strike and encouraged to visit benjerry.com/climate to learn more about the strikes. The team at Waterbury also donated the total proceeds of tours, gifts, and the scoop shop during the Strike to Youth Climate Action Fund. And our European Manufacturing team in Hellendoorn, the Netherlands, also provided an opportunity for team members to express their solidarity with the youth climate strikers.

Scoop Shops

To honor this movement, in recognition of the need for urgent action, Ben & Jerry’s shut our scoop shops around



London Calling!

the world during the strike. In the US, opening was delayed until 2:00pm local time. In Europe, we closed our flagship shops in London, Rotterdam, and Berlin.

Digital

In addition to posting on social media to create awareness about the movement, we did a home page 'Greenout' takeover in the days leading up to the Sept 20th. Visitors to the website saw the Global Climate Strike logo with a direct link to find an action in their community.

2019 Australia & Asia

Australia - Vote Climate Campaign

In the lead up to the 2019 Australian Federal Election, Ben & Jerry's Australia partnered with two leading climate activist organizations - Australian Youth Climate Coalition (AYCC) and 350.org - to drive engagement and conversation around the urgency of climate action in Australia. The objective of the campaign was to educate young people on the power of their democratic right to vote in driving climate action from government.

The campaign ran in 2 phases:

In Phase 1, we supported AYCC's campaign to help 18-25 year-old voters ensure they are enrolled to vote. After all, we knew that young people were more likely to consider

climate policy when voting, but less likely to be enrolled to vote. That's over 400k potential voters! Together with AYCC, we attended various O-Weeks (the first week) at universities across the east coast of Australia.



Phase 1 Results:

During Phase 1 we engaged in over 10,000 climate conversations, which resulted in 6,000 enrollment checks and updates, 1000 new voter enrollments and 500+ volunteer sign-ups for AYCC

In Phase 2, we worked with longstanding partner 350.org to mobilize our fans across Australia

by encouraging them to help to make climate action a key issue this election. In the lead up to the election, we asked the Australian public to 'pledge to vote for the climate' on social media, our scoop shops and ice-cream carts and at 350.org climate forums.

Phase 2 Results:

In Phase 2 we got over 3,000 pledges to vote climate (putting it in 350.org's top 3 petitions this year), we reached over 2-million voters on social media and logged over 300,000 engagements with social media content. But, despite the best efforts of many NGOs who worked to make this 'the climate election', the Coalition party maintained power in a surprise election result. In the end, it appears the climate denying Coalition party won with a simple fear-based claim; labors' climate policies will cost jobs and increase your tax bill.

We remain committed to continue the fight for climate justice by campaigning against further fossil fuel expansion in Australia.

Australia is the world's

biggest exporter of coal and gas. The emissions generated from the fossil fuels sold by Australia are more than double those emissions released by the nation. The most important thing Australia can do to prevent global climate change and its consequences on the world's population are to keep fossil fuels in the ground.



Japan

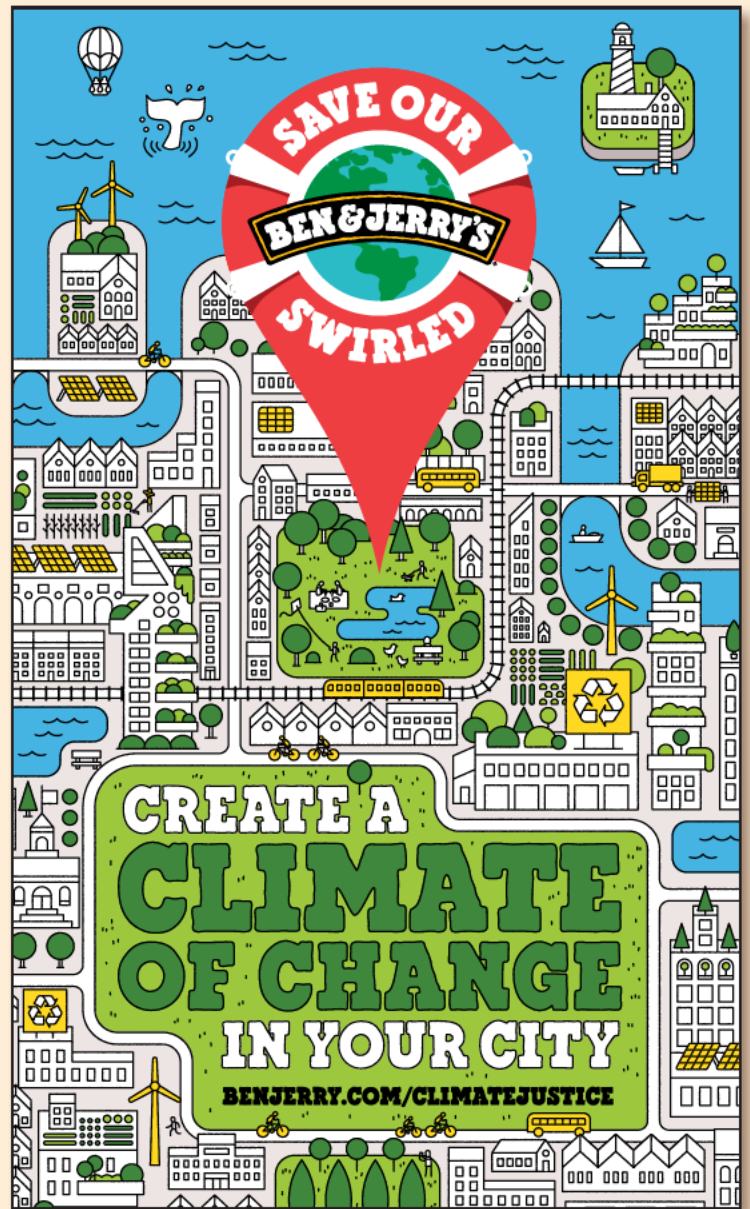
Japan is the world's third largest economy and seventh largest emitter of greenhouse gases (GHGs). Its plans for decarbonization were significantly set back after the 2011 Fukushima nuclear disaster led it to move away from nuclear power and expand the use of fossil fuels. Japan's government now plans to increase both renewable and nuclear power. However, it also intends to build significant numbers of new coal power plants.

In Japan we continued to work with 350 Japan in 2019 to show the demand for renewable energy by encouraging both consumers and companies to make the switch to renewable energy after the deregulation of the energy market. Fans are able to sign a petition on social media and in scoop shops that will be given to the key business network in Japan to show that consumers want companies to take action on renewables. Together with 350 we have also been touring universities to teach them more about climate change and the importance of renewable energy.

Regionally

In our smaller Asia communities we are continuing to 1) educate fans about climate issues through digital storytelling particularly on the importance of the Paris commitments; and 2) support local grass-roots organizations and the local climate movement by using our brand voice to highlight the issues and encouraging fans to take action.

In 2019 we asked our fans to support the global Avaaz petition, calling on politicians to keep global temperature rise under 1.5C by delivering clear plans that phase out



carbon pollution to zero before 2050, and rapidly shift our societies and economies to 100% clean energy.



Values-Led Sourcing

Impact

These core values are reflected in this work:



Dairy

The dairy industry continued to experience strong headwinds and crosswinds in 2019 with challenging economic and regulatory environments. We continued to work on reimagining our dairy program in 2019 by giving much time and focus to designing the next phase that we hope will effectively grapple with the wide-ranging factors facing the dairy industry. We worked on that design with the support and insight gleaned from a broad group of dairy industry stakeholders. We also took the step to convene a Dairy Advisory Council for Ben & Jerry's made up various expert stakeholders to help us map our path ahead.

2019 also presented some historic milestones in the history of Vermont dairy. After 100 years as an independent farmer-owned dairy cooperative, our primary dairy supplier, the St. Albans Cooperative Creamery, merged with Dairy Farmers of America (DFA). DFA is the largest dairy company in the United States, the largest supplier of raw milk in the world, as well as the 4th largest dairy company in the world. Headquartered in Kansas, DFA has 45 manufacturing sites, sources from about 8,300 member farms and, in 2018, achieved \$14 billion in sales. Despite the average farm size being 75 cows on 7500 of its farms, DFA is perceived as 'Big Dairy' and recently opened a satellite office in Singapore to address export opportunities. It's early days, but as of writing this report, we don't see the merger upsetting any of our dairy programs as we move forward.



St. Albans Cooperative Creamery members toast to 100 years

Strategic Thinking

Our Values Led Dairy Vision is that all dairy used by Ben & Jerry's comes from farms that have:

- Dignified livelihoods for farmers and farm workers
- Excellent care for cows
- A thriving ecosystem:
 - Feed grown ecologically, without use of harmful chemicals or GMOs, and in a way that protects water resources and promotes biological diversity
- Farm operations acting as a net carbon sink through minimizing GHG emissions and sequestering carbon in the soil

These outcomes will be enabled by 1) building soil health through regenerative agricultural practices and 2) public policy changes to address systemic barriers that make it difficult for farmers to transition to these practices.

The job in 2019 was to build a roadmap to realize this dairy vision. It required shifting our dairy program from a continuous improvement model to performance-based outcomes. This will take a transition period and the first phase will be driven through Caring Dairy 2020. The overarching framework for our approach will be built upon independent third-party certifications for the key pillars.

As the Ben & Jerry's Dairy Team finalized the requirements and operational framework for Caring Dairy 2020, several 2019 workstreams inspired a shift in our thinking as we develop the longer-term roadmap to realize Ben & Jerry's Dairy vision.

Activities in 2019:

Vermont

- Caring Dairy 2020 standards for regenerative practices to build soil health have been developed and reviewed by multiple stakeholders. Intent is to begin enrollment in 2020.
- The Global Animal Partnership (GAP) shared first draft of its dairy standard with select stakeholders in December 2019. We plan to pilot the standard as part of Caring Dairy 2020.
- We initiated a strategic partnership with University of Vermont (UVM) to establish UVM leadership in Regenerative Agriculture focused on Dairy.
- We were debriefed at the University of Vermont's (UVM) research farm by UVM's extension agent Heather Darby, showing our dairy team regenerative agricultural cropping trials that need adoption by leading farmers to promote scaling the practices to a broader dairy footprint.
- We participated in Green America's November conference, which brought together two working networks: the Carbon Farming Network and Growing Regenerative Agriculture; exposing us to some pioneering farmers from across the country and some exciting soil science research.

Europe

- We convened an EU dairy workshop in Datchet, England, (our European headquarters) spanning

a cross-functional team to identify strategy and roadmap to move towards realizing the Dairy Vision in Europe.

- Workplan to be developed in 2020 for 2021 implementation and will accommodate the different challenges and opportunities for our European production.
- In December 2019, we made a public commitment to certified segregated grazing and Non-GMO supply in the EU.
- We on-boarded two UK dairy processors into Caring Dairy for our Gloucester, UK, supply chain.

The Caring Dairy program in the US in 2019 involved 64 farms in Vermont and northern New York that completed the full program. 59 of those farms have been consistent participants since the start of Caring Dairy 2.0 in 2016, which provides us with important metrics covering a four-year period.

Of those 64 farms participating in 2019, we see the following results:

- 2 farms achieved the basic standards for the program
- 4 farms achieved the silver standards for the program
- 58 farms achieved the gold standards for the program
- Direct premiums to participating farms = \$4.1 million

Of the 59 farms continuously in the program since 2016, farmers reported the following results:

- Nitrogen (N) use was reduced by 21% (-755,111 lbs)
- Phosphorus (P) use was reduced by 24% (-108,243 lbs)
- Potassium (K) use was reduced by 55% (-1,137,958 lbs)
- Cropped acres that were cover-cropped increased by 77% (+4,697 acres)
- No-till / minimum-till acres increased by 208% (+5,945 acres)

These results, along with other multiple management practices advocated within the program, all help to move these farms to a higher level of sustainable on-farm practices, which contribute to, among other factors:

healthier soil, soil preservation, fewer chemicals used on the farm and less runoff. One of the key challenges of farming is weather. 2019 saw a wet spring in Vermont that resulted in a late planting season, which challenged optimum cover cropping practices. But participating farms were able to achieve levels of cover cropping that satisfied basic program standards that continue to elevate the practice.

All of the farms participating in the Caring Dairy program also participate in the Milk with Dignity program. In 2019, we had 64 participating farms 51 were active in the Milk with Dignity program. This means that these farms had qualifying workers. 13 farms were inactive, which means they didn't have any workers qualifying under the program. The program covered 262 qualifying workers. For more see here: [\[link\]](#)

Glyphosate

Ben & Jerry's is actively working to fulfill our commitment that, by no later than 2020, "no more ingredients using glyphosate-dried crops" will be sourced by Ben & Jerry's. Ingredients such as wheat and oats are commonly sprayed with glyphosate as a drying agent before harvest. This practice is the most common and likely pathway for the presence of glyphosate in the food system. Working with our suppliers, we learned that we could instead source wheat from specific geographic areas in the southern US where, because of drier growing and harvesting conditions, the use of glyphosate as a desiccant is not a typical practice.

We collected vendor assurance letters in 2019 for our North American manufacturing suppliers whereby our vendors state that they will source wheat only from geographic areas that do not typically employ the practice of using glyphosate as a desiccant. We will also begin work in providing similar assurance for our European manufacturing supply in 2020.

Fairtrade

Overview

Our partnership with Fairtrade International arose because of an aligned ideology between Ben & Jerry's values-led business model and Fairtrade's enterprise model of supporting producers through farming cooperatives with trade, not aid. The first Fairtrade-certified ingredient we purchased was coffee in 2005, then vanilla and cocoa

in 2006. In 2010 we made the commitment to broaden our Fairtrade purchasing to achieve global certification for all our products by the end of 2013. It took us a little longer to get there, achieving our global goal by the end of 2014.

Fairtrade minimum price and premium mechanisms recognize the role of price within the broader context of farmer resilience and self-agency. Our work with Fairtrade International has fostered good synergy and momentum, building and advancing the Living Income model across the Fairtrade network. We further drove this work through our Producer Development Initiative (PDI), a program we established because we recognized that the Fairtrade model would benefit from a focused effort, willing to make deeper commitments to farmers that went beyond a price premium on a harvest.

The PDI aims to leverage the commitment of our commercial relationship, which includes the Fairtrade ingredient purchase as well as the social premium, across cocoa, sugar, vanilla, and almonds, with PDI project investment in those producer communities. The strategy for each commodity has been to partner through the supply chain with specific Fairtrade cooperatives in a "linked prosperity" relationship, understand the gap between the living income and current incomes, and innovate and invest to contribute to closing the gap. Our key partners in this work are the Fairtrade Foundation, based in the United Kingdom, which is acting as our Global Account Manager with Fairtrade International, and the Sustainable Food Lab, based in Vermont, USA.

2019 Fairtrade Producer Development Initiative (PDI) Summary

Cocoa – Cote D'Ivoire

The cocoa PDI program works with four co-operatives and nearly 5,000 farmers in the Cote D'Ivoire: CAAM, Capressa, Coobadi, and Coopaza. These direct trading relationships are operationalized through our cocoa supplier, Barry Callebaut, as our project implementation partner and cocoa trader. Ben & Jerry's has supported a holistic and innovative strategy to enable farmers to more effectively invest in their own futures and work towards a living income and dignified livelihoods.



We believe that poverty is a root cause of child labor and creating the right conditions for cocoa producers to achieve dignified livelihoods can help to prevent child labor within them. This is an issue we want to eliminate throughout agricultural supply

chains. Cocoa supply chains include remote operations that can hide child labor. No one can currently guarantee that all cocoa supply chains are entirely free of child labor. The most effective approach is to reduce the conditions that promote the use of child labor. That is one of the reasons why we engage directly with Fairtrade, producer organizations, our cocoa supplier and other stakeholders to implement cocoa community interventions that prevent child labor from happening in the first place.

We are setting up systems to monitor the risk of, and support the remediation of, child labor. We are working with Barry Callebaut and Fairtrade International to introduce some new approaches that will bring more capacity for outreach to families and offer help to families where children may be at risk for working in cocoa in ways that impact schooling or health. These will be based on the [International Cocoa Initiative](#) (ICI) model of Child Labor Monitoring and Remediation System (CLMRS).

Of the nearly 5,000 farmers in the four cooperatives we are working with, over 4,500 farmers have been trained through farm field schools, and over 3,000 farms have been mapped and surveyed (to ensure that farmers are not in protected forest areas).

With an average farm size of almost 5 ha, many cocoa farmers do have the potential to make a good income from cocoa provided they invest in productivity, diversify income sources, and have prices and income that enable investments. The core of our approach is to support farmers to invest in their futures through a combination of buying through Fairtrade (prices and premium to give

the resources to invest) and a backbone of professional services with individual technical and financial coaches that gives farmers good investment opportunities.

The first program phase (2016–2019) focused on building that backbone of coaching and services on cocoa productivity, which led to 680 farmers doing individual farm plans and 459 investing in productivity packages with microcredit and technical support. The second program phase (2018–2023) created a 5-year cost and risks sharing program for farmers willing to invest in large farm renovation to break out of the poverty trap. 55 farmers chose to invest in this workstream before the government instituted a ban on renovation. The current phase (August 2019 – August 2020) is a pilot year that adds investment in climate change mitigation and adaptation to an enhanced farmer coaching and business planning service.

As global cocoa prices hold at unsustainably low levels, we welcomed in June 2019 the announcement by the governments of Côte d'Ivoire and Ghana that they would raise the farm gate price to \$1,820 per ton for all farmers in the 2020 harvest (via a Living Income Differential (LID, \$400 sum to be paid directly to farmers). Discussions concerning operationalizing the LID continue and the industry is uncertain as to how long this differential will be enforced; we are following the developments closely.

With the current Cote d'Ivoire government ban on external support of farm rehabilitation (e.g. planting new cocoa trees), we launched a 1-year pilot phase to strengthen the coaching services network, using a new farm business plan approach to bring productivity and diversification opportunities to farmers via new assets to farmers – trees, cookstoves, water filters – that both offset carbon and have direct livelihood gains. Based on the results of the pilot, B&J and the cooperatives will decide on co-investing in a longer phase on the path towards carbon neutrality for B&J cocoa. In parallel, the cooperatives strengthening work, the expansion of the child labour monitoring committees, and the farm mapping and surveying will continue.

Vanilla – Madagascar and Uganda

Ben & Jerry's identified natural vanilla production as one of the three priority crops for the PDI program. Natural

vanilla production is a low impact agroforestry crop (no inputs needed), well suited to small scale family farming in the tropical belt. Ben & Jerry's PDI program is investing in both Uganda and Madagascar as the two primary origins. In Uganda, we continue to build on the historic trading relationship with the Rwenzori Farmers Cooperative Union (RFCU). While the direct investment program in RFCU has concluded, we are seeking to re-establish supply from Uganda as the market changes and quality vanilla becomes available again in 2020.

The primary challenge in natural vanilla production is the extreme market volatility. Prices continued to be high in 2019, but a market correction appears likely in the near future. A Fairtrade living income survey showed that during this high price period, a typical Uganda vanilla household is well above the poverty line and approaching a living income. In Madagascar, vanilla household incomes are much lower although they remain above the poverty line. However, farmers in both countries are extremely vulnerable to the upcoming price correction. Prices following the last peak declined back down to 2 to 3 USD/kg, which highlights the importance of the Fairtrade Minimum Price, the Living Income Reference Price and farm level investments. And farming systems in both countries are well below their productivity potential (350kg/ha in Madagascar & 500kg/ha in Uganda)

Ben & Jerry's supported Fairtrade to develop a Living Income Reference Price, which was published in 2019. The study estimated a price of €15.6/kg per green vanilla is needed at farm gate for a farmer using best practices to afford a decent standard of living in Uganda. This is well above the current Fairtrade Minimum Price for green vanilla of US\$ 5.60/kg and is noteworthy in light of the expected market crash. This study helps fill a gap in industry knowledge and informs the debate and strategies about the minimum market conditions required to support a sustainable livelihood for vanilla producers.

In Madagascar, we supported Fairtrade to conduct a thorough needs assessments to better understand the challenges and opportunities from the perspective of the vanilla farmers as well as to conduct a trade fair that brought together nine of the Fairtrade cooperatives, funded by the Fairtrade Premium generated by the likes of Ben & Jerry's and additional PDI support. The objectives

of the event were to promote local products (with a special highlight on vanilla), share ideas and recommendations enabling co-operatives and operators to promote local products and provide an opportunity for commercial networking.

Ben & Jerry's is now developing a long term linked prosperity project, in Madagascar, with our vanilla extract supplier which will focus on specific cooperatives to addressing productivity, value addition, co-op business capacity, and child labor; the project design will be guided by the findings of the needs assessment. The PDI program is also looking to further innovate in the use of the living income reference price by setting up a program where the higher price is used to support farmers making a serious investment in their farm production or value-added processing. The project is expected to launch in 2020, starting with cooperative partner selection.

To increase the multiplier effect, Ben & Jerry's, as a founding member of the Sustainable Vanilla Initiative, continued the investment and advocacy in Uganda which has resulted in a first ever national regulatory framework to address quality, security, and promote natural vanilla. In November 2019, SVI & CRS were successful in working with the government to have the ministry of commerce push the opening date back based on bean maturity & quality.



Sugar – El Salvador

Sugar cane is a critical source of the world's sugar supply. Of the 80% of sugar produced as cane, smallholders are accountable for 60%. For many countries, sugar is the backbone of developing economies, offering employment and livelihood security. Ben & Jerry's purchased Fairtrade sugar in 2019 from farmers in many origins, including El Salvador, Costa Rica and Belize. The Fairtrade Premiums paid by Ben & Jerry's to sugarcane smallholders is a critical lifeline given the very low prices of conventional sugar on the market today.



In 2017, the PDI team selected the El Sunza sugar co-operative in El Salvador for our Sugar PDI program. El Sunza worked with Ben & Jerry's and the PDI team to develop a program to enable it to address the significant challenges of climate change, develop into a thriving business and

generate sustainable livelihoods for its members. Over and above Ben & Jerry's contribution, the project received co-investments from the CLAC, Grupo CASSA, and Fairtrade Germany. Moreover, the El Sunza cooperative have themselves invested their Fairtrade Premium, showing the commitment of all stakeholders.

The initial project was designed to build resilience to climate change by drilling a well and installing an irrigation system. However, despite robust pre-drilling studies, this faced unexpected complications and the well drilled proved incapable of yielding the required amount of water for the farmers, a significant and unexpected setback for the project. The PDI team, together with the CLAC (the Latin America Fairtrade Producer Network), reviewed the learnings from the project to date, technical recommendations and producer needs, and proposed an alternative to the climate resilience work stream during Q4 2019 with the view of implementing in 2020, corresponding with the crop cycle.

Work on good agricultural practices (GAP) around reforestation (including the replanting of 45 hectares of water recharge), soil conservation (through maintenance of dead barrier / containment systems) and protection of water reservoirs have made good progress over 2019. Moreover, EL Sunza and their CLAC support team have successfully developed internal plans, policies and manuals,



including a strategic plan, a youth and gender inclusion policy and manuals for internal bylaws and a manual for selection and hiring of personnel. These will help ensure the co-operative is more inclusive as well as strengthen their administrative and managerial capabilities and professionalize their operations.

Almonds

Almonds have become an increasingly high value crop due to its nutritious content and extensive health benefits. It is a traditional crop in the Middle East and Central Asia but is currently widely cultivated elsewhere; California is by far the world's largest producer of almonds at present. Almonds are a traditional crop grown in Palestine, considered to be high-value and low risk with significant market potential for farmers. Challenges that continue to hamper the sector include low productivity, climate change and issues on water access, poor agronomic practices, poor access to extension support, a challenging operating environment (resulting in high input costs), and limited market linkages.

In 2015, Ben & Jerry's provided a grant, within the framework of the PDI, to increase the incomes of Palestinian almond farmers in Jenin and Tubas provinces, West Bank. The Canaan Center for Organic Research and Extension (CORE), Catholic Relief Services (CRS) and Palestine Fair Trade Association (PFTA) implemented the Phase I project: Developing Almond Crop by Improving Seedling Quality and Pollination between December 2015 and December 2016. The aim of the project was to increase the viability of the almond sector in Jenin and Tubas provinces, West Bank, Palestine.

With Phase I completed and reviewed, Phase II has been designed. To strengthen the almond value chain in Palestine, Phase II aims to enable smallholder almond producers achieve a sustainable livelihood from agriculture and improve the extension services supporting the farmers. The project will target 500 almonds farmers across the provinces of Jenin, Nablus, Tulkarem and Tubas in West Bank, Palestine. It is anticipated that there will be 2,500 indirect beneficiaries as a result of project activities. Subject to final approvals, Phase II will begin in 2020.

Our Scoop Shop Community



2019 Overview

Our franchise community is made up of passionate, committed Scoop Shop owners who live in and care about the communities where their shops are located. In 2019, through our 563 global Scoop Shops, we continued to take steps within our franchise community and company-owned shops that presented opportunities to be engaged in our Social Mission and develop Scoop Shop management and staff to do so too.

Our Scoop Shops throughout the world participate in a variety of campaigns that reflect our annual Social Mission priorities that address issues of social, economic and environmental justice (many of which are highlighted elsewhere in this report). They also support local non-profits and community groups that address local concerns, on our annual Free Cone Day and throughout the year.

Climate and sustainability initiatives for shops are important globally. Our ongoing packaging transition in Scoop Shops is noted elsewhere in this report. As also detailed earlier in the report, shops around the world participated in the Global Climate Strike on September 20th in various ways, including many delaying their opening by two hours or closing entirely, and several sending staff to participate in local events.

United States

Shops participated in our Justice ReMix'd initiative for criminal justice reform: scooping the limited-batch flavor and sundae during the fall, scooping at stops on the ACLU 100 Tour, and some shops creating local events to promote action in markets such as Boston and Atlanta. Franchisees

in St. Louis and Miami provided critical support for the local campaigns detailed earlier in this report.

We partnered with the Sierra Club for events at 13 Scoop Shops in October, with almost 400 customers recording short videos in support of 100% clean, renewable energy.

We became a sponsor of Open to All and encouraged shops to take the Open to All pledge. This is a nationwide public engagement campaign to build awareness and understanding about the importance of protecting people from discrimination—and to defend the bedrock principle that when businesses open their doors to the public, they should be Open to All.

A cross-functional team worked with members of our Franchise Advisory Council and a few shop managers to craft a new program called Community Changemakers, wherein shops would delegate Social Mission community engagement responsibility to a staff member who volunteers for the role and is committed to our core values. This role should help increase the impact of our Social Mission within local communities and provide staff leadership development. The pilot program launches in 2020.

Europe

In 2019 we made our company-owned shops in London, Rotterdam, and Berlin available for values-aligned partners to host events, meetings and to have fun.

Participants in the Ice Academy worked 15-30 hours per week in the London and Rotterdam shops while completing a four-month entrepreneurial program.

In partnership with QTPOC (queer and trans people of colour) activists and performers, we hosted the very first DTHBTLCTAJ (Ditch the Hate Bring the Love Let's Come Together and Jam!) in London, with 3 late-night cabaret performances featuring drag, comedy, music and spoken word.

Asia, Australia & New Zealand

As a region, Scoop Shop teams completed at least 54 community projects in 2019.

Australia shops launched Mission Meters, a social initiative to educate and involve customers and the local community for our Community Action Team (CAT) programs.

Our New Zealand shop uniforms are now sourced from Liminal Apparel, who aim to transform communities through job creation and to end poverty as the main influence in people's lives through increased dignity, empowerment, personal development and training.

Shops in Singapore helped TWC2 (Transient Workers Count Too) to raise funds and increase awareness of the migrant worker situation in Singapore on Free Cone Day. We have continued two long-term partnerships: Score Bakery, who supply our baked goods and employ inmates to learn the craft of baking in order to enhance their opportunities for rehabilitation, and Association for Persons with Special Needs (APSN) to explore hiring and training opportunities for their students in our shops.

We opened our first shop in Malaysia, which serves only in cones or reusable serve-ware, and we partnered with Eat X Dignity, a local social enterprise that provides underprivileged students with entrepreneurial opportunities in the Food & Beverage industry, to produce our baked goods.

In South Korea, we have partnered with Workplace in Love who are a social enterprise where intellectually disabled persons and volunteers work together, providing vocational opportunities to the disabled and vulnerable, and who work to improve the awareness of the disabled in the community.

The company operates a confectionary business and supplies us our baked goods in the on-demand kitchen.

Brazil

Advancements to our Diversity, Equity, and Inclusion strategy in shops were noted earlier in this report, as were implementation of LEED certification at our flagship shop in Sao Paulo, and details of our 100% free-of-plastic Free Cone Day in partnership with the World Wildlife Federation.

Core Academy

The Ben & Jerry's Core Academy is an online continuing-education curriculum developed in partnership with Champlain College, which is based in Burlington, VT. The Academy is designed to help students with a variety of life skills that can help them while they are part of the Ben & Jerry's family and long after they may move on to other endeavors. The Core Academy provides four course options:

- **Beyond the Job:** a course in a variety of beneficial life skills and emotional intelligence
- **Activism Foundations:** How we can become effective advocates and activists
- **Leading with Purpose:** Strengthens current leadership skills by focusing on setting intentions and finding purpose
- **Social Equity in Action:** Developing an inclusive, diverse, equitable view of the world

In 2019, we had 131 graduates from the Core Academy. We are encouraged about the interest in the Academy, the high percentage of those completing the program and the positive feedback we are receiving from attendees. We have people signing up from throughout the company: Scoop Shops, manufacturing, regional offices around the world and our Central Support office in Vermont. We intend to continue to improve and add to the Academy to provide the Ben & Jerry's community with these effective courses.



Our Manufacturing Community



Our manufacturing community carries out all three pillars of our Mission Statement: Product, Economic, Social, with a spirit of innovation, engagement and passion. In 2019, our Vermont manufacturing community, with facilities in St. Albans, VT and Waterbury, VT, implemented several initiatives throughout the year that expressed the Social Mission in many ways.

Those initiatives included Community Action Team volunteer projects to help several non-profit organizations in Vermont, including:

- **Camp Abnaki:** The nation's oldest all-boys YMCA camp
- **Camp Hochelaga:** YWCA summer camp for girls since 1919
- **Camp Ta-Kum-Ta:** A year-round camp for children with cancer
- **Franklin County Animal Rescue (FCAR):** promoting animal welfare in Northwestern Vermont
- **Jay Peak:** Trail Maintenance and clean up
- **Community Garden & Christmas Tree Planting:** Grew Produce for local food pantries and Christmas Trees in STA so folks with economic barriers could get a tree
- **Games & Music with Seniors:** Visited retirement homes to interact and engage with elders who might not otherwise get a lot of interaction
- **A Canine Gem:** a dog rescue organization in Vermont
- **Bark for Life:** a noncompetitive walk event for dogs and their owners to raise funds and awareness for the American Cancer Society
- **Grace Kitty Rescue:** A safe home for abused, neglected or abandoned cats in St. Albans, VT
- **Hope Lodge:** a free home away from home for cancer patients and their caregivers in Burlington, VT
- **Green Up Day:** Vermont's statewide spring clean-up day

In addition to the Community Action Team projects, our manufacturing sites in Vermont organized what we call 'Linked Prosperity' initiatives to benefit the local communities, including:

- **Spectrum Youth:** Helping young people in Vermont, 12-26 years old, and their families turn their lives around by participating in its 'Sleepout' fundraiser and volunteering for its mentoring and driver education programs
- Donation bags for Lori's house, Franklin & Grand Isle Champlain Valley Office of Economic Opportunity, Tim's Place (Samaritan House), and Women's Shelter (Burlington and Morrisville)
- Back Packs for local students in need
- Coat drive to support the Bellows Free Academy coat drive
- Food drive for local needs
- Thanksgiving meal drive for 8 families in Saint Albans and Waterbury
- Community Garden providing fresh produce for local food shelves
- Angel Tree for a holiday gift drive for families in need

General Stuff About Our Company



We've been publishing a social performance report since our 1988 Annual Report (when we were ten years old). As we move through our 42nd year in business, it prompts us to step back, pause for just a minute and consider our business model, which is built upon our co-founders' original values-led vision, a pioneering Mission Statement, a prescient Progressive Values Statement and ongoing core operating principles that address social, economic and environmental justice.

Our three-part [Mission Statement](#), written in 1988, set up our blue-sky ambition for how we wanted our business to operate: make the finest products, achieve reasonable profits, create social good.



Our **Progressive Values Statement**, written in 1997, put some intellectual muscle on our Mission Statement and challenged us to actively pursue: advancing new models of economic justice, minimizing our environmental impact, supporting safe & sustainable food production, working for peace & justice, and respecting the people & communities that we touch. [\[Link\]](#)

How We Work

Since our acquisition by Unilever in 2000, Ben & Jerry's remains a wholly owned subsidiary. Today, our packaged

ice cream, novelties & new non-dairy products are sold all over the world, primarily as packaged products through retail outlets. Additionally, our euphoric flavors can be found in one of our 563 scoop shop outlets, which operate, as of 2019, in 23 different countries!

Our products are produced in pints, quarts, 500 ml cups, 2.4-gallon, 9.08-liter and 4.5-liter tubs, single-serve cups and individual novelties; and these are distributed in supermarkets, grocery stores, convenience stores, scoop shops, restaurants and other venues. By the end of 2019, Ben & Jerry's products were marketed and distributed in 38 countries throughout the world by affiliated companies within Unilever, and a third-party licensee in Israel.

In terms of the basics, Ben & Jerry's global business is managed out of our Central Support offices in South Burlington, Vermont. Ben & Jerry's sits within Unilever's Food & Refreshments division, which was managed globally in 2019 out of London and regionally from Unilever offices in Englewood Cliffs, New Jersey.

Governance

Based on a unique acquisition agreement promulgated in the year 2000, Ben & Jerry's and Unilever set up a governance structure that was unprecedented at the time and served to keep Ben & Jerry's thriving in perpetuity as a values-led company.

Ben & Jerry's Board of Directors

Our CEO, Matthew McCarthy, receives direction, counsel and support from an independent Ben & Jerry's Board of Directors ([the Board](#)), established at the time of the



Unilever acquisition in the year 2000. The Board is responsible for Ben & Jerry's Social Mission. It is also responsible for the Essential Integrity of Ben & Jerry's, which includes, among other things, product quality and standards. In this role, the Board provides clear direction to Ben & Jerry's senior management in maintaining and advancing the Company's three-part Mission Statement and protecting Ben & Jerry's brand equity. As the business continues to grow globally, the Board remains focused on making sure the Company's three-part mission remains intact and at the core of what we do.

Throughout 2019, the Ben & Jerry's Board worked with management and staff on a rolling three-year plan, which now projects our plans from 2020 to 2022. The Board continues its work focusing the Company on its overarching business vision of a sustainable model of linked prosperity for Ben & Jerry's stakeholders, from seed to freezer. Moreover, the Board remains deeply involved in examining issues of race, class and gender equity – inside & outside of Ben & Jerry's.

The Ben & Jerry's Board is made up of global leaders in social, economic and environmental advocacy and activism. Our Board is growing more diverse and has been proactive in recruiting new members with the experience and expertise they will need to address the complex issues we will face in years to come. The Board meets in full on a quarterly basis and conducts ongoing committee work throughout the year.

Our Three-Part Mission

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

ECONOMIC

Our Economic Mission asks us to manage our Company for sustainable financial growth.

PRODUCT

Our Product Mission drives us to make fantastic ice cream – for its own sake.

SOCIAL

Our Social Mission compels us to use our Company in innovative ways to make the world a better place.

Mission Statement



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



While the principles underlying the three-part Mission help guide our day-to-day decisions, our Progressive Values Statement serves as an enduring reminder of our core beliefs.

Progressive Values Statement

Leading with Progressive Values Across Our Business

We have a progressive, nonpartisan Social Mission that seeks to meet human needs and eliminate injustices in our local, national, and international communities by integrating these concerns into our day-to-day business activities. Our focus is on children and families, the environment and sustainable agriculture on family farms.

- Capitalism and the wealth it produces do not create opportunity for everyone equally. We recognize that the gap between the rich and the poor is wider than at any time since the 1920s. We strive to create economic opportunities for those who have been denied them and to advance new models of economic justice that are sustainable and replicable.
- By definition, the manufacturing of products creates waste. We strive to minimize our negative impact on the environment.
- The growing of food is overly reliant on the use of toxic chemicals and other methods that are unsustainable. We support sustainable and safe methods of food production that reduce environmental degradation, maintain the productivity of the land over time, and support the economic viability of family farms and rural communities.
- We seek and support nonviolent ways to achieve peace and justice. We believe government resources are more productively used in meeting human needs than in building and maintaining weapons systems.
- We strive to show a deep respect for human beings inside and outside our company and for the communities in which they live.

A Sustainable Model of Linked Prosperity

Within the preamble of our three-part Mission Statement, which was written in 1988, is the dedication to “a sustainable corporate concept of linked prosperity.” Numerous academics and progressive business visionaries have advocated for similar models in recent years, which is

a solid affirmation of our model, but we’ve been working on strengthening it, bringing new meaning to it, ever since. We’re still working on it. We always will be.

What we envision with our Linked Prosperity model is that as the company prospers, all those touched by the company must also prosper, including employees, suppliers, customers, and communities. It’s a simple idea, really, but it takes a lot of work by a lot of people, day in and day out, to make it happen.

Some of the more long-standing examples of linked prosperity at Ben & Jerry’s include:

- Our livable wage policy.
- Our ongoing support for family dairy farms.
- Our commitment to supporting small-holder agricultural producers by purchasing Fairtrade-certified ingredients.
- Our investment in values-led sourcing partnerships with social enterprises such as with the Greyston Bakery in Yonkers, NY, where they hire people with barriers to employment and empower them with skills training, a renewed sense of dignity and a paycheck at the end of the week.

We do believe that as the individual benefits the community benefits, benefitting all. Linked Prosperity must create benefits for the individual, the community, the planet; it’s all linked.

B Corp Certification

Certified B Corporations, or B Corps, are a new type of corporation that uses the power of business to solve social and environmental problems. [Certified B Corps](#) must satisfy a rigorous assessment by the non-profit B Lab that includes corporate governance, worker benefits, community engagement and environmental performance.

In 2012, Ben & Jerry’s became the first wholly-owned subsidiary in the world, with full support from our parent company, Unilever, to gain B Corp Certification!

In late 2016, we completed our third recertification (now, a three-year term), increasing our overall score on the B Impact Assessment to 110 points (up from 101 in 2014)!

Since the 2016 Assessment completed its assurance process in 2017, we will be renewing our Assessment in 2020.

Learn more about B Corporations and view [Ben & Jerry's Impact Assessment](#).

We are proud to have recognized the efforts of other B Corps with whom we work, at various levels and stages of our value chain:

The Greyston Bakery

Based in Yonkers, New York, the [Greyston Bakery](#) has been supplying Ben & Jerry's with chocolate brownies for our Chocolate Fudge Brownie flavor for close to three decades. At Greyston, producing great baked goods is part of their greater-good mission to provide jobs and training to people with barriers to employment.

The Bakery is owned by the [Greyston Foundation](#), a nonprofit organization with a mission to support people with barriers to employment on the path to self-sufficiency. Through their open-door hiring policy, when a job becomes available, the next person on the waiting list is given a job starting in an apprentice program, no questions asked.

Greyston's programs reach over 2,000 people a year through childcare, housing, counseling, health care, and other services. Over the lifetime of our business relationship with Greyston, over 3,200 jobs have been created through the Bakery and over 19,000 families have benefitted through the Greyston organization's programs and services. The Greyston Bakery is a certified B Corp.

Rhino Foods

[Rhino Foods](#) is another longtime supplier that makes those incredible gobs of cookie dough we use in our Chocolate Chip Cookie Dough ice cream. Based right here in Burlington, Vermont, Rhino became a [certified B Corp](#) in 2013.

Over the years, Rhino has developed a variety of programs that support its employees and the surrounding community. Rhino employs dozens of people who have come to the United States as refugees from all around the world. Through a unique variety of support programs, Rhino helps these and all of its employees to earn a living, save money, develop a credit history, and make a new life for themselves and their families

Sustainable Harvest

[Sustainable Harvest](#) is an importer of high-quality specialty-grade coffees from over 15 countries around the world. In addition to being a key actor in our Fairtrade coffee value chain, Sustainable Harvest is also a [certified B-Corp](#).

Macphie

Based in Scotland, [Macphie](#) is a supply partner for the cookie dough used in Ben & Jerry's products made in the EU. In 2015, Macphie became one of the first UK companies to achieve [B-Corp certification](#).

NativeEnergy

[NativeEnergy](#) is an expert provider of carbon offsets, renewable energy credits, and carbon accounting software. NativeEnergy helps businesses and individuals identify and reduce their greenhouse gas pollution and attain their sustainability goals. Based in Burlington, Vermont, NativeEnergy is a [certified B-Corp](#).

Pure Strategies

[Pure Strategies](#) aims to transform business to create a more sustainable future. Since 1998, Pure Strategies has helped to build leading strategies for companies, improve products and packaging, and shifting supply chains toward better environmental and social performance. Pure Strategies is a [certified B Corp](#).

General Operations

Ben & Jerry's products for the North American market are made in our manufacturing plants in Waterbury and St. Albans, Vermont. For a portion of 2019 Ben & Jerry's products were made in a Unilever facility in Henderson, Nevada. Ben & Jerry's 'Pint Slices' are made at a Unilever facility located in Covington, Tennessee. Additionally, we continue to make products for the Canadian market in a Unilever facility in Simcoe, Ontario. During 2019, Ben & Jerry's products for European markets were produced at a Unilever factory in Hellendoorn, the Netherlands and Gloucester, U.K.; while the 'Wich' novelty sandwiches were made by a co-packer in Greece. Products for Asia, Australia & Brazil were exported from these U.S. and European facilities.

At the end of 2019, 123 employees reported into Ben & Jerry's Central offices in South Burlington, Vermont.

During this same period, our Vermont Manufacturing sites employed 328 people in and around the communities of St. Albans & Waterbury, Vermont.

Quality of Life

A core principle at Ben & Jerry's is to improve the quality of life for Ben & Jerry's employees and all those who are touched by the Company, inside and out. One manifestation of that is to ensure that Ben & Jerry's pays its workers a **Livable Wage**. Our Livable Wage policy continues to cover all full and part-time employees in our Vermont manufacturing plants and all full-time employees in our company-owned scoop shops. In 1995, we established a methodology for calculating a livable wage benchmark for Vermont. We defined it as the starting wage for a single person that will sustain a reasonable quality of life, taking into consideration essential expenditures on needs such as:

- Housing, utilities & transportation
- Nutritious food
- Out-of-pocket health care
- Recreation
- Savings, taxes, and miscellaneous expenses

In 2019, we paid an entry-level hourly livable wage rate of \$17.78/hr, which translates to approximately \$36,982.40, per year. To put this into some context, at year-end 2019, the Vermont minimum wage was \$10.78/hr. (\$22,422/yr.), while the federal minimum wage was \$7.25/hr. (\$15,080/

yr.). On January 1, 2020, the Vermont minimum wage increased to \$10.96/hr. (\$22,797/yr.), while the federal minimum wage has remained constant since 2009.

We continue to review how our livable wage stands up for the primary employees who make Ben & Jerry's products outside of our Vermont manufacturing sites, including Hellendoorn, in the Netherlands.

Tracking Ben & Jerry's Livable Wage (Vermont basis):

2019 - \$17.78

2018 - \$17.61

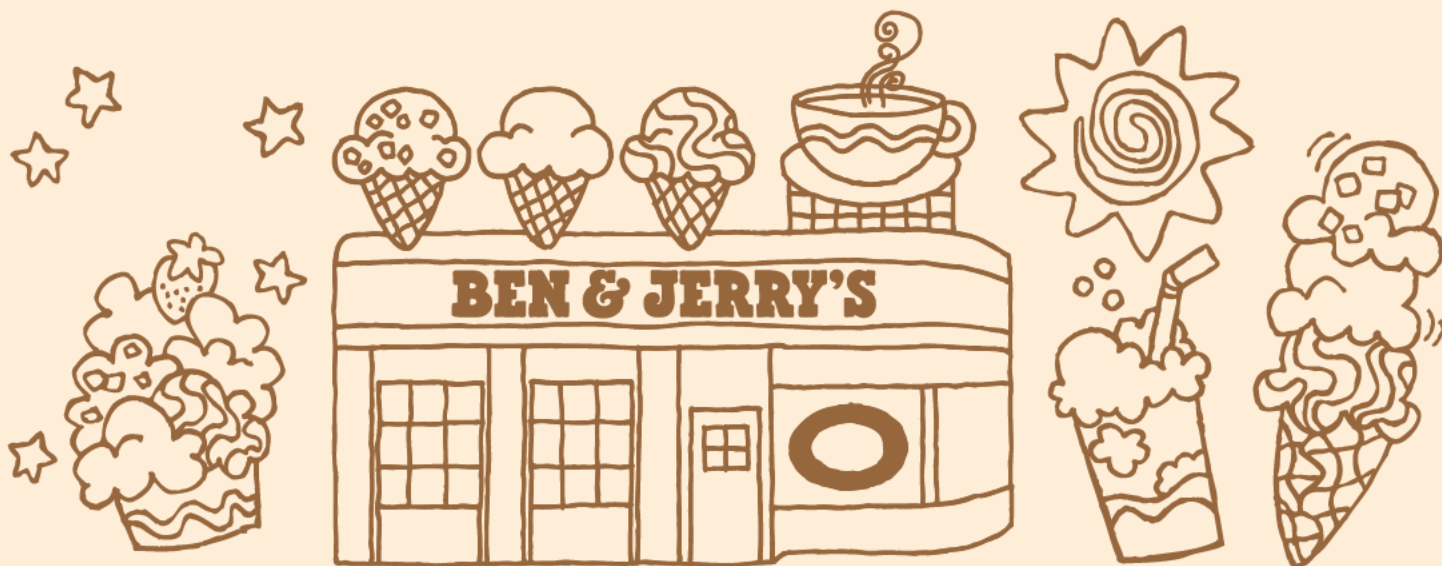
2017 - \$17.26

2016 - \$17.09

2015 - \$16.92

Code of Business Principles

All of the suppliers for Ben & Jerry's ice cream are expected to follow practices consistent with the Code of Business Principles of our parent company, Unilever. This code includes continuous improvement in managing environmental impacts, safe and healthy standards for workers, and a firm commitment to human rights, among other things. Unilever is also a signatory to the U.N. Secretary General's Global Compact of 1999, which commits the company to support and respect human rights within our sphere of influence.



Giving Back



The Ben & Jerry's Foundation

The Ben & Jerry's Foundation was created in 1985, with an initial gift from Ben of 50,000 shares of Ben & Jerry's stock and an unprecedented decision of the company's Board of Directors to commit 7 ½% of the company's annual pretax profits to philanthropy. Following the acquisition of Ben & Jerry's by Unilever in the year 2000, the for-profit Ben & Jerry's provides annual funding to the non-profit Ben & Jerry's Foundation under a funding formula memorialized within the acquisition agreement that allows for the funding to grow as the company's sales volume grows.



In 2019, the Company contributed a total of \$3,631,000 to the Ben & Jerry's Foundation.

Ben & Jerry's Foundation Funding Over Recent Years:

2008 = \$ 1,945,000

2013 = \$ 2,530,000

2019 = \$ 3,631,000

The Ben & Jerry's Foundation interests are in social justice, protecting the environment and supporting sustainable food systems. The Foundation is committed to supporting non-violent, thoughtful and strategic approaches that are utilizing grassroots organizing strategies to work for social change.

The Foundation's philanthropy is led by Ben & Jerry's employees who serve on committees that review grants.

The Ben & Jerry's Foundation believes that:

- People most affected by a problem are in the best position to determine the solutions to that problem.
- True change occurs only when underlying, systemic forces are understood and addressed.
- Grassroots, constituent-led organizing is among the most effective means to create social change. We define organizing as collective action that challenges the status quo, demands changes in policy and practice, educates communities about root causes of social problems, and advocates and agitates for systemic and just solutions.
- Lasting change occurs when Social Justice Movements are built from the ground up and grassroots groups come together across sectors and constituencies to work for the common principles of Human Rights and Justice for All.

The Foundation administers four grant programs serving Vermont and the U.S. It also serves our newly developing UK Fund:

Grassroots Organizing for Social Change Grant Program

The Ben & Jerry's Foundation Grassroots Organizing for Social Change Program offers competitive grants to non-profit, grassroots community organizing groups throughout the United States and Vermont. The grants fund organizations working to bring about progressive social change by addressing the underlying conditions of societal and environmental problems through constituent-led organizing and activist strategies. To see grants awarded in 2019, go here: [link](#)

Vermont Capacity Building Grant Program

The Vermont Capacity Building Grant Program supports Vermont statewide organizations to achieve greater organizational strength and sustainability. Organizations must be aligned with the Foundation's broad interests in social justice, environmental protection and sustainable food systems. To see grants awarded in 2019, go here: [\[link\]](#)

Vermont Economic Justice Grant Program

The Vermont Economic Justice Grant Program supports Vermont-based organizations helping to alleviate the impacts of poverty and work toward social, environmental and economic justice in the state of Vermont. To see grants awarded in 2019, go here: [\[link\]](#)

Vermont Community Action Team Grant Program

CATs fund an array of community programs – social services organizations, cultural, recreational, or arts programs and community celebrations located within the state of Vermont. The CATs pay special attention to underserved populations including seniors, at-risk youth and low-income communities. The CATs prioritize support for basic human needs and the needs of underserved areas of the state as well as organizations that are primarily volunteer led. To see grants awarded in 2019, go here: [\[link\]](#)

The Ben & Jerry's Foundation provided funding to 450 organizations in 2019 totaling \$2,920,000*. [*This number does not include Foundation funding for the UK Fund, seen below.]

Our Foundation's UK Fund

In 2016 the US Foundation set aside \$200,000 to launch a UK Fund, which retains the US Foundation's belief in supporting social justice movements and community organizing but focuses entirely on refugee and asylum seeker led groups in the UK.

The UK Foundation funds organizations that are working to improve the systems under which refugees and migrants are supported to settle in the UK and are able to take a full and active role within society. The Foundation targets its funding to groups that work to drive change in the following areas:

- Supporting refugee, asylum seeker and migrant groups to come together to target system change – The Foundation recognizes that the voices of those most affected by the issues are best placed to identify and tackle systemic constraints and mobilize to create real and lasting change. It therefore funds projects that put refugee and migrant groups at the heart of their organization.
- Changing perceptions within the public consciousness – The Foundation funds organizations that combat stigma and challenge negative perceptions around the role of refugees, asylum seekers and migrants within society, as well as those that empower local communities to provide a positive and inclusive welcome.
- Building capacity in the sector – The Foundation also funds capacity development and networking to try and drive greater collaboration between organizations in the sector, as well as supporting a greater proportion of leadership from people with lived experience.

Funding provided by the UK Fund went to 11 organizations in 2019, which totaled \$267,636.

Review Report of Independent Accountants

Independent Auditor's Report

For our 2019 report, we engaged Moss Adams LLP, an independent accounting firm, to review specific Quality of Results indicators that Ben & Jerry's set as priorities for the year. You can download a copy of [their letter here](#).

“Injustice anywhere is a threat to justice everywhere.”

- Martin Luther King, Jr.