

# 食品製造業

# Hormel Foods Corporation (食品製造業)

## Hormel Foods Corporation (HRL) とは

加工肉製品を中心とする食品製造業を行う。主力製品はランチョンミートの缶詰「Spam」、ピーナッツバターの「Skippy」等。80カ国以上で事業を展開しており、年間売上高は120億ドルを超える。アメリカ合衆国ミネソタ州オースティンに本部を置く。1981年創業。

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### Form 10-K

(当該期の経営実績の開示、日本の有価証券報告書に相当)

- 同社のサステナビリティに関する取り組み目標である”20 by 30 Challenge”の一環として、食品廃棄物削減等に取り組んでいることを紹介。

<https://d18rn0p25nwr6d.cloudfront.net/CIK-0000048465/0bc22a72-b4e6-4e85-b336-b729f124cea0.pdf>

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### Global Impact Report

(当該期のESG戦略・活動進捗の開示)

- 同社のESG行動指針である”Our Food Journey™”と、サステナビリティに関する取り組み目標である”20 by 30 Challenge”を記載。
- 上記目標に対する定量的な進捗を開示するとともに、具体的な活動も簡単に紹介。



<https://www.hormelfoods.com/wp-content/uploads/Hormel-2022-Global-Impact-Report.pdf>

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### ウェブサイト

(事業活動全般に関する開示)

- レポートと同様に、同社のESG行動指針である”Our Food Journey™”と、サステナビリティに関する取り組み目標である”20 by 30 Challenge”を記載。
- 活動の一例として、食品ロス削減に関するイニシアチブへの参画を紹介。
- 消費者向けに、消費者自らが実践できる食品廃棄物削減に向けた取り組みの例を示し、行動を促している。

<https://www.hormelfoods.com/global-impact/>

### Governmental Regulation and Environmental Matters

The Company's operations are subject to regulation by various governmental agencies which oversee areas such as food safety, workforce immigration, environmental laws, animal welfare, tax regulations, and the processing, packaging, storage, distribution, advertising, and labeling of the Company's products. The Company believes it is in compliance with current laws and regulations and does not expect continued compliance to have a material impact on capital expenditures, earnings, or competitive position. The Company continues to monitor existing and pending laws and regulations and, while the impact of regulatory changes cannot be predicted with certainty, the Company does not expect compliance to have a material adverse effect on the Company's business. In addition to compliance with environmental laws and regulations, the Company sets goals to further improve its sustainability efforts and reduce its environmental impact.

These goals are outlined in the Company's 20 by 30 Challenge and include matching energy with renewable sourcing, reducing organic waste and greenhouse gas emissions, supporting regenerative agriculture, focusing on packaging sustainability, and reducing food waste. In addition, the Company's greenhouse gas reduction targets were validated by the Science Based Targets initiative in 2023.

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### 記載例のポイント

- 同社のサステナビリティに関する取り組み目標である”20 by 30 Challenge”の一環として、食品廃棄物削減等に取り組んでいることを紹介。
- 具体的な数値目標や進捗については、10-K内では触れられていない（他レポートやウェブサイトで詳述）。

## Progress Toward 20 By 30 Challenge Goal

Hormel Foods Goal	2022 Progress	UN SDGs
<div>11</div> Support regenerative agriculture initiatives.	We started to explore a deforestation-free supply chain in alignment with SBTi's Forest Land and Agriculture Guidance (FLAG). Our Applegate (Bridgewater, N.J.) subsidiary continued to provide the Applegate Naturals® Do Good Dog™ hot dog product made with beef raised on verified regenerative U.S. grasslands and received two product awards in 2022.	<div>6 CLEAN WATER AND SANITATION</div> <div>7 AFFORDABLE AND CLEAN ENERGY</div>
<div>12</div> Focus on packaging sustainability efforts through research, innovation, on-package communications, and optimizing package weight and shipping efficiencies.	Our packaging team's sustainability initiatives resulted in more than 1.5 million pounds in material savings. <sup>23</sup> In addition, we added the How2Recycle logo to 300 items.	<div>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</div> <div>13 CLIMATE ACTION</div>
<div>13</div> Work toward zero food waste.	We continued to prioritize food donation opportunities and provide consumers with useful tips to reduce household food waste.	

### 記載例のポイント

- 食品廃棄物ゼロへの取り組みを目標に掲げる。
- 目標に対する進捗に関して、埋立処分削減量といった数値と、フードバンクへの寄付といった活動の両面から紹介。

## Waste

We understand the importance of robust waste management to the advancement of a circular economy, food security and resource efficiency. Reducing solid-waste generation across our operations continues to be an important environmental initiative for our organization. Our approach to waste reduction is informed by our 20 By 30 Challenge and sustainability goals, including:

of products to limit the amount of wasted food, such as shelf-stable options and single-serving-size options.

Our company has a rich history of donating food to people in need, and we aim to prioritize donation opportunities before evaluating food waste for beneficial end use. For more information about our food donation efforts, please refer to the [Community](#) section of this report.

### Hazardous Waste Handling

Certain Hormel Foods operations generate low volumes of regulated hazardous waste. Most locations are well within the federal definition of a conditionally exempt small quantity generator, generating 100 kilograms or less of hazardous waste per month. All our company and subsidiary locations adhere to strict operational standards that have been designed to ensure compliance with all applicable hazardous-waste rules.

Our operations also generate small quantities of other regulated substances, such as used oil and universal waste. As with the generation of hazardous waste, we follow strict standards for handling these substances to ensure adherence to regulatory requirements.

### Project Highlights

In Brazil, Cidade do Sol, our company responsible for the Ceratti® brand, has sent 100% of the byproduct generated in the effluent treatment station to be transformed into organic fertilizers through composting. The strategy diverts the sludge sent to landfills, contributing to a reduction of GHG emissions. The program led to a reduction of 72% of CO2e emissions as compared to landfill disposal.

### Performance

In 2022, we achieved a 2% reduction in total solid waste generation and reduced the amount of waste sent to landfills by 1% compared to the prior year. Through various waste diversion and recovery initiatives, we were able to reduce solid waste sent to landfills by 751 tons. We will continue to invest in resource recycling and reusing activities to reduce the waste intensity of our processes. For additional waste data, please refer to [Appendix D](#).

### 2022 Environmental Highlights

Through projects that were part of the annual Sustainability Best of the Best competition and other efficiency-improvement initiatives, we achieved the following environmental savings in 2022:

**110K+**  
gigajoules of energy saved

**13.3K**  
metric tons of carbon dioxide equivalent (CO2e) avoided

**93MM+**  
gallons of water saved

**751**  
tons of solid waste to landfill reduced

**1.5MM+**  
pounds of packaging materials saved

### 2022 Waste Project Highlights

**1%**  
reduction in waste sent to landfills

### Zero Food Waste

In an effort to support a future without food waste, we continue to drive momentum in diverting wasted food and scraps from disposal and provide consumers with tips that are focused on helping reduce household food waste. Depending on the nature of the waste and the location of the generation, our food waste can be used as animal feed, as feedstock for anaerobic digestion, as a composting substrate or as a synthetic nutrient substitute. We have specifically designed and packaged a variety



## Progress Toward 20 By 30 Challenge Goals

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Hormel Foods Goal	2022 Progress	UN SDGs
19 Provide the equivalent of 70 million meals to those in need through cash and product donations. <sup>44</sup>	We continued our commitment to helping end hunger around the world by donating a total of \$9.3 million (or more than 9.4 million individual meals) to hunger-relief efforts. We are on track to achieve our goal of providing the equivalent of 70 million meals to those in need through cash and product donations by 2030.	2 ZERO HUNGER 10 REDUCED INEQUALITIES
20 Create a food-secure community program and share blueprint and findings globally.	We successfully launched the Hometown Food Security Project in Austin, Minn., with the United Way of Mower County and coalition partners.	

### 記載例のポイント

- 食品寄附に関して、数値目標と食品寄附プログラムの実践を目標に掲げる。
- 活動進捗として、実施している様々な食品寄附プログラムを紹介。
- 食品寄附は、食品廃棄物削減の文脈ではなく、社会の貧困飢餓対策として取り組む。

## Food Security



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In alignment with our commitment to help end hunger around the world, we continue to invest resources in addressing food crises and scarcity facing vulnerable populations in our global community, including those who have been significantly impacted by food supply disruptions resulting from the COVID-19 pandemic. Through strategic nonprofit partnerships and community-based programs, we strive to unlock opportunities to efficiently provide access to adequate food with the goal of assisting them in recovering from malnutrition or poor health conditions.

We are proud to partner with organizations such as Feeding America, Convoy of Hope, Food For The Poor, Caritas Arquidiocesana,

Conscious Alliance, Beast Philanthropy, Second Harvest and community-based food pantries to advance our efforts in disaster assistance and hunger relief. Each year, these nonprofits help us distribute our products to people, promoting food security and building community resilience against food system disruptions. In 2022, we donated a total of \$9.3 million in hunger-relief donations – representing more than 9.4 million individual meals – to food banks and disaster relief organizations in our neighborhoods. We are on track to achieve our 20 By 30 Challenge goal of providing an equivalent of 70 million meals through cash and product donations to those in need by 2030.<sup>44</sup>

Aside from charitable and product donations, we have made significant progress in introducing our unique food-secure community program in Austin, Minn., — home to our headquarters and flagship production facility. In this program, we invest resources and efforts into conducting research, gathering stakeholder feedback, and developing a project plan with our internal and external experts who are focused on ensuring food security in our Austin, Minn., community.

The milestones we reached in 2022 in formalizing the program include:

- Launched the [Hometown Food Security Project](#) in Mower County, Minn. This project is a collaborative effort between various local and regional stakeholders who are committed to making a positive impact on alleviating hunger throughout our community and beyond.
- In May 2022, Hormel Foods convened the [Toward Food Security 2025: A Case for Change Summit](#), which brought together over 40 leaders from more than 20 local organizations to discuss the challenges of providing food assistance and ending hunger in Mower County.
- In June 2022, the Hometown Food Security Project Coalition was established, composed of leaders from nonprofits, schools and universities, and community organizations, including United Way, The Salvation Army, Austin Public Schools, Riverland Community College, Mower County Senior Center, the Welcome Center, the Mayo Clinic, Hormel Foods, and Mower County Health and Human Services. With resources and logistics support from Hormel Foods, this coalition is tasked with

leading the planning and implementation of the project. The coalition's work has been informed by the expertise and thought leadership of subject-matter experts, including the [Baylor Collaborative on Hunger and Poverty](#) (BCHP) and Attention Span Media. Within the first six months since its inception, the coalition has helped close donation gaps, cover culinary staffing needs for community meals and improve interagency coordination.

- In August 2022, the coalition formed a core operations team to drive progress, including the undertaking of a community-needs assessment utilizing BCHP's Toolkit for Developing and Strengthening Hunger Free Community Coalitions. The team began weekly meetings with support from our Agile process expert to collaboratively push the organizational process forward.
- In October 2022, several Hormel Foods leaders and coalition members participated in BCHP's [Together at the Table: Hunger and Poverty Summit](#), a two-day event that featured speakers and received participation from policy analysts, researchers, nonprofit leaders and food-security experts.

## Our Communities

We continued to invest in various philanthropic and community engagement activities throughout our global operations to make the world a better place, including \$11.4 million in charitable and in-kind donations.

We remain inspired to help others and build a thriving future for all. From cash and product donations to educational support and volunteer activities, we continually look for ways to do our part

in making the world a better place. We contribute to many impactful causes that we are passionate about, such as scholarships for post-secondary education, food security and disaster response.



### 2022 Community Support Highlights<sup>42</sup>

**496K**  
cans of SPAMMY® donated

**\$345K**  
to 42 local charities in our production communities

**\$862K+**  
educational

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**\$11.4MM**  
contributed in cash and products

**\$9.3MM**  
hunger-relief donations

There is no upside to food waste. No silver lining to a global problem that has far-reaching economic, social and environmental ramifications

At Hormel Foods, we understand that, and so we are committed to producing food responsibly for customers and consumers around the world. For instance, we have our eyes fixed on achieving zero food waste by 2030, in accordance with our new **20 By 30 Challenge corporate responsibility goal set**. At the same time, we continually look for new methods and creative solutions to push the envelope farther. In that vein, we recently joined the **10x20x30 food waste initiative**, an effort that has 10 food retailers engaging Hormel Foods and at least 19 other suppliers to reduce their food loss and waste by 50 percent by 2030.

The problem of food waste happens at every step in the supply chain, and that's where our friend and partner **Chef Grace Ramirez** comes in. In addition to being a wizard in the kitchen, she is all about teaching us how to be more mindful of our global footprint and inspiring us to take action. So much so, she was invited to be part of the **United Nations' ActNow for Climate campaign** to help educate and inspire us to live a sustainable existence.

Chef Grace joined us recently to share some ideas that everyone can embrace for a healthier planet and a better life for all.

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### 記載例のポイント

- 消費者向けに、食品廃棄物の意義を訴えたうえで、消費者自らが実践できる食品廃棄物削減に向けた取り組みの例を示し、行動を促している。
- 同社の活動の一例として、食品ロス削減に関するイニシアチブへの参画を紹介。



### Store Properly

Keep meat fresh longer by storing it in a refrigerator as soon as possible after opening, cooking, serving, etc. When your meal is over, for example, meat should be placed in a tightly closed container to keep out moisture and other contaminants. For a longer-term option, you can freeze your meat to preserve its freshness. Be sure to use a freezer-safe container.



### Cook & Freeze

Save time and money by cooking food in bulk, portioning it and freezing it for future use. Label the contents and date them, making sure to put newer items toward the back of your freezer and older items near the front so you use them first. This tip allows you to take advantage of sales and in-season items.



### Make a Sofrito

Turn your herbs into **sofritos**, and freeze in ice cube trays. Sauté leftover herbs and veggies in olive oil and keep in a jar that can be used as needed in your favorite recipes.



# Kellanova（食品製造業）

## Kellanova (K)とは

スナック菓子事業および植物由来食品事業を行う。主力商品はポテトチップスのプリングルズ等。長い間ケロッグ社として親しまれていたが、2023年10月にシリアル事業の分離上場に伴い社名変更した。アメリカ合衆国ミシガン州バトルクリークに本部を置く。1906年創業。

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### Form 10-K

（当該期の経営実績の開示、日本の有価証券報告書に相当）

- 同社のESG戦略である“Kellogg’s® Better Days Promise™”（現在は“Kellanova Better Days™ Promise”に変更）を紹介。
- 食品廃棄物の削減のアプローチなど具体事例には触れておらず、概要のみの説明に留めている。

[https://investor.kellanova.com/files/doc\\_downloads/kd/Latest-10-K.pdf](https://investor.kellanova.com/files/doc_downloads/kd/Latest-10-K.pdf)

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### 各種レポート

- 統合報告書といった纏まった資料は作成されておらず、ウェブサイトの補足資料という扱いで各種レポートが掲載されている。
- 代表的なレポートである、“Kellanova Better Days™ Promise Commitments and Methodology”では、同社のESG戦略に関して、目標とその方法論をより詳細に記述している。

[https://filecache.mediaroom.com/mr5mr\\_betterdayspromise/177805/Kellanova\\_Better\\_Days\\_Promise\\_Methodology\\_2023.pdf](https://filecache.mediaroom.com/mr5mr_betterdayspromise/177805/Kellanova_Better_Days_Promise_Methodology_2023.pdf)

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### ウェブサイト

（事業活動全般に関する開示）

- “Kellanova Better Days™ Promise”の特設サイトを用意。「食品廃棄物の削減」「フードバンク／フードドライブ」等の取り組み毎にページを設け、簡潔に説明。詳細はリンク等でレポートに誘導している。

<https://betterdayspromise.kellanova.com/>

**Environmental, Social and Governance (ESG) Leadership.** Kellogg Company's vision is a good and just world where people are not just fed, but fulfilled. Our purpose is creating better days, and a place at the table for everyone, through our trusted food brands. Our vision and purpose are brought to life through Kellogg's® Better Days Promise™, our promise to advance sustainable and equitable access to food by addressing the intersection of wellbeing, hunger, sustainability, and equity, diversity and inclusion (ED&I) for 3 billion people by the end of 2030. This work is not new - we've been making progress on these topics for many decades and have been reporting our results annually through our ESG report (formerly Corporate Responsibility Report) and other disclosures since 2009. The information contained in our ESG report is not incorporated by reference herein or otherwise made a part of this Annual Report on Form 10-K or any of our other filings with the Securities and Exchange Commission. We also report against the Sustainability Accounting Standards Board ("SASB"), Task Force on Climate-Related Financial Disclosures ("TCFD") and Global Reporting Initiative ("GRI") reporting frameworks, as well as many other industry disclosures like CDP and the Dow Jones Sustainability Index. In 2022, Kellogg's sustainability performance is within the top 15% of our industry according to the 2022 S&P Global ESG Yearbook, making Kellogg among the world's highest performing companies.



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**Our ESG Commitments.** Kellogg's global ESG strategy, Kellogg's® Better Days Promise™, is our promise to create 3 billion better days by the end of 2030 (from a 2015 baseline). Specifically, we are committed to:

- Nourishing 1 billion people with our foods by the end of 2030.
- Feeding 375 million people in need by the end of 2030.
- Nurturing people and planet, including support for 1 million farmers and workers, including women and smallholders, by the end of 2030.
- Ensuring nondiscrimination and ED&I for all employees. This includes our aspirational goals of gender 50/50 parity on a global basis and 25% underrepresented talent at the management level by the end of 2025 in the U.S.
- Engaging 1.5 billion people in advocating for sustainable and equitable access to food by the end of 2030.

#### 記載例のポイント

- 同社のグローバル ESG 戦略である “Kellogg's® Better Days Promise™” を紹介。2030 年末までに 30 億人の人々に「Better Day」を提供することを目標とする。
- 同戦略の中には、食品廃棄物の削減やフードドライブ等への食品寄附等の取り組みも含まれているが、10-K上では扱っていない。

※調査時点では、Kellanova社としての10-Kは出されておらず、上記で取り上げているのは旧ケロッグ社時代の10-K。



# Kellanova – Kellanova Better Days™ Promise Commitments and Methodology

Kellanova Better Days™ Promise Commitments and Methodology  
October 2023

## Creating a place at the table for everyone

We believe that part of running a good business is doing good for society. Kellanova Better Days™ Promise is our commitment to advance sustainable and equitable access to food by addressing the intersection of wellbeing, hunger, sustainability, and equity, diversity and inclusion (ED&I) for 4 billion people globally by the end of 2030.

By delivering on our Promise, we envision:

- A day where people are fed and fulfilled
- A day where our planet thrives
- A day where there is a place at the table for everyone



## 記載例のポイント

- 「すべての人のための食卓づくり」を目標に、同社ESG戦略の”Kellanova Better Days™ Promise”を設定している。
- フードバンクへの食品寄附に関しては、指標の計算式を開示している。

## Feeding 400 million people in need around the world

According to the [World Food Programme](#), the world produces enough food for everyone. Yet, nearly 10% of people<sup>2</sup> continue to struggle with hunger. That’s why we’re working toward [United Nations Sustainable Development Goal \(SDG\) #2](#) – Zero Hunger. Until Zero Hunger is realized, Kellanova is doing our part to help feed 400 million people in need around the world.

### Food bank donations and disaster relief

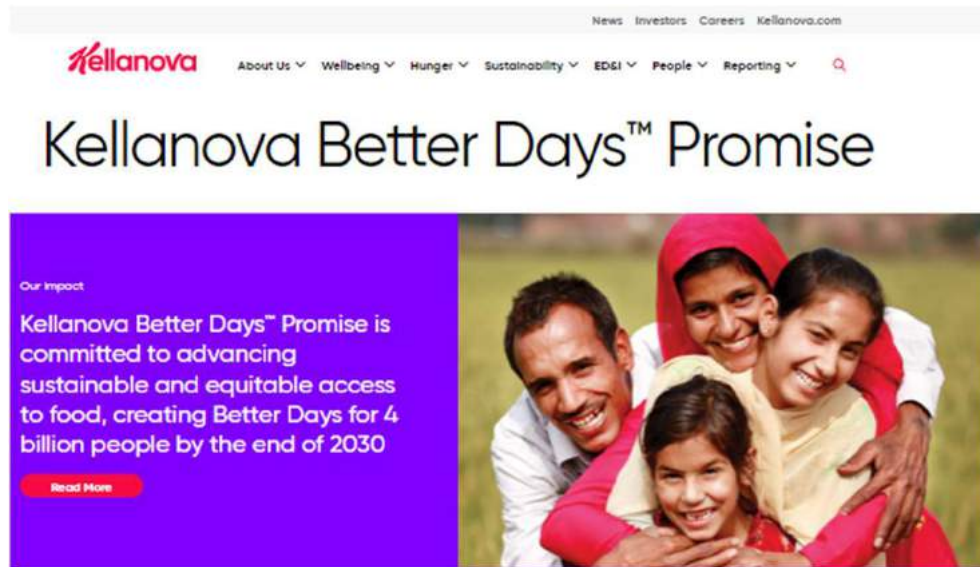
This target includes food donations to food banks on six continents and disaster relief initiatives. To determine this metric, we calculate the average volume of Kellanova foods – in kilograms – that people consume annually in countries where we provide food donations. To determine the number of people impacted, we track kilograms of food donated and apply the following calculation:

$$\frac{\text{Kg of food donated}}{\text{Average kg per capita of Kellanova food purchased}} = \text{Number of people impacted}$$

Additionally, Kellanova and its charitable funds make monetary donations to food banks and meal programs. In these instances, kilograms of food secured and distributed through these donations are reported to Kellanova, and the number of people reached is calculated using the formula above. In addition to food donated by the company, Kellanova employees also regularly engage in food drives and similar activities whereby food is donated to local food banks. In this instance, the kilograms of food donated is also tracked, and the number of people impacted is then calculated using the formula above.

### Feeding Programs

Kellanova also tracks the number of children reached through feeding programs it supports. This includes breakfast programs in multiple countries and U.S. school meal programs. With our partners, we include the number of children participating in programs that receive monetary or food donations from Kellanova.



## Food Waste Reduction

Reducing food loss and waste can be more beneficial than ever before as our world faces multiple crises. At a time when the world is experiencing high food prices and one in nine people globally face food insecurity<sup>1</sup>, 30-40% of the food produced doesn't get eaten.<sup>1</sup> Emissions from food loss and waste contributes to the world's total greenhouse gas emissions.<sup>1</sup>

As a global food company, we can play a role in helping to eliminate food waste from our value chain and creating a positive impact for people and planet.

### Our Commitment

As part of our Kellanova Better Days™ Promise goal to create better days for 4 billion people by the end of 2030, we aim to reduce food waste when making our food by 50% within our global Kellanova-owned manufacturing facilities by the end of 2030 (from a 2016 baseline).

### Our Approach

To achieve our goal, we are focused primarily on measuring food waste and loss in our facilities and implementing solutions, such as modifying equipment to enhance production efficiency, to eliminate waste in our processes when making food.

We also contribute in other important ways:

- **Farming** – Working with partners to reduce pre and postharvest loss on farms to ensure that more of the food that is grown is consumed.
- **Reaching out to consumers** – Standardizing our food date labels and educating consumers if food is safe to consume, as well as delivering tips and packaging innovation to help them reduce unnecessary food waste at home.
- **Sharing with communities** – While it doesn't contribute to our food waste metrics, [we donate food to help feed people in need either due to natural disasters or chronic hunger in communities we support around the world.](#)

We measure and report our food waste in conformance with the **Food Loss and Waste (FLW) Protocol**.<sup>2</sup> This protocol allows an entity to choose the combination of materials and destinations it considers to be "food loss and waste." Kellanova's definition of "food loss and waste", which we label "organic waste", extends to all organic waste lost in our facilities. For more information, please visit our [Kellanova Better Days™ Promise Commitments and Methodology](#).

### 記載例のポイント

- 同社のESG戦略である「Kellanova Better Days™ Promise」の特設サイトを用意。
- その取り組みの一つとして、「食品廃棄物の削減」のページを設け、目標値とアプローチを紹介。
- 上記目標達成には貢献しないと断りつつも、食品寄附を行う旨も明記。

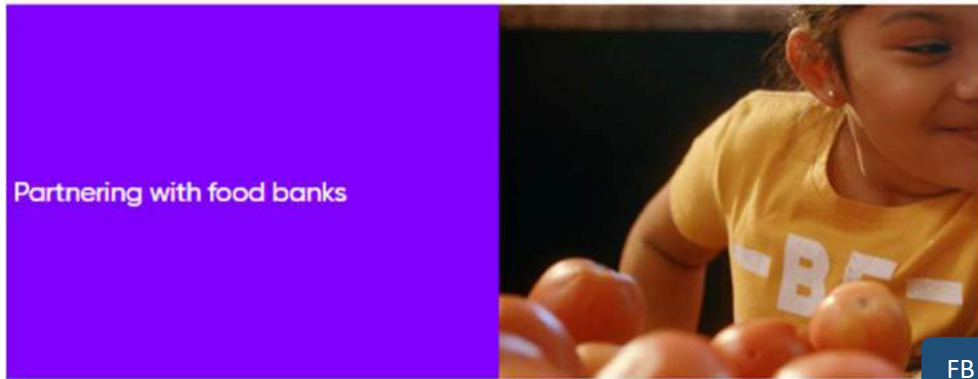
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## Food Bank Partnerships/Food Drives



Kellanova works closely with food banks on six continents in more than 30 countries to help feed people facing food insecurity, including [Food Banks Canada](#), which has more than 500 member food banks; the [Mexican Foodbank Network](#) of 50 food banks; [European Food Banks Federation](#); and [Feeding America](#) with 200 member food banks.

Prior to becoming Kellanova, Kellogg Company was a founding partner of [The Global FoodBanking Network](#) and continues to support a strong food banking infrastructure to help address hunger around the world.

Each year, our employees around the world honor [World Food Day](#) in October by advocating for food insecurity, including hosting food drives and meal-packing events.

We also aim to engage those who share our passion by sponsoring food drives. Food drives make it easy to donate food to organizations that support those facing hunger. For example, in the U.S., we sponsor the [National Association of Letter Carriers](#) Stamp Out Hunger food drive, the single largest food drive in the U.S., that encourages people to simply place food donations near their mailboxes for their letter carriers to collect and deliver to community food banks.

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### 記載例のポイント

- “Kellanova Better Days™ Promise”で飢餓を重点課題に挙げ、の一つとして、「フードバンク／フードドライブ」「乳幼児の栄養」のページを設け、食品寄附の取り組みを紹介。
- 名前を挙げた関連団体のリンクを載せる等、情報にアクセスしやすい工夫をしている。

## Child Feeding Programs



For children, hunger is especially devastating. According to [The Global FoodBanking Network](#), “[m]oderate to severe food insecurity can cause debilitating or sometimes irreversible damage to the child’s physical and cognitive development.”

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Kellanova is dedicated to feeding people facing food insecurity and supporting meal programs are one of the ways we do so. For example, we are passionate about supporting breakfast clubs. In many places in the world, these before-school programs provide students with a healthy breakfast, time to play with friends and, often, extra academic support so they arrive at school ready to learn.

As part of Kellogg Company, prior to becoming Kellanova, Kellogg Company Fund sponsored a review of research in 2022 showing that school breakfast programs also:

- Support children’s social development, such as a sense of belonging, security and identity
- Help improve students’ classroom behavior.
- Help get children excited about going to school.

In the U.S., where meals are often provided through subsidized programs at school, Kellanova works closely with a variety of partners to increase students’ access to these programs.

### Fighting summer hunger

Summertime can put added strain on low-income families whose children receive free and reduced-price lunch during the school year. For example, nearly all (six out of seven) U.S. children who eat a free or reduced-price lunch at school don’t have access to the same nutritious meals during the summer and even fewer access to breakfast<sup>1</sup>.

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That’s why Kellanova, our brands and retail partners work with our charity partners to ensure that children have access to consistent meals over the long school break by supporting summer meal programs. We also partner with United Way to help fund programs that offer free summer breakfast and lunches for children across the U.S.

<sup>1</sup> [Food Research & Action Center – Summer Nutrition Status Report 2022](#)



## 【ウェブサイト】

# Kellanova - ウェブサイト「Kellanova Better Days™ Promise」

## FOOD WASTE JOURNEY 食

YEAR	KELLOGG COMPANY COMMITMENT	SUCCESS HIGHLIGHTS
2008 - 2015	Launched commitment to decrease waste sent to landfill (per metric tonne of food produced) by 20% by the end of 2015 (from a 2005 baseline).	Fulfilled commitment in 2009.
2009 - 2015	Launched commitment to achieve additional 20% reduction in waste to landfill (per metric ton of food produced) by the end of 2015.	Fulfilled commitment in 2015, for a <b>TOTAL DECREASE OF 62%</b> since 2009.
2016 - 2030	Launched commitment to reduce total waste in our plants by 15%, with a focus on food waste by the end of 2030 (from a 2016 baseline).	<ul style="list-style-type: none"> <li>Evolved commitment in 2019 to align with the food waste definition of the <a href="#">Food Loss and Waste</a> protocol from the <a href="#">World Resources Institute</a>.</li> <li>One of the first companies to join Champions 12.3, a group of global leaders from government, business, research and farming communities committed to working together to meaningfully reduce food loss and waste by the end of 2030. The group, named for United Nations Sustainable Development Goals (U.N. SDGs) target 12.3, calls for "cutting in half per capita global food waste at the retail and consumer level and reducing food losses along production and supply chains (including post-harvest losses) by 2030."</li> <li>One of the first companies to report global food waste data by destination.</li> </ul>
2019 - 2030	<ul style="list-style-type: none"> <li>Launched commitment as part of Kellogg's Better Days® to reduce food waste by 50% within our global Kellogg-owned manufacturing facilities by the end of 2030 (from a 2016 baseline).</li> <li>In 2022, evolved to Kellogg's Better Days® to Better Days® Promise.</li> </ul>	<ul style="list-style-type: none"> <li>As of year-end 2022, <b>ACHIEVED 42% REDUCTION</b> in food waste.</li> </ul>

## HUNGER JOURNEY FB

YEAR	KELLOGG COMPANY COMMITMENT	SUCCESS HIGHLIGHTS
2013 - 2016	Launched Breakfast for Better Days, committing to providing 1 billion servings of cereal and snacks by the end of 2016 (from a 2013 baseline).	Exceeded commitment in 2015, <b>DONATING 1 BILLION SERVINGS OF CEREALS AND SNACKS</b> .
2016 - 2025	Launched Breakfasts for Better Days commitments to: <ul style="list-style-type: none"> <li>Donate 2.5 billion servings of food to people facing food insecurity by the end of 2025 (from a 2015 baseline).</li> <li>Expand feeding programs and nutrition education programs so 2 million children can reach their full potential by the end of 2025 (from a 2015 baseline).</li> </ul>	<ul style="list-style-type: none"> <li>In 2019, sunset commitment early due to evolution to Kellogg's Better Days® commitments.</li> <li>As of year-end 2018, <b>DONATED 569 MILLION SERVINGS OF FOOD</b> and <b>REACHED 586,000 WITH NUTRITION EDUCATION AND FEEDING PROGRAMS</b>.</li> </ul>
2019 - 2030	<ul style="list-style-type: none"> <li>Launched Kellogg's Better Days® commitment to feed 375 million people through food donations and children reached through feeding programs by the end of 2030 (from a 2015 baseline).</li> <li>Evolved Better Days® to Better Days® Promise.</li> </ul>	<ul style="list-style-type: none"> <li>As of year-end 2022, <b>FEED 252 MILLION PEOPLE FACING FOOD INSECURITY</b>. This includes feeding <b>MORE THAN 247 MILLION PEOPLE</b> facing hunger or crisis with food donations and reaching <b>MORE THAN 5 MILLION KIDS</b> through feeding programs.</li> </ul>

### 記載例のポイント

- 現在のサステナビリティ目標とその進捗だけでなく、過去の目標とその達成状況を年表形式で掲載している。長年かけてその問題にコミットしてきたことが伝わる工夫をしている。

# Tyson Foods, Inc. (食品製造業)

## Tyson Foods, Inc. (TSN)とは

アメリカ合衆国アーカンソー州スプリングデールに本部を置く食肉加工販売の会社。牛肉、豚肉、鶏肉の加工販売において世界第2位の地位を占めており、米国で販売されている食肉の約5分の1を生産する。近年は代替タンパク質の投資開発にも取り組む。1935年創業。

### Form 10-K

(当該期の経営実績の開示)

- 10-K内では、サステナビリティ方針について概要と気候変動問題についてのみ記載され、食品廃棄物削減等の具体的な取り組みは触れられていない（サステナビリティレポートで詳述）。



<https://d18rn0p25nwr6d.cloudfront.net/CIK-0000100493/240fbb6c-6e24-4003-ad0d-471a53af35eb.pdf>

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### Sustainability Report

(当該期のESG戦略・活動進捗の開示)

- 重要課題のマトリックス図と、それを基にした行動指針にてESG戦略を概説。
- 食品を含む廃棄物削減に関する取り組み実績（数値実績と活動概要）を、1ページで簡潔に紹介。



<https://www.tysonfoods.com/sites/default/files/2023-10/Tyson%20Foods%20Sustainability%20Report%20FY2022%20%281%29.pdf>

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### ウェブサイト

(事業活動全般に関する開示)

- サステナビリティ情報はレポートを参照するように誘導。
- フードバンク等への食品寄附については別ページを設けて、数値実績と且つ活動を紹介。

<https://www.tysonfoods.com/sustainability>

### Sustainability

Through our Formula to Feed the Future, we aim to bring together a diverse set of expertise and the scalable resources needed to reimagine our people and community impact, drive product responsibility from farm to table, and work toward sustaining natural resources and achieving net-zero greenhouse gas emissions. We are reimaging our people and community impact by enabling workers to succeed while supporting the growth of our communities. We aim to drive product responsibility from farm to table by delivering value to consumers with high-quality, sustainable, nutritious protein through our leading portfolio of products. Additionally, we are working toward sustaining natural resources and achieving net zero by driving practices in our own operations and supply chains to more sustainably produce protein for a growing population within planetary boundaries.

We were selected as a potential grant recipient in fiscal 2022 under the USDA's Partnerships for Climate-Smart Commodities grant program. With the help of the USDA grant, we plan to execute a five-year program that incentivizes farmer and rancher adoption of agricultural practices that have the potential to increase carbon sequestration and work to reduce greenhouse gas emissions in our supply chain and beyond.

We have also partnered with World Resources Institute to assess water risk and develop a water stewardship strategy, completed construction of Tyson Foods Center for Sustainable Broiler Research, and announced our global forest protection standard following deforestation risk assessment. Additionally, we established sustainability governance and oversight through the Governance and Nominating Committee of our Board of Directors. This Committee advises the Board on matters relating to corporate responsibility and sustainability, including environmental, social and governance matters affecting the Company. It also oversees the Company's key programs and oversees and reviews, at least annually, the Company's integration of sustainability principles into our business strategy and decision-making.

### 記載例のポイント

- 10-K内では、サステナビリティ方針について概要と気候変動問題についてのみ記載され、食品廃棄物削減等の具体的な取り組みは触れられていない（サステナビリティレポートで詳述）。





### 記載例のポイント

- 同社の事業上の重要課題と、ステークホルダーにとっての重要課題をマトリックス図（上図）にプロットして整理。
- 重要課題のマトリックス図を基に、行動指針を制定（右図）。



## WASTE

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We believe in finding ways to keep resources in use for as long as possible, diverting operational waste from landfill and developing projects to recycle more materials.

As stewards of the land, we work to ensure as few as possible of the world's precious and finite resources are wasted. We strive to be good stewards of natural resources through actions such as waste-data tracking and monitoring, composting and diverting waste from landfill wherever possible.

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**10,313,225**

pounds of food waste and yard trimmings composted in 2022

**681,228**

pounds of fresh meat donated to animal rescue sanctuaries in 2022

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### AVOIDING WASTE FROM THE START

The best way to reduce waste is to avoid it from the get-go. This is the thinking behind our Chonburi facility in Thailand going 100% paperless for manufacturing systems—production, food safety, quality assurance and safety—in frontline operations. The site has implemented a digitally connected solution that helps unify all systems into a single system.

The result is that 188 paper-based forms have been removed. Information is instead consolidated to tablets, which means team members can communicate and respond to data in real time while simultaneously cutting the site's waste.

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### DIVERTING PRODUCT PROCESSING AND FOOD WASTE

We are converting operational byproducts, which would otherwise be waste, into valuable products to help minimize or eliminate what we send to landfill, while creating additional value. For example, in our animal processing operations, non-human-edible protein waste can be used to create animal feed, biofuels and fertilizer.

In 2022, we composted 10,313,225 pounds of food waste and yard trimmings and partnered with animal rescue sanctuaries to donate 681,228 pounds of fresh meat. We also donate human-edible food to hunger relief organizations to be distributed to those who need it most.

### Diverting Waste from Landfill

Eight Tyson Foods plants have achieved Zero Waste to Landfill validation through a combination of reducing production waste and reusing or recycling materials. We were awarded gold level by third-party validation at our Tennessee, Arkansas, Kentucky and Georgia locations where we diverted 95% to 99% of waste away from landfills. While there is always more work to be done, it is a meaningful milestone toward our domestic waste-reduction goals.

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### RESPONSIBLY MANAGING HAZARDOUS WASTE

As well as diverting waste from landfill, we ensure the proper disposal of hazardous materials and waste through our Hazardous Waste Management Standard. This standard is based on federal requirements as well as Tyson-specific and industry standards, and includes guidance on the segregation, signage and container requirements to which all U.S. plants must adhere.



### An Innovative Waste Management Approach

We know emissions from waste are a contributor to our Scope 3 carbon footprint. Due to this, we have initiated a Black Soldier Fly Larvae (BSFL) project as a potential method of reducing waste to landfill at our Tyson Malaysia facility.

The BSFL have a life cycle of approximately 45 days<sup>12</sup> and, based on current research, just one kilogram of BSFL can consume over 20 tonnes of waste.<sup>13</sup>

The larvae themselves can then be harvested as animal feed for fish-farming enterprises; their waste serves as nutrient-rich fertilizer in vegetable farming and horticulture.

To further explore this promising initiative, we have begun sending waste samples for decomposition testing using BSFL to our supplier, Bumi Sinaran. We are excited to be taking steps toward a more sustainable waste-treatment system for Tyson Foods and will continue supporting new and revolutionary technologies while we progress on our sustainability journey.

<sup>12</sup> Source: Ferrarizi, Rhuaito & Cannella, Lorenzo & Nassef, Abdel & Bailey, Donald. (2016). UVI/AES Annual Report 2016 – [Alternative Sources of Food for Aquaponics in the U.S. Virgin Islands: A Case Study with Black Soldier Flies](#).

<sup>13</sup> Source: [Live more, Bank less by DBS](#).

### 記載例のポイント

- 当該期の実績数値を強調して提示（最左列）。
- 食品廃棄物削減をはじめとする活動実績について簡単に紹介。特徴的な取り組みである、昆虫を活用した残渣の資料へのアップサイクルはコラム形式で紹介（最右列）。



## 【ウェブサイト】

### Tyson Foods, Inc. - ウェブサイト「Sustainability」

#### Committing to the Fight

From our thousands of food bank donations over the years, grants to community organizations, and hunger-related volunteerism, we continue to focus on food insecurity efforts.

**Protein donations  
valued at \$29  
million**

The protein donations supported food banks, pantries and hunger relief organizations in plant communities across the nation in 2021.

**18 million pounds  
of protein donated**

In 2022, we donated 18 million pounds of food. Ten million pounds of protein went to our hunger relief partner Feeding America and its network of 200+ member food banks, and 80,000 partner agencies, food pantries and meal programs.

**72 million meals  
that matter  
servings**

For local communities heavily impacted by natural disasters.

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#### The Formula to Feed the Future

Tyson Foods aspires to help build an equitable and robust food system that helps sustain our planet and supports current and future generations. The Formula to Feed the Future unites diverse expertise and builds upon our industry-leading knowledge to focus on three key pillars:

- Reimagining people and community impact
- Driving product responsibility from farm to table
- Working toward sustaining natural resources and achieving net-zero emissions (GHGs)

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[READ OUR 2022 SUSTAINABILITY REPORT](#)

#### Highlighted in the News

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Stay updated on our Hunger Relief efforts!

September 15, 2023

**Tyson Foods Reinforces Commitment  
to Fight Hunger with \$2.5 Million  
Donation to Feeding America®**

The company has donated more than \$5 million to Feeding America during the past two years

[Read More >](#)

August 01, 2023

**Tyson Foods, LNEsc and LULAC Partner  
to Donate 40,000 Pounds of Protein to  
Roadrunner Food Bank**

Tyson Foods, LNEsc and LULAC Partner to Donate 40,000 Pounds of Protein to Roadrunner Food Bank

[Read More >](#)

January 27, 2023

**Tyson Foods Donated More Than 18  
million Pounds of Protein to Fight Hunger  
in 2022**

Global protein leader provided nearly 72 million servings of protein to local communities

[Read More >](#)

#### 記載例のポイント

- サステナビリティ情報については、レポートに誘導している（上図）。
- 食料寄附の活動については別ページ（[Food Insecurity | Tyson Foods, Inc.](#)）を設けて、実績を紹介。個別の活動についてはニュースレター形式で紹介。