



The Campbell Family of Brands

In each issue of the Corporate Examiner, ICCR will feature a corporation and its work to advance ESG issues. Following is a conversation with Dave Stangis, Niki Kelley and Patricia Zecca of The Campbell Family of Brands.

The Campbell's Soup Company, founded in 1869, is an iconic American brand immortalized in pop art by Andy Warhol. Does this legacy influence you to show leadership within the food sector?

DAVE: The Campbell Family of Brands has earned a place of trust in our consumers' hearts and minds. That trust is a paramount consumer promise that informs our behavior and practice every day. Quality and safety will always be job one. The heritage of our brands is rooted in goodness while nourishing the future and sets an expectation that Campbell will demonstrate leadership both in our sector as a food company and in corporate citizenship as a leading global company. We're contemporizing our brands and bringing more innovative products to appeal to today's consumers, and the next generation, all around the world.

Can you tell us about Campbell's recent decision to adopt a Human Right to Water Policy? Why was this undertaken and how do you see it impacting Campbell's operations and, more broadly, the food sector?

DAVE: Whether fruits, vegetables, grains or protein, water plays a critical role in the growing, harvesting and preparation of our soups, sauces, juices and baked goods. Water is also critical to our growers, suppliers and the communities



Patricia Zecca, Nutrition Program Manager



Niki Kelley, Manager - CSR Program Office



Dave Stangis, Vice President - Public Affairs and Corporate Responsibility

where we live and work. The concept of a Human Right to Water Policy first arose in our periodic conversations with ICCR members and shareholders. Reflecting on the UN resolution recognizing water as an undeniable human right as well as our own goal to be a role model in stewardship of the resources we touch in our business, it made sense to our sustainability leadership team.

We have set public goals for water savings and have integrated year over year water reductions into Campbell's balanced scorecard. We are working with our growers to optimize water use and yield and we view the policy as a reminder of our near-term efforts and our long-term development plans. We hope it inspires other companies within and outside of our sector to consider the importance of water wherever they operate.

Campbell's participated in ICCR's February 2013 Water Roundtable. How will your participation in the RT, which focused on building bridges between companies and water-impacted communities, inform future decision-making related to Campbell's water use?

NIKI: My participation in the Water Roundtable was a great example of how we approach stakeholder engagement, and was an invaluable experience that allowed me to gain a better understanding of how communities are impacted by water issues. Hearing from members of water-impacted communities provided me with information that I was able to bring back to Campbell and share with our team so that we can make more informed decisions related to our sustainable agriculture practices.

One recent example of the power of stakeholder engagement involves a process we embarked on to define sustainable agriculture priorities. In 2011, a series of 50 stakeholder interviews with farmers, agriculture suppliers, retail and food service companies, and NGOs focusing on the environmental and social impacts of farming was conducted by Campbell's Manager of Agriculture Sustainability Programs. The results of the interviews were used in our strategic planning and we are already seeing results.

How are your strategies improved through direct consultation with your investors?

DAVE: I am a firm believer in the power of strong, 2-way consultations with investors. My conversations with ICCR members began as soon as I came to Campbell and they continue today. These dialogues help advance our understanding of emerging issues and raise topics for discussion internally. The dialogues challenge our thinking and provide the opportunity to share our point of view on a range of topics to a group of stakeholders invested in our company's long-term future.

How is Campbell's working to reduce obesity, particularly childhood obesity, which has become a national health care crisis?

PATRICIA: Campbell's Nutrition and Wellness website is designed for consumers and health care professionals. The content highlights the role of Campbell products in helping meet the 2010 Dietary Guidelines for Americans. We dedicate an entire section of the website to weight management information, recipes, and a variety of healthy menu plans that can help meet weight loss or maintenance goals. We provide advice and simple ideas to empower better dietary choices and increase physical activity. We also publish an e-newsletter which provides science based nutrition content, tips and recipes that help put the Dietary Guidelines into action.

Campbell's Healthy Communities program partners with a range of stakeholders and the greater Camden community to address the health and wellness of Camden, New Jersey's young people. Our goal is to "Measurably improve the health of young people in our hometown communities by reducing childhood obesity and hunger by 50% in the next ten years." In the first 2 years alone, we have brought more than

100,000 hours of new physical activity to Camden youth and exposed 600 children to the first city-wide after school program stressing nutrition education and soccer. We have also provided structured nutrition education to more than 100 teachers.

What is Campbell's doing differently in the way of product offerings, formulations and marketing to address childhood obesity?

PATRICIA: Campbell has more than 600 products, over 90% of our portfolio, that are ≤ 200 calories per serving and more than 300 products that are ≤ 100 calories per serving including a variety of juices, beverages, bakery and other products. Soup is at the core of our product portfolio and research supports that when people eat a low-energy-dense, high-volume food like soup before a meal, they are more likely to eat less at that meal overall. Vegetable products are often low in energy density and increased intake may protect against weight gain. Campbell's offers nearly 170 products with a full serving of vegetables.

Campbell is a charter participant in The Children's Food and Beverage Advertising Initiative (CFBAI) which was launched in 2006 with the goal of shifting the mix of advertising primarily directed to children to encourage healthier dietary choices and healthy lifestyles. Campbell only advertizes to children products that meet the CFBAI's strict uniform nutrition criteria.

Beyond philanthropy, what is Campbell's doing to increase access to nutrition by making healthier foods more affordable for economically vulnerable communities?

PATRICIA: Campbell's recommends that our healthy products be priced in line with our regular products. We also offer dietitians coupons for our healthy products to share with their clients and participate in various promotional trade programs.

Campbell also participates in the Special Supplemental Nutrition Program for Women, Infants, and Children (WIC), which

provides vouchers for nutritious food and nutrition counseling. Our WIC eligible products, include Campbell's® Tomato Juice, V8® 100% Vegetable Juices, Pepperidge Farm® 100% whole wheat and whole grain breads, and Pace® Salsa. Currently 60% of all states include at least one variety of our whole grain bread, and 70% of states include Campbell vegetable juices and/or salsa to be purchased as part of the WIC food package.

Our Healthy Corner Store Initiative is bringing a new model to Camden that evolves many of the hundreds of corner stores (Camden has only one full-service grocery store) into local sites for healthy food access. We have already created 16 new Healthy Corner Stores in Camden. Including our 5 program sites within the community, close to 13,000 residents now have access to healthy food in their neighborhoods.

What tools has Campbell's developed to advance its CSR and sustainability goals?

DAVE: Our goal from the beginning was to build a CSR and Sustainability strategy for Campbell that delivers meaningful, measurable and differentiated Business, Brand and Societal value by optimizing and leveraging the power of Campbell people, culture, core competencies and innovation against some of our communities' principal challenges.

We have created internal cross-functional teams, quarterly reporting requirements, training modules and communication strategies to help drive this strategy. Additional tools include an emerging issues monitoring process and regular reviews of external profiles to drive continuous improvement. Better data is the next frontier. We have embarked on a pre-assurance process for our key environmental metrics and we are analyzing data from our grower network to identify opportunities to reduce water and fertilizer use while optimizing yield among our tomato growers.