Appendix A: Methodology

Project Purpose

The purpose of this report was to track publicly disclosed racial justice actions made by 25 leading U.S. food and beverage companies in response to the murder of George Floyd.

Company Selection

We selected 25 leading U.S. food and beverage companies based on revenue and sales and primary type of activity using the following Fortune 500 food and beverage industry classifications.[1] We excluded alcohol and agriculture supply companies.

- **Beverage**: Companies that manufacture and sell ready-to-drink products.

- **Food Service**: Companies that make, transport, or sell prepared foods to restaurants, hospitals, schools, or any other business that is responsible for a meal prepared outside the home.

- **Food production**: Companies that raise plants and animals that will be transformed into food products.

- **Retail**: Companies where consumers can buy food and consume off-site or on-site.

- **Food Processing**: Companies that manufacture and process agricultural products into food, or process food products into other forms.

To select the companies, we identified all food and beverage companies from the Forbes 2020 Global 2,000 list[2] (29 companies identified). We then identified additional companies from the Fortune 500 U.S. 2020 list[1] (five additional companies), the U.S. Food Processing 2019 list[3] (10 additional companies), and the Food Engineering's 2019 list of Top 100 Food and Beverage Companies in the world[4] (no new companies identified). We aimed to include a representative sample of companies from each of the five industry classification categories described above that reflected the number of companies identified in each category. Thus, we selected three companies from the beverage, food service and food production categories; six companies from the retail category; and ten from the food processing company. We used the Forbes 2000 as our primary list to select companies. We included companies from the other lists if Forbes 2000 did not identify enough companies in a category, starting with the Fortune 500 list, then the U.S Food Processing List, and finally the Food Engineering list. This was only necessary for the food production category. Table 1 describes the selected companies and their rankings on each list.

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[1] List of largest companies in the United States by Revenue.
https://en.wikipedia.org/wiki/List_of_largest_companies_in_the_United_States_by_revenue.
[2] Forbes Global 2000. https://www.forbes.com/global2000/#1a2ae9335d86.
[3] Food Processing's top 100. https://www.foodprocessing.com/top100/top-100-2019/
[4] Food Engineering 2019 top 100 food & beverage companies https://www.foodengineeringmag.com/2019-top-100-food-beverage-companies

Table 1. Company rankings (25 companies in bold included in analysis)

Industry Classification	Company	Rankings			
		Forbes Global 2,000	Fortune 500	Food Processing	Food Engineering
Beverages	**PepsiCo**	87	51	1	2
	Coca-Cola	96	88	9	9
	Keurig Dr Pepper[a]	435	288	17	30
	Monster Beverages	1049	624	--	--
Food Production	**ADM**	311	54	--	6
	Seaboard Co.	--	444	62	--
	Cargill	--	--	13	8
Food Service	**Sysco**	391	56	--	--
	Aramark	1383	200	--	--
	U.S. Foods[b]	1531	116	--	--
Retail	**Walmart**	19	1	--	--
	Costco	142	14	--	--
	Target	196	37	--	--
	McDonalds[c]	209	156	--	--
	Kroger	266	23	--	--
	Starbucks[d]	288	114	--	--
	Yum Brands	990	505	--	--
	Chipotle Mexican Grill	1520	506	--	--
	United Natural Foods	1671	133	--	--
	Domino's Pizza	1693	679	--	--
	BJ Wholesale Club	1975	243	--	--
	Albertsons	--	55	--	--
Food Processing	**Nestlé**[e]	41	--	3	1
	Mondelez	188	117	22	11
	Kraft Heinz	222	122	5	10
	Danone North America[e]	248	--	23	14
	Tyson Foods	329	79	2	5
	General Mills	373	192	8	20
	JBS USA	461	--	4	4
	Kellogg's	635	237	14	27
	Conagra Brands	739	334	11	42
	Hormel Foods	829	337	12	41
	Hershey	848	398	21	56

Company				
JM Smucker	1030	407	18	55
Campbell Soup	1182	322	27	48
Dean Foods	--	421	19	57
Ingredion	--	475	--	67
Smithfield Foods	--	--	7	12
MARS	--	--	10	7
Saputo [e]	1240	--	16	34
TreeHouse Foods	--	552	24	68
Bimbo Bakeries USA	--	--	26	--
Lactalis	--	--	35	22
Dairy Farmers of America	--	--	36	26

Notes:
a. Keurig Dr Pepper classified as a food processing company based on Fortune 500 list, recoded as Beverage company.
b. U.S. Foods classified as a food markets company based on Fortune 500 list, recoded as food service.
c. McDonalds classified as a food chain on Fortune 500 list, recoded as retail company. US Foods classified as food distribution company based on Fortune 500 list, recoded as food service company.
d. Starbucks classified as food service company based on Fortune 500 list, recoded as retail company.
e. Not listed as a U.S. based company on Forbes Global 2000 list.

Data Collection

Data inclusion and exclusion criteria

We collected data about publicly available company racial justice statements, commitments, and actions from the date of George Floyd's murder (May 25, 2020) through October 2021. Data were collected retrospectively during two phases. During phase one (August 6, 2020 – September 3, 2020) companies' initial racial justice statements, commitments, and actions were captured. During phase two (July 15, 2021 – October 21, 2021) we sought data on progress of actions and additional actions taken.

We included actions, commitments and statements associated with specific company products or brands if any were retrieved during the search process but did not conduct searches for individual products or brands specifically (e.g., in our search of Pepsi, we found actions specific to the Mountain Dew brand and included them but did not conduct a comprehensive search for Mountain Dew).

We excluded the following data:

- Racial justice actions made outside of the U.S.
- Racial justice actions not specific to the Black community (e.g., did not include an action focused on Latine people).
  - Pledges describing a broader reach (e.g., supporting diverse communities or communities of color that would include Black communities) were included if all other criteria were met.
- Racial justice actions made prior to the murder of George Floyd (May 25, 2020)
  - If no date was provided or the date was unknown, data was not included.

- Racial justice actions that could not be directly tied to the murder of George Floyd (i.e., if a company did not acknowledge George Floyd's death in a statement, racial justice actions they made were not included in the analysis).

- Racial justice actions that were not publicly described (i.e., we could not find the action online using our search protocol).

- Donations made by company-affiliated foundations unless the foundation was established after the murder specifically to address racial equity (e.g., after the murder, Kroger established the Kroger Co. Foundation's Racial Equity Fund).
    - In some cases, a donation was reported as being from both the company and the foundation. These were included and noted as such in our presentation of the data.

Data extraction

A data extraction tool was developed in Excel to capture statements, commitments, and actions; identify the sphere of influence of each racial justice action (defined as society, community, and company based on the 2021 CEO Blueprint for Racial Equity domains); and assign categories of racial justice actions (discussed below and defined in Table 2). For each commitment and action, we included a descriptive summary, search date, date announced/published, and source. Additionally, we copied and saved the complete description of the action or commitment (e.g., document, screenshot of webpage, etc.) for future reference.

Two team members piloted an initial version of the extraction tool with four companies at the beginning of phase one. After revising it to improve usability, two team members then extracted data for three additional companies and compared data extracted to assess data extraction consistency and validity. No issues were noted. Data extraction was then completed by one team member for the remaining companies, including assigning racial justice action categories using the coding protocol described below. A second team member then reviewed and validated the category coding. The tool was further modified for phase two to reflect learnings from phase one. To ensure data extraction consistency and validity, extracted data during phase two was cross-checked by a second team member for all 25 companies. Consensus on coding was reached through discussion.

Racial Justice Action Categories

We created an initial set of action categories based on typologies reported by media and academic articles tracking corporate racial justice.[5,6,7,8,9] We refined this initial set of potential action categories based on pilot data collected for four companies. We created new categories when at least three companies reported a similar action. We cross-walked our categories in summer 2021 with those being reported by other organizations doing similar corporate racial justice tracking and further refined ours as needed.[10,11] Additionally, we reached out to a group of organizations and investigators engaged in tracking industry responses to the murder to discuss our methods, including racial justice action categories. We received feedback from:

- Feed the Truth
- As You Sow
- Adasina
- UConn Rudd Center for Food Policy & Health
- Common Health Action
- Theresa Lieb, Greenbiz journalist

Based on this feedback, we finalized our racial justice action categories. We assigned categories to overarching spheres of influence: society-level, community-level, and company-level. Our spheres mirror the domains described in the 2021 CEO Blueprint for Racial Equity. The final categories and the corresponding spheres are defined in Table 2.

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[5] Friedman G. *Here's what companies are promising to do to fight racism.* The New York Times. August 23, 2020. https://www.nytimes.com/article/companies-racism-george-floyd-protests.html

[6] Jan T, McGregor J, Merle R, Tiku N. *As big corporations say 'black lives matter,' their track records raise skepticism.* The Washinton Post. June 13, 2020. https://www.washingtonpost.com/business/2020/06/13/after-years-marginalizing-black-employees-customers-corporate-america-says-black-lives-matter/

[7] Banks K, Harey R. *Is your company actually fighting racism, or just talking about it?* Harvard Business Review. June 11, 2020. https://hbr.org/2020/06/is-your-company-actually-fighting-racism-or-just-talking-about-it

[8] *A regularly updated blog tracking brands' responses to racial injustice.* Ad Age. Updated January 13, 2021. https://adage.com/article/cmo-strategy/regularly-updated-blog-tracking-brands-responses-racial-injustice/2260291

[9] Carter E. *Restructure your organization to actually advance racial justice.* Harvard Business Review. June 22, 2020. https://hbr.org/2020/06/restructure-your-organization-to-actually-advance-racial-justice

[10] The Corporate Racial Equity Tracker. JUST Capital. https://justcapital.com/reports/corporate-racial-equity-tracker/.
[11] Racial Justice. As You Sow. https://www.asyousow.org/our-work/social-justice/racial-justice

Table 2. Racial justice action categories and definitions

Sphere	Category	Definition
Society	Support Law & Policy	Actions/commitments that support law or public policy change to enhance the lives of Black people and communities (e.g., make or sign a statement in support of legislation, support police reform).
	Support Collective Actions	Signatures on pledges or collective actions or joining coalitions, alliances and initiatives directed towards supporting racial justice.
	Recognize Juneteenth	Action/commitment to recognize Juneteenth or make it a company holiday.
Community	Make Donations	Monetary donations given to organizations, communities, schools, students (scholarships), advocacy groups, or Black businesses to help fight for racial justice, address racial inequities and/or support Black people and communities.
	Support Communities	Non-financial actions/commitments to support Black communities and businesses. Includes pro-bono consulting, mentoring, training provided to Black-led businesses, employee volunteerism to address racial inequalities, or addressing food security in Black communities.
	Host Community Conversations	Actions/commitments to create or implement discussions or forums to talk about race and to listen and learn from Black community members to further understand the lives of Black Americans and minority groups and how best to support and fight for racial justice.
	Provide Community Resources	Actions/commitments to create and share resources or educational materials to support racial justice to community members.
Company	Increase Diverse Suppliers	Actions/commitments to increase the number of racially diverse suppliers or to expand business with existing diverse suppliers.
	Increase Diverse Employees	Actions/commitments to increase the racial diversity among employees and management (e.g., increasing proportion of managerial staff who are BIPOC by specific date, increasing diversity among job candidates in recruitment efforts).
	Host Employee Conversations	Actions/commitments to implement discussions or forums to talk about race and to learn from Black employees to further understand their experiences and how best to support and fight for racial justice within the workplace.
	Provide Employee Trainings	Actions/commitments to implement trainings or learning opportunities to increase diversity, inclusion, and racial equity in the company. Includes unconscious bias trainings, diversity engagement trainings, or racial discrimination trainings.
	Enhance Workplace Diversity, Equity, & Inclusion (DEI)	Actions/commitments to create a diversity and inclusion group or council or other actions that are directed internally to enhance diversity and inclusion efforts in the workplace other than employee trainings.
Other	Other	Any other actions/commitments made to address or elevate racial justice, including promotion of Black History Month.

Search Protocol

We collected data from multiple online platforms including company websites, company Twitter and Facebook social media platforms, CEO LinkedIn posts, and Google searches. The following steps outline our search process:

1. **Searched company website**

   - Searched company's website and explored the home, media/news, and diversity & inclusion pages for any content concerning racial justice. Looked specifically for applicable company reports: annual SCC filings, diversity and inclusion reports, corporate global/ social responsibility (CSR) reports, annual reports, etc.

   - For global companies, we searched the United States website only.

2. **Searched social media**

   - Reviewed company Twitter, Facebook and CEO LinkedIn posts for any content concerning racial justice.

3. **Conducted Google search**

   - Conducted a Google search with the company name, along with race, equality, equity, and George Floyd search terms

     o Search example: Nestlé AND ("race" OR "equality" OR "equity" OR "George Floyd")

   - Explored the first five pages of search results for company statements, commitments, and actions in support of racial justice.

     o For the four pilot company searches, we examined the first 25 Google pages of reports. The first five pages captured relevant data and sources; we found no additional relevant information on subsequent pages.

   - Note: Google searches are influenced by prior user searches and do not retrieve replicable search results over time or across users. However, Google is a well-known and understood search engine and was deemed an appropriate tool for this project.

4. **Reviewed additional media**

   - Relevant media articles were identified using a Google alert using the search terms: anti-racist, racial, equity, industry, corporation, beverage, food, George Floyd. These articles were reviewed, and new relevant data were extracted. In addition, team members contributed additional articles as they came across them.

Data Coding

Actions

For each action, the source of the data was coded as:

- **Company website**: Data was found on a company website.

- **Company report:** Data was found in a company generated report (e.g., DEI reports, annual reports).

- **Social media**: Data was found on company social media channel including Twitter, Facebook, YouTube, and LinkedIn.

- **Media article**: Data was found in an online media outlet such as *The New York Times*.

- **Internal contact:** Data provided by the company. (See 'company verification' below).

For each action, a status describing the extent to which the action has been implemented was coded as follows:

- **Complete**: One or more data sources indicated that the action was completed. Includes actions with a completion date or listed in the past tense.

- **In progress:** One or more data sources indicated that some progress was made towards completing the action. Includes process (i.e., recruitment strategies revised) or outcomes (i.e., X employees trained) measures. Includes actions referred to in the present tense.

- **Progress Unknown**: Unable to determine status of action. We found a statement that the company intends to take action but has not publicly described any activities. Also includes actions referred to in the future tense. Each progress unknown action was further investigated with a targeted Google search to confirm progress status could not be obtained.

- **No action**: Data sources did not reveal any commitments or actions.

Categories

For each category the status was coded as described for actions above. However, for **categories with multiple actions** by one company, the category was coded with the highest status in that category (e.g., if there were two actions in one category, one complete and one in progress, the category would be coded as complete). This decision was made so as not to "penalize" companies implementing more than one action in a category.

Three team members independently ranked each action category as **low or high impact**. We defined high impact categories as those creating structural and systemic changes that had the potential to impact many people. Low impact categories were time-limited, reached few people, or did not promote systems change. Team members reached consensus that the following categories were high impact: supporting law and policy change, increasing the diversity of suppliers, and increasing the diversity of employees.

Company Verification

We summarized data and coding for each company in a summary table. We shared the table in November 2021 via email with the company, asking it to verify our findings. The purposes of this verification step were to:

- Inform companies about the project and that findings would be made public.

- Provide companies an opportunity to verify and correct our data.

- Allow companies to provide additional actions we may have missed during our search. While we strived to conduct comprehensive searches, we recognized that given the magnitude of data available, we may have missed some actions due to human error or limitations to the search strategy.

The verification process consisted of the following steps:

- Company contacts were found via web searching and asking other organizations engaged in racial justice tracking work for their contacts.

- Data was sent to the following company contacts:

  o Primary: Equity, Diversity, and Inclusion department (executive level)

  o Secondary (cc if primary available): Environmental, Social, and Governance department (executive level)

  o Tertiary (cc if primary or secondary available): Public relations or human resources department

  o General email address: We sent an email to a general company contact address (e.g., info@xyz.com) if no direct contacts were available.

- Companies were given 10 business days to respond. We sent a reminder email after seven business days. Of the 25 included companies, 18 responded to our email and 16 verified their data. We followed up with four companies to clarify information they provided and three responded.

Two team members discussed the changes and additions suggested by companies. A company suggestion was included in the analysis if it met inclusion and exclusion criteria, including that the information provided was publicly available online (confirmed in a targeted Google search as needed). Appendix B provides the results of the company verification process.

Data Analysis

Primary outcome: Actions taken in response to murder of George Floyd among companies that indicated they would take such actions We used two metrics to describe company actions:

- Primary metric: Number of actions completed

- Secondary metric: Number of actions with some progress (defined as action in progress or completed)

Secondary outcome: Frequency of action categories. We used two metrics to describe the frequency of categories:

- The number of companies with at least one action that is complete or in progress for a given category.

- The number of actions that are complete or in progress summed across all companies for a given category.

Tertiary outcome: How many companies are implementing actions in high impact categories? We used the following metric:

- Number of companies with some progress (defined as at least one action in the category that is completed or in progress) addressing all high impact categories.