

The W. Howard Chase Award — 2013

Organization Nominated: DuPont Company

The Issue: Food Security - Welcome to the Global Collaboratory
By 2050, the world's population will grow from seven billion to nine billion people. Unless policymakers find sustainable solutions to food security, countries will compete fiercely over the ability to feed their populations. Food insecurity affects productivity, health, political stability and education globally. In the developing world, billions of people spend up to three-quarters of their income on food, while nearly one billion go to bed hungry each night.

1. Why is the Issue important to the organization?

DuPont is a global leader in food production, nutrition and safety. Nearly 40 percent of the company's \$35 billion annual revenue comes from agriculture and food security, while nearly two-thirds of our research and development funds are committed to advancing global food production and nutrition.

At DuPont we believe that there is a science to feeding the world, and as a result, the challenge of food insecurity can be overcome. However, the complexity of the issue is magnified by sharp divisions among governments, public policy leaders and corporations.

Consequently, DuPont felt a responsibility to provide leadership and act as a catalyst for bringing together the global food security influencer community to raise awareness of this issue and build collaborations that will help ensure global food security.

In 2010 DuPont convened an external body, The DuPont Advisory Committee on Agriculture Innovation and Productivity for the 21st Century, chaired by former U.S. Senator Thomas A. Daschle, to examine the best public policy mechanisms and business practices that could have the most far ranging impact on achieving global food security. In 2011, the Advisory Committee issued its report, which can be accessed at <http://dupontagcommittee.com>.

In early 2012, DuPont announced our Food Security Goals for our contribution to help improve food security around the world. The DuPont Food Security Goals, to be achieved by the end of 2020, include:

- **Innovating to Feed the World:** Investing \$10 billion in research and development and introducing 4,000 new products centered on producing more food; enhancing nutrition, food and agriculture sustainability and safety; boosting food availability and shelf life; and reducing waste.
- **Engaging and Educating Youth:** Facilitating 2 million engagements of young people around the world in educational opportunities.
- **Improving Rural Communities:** Improving the livelihoods of at least 3 million farmers and their rural communities through targeted collaboration and investments that strengthen agricultural systems and make food more available, nutritious and culturally appropriate.

This is in addition to the work already being done to enhance the lives of hundreds of millions of farmers through DuPont's normal business practices.

Also in 2012, DuPont worked with the Economist Intelligence Unit (EIU), the research and advisory arm of The Economist Group with extensive experience in benchmarking, country

analysis and forecasting on a range of industries for both corporations and NGOs. DuPont commissioned the EIU to develop a Global Food Security Index (GFSI) (<http://foodsecurityindex.eiu.com/>)—a scoring model that assesses strengths and vulnerabilities around food security in 105 nations, analyzing factors such as affordability, accessibility, nutrition and safety.

More than 3,000 academics, government officials, NGOs and business leaders were invited to attend simultaneous events on July 10, 2012 in Washington, DC, Brussels, Sao Paulo, Santiago and Johannesburg to unveil the Index. Each event featured rich discussions from a panel of notable influencers, including Rajiv Shah, Administrator of the U.S. International Development Agency, and Paolo De Castro, Agriculture Committee chair of the European Parliament, who provided context to the findings and spotlighted its potential real-world applications. Reach of the events was extended by live streaming, a multi-media news release, social media and digital advertising. Similar influencer events were held post-launch in India, Indonesia and Vietnam.

2. At what levels do members of the organization participate in addressing the Issue?

DuPont's global commitment to Food Security reaches all levels of DuPont. From our Board of Directors, to Ellen Kullman, our CEO and president; from our country and business presidents, to our more than 60,000 employees—everyone is aware of our commitment and more than 25,000 employees around the world are focused on agriculture, nutrition and food safety.

There is a core global network of 30+ employees who are specifically dedicated to supporting DuPont's commitment to the issue of Food Security. These individuals meet on a bi-weekly basis to develop and execute plans, review progress and to promote continued awareness and engagement throughout the company.

3. Which constituent groups are affected?

Farmers, food processors, students, government officials, NGOs, foundations, business leaders, academics, scientists, journalists.

4. How are constituent concerns considered and acted upon?

There are 24 employees around the world who have been specifically trained in managing and triaging any issues or concerns that may arise regarding DuPont activities in Food Security. An issues management plan with risk assessments and toolkit, including a 90+ page triage and response manual was developed to guide these individuals and ensure immediate action and message alignment.

In addition, we listened closely to our constituents and their respective concerns to help us build a credible platform that would encourage collaboration among the global food security community. We conducted a number of listening, research and collaboration building activities including:

- A competitive landscape analysis of competitor messaging and activities, including seed producers and consumer packaged goods companies. This research helped identify which companies were offering strong public opinions and identify opportunities for DuPont to join in the food conversation.
- A three-month eListening exercise analyzing social media conversations around food

security, globally. The eListening identified food access and availability as the main food security drivers, reinforcing DuPont's strengths as an ideal thought leader around this issue.

- An Influencer identification process focusing on a group of influencers spanning government officials and key personnel at nonprofits, academia, media and corporations. Influencer Quotient Mapping research was conducted, which analyzes publicly available data to measure each individual's and organization's level of influence and opinion as it pertains to corporate involvement around solving key global issues, including food security.
- In-depth interviews with 40 global food experts to build messages and establish a foundation for the collaboration discussion.

This research identified constituents among both individuals and organizations in the countries where DuPont identified its greatest business opportunity: the United States, Brazil, India and China. We reached out to these individuals to collaborate with them in the global food security conversation including:

- The DuPont Advisory Committee on Agriculture Innovation and Productivity for the 21st Century
- The DuPont Food Security Goals development and announcement
- The Global Food Security Index sponsorship, development and global launch

5. What are the key objectives of the issue management program?

The key objective of DuPont's issue management program is to both protect and strengthen the company's reputation.

We protect by identifying, assessing and mitigating potential issues that pose a risk to the company's reputation. This includes a daily review of pending issues -- both local and global—that are assessed by global public affairs representatives and stewardship managers. If a risk is identified, the issue is then triaged through a series of criteria and responded to according to the appropriate issues management plan.

We strengthen the company's reputation by identifying issues, like food security, where DuPont can make a significant contribution to local, regional and global communities.

6. Does issue management make a direct contribution to the organization's profitability? If so, how?

Yes, our issues management team actively protects the company's permission to do business, particularly when addressing sensitive issues such as genetically modified organisms, pesticides and land and water use. At the same time, they build and strengthen relationships with existing and potential customers. The Food Security Index was the catalyst to creating a new soil initiative with John Deere and resulted in a food security workshop with Nestle and Unilever.

7. What are the results?

The DuPont Food Security Collaboration will have an impact that will continue to grow in the months and years ahead, as new partnerships, collaborations and ultimately solutions arise from it. Following an impressive initial reach, DuPont will push the program forward with a focus on finding local solutions that meet the global food security challenge, as well as supplying other organizations, affiliations and individuals with the resources, knowledge

and science needed to overcome this critical challenge.

Specific program results include:

- More than 500 influencers attended global launch events across 10 countries; 320 unique media articles resulted from 50 in-person interviews; and the Global Food Security Index had more than 120,000 online visitors in the four weeks following the launch.
- Media, including The Washington Post, used GFSI to enhance editorial analysis of food security, crediting DuPont and illustrating its leadership.
- More than 15 global organizations requested briefings, including the White House, 12 U.S. Senators, USAID leaders, The Gates Foundation, Chilean Minister of Agriculture, and American Soybean Association;
- CEO Ellen Kullman was asked to testify before Congress on food security.
- DuPont participated in more than 10 global events, including the G-8 Summit and Chicago Council meeting; upcoming keynotes for Kullman include 2013 Global Fortune Forum.
- Collaborative opportunities with eight new partners have emerged, including:
 - The government of Australia invited DuPont to help it develop a national food security plan using the GFSI;
 - Kullman keynoted the 2013 World Economic Forum announcing a partnership with USAID to work with the Government of Ethiopia on boosting maize harvests;
 - Invite from Packaging Brazilian Association to discuss partnership opportunities around market packaging;
 - Request from the First Lady of Chile to participate in her program “Vivir Sano” including giving lectures at schools about food security;
 - Partnering on a new soil initiative with John Deere and the Buffett Foundation; and
 - Presented a GFSI workshop to Nestlé and planning on presenting a workshop to Unilever.