Figure 2: Company Rankings

TIER

1 – Leadership

2012 (68 companies)	2013 (70 companies)	2014 (80 companies)	2015 (90 companies)	2016 (99 companies)	
0	2	3	4	6	
					Coop Group (Switzerland) –
					Cranswick ▲
					Marks & Spencer –
					Migros ▲
					Noble Foods –
					Waitrose –

2 – Integral to Business Strategy

2012 (68 companies)	2013 (70 companies)	2014 (80 companies)	2015 (90 companies)	2016 (99 companies)	
3	5	7	7	7	
					BRF ▲
					Cargill ▲
					Co-op (UK) –
					Greggs ▲
					McDonald's –
					Tesco ▲
					Unilever –

3 – Established But Work to be Done

2012 (68 companies)	2013 (70 companies)	2014 (80 companies)	2015 (90 companies)	2016 (99 companies)	
6	10	14	16	22	
					Arla Foods ▲
					Barilla –
					Danish Crown ▲
					Ferrero ▲
					FrieslandCampina –
					Groupe Danone –
					Hormel Foods ✱
					J Sainsbury ▼
					JBS –
					Kaufland –
					Metro ▲
					Mitchells & Butlers ▲
					Nestlé –
					Premier Foods ▲
					Sodexo –
					Subway –
					Sysco Corp ▲
					Tyson Foods –
					Vion Food Group ▲
					Wm Morrison ▲
					Walmart –
					Wendy's ▲

4 – Making Progress on Implementation

2012 (68 companies)	2013 (70 companies)	2014 (80 companies)	2015 (90 companies)	2016 (99 companies)	
18	16	16	27	22	
					Ahold Delhaize ✱
					2 Sisters Food Group –
					Aldi Nord ▲
					Aldi Süd –
					Aramark –
					Carrefour ▲
					Chipotle –
					Mexican Grill
					Compass Group ▼
					Costco Wholesale ▲
					Dean Foods –
					Fonterra –
					General Mills –
					Kroger –
					Lidl ▲
					Loblaw ▲
					Marfrig ▼
					Mondelēz ▲
					Panera Bread ✱
					Rewe Group –
					WH Group –
					Whitbread ▼
					Woolworths (Australia) –

5 – On the Business Agenda but Limited Evidence of Implementation

2012 (68 companies)	2013 (70 companies)	2014 (80 companies)	2015 (90 companies)	2016 (99 companies)	
18	14	19	17	24	
					ABF ▲
					Albertsons –
					Camst ▲
					Chick-fil-A ✱
					ConAgra –
					Darden ▼
					Restaurants
					Dunkin' Brands ✱
					Edeka Zentrale –
					Elior ▼
					Gruppo Cremonini ▼
					Gruppo Veronesi –
					ICA Gruppen –
					Les Mousquetaires ✱
					Mars Inc ▲
					New Hope Liuhe ✱
					OSI Group ✱
					Publix ✱
					Restaurant Brands ✱
					International
					SSP Group ▲
					Starbucks –
					Target –
					Terrena Group –
					Wesfarmers –
					Yum! Brands –

6 – No Evidence that on the Business Agenda

2012 (68 companies)	2013 (70 companies)	2014 (80 companies)	2015 (90 companies)	2016 (99 companies)	
23	23	21	19	18	
					Autogrill –
					Casino –
					Charoen Pokphand ✱
					Domino's Pizza Group Plc –
					E Leclerc ✱
					El Cortes Inglés –
					Gategroup –
					Groupe Auchan –
					Groupe Lactalis –
					Henan Zhongpin ✱
					JD Wetherspoon –
					Kraft Heinz ✱
					Mercadona ▼
					Müller Group –
					Olav Thon Gruppen –
					Quick –
					Umoe Gruppen –
					Yonghui Superstores ✱

– Non-mover
▲ Up at least 1 tier
▼ Down at least1 tier
✱ New company