

**STARBUCKS C.A.F.E. PRACTICES**  
**IMPACT ASSESSMENT**

2017–2021

*Prepared by Conservation International, 2022*

CONSERVATION  
INTERNATIONAL





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Photo: Josh Trujillo, Starbucks

# Executive Summary

## // 2017–2021 Performance Highlights

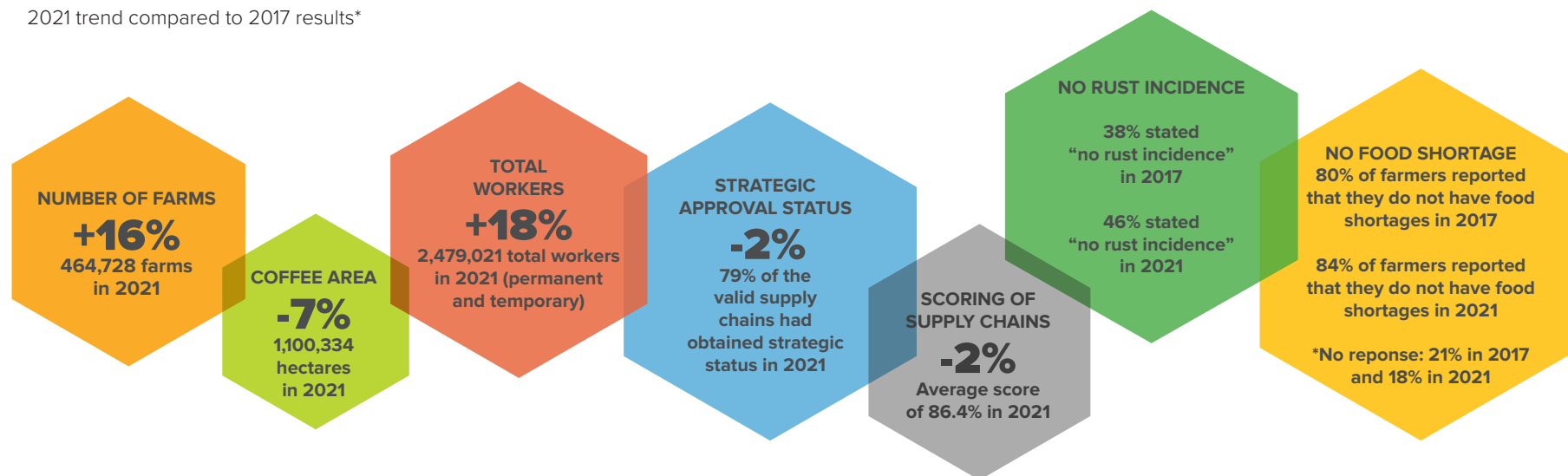
This report represents the 6th analysis of the C.A.F.E. Practices program. The report looks into a five-year span (2017-2021) that includes new data from 2019-2021. The assessment covers verifications that took place during this reporting period and includes all supply chains with a valid approval status. Also taken into consideration are changes in the program that were implemented in late 2020 that in turn impact the 2021 verification data.

As shown in figure 1, the main trends that are observed include growth in the number of farms participating in the program (+16%), decreased coffee area (-7%) and an increase in the number of total workers by participating entities (+18%).

Consistency in performance improvements have also been prevalent over this time period, including an increase in reporting of no rust incidence (38% in 2017 to 46% in 2021).

**Fig 1 // Participation and Performance in C.A.F.E. Practices**

2021 trend compared to 2017 results\*



\*Note: Rust incidence and food shortage based on sampled farms. Food shortage only applies to smallholders. 2021 results may be impacted by C.A.F.E. Practices 4.0 program changes

Fig 2 // Participation and Performance in C.A.F.E. Practices

## Social

In 2021, the participating farms and mills in the program hired 2.48 million permanent and temporary workers.

### MINIMUM WAGE

**\$ AT LEAST 98.4%**

of the total farms and mills ensured a minimum wage for permanent workers in the period 2017–2021

**EDUCATION FOR CHILDREN**  
**99.7%**



of C.A.F.E. Practices farms and mills with school age children ensured their access to school in the period 2017–2021

**NO CHILD LABOR**  
**99.9%**



of C.A.F.E. Practices farms and mills have no child labor during the period 2017–2021

**BENEFITS**  
**70.5%**



is the annual average of C.A.F.E. Practices farms and mills ensuring benefits to permanent workers in the period 2017–2021

**MEDICAL CARE**

**AT LEAST 83%**



of C.A.F.E. Practices mill employers contribute to cost of healthcare for all permanent workers in the period 2017–2021



**WOMEN**  
**18%**

is the percentage of farms owned by women in 2021 among sampled farms

**AGE**  
**51**

is the average age of farmers in 2021 among sampled farms

## Environmental

In 2021, farmers managed 177,391 hectares of land for conservation, which represented 7.9% of the total area managed by farmers participating in the program.

### SOIL

**65%**



is the annual average of C.A.F.E. Practices farms that are implementing erosion prevention practices on all land in the period 2017–2021

### WATER

**95%**



is the annual average of C.A.F.E. Practices large and medium farms maintaining buffer zones alongside all water bodies in the period 2017–2021

**AGROCHEMICAL USE**  
**AT LEAST**  
**99.7%**



of C.A.F.E. Practices farms ensured no prohibited chemicals have been used in the period 2017–2021

**PROCESSING WASTE**  
**92%**



is the annual average of C.A.F.E. Practices wet mills managing solid wastes in a way that does not contaminate the local environment

**BIODIVERSITY**  
**AT LEAST 99.9%**



of C.A.F.E. Practices farms have not converted forest into coffee production (since 2004) in the period 2017–2021, which is important to ensure that farmers are not expanding production at the cost of forests

**COMPOSTING**  
**94%**



is the annual average of C.A.F.E. Practices wet mills that compost byproduct

## Economic

Small farms represented 98.6% of the C.A.F.E. Practices program participants in 2021, managing 59% of the hectares under the program.

**FARM TRACEABILITY**  
**AT LEAST 98%**



of C.A.F.E. Practices Producer Support Organizations (PSOs) working with small farmers (less than 12 hectares), demonstrated having tracking systems from point of purchase to point of export in the period 2017–2021

**KEEPING RECEIPTS/INVOICES**



**99.4%**

is the annual average of C.A.F.E. Practices Producer Support Organizations (PSOs) that provide receipts to farmers for coffee transactions in the period 2017–2021

**81.8%**

is the annual average of C.A.F.E. Practices farms receiving and maintaining receipts for their coffee

Note: Scoring results do not reflect Zero Tolerance-CAP corrections.



Photo: Josh Trujillo, Starbucks



# Introduction

CI has assessed the impacts of Starbucks C.A.F.E. Practices program since 2008, with the aim to understand how program participation and performance change from year to year. More importantly, this assessment enables Starbucks to identify strengths and challenges in the program and to continuously adapt efforts to meet the needs of the business and the entire coffee supply chain.

The most recent impact report was published in 2020, representing findings from 2014–2018. This latest report focuses on the period between 2017–2021, including observed trends and correlations stemming from the independent third-party verification of best practices on farms, mills, and producer support organizations supporting small holders. As in past reports, the report analyzes key performance indicators to get a sense of performance and potential impacts of the program.

C.A.F.E. Practices establishes economic transparency and quality as pre-requisites for participation. Suppliers must meet Starbucks quality requirements and submit evidence of payments made throughout the coffee supply chain to demonstrate how much of the price that is paid for green coffee gets to the farmer. Moreover, the program evaluates social practices such as hiring methods and conditions, and good labor practices, environmental practices such as conservation practices related to soil, water and biodiversity, and good environmental management. On mills, the program evaluates water and energy conservation and waste

management. See figure 3 for detailed information on the C.A.F.E Practices focus areas and pre-requisites.

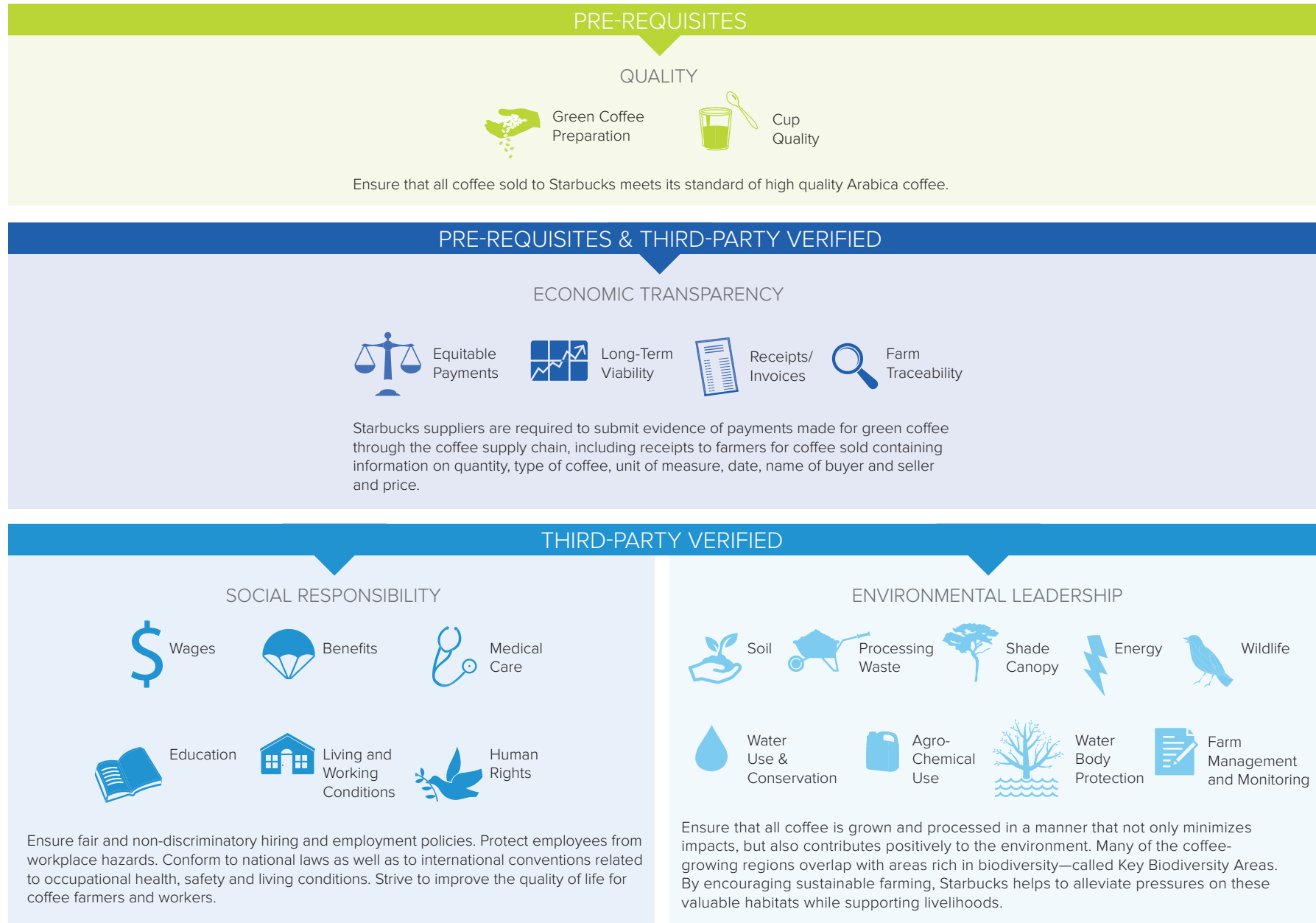
In the spirit of continuous improvement, the C.A.F.E. Practices program continues to evolve to ensure the long-term supply of high-quality coffee to Starbucks, while also positively impacting farming communities. As such, in October 2020 C.A.F.E. Practices 4.0 was introduced and improvements to the program that were rolled out globally over several months. This included several operational changes, such as increased sample size requirements within C.A.F.E. Practices verifications, updates to supply chain definitions, more frequent inspections and an update to the scoring methodology.

In parallel to the roll-out of planned improvements, the COVID-19 pandemic brought significant disruptions to the C.A.F.E. Practices program. Due to restrictions caused by the pandemic, inspectors were unable to complete all necessary in-person, on-farm audits according to the program requirements.

These improvements and the impacts of the COVID-19 pandemic are evident in some of the data tables provided in this report. Footnotes detailing the impact will be included for additional context.



Fig 3 // C.A.F.E. Practices focus areas



# Methods

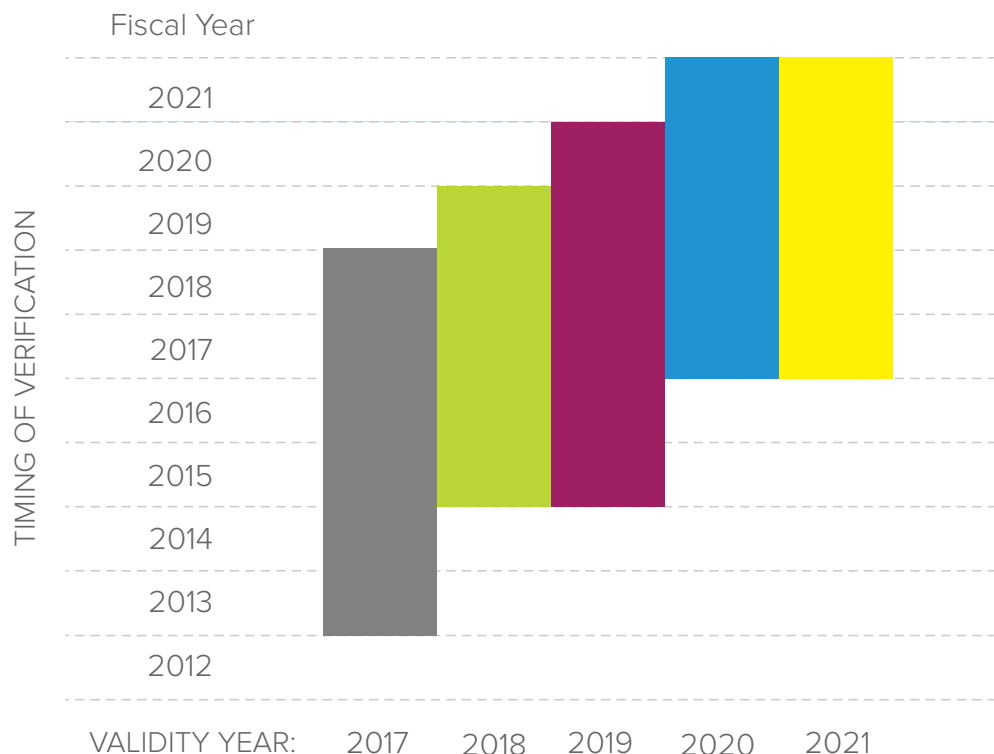
**The following program descriptions apply for the majority of supply chains included in this report. However, in 2020 programmatic changes resulted in modifications impacting some definitions and program operations. Changes have also been made to the program after the time period included in this report and the descriptions below may not reflect current program requirements.**

Following the same methodology of the most recent report, this iteration looks at all active supply chains under C.A.F.E. Practices—meaning those with a valid status in the given year—as part of the population analyzed. This means that any supply chain that was verified prior to the report period of 2017-2021 but still valid through said period, is included in the analysis. This approach enables a more effective comparison of performance over time and normalizes the population across years, regardless of when the supply chain was verified. It also represents the total population eligible for purchases.

As in previous reports, the total score analysis includes extra points that are awarded in recognition of efforts made beyond the program’s standard requirements whereas subject area analysis does not include extra points in scoring calculations. Program changes to the calculation of extra points in 2020

impacted approximately 20% of the supply chains in the 2021 population that were subject to the new scoring methodology. In this report, the impact of this change is seen in the Total score in the 2021 results. Additionally, the elimination of the preferred status also impacted 2021 results shown by approval status.

**Figure 4 // Years in which verification occurred for each validity year**



Non-Compliant status is assigned in cases where the applicant does not satisfactorily complete the Zero Tolerance Corrective Action Plan (ZT-CAP) process in cases where zero tolerances are identified through the verification process. A separate section is presented on Non Compliant supply chains since these are not included in the analysis of active participants. Non Compliant status supply chains are also considered in the analysis of change in performance and attrition.

Participation and performance data is related but the population used for each analysis is different. Participation data such as number of farms, total land area or percentage of women in the program, focuses on all active supply chains, since the interest is understanding the population of suppliers having validity to sell C.A.F.E. Practices verified coffee in a given year. Performance data focuses on showing the breakdown of applications by approval status levels and scores as the interest is understanding the proportion of supply chains according to approval

status and any non-compliance with Zero Tolerance indicators.

Additionally, within the performance data, the Key Performance Indicator analysis is performed looking at specific practices that indicate program success considering only active applications. The global participation and performance data also includes all active supply chains who comply with C.A.F.E. Practices requirements and receive an active status.

Entities Included in the C.A.F.E. Practices supply chain verification:
<b>Smallholder Farm:</b> Any farm with less than 12 hectares (<12ha) in coffee production.
<b>Medium Farm:</b> Any farm with 12 to 49.9 hectares (≥12ha, <50ha) in coffee production.
<b>Large Farm:</b> Any farm with 50 hectares or more (≥50ha) in coffee production.
<b>Processor (Wet):</b> A mill that processes coffee cherry into parchment.
<b>Processor (Dry):</b> A mill that processes parchment coffee into green coffee and/or sorts and grades parchment and/or green coffee prior to exportation.
<b>*Warehouses:</b> An entity other than a mill that is included in a C.A.F.E. Practices supply chain that stores coffee. *Since warehouses were not included in the 2014-2018 report due to being added to the program during the same timeframe, warehouses have also not been added in this addendum report. Any future reports will consider warehouses.
<b>Producer Support Organization (PSO):</b> An entity that organizes and supports smallholder farm networks in the implementation of C.A.F.E. Practices, production, and processing best practices, as well as in information dissemination. In the C.A.F.E. Practices program, the PSO can take various forms. Some examples include: exporters, cooperatives, suppliers, wet mills (CPUs), farm associations, and dry mills.



## PROGRAM STATUS

C.A.F.E. Practices participants must meet Starbucks quality and economic transparency pre-requisites. For the time frame of this report, with the exception of the 2021 data set, there are three approval statuses possible for supply chains that successfully complete a C.A.F.E. Practices verification: Strategic, Preferred and Verified. Approval status is assigned based on the results of the verification. All status assignments require supply chains to meet Zero Tolerance Indicators as well as the Quality and Economic Accountability pre-requisites. It is important to reiterate that due to programmatic changes in 2021, the preferred status has been eliminated thus providing a potential impact where status is considered.

The corresponding lengths of validity described below are also specific to the time frame of this report. Validity lengths have been updated since the time period reflected in this report as shown in continuing language.

**The description of each status is as follows:**

**Strategic:** applicants score at least 80% total aggregate score. Validity of four years is awarded if

the verification occurs during harvest. Verifications conducted outside of harvest receive a two-year validity. After the 2021 programmatic changes, strategic status is awarded to applicants with a score of at least 85% and a validity of two years is awarded for supply chains including small and medium farms and one year for large farms.

**Preferred:** applicants score at least 60% total aggregate score. Validity of three years is awarded if the verification occurs during harvest. Verifications conducted outside of harvest only receive a one-year validity. After the 2021 programmatic changes, preferred status has been eliminated from the program.

**Verified:** applicants scoring less than 60% total aggregate score. Validity of one year is awarded if the verification took place off-harvest and two years if the verification took place in harvest. After the 2021 programmatic changes, verified status is awarded to applicants with a score below 85% with a validity of two years for small and medium farms and one year for large farms.

## VALIDITY PERIODS

A Validity period is assigned to new and expired

applications and receive a C.A.F.E practices validity the same date the verification report has been received and approval status is confirmed. Supply chains that still have validity at that time will receive the subsequent validity with the day the existing validity period is set to expire to allow for continuous validity. Validity will last for a maximum of two years, except for large-farm applications, which receive a maximum of one year.

As in the past three reports, the only exception to the use of validity periods to determine the population being analyzed is in looking at changes in performance and participation of those applications whose validity has expired and/or those that underwent re-verification. In these cases, we looked at changes across verification dates. Historical data is evaluated based on the analysis of the previous verification against a new verification report for verifications occurring during 2017–2021 (or lack thereof in the case of attrition).

## DATA EXTRACTION PROCESS

Supply chain level composition information such as number of each entity type (farm,mill,PSO,warehouse) is provided through the supplier application process, whereas approval status and subject area and KPI



ZERO TOLERANCE INDICATORS		
Code	ZT indicators / Requirement	KPIs
SR-MS 1.1	Transparency to operations, policies, processes and records *	
SR-MS 1.2	Anti bribery *	
SR-MS 1.3	Commitment to continuous improvement **	
SR-HP 1.1	Minimum wage paid (Permanent workers)	✓
SR-HP 1.2	Minimum wage paid (Temporary workers)	✓
SR-HP 1.3	Wages are paid regularly and in cash or cash equivalent	
SR-HP 1.17	Benefits to permanent workers	✓
SR-HP 4.1	No child labor	✓
SR-HP 4.2	Employment of authorized minors follows legal requirements	
SR-HP 4.3	Anti discrimination policy and enforcement	
SR-HP 4.4	Anti forced labor policy and enforcement	
SR-HP 4.5	Workplace free of harassment and abuse	
SR-HP 4.6	No retention of workers' documents	
SR-WC 2.1	School age children attend school	✓
CG-CB 3.1	No forest conversion	✓
CG-EM 1.1	No WHO chemicals	✓
CP-MT 1.1	Tracking system for C.A.F.E. Practices coffee - Entity	
CP-MT 1.2	Tracking system for C.A.F.E. Practices coffee - Mill	
PS-MT 1.1	Tracking system across all entities for C.A.F.E. Practices coffee	✓
PS-MT 1.2	Updated list of C.A.F.E. Practices producers	✓
PS-MT 1.3	Each farmer receives a receipt for coffee	✓
PS-EM 1.1	No distribution of WHO chemicals	✓

\* Added in V3.4, therefore not selected as KPI for this analysis

\*\* Evaluated by Starbucks

scoring data, is generated based on verification results of the third-party verification according to the C.A.F.E. Practices sampling requirements. In this report, farm level data reported through the verification is then extrapolated to the entire population of farms within a particular supply chain. Finally, there are sets of farm level data collected through the verification such as gender, age, food security, and pest incidence, that come from some sampled farms, but are not necessarily representative of the population of farms in the supply chain or program.

## ZERO TOLERANCE ANALYSIS

Compliance with zero tolerance (ZT) indicators is tracked as a total number of incidents of noncompliance in the sampled farms and the percentage of cases corrected. Any Non compliance with ZT indicators are then subject to the ZT Corrective Action Plan (ZT-CAP). Percentages reported for KPIs reflect the original performance and do not take into account the corrective action, thus percentages less than 100% for zero tolerance indicators are reported.

## KEY PERFORMANCE INDICATOR ANALYSIS

Since the full C.A.F.E. Practices scorecard includes nearly 200 indicators, a subset of indicators from the full scorecard, called Key Performance Indicators (KPIs), has been used to monitor changes in scoring across the years and allows deeper analysis based on other variables such as farm size and geographical location of participating farms. The current list of KPIs for farms is composed of 22 indicators, including 6 ZT indicators. Smallholder farms are assessed through 16 KPIs, including 6 ZT indicators. Processor KPIs consist of 17 indicators, 4 of which are ZT; and PSO KPIs include 12 indicators—5 of which are ZT. The KPIs list is representative of the three dimensions of ethical sourcing included in C.A.F.E. Practices: economic, social and environmental. Table 1 shows the list of ZT indicators in the program as well as their overlap with the list of Key Performance Indicators.

# 2021 C.A.F.E PRACTICES PROGRAM CHANGES

In this supplemental report, as well as in past reports, continuous improvement is one of the key principles of the C.A.F.E. Practices program. This is because there is always more work to do to ensure the long-term supply of high-quality coffee and to positively impact farming communities.

In October 2020, Starbucks updated the Terms & Conditions of the program to include operational enhancements to strengthen the auditing process. The new terms now include increased sampling sizes, change to supply chain definitions, more frequent inspections, and an update to the scoring methodology.

Some of the changes, especially in scoring and the elimination of the preferred status only affect a minority of the applications in one of the years included in this analysis; 2021. Therefore CI took an approach that maintained consistency and noted, where applicable, where these impacts may be reflected in the data.

## OVERVIEW OF CHANGES:

Changes released on October 1st, 2020, dictate that any C.A.F.E. Practices applications submitted to Starbucks containing large farms must be verified during the harvest season; furthermore, all new applications must be verified during harvest with no exceptions. New applications are those in which at least 75% of the total farms have never participated in C.A.F.E. Practices before.

Supply chains with medium and small farms interested in undergoing re-verification to maintain their validity and approved status in C.A.F.E. Practices, are obliged to conduct in-harvest verifications if the preceding verification was classified off-harvest. Additionally, as of October 1st, 2020, applicants will not be allowed to combine large farms with medium or small farms as part of the same application.

The program has also made changes to the status and validity categories. As of October 1st, 2021, any applications with scores below 85% will be granted the Verified status while any scores of 85% and above will obtain the Strategic status. The preferred status category has been eliminated from the program.

Changes in the scoring methods have also been implemented via the elimination of extra points and assigning a new maximum score of 100%.

Lastly, there were changes made to the sampling methodology as shown in table 5. Some changes include: sampling of all medium farms except for those applications that consist of more than 10 medium farms, and sampling of all large farms and corresponding mills. See tables below for additional information.

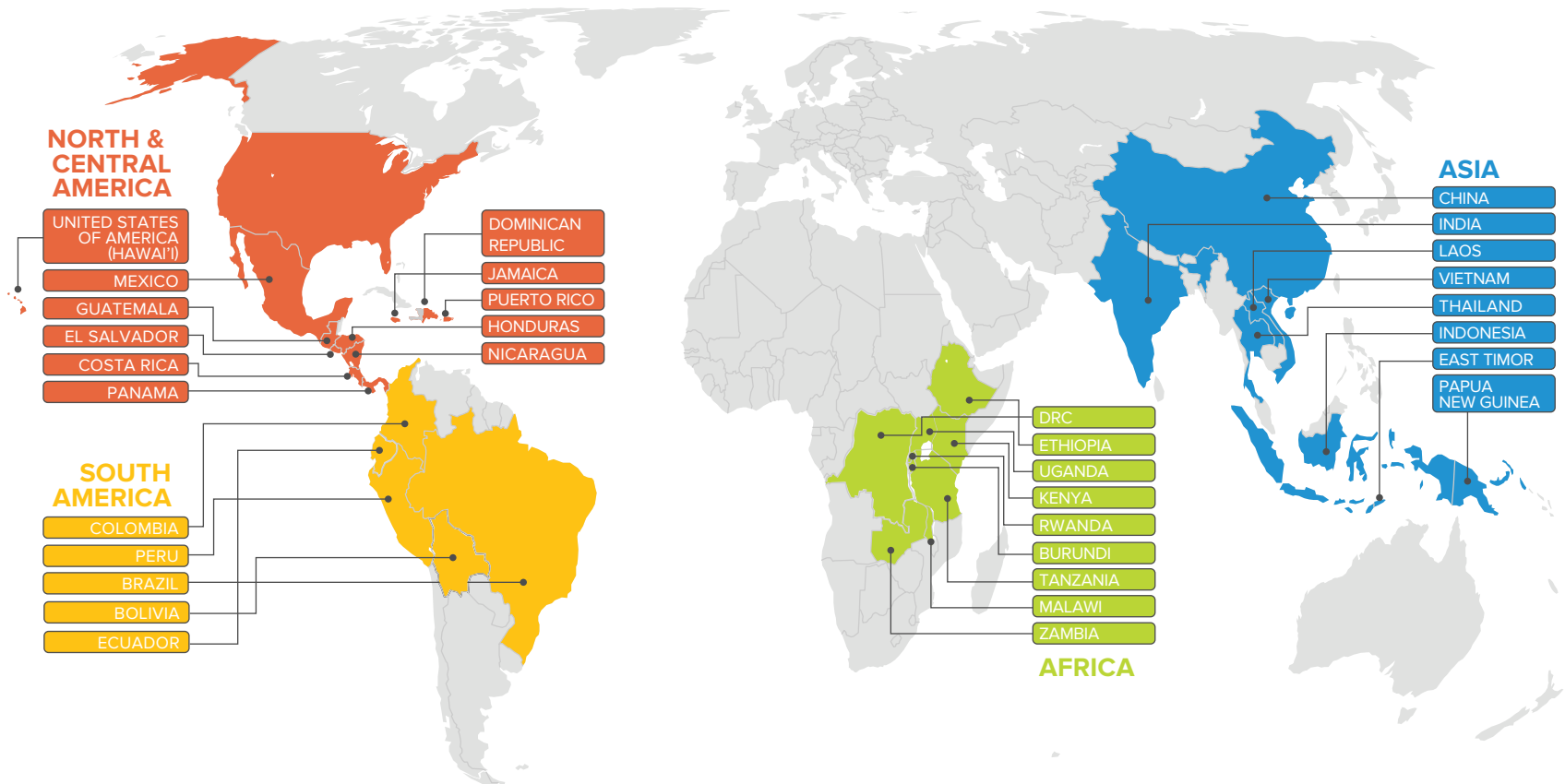
NEW sampling methodology applies to all countries and regions as of January 1st, 2021.				
Entities	Size	New Verification	Re-verification	
	(Hectares)	Sampling	Sampling	Zero Tolerance
Smallholder Farms & corresponding mills	<12	Square root of the total smallholder farms multiplied by (1.5).	15% of farms previously verified + 85% of new farms / not previously verified + All entities with Previous Zero Tolerance	Note: All entities with prior zero tolerance issues must be included in re-verification application and will be verified in addition to normal sample
Medium Farms & corresponding mills	12-49.9	All sampled; except when applications consists of more than 10 medium farms, then sampling method will be: the first 10 medium farms + square root of the number of medium farms greater than 10 multiplied by (1.5). Formula: $10 + 1.5 \sqrt{(x-10)}$ (where "x" equals 'total number of medium farms').		
Large Farms & corresponding mills	$\geq 50$	All sampled		
Mills	N/A	All mills associated with sampled farms		
Warehouses	N/A	All warehouses associated with sampled farms.		

Previous Sampling Methodology (applies to verifications prior to 2021)				
Entities	Size	New Verification	Re-verification	
	(Hectares)	Sampling	Sampling	Zero Tolerance
Smallholder Farms & corresponding mills	<12	Square root of the total smallholder farms multiplied by (1.5).	15% of farms previously verified + 85% of new farms / not previously verified + All entities with Previous Zero Tolerance	Note: All entities with prior zero tolerance issues must be included in re-verification application and will be verified in addition to normal sample
Medium Farms & corresponding mills	12-49.9	Square root of the total medium farms multiplied by (1.5)		
Large Farms & corresponding mills	> 50	All sampled; except when applications consists of more than 20 large farms, then sampling method will be: the first 20 large farms + square root of the number of large farms greater than 10 multiplied by (1.5). Formula: $20 + 1.5 \sqrt{(x-10)}$ (where "x" equals 'total number of large farms').		
Mills	N/A	All mills associated with sampled farms	All sampled	
Warehouses	N/A	All warehouses associated with sampled farms.	All sampled	

# Participation in C.A.F.E. Practices

// A look through the supply chain

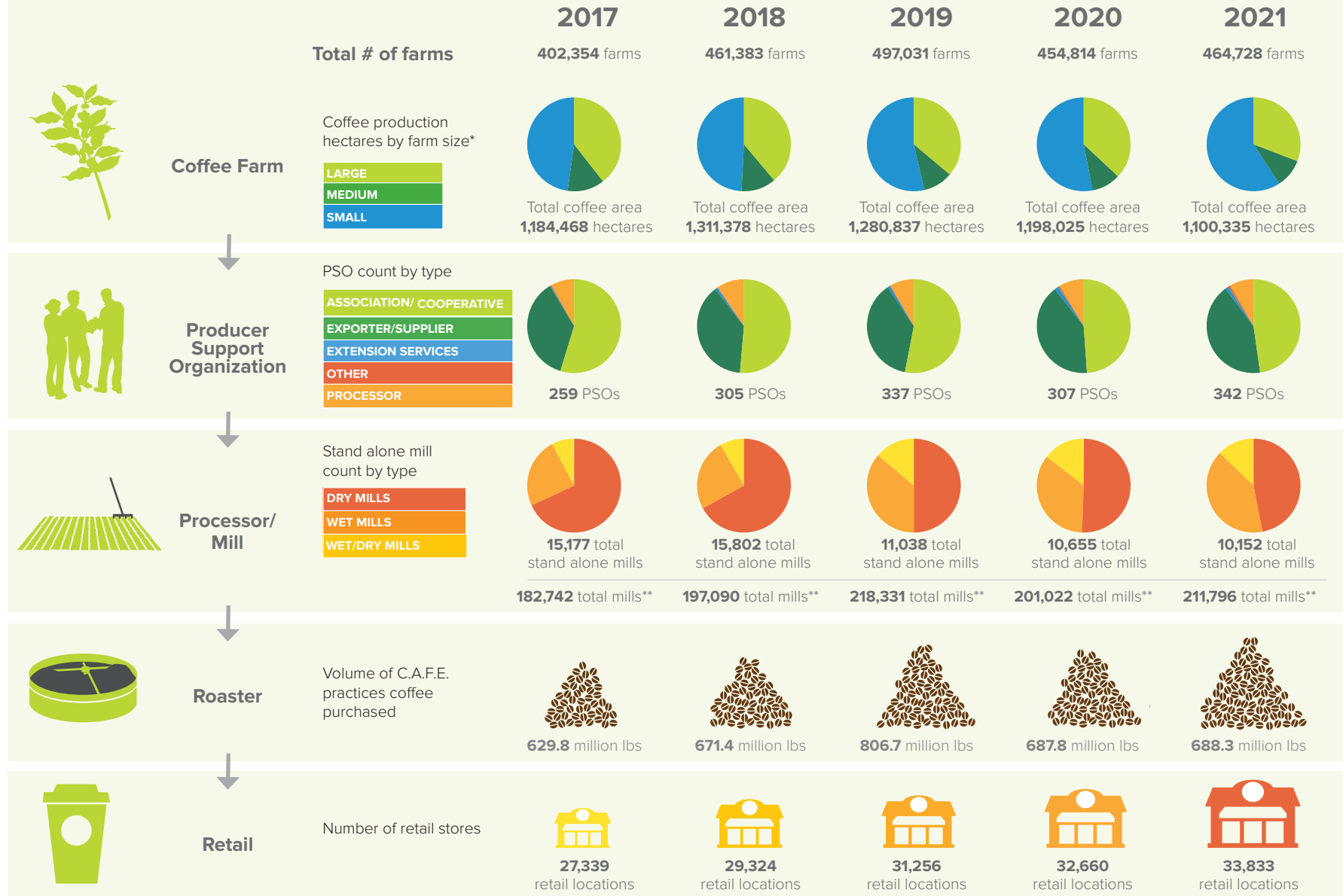
Fig 6 // Regions and Countries Participating in C.A.F.E. Practices





## A LOOK ACROSS THE SUPPLY CHAIN

Fig 7// Starbucks coffee supply chain



\*Methodology updated using self reporting data set for 2017 and 2018.

\*\* The count of total mills include small farms who wet mill their own coffee, called on premise milling in C.A.F.E. Practices

## NUMBER OF FARMS

Over the last five years, the number of farms in the C.A.F.E. Practices program has experienced 16% growth from 402,354 in 2017 to 464,728 in 2021.

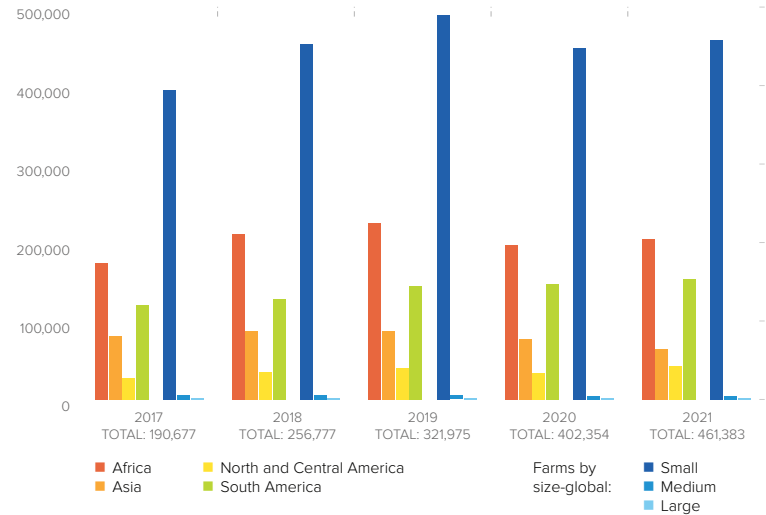
Small farms have the highest growth trend in number of farms, resulting in an 16% increase (2017 to 2021) compared to other farm sizes. There has been a decrease in participating farms in the medium and large category by -13% and -21% respectively.

As shown in figure 8, the growth rate in participating farms in the program is led by North and Central America, with a 36% growth rate between 2017-2021. South America has shown an increase in the growth rate at 21% between 2017-2021. Africa has also increased their growth rate of participating farms by 14% during this reporting period. Lastly, Asia has decreased by -25% in this reporting period. Such a decline can be attributed to the inability of some Asian countries to obtain reverification as pandemic restrictions did not allow inspectors to complete all necessary in-person, on-farm audits according to the program requirements.

Looking at the number of farms in 2021, we see that Africa is leading the count with 203,942 farms, followed by South America with 153,652. Africa has a larger number of farms in 2021 and has shown a moderate growth trend during this reporting period. Asia shows 64,503 farms in 2021 and North

**Fig 8 // Number of farms participating in C.A.F.E. Practices**

South America continues a steady growth in recent years. Small farms by count are the predominant farm type participating in C.A.F.E. Practices.



Region	2017 total farms	2021 total farms	% change
North and Central America	27,211,00	42,631,00	36.2%
Asia	80,796,00	64,503,00	-25.3%
South America	120,093,00	153,652,00	21.8%
Africa	174,254,00	203,942,00	14.6%

and Central America shows 42,631 farms. Asia saw an uptick in farms from 2017 to 2019, but then declined considerably in the years 2020 and 2021.



## LAND AREA

In 2021, farmers participating in C.A.F.E. Practices managed 2,241,696 million hectares of land. Of this land, 49.1% (1,100,334 hectares) was used for coffee production and 7.9% (177,391 hectares) was under conservation management.

Similar to the previous report, producers in Asia are still less likely to have land under conservation management—only 1.23% of total area available for conservation—when compared to other regions. South America shows that they have on average, the largest proportion of land managed for conservation (68.8%) out of the total land available land for conservation.

During this reporting period (2017-2021) the total land in the program increased by 4%, and the amount of coffee producing area decreased -7%.

For farmers older than 50 years, women own less hectares of coffee than men when looking at large farms (142 ha for women, 175 ha for men). However, medium farms owned by women tend to be larger in size than their counterparts (24 ha women, 23 ha men).

For farmers younger than 50, the average area for coffee production own by women is less than those administered by men. For large farms, women manage coffee production areas that are 66% less than men. When looking at small farm sizes, there is no significant difference between genders.

When looking at regions and their relationship against gender, we see that medium farms own by women older than 50 years in South America are typically larger than their male counterparts (24.5 ha for women vs. 23.2 ha for men). In large farms, women younger than 49 years manage more hectares in North and Central America.

In contrast with the global average, small farm management by region presents a noticeable difference. Africa shows that men manage almost double the amount of hectareage of small farms with an average of 0.66 ha for >50 and 0.85 ha <49 vs women who manage 0.37 ha >50 and 0.5 ha <49.

Fig 9 // Average Coffee Producing Ha by farm type, gender, age and Region

Average Coffee Producing Ha by farm type, gender & age				
Gender	Large (ha)	Medium (ha)	Small (ha)	Age
F	142.41	24.15	2.02	>50
M	175.15	23.80	2.35	
F	142.93	21.59	2.29	<49
M	216.77	23.63	2.30	

Average Coffee Producing Ha by farm type, gender & age: AFRICA				
Gender	Large (ha)	Medium (ha)	Small (ha)	Age
F	95.00		0.37	>50
M	215.16	19.00	0.66	
F	259.88	27.00	0.50	<49
M	691.72	22.77	0.85	

Average Coffee Producing Ha by farm type, gender & age: ASIA				
Gender	Large (ha)	Medium (ha)	Small (ha)	Age
F	100.07	28.67	1.27	>50
M	134.03	28.25	1.79	
F	92.80	22.02	1.36	<49
M	186.55	28.51	1.91	

Average Coffee Producing Ha by farm type, gender & age: NORTH AND CA				
Gender	Large (ha)	Medium (ha)	Small (ha)	Age
F	98.92	23.05	3.17	>50
M	156.50	24.48	4.01	
F	142.15	22.64	3.12	<49
M	138.11	23.22	3.68	

Average Coffee Producing Ha by farm type, gender & age: SOUTH AMERICA				
Gender	Large (ha)	Medium (ha)	Small (ha)	Age
F	168.75	24.57	2.81	>50
M	189.56	23.24	3.38	
F	123.51	20.79	2.80	<49
M	147.32	22.97	3.12	

Table based on sampled or inspected farms.

## PRODUCER SUPPORT ORGANIZATIONS (PSO)

The number of PSOs attained steady growth through the years. In 2017, there were 259 PSOs and since then, growth has fluctuated, reaching a 32% increase in 2021. In 2021, 48% of the participant PSOs were identified as associations and farmer cooperatives, while 42% were exporters/suppliers, 8% processors, and the remaining 2% were not identified.

This year, for participation, we have maintained the approach of counting PSOs once even if it supports more than one supply chain. However, the performance analysis uses the larger number of PSOs that considers when there are several supply chains receiving services from a PSO. This is because a PSO is evaluated with regards to its supporting role and services provided to each supply chain that it is included in. Therefore, the same PSO may have several scorecard results. See table 6 with count differences.

**Table 2 // Number of Producer Support Organizations (PSO) in the program**

YEAR	TOTAL PSOs	TOTAL PSOs (with duplicates)
2017	259	470
2018	305	539
2019	337	587
2020	307	535
2021	342	629

## MILLS

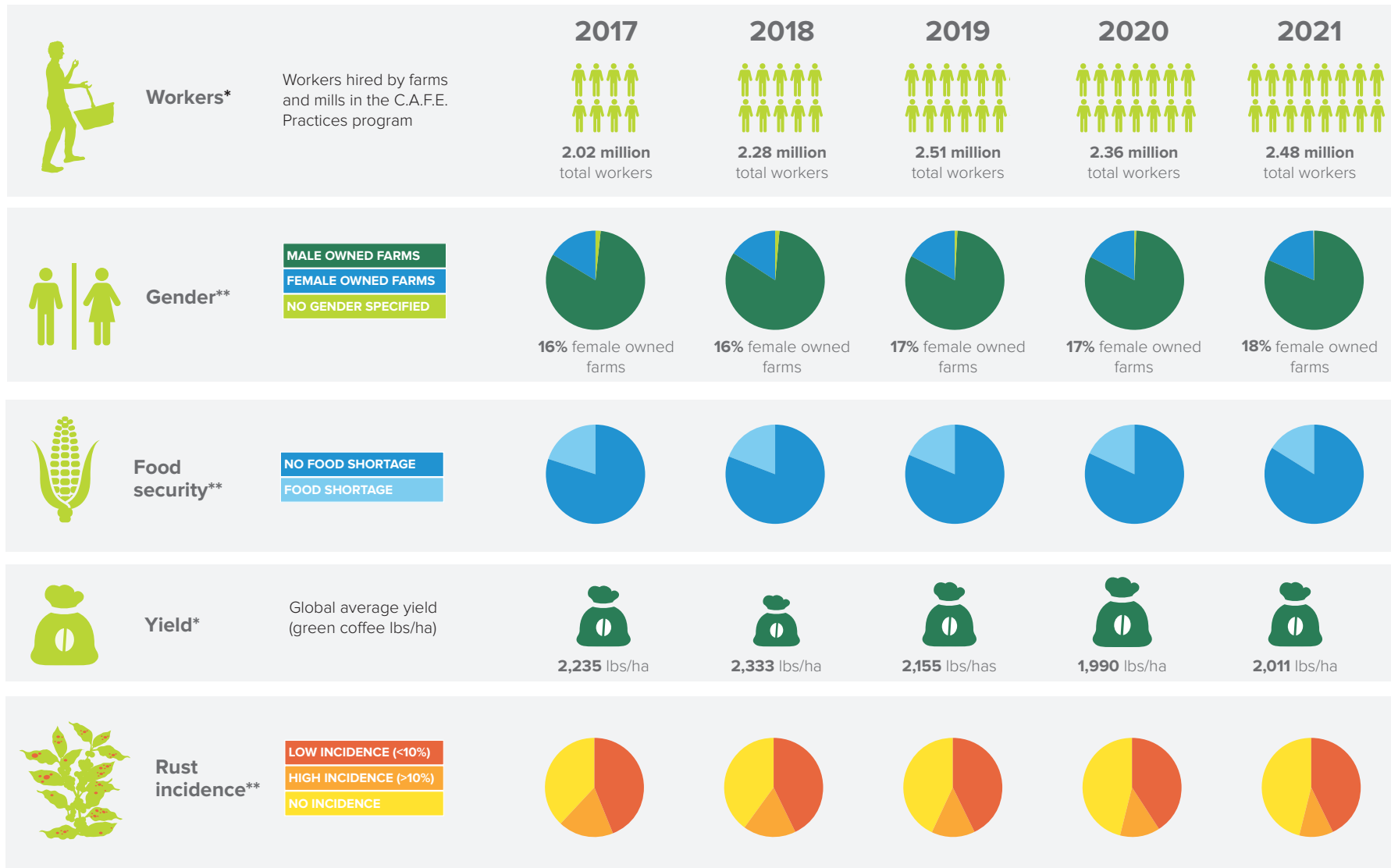
Mills are assigned a validity period based on the results of the evaluation of the social responsibility and the wet and/or dry processing sections of the scorecard. Standalone mills that can be classified as dry only, wet only, or wet/dry and there are on-premise mills. 'Standalone' wet mills are processors that receive coffee cherries and mill them to the parchment stage.

These mills may be located on a medium or large farm, or off-site, and receive cherries from groups of farmers. Standalone dry mills are processors that dehull parchment coffee received and/or sort, grade, bag, or otherwise prepare the green coffee for export. On-premise mills refer to wet mills located inside a small farm. During the validity period assigned to standalone mills, the mill only goes through verification once.

In 2021, there were 211,795 mills in the program. Of those, 10,152 (4.8% of the total) were standalone mills and 201,643 (95.2%) were considered on premise wet mills. In this reporting period, we observed a steady increase in total mills by an average growth of 16% driven by an increase of on premise mills. As shown in previous reports, on premise milling is typical/more common in certain countries like Colombia, Indonesia, Peru, Mexico, and Ethiopia where most smallholder farms continue to process coffee on the farm.



# C.A.F.E. Practices: Focus on Farms

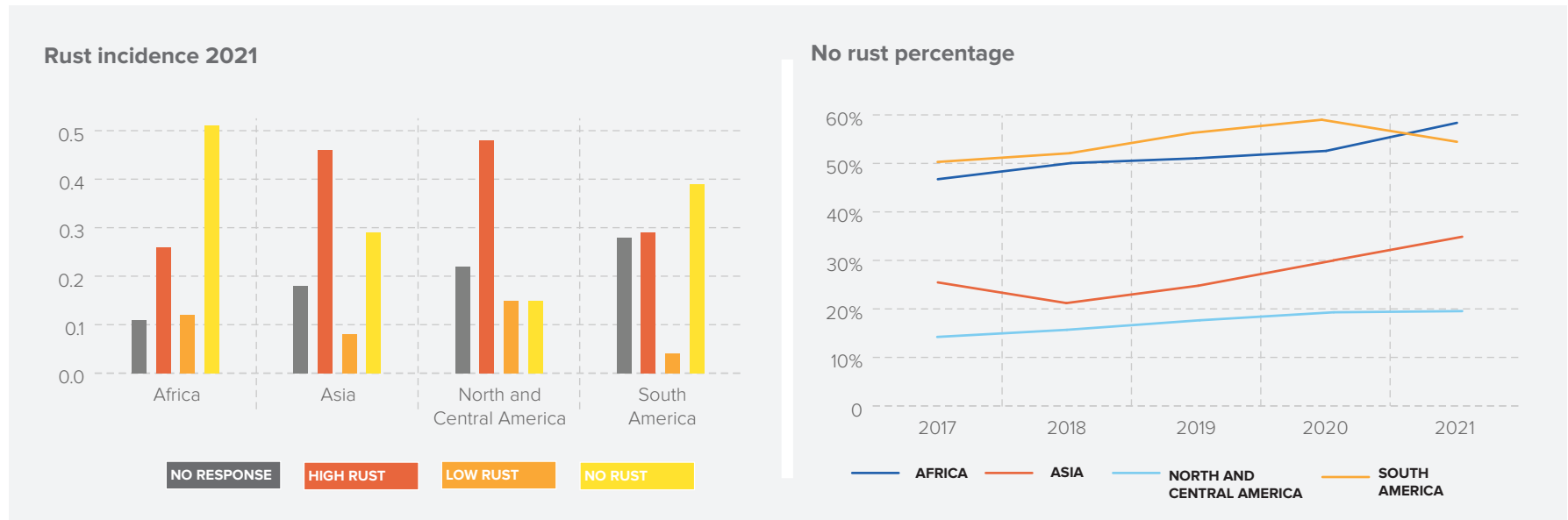


\* Total counts of each worker population and yield are estimates based on sampled farms and extrapolated to the entire population.

\*\* Gender, food security, and rust incidence data comes from verified sampled farms. It may not be fully representative of the population of farmers in the program as these figures are not extrapolated to the entire population

## COFFEE LEAF RUST

Coffee rust continues to be one of the biggest impacts of climate change. The devastating disease caused by a rust fungus, *Hemileia vastatrix* can reduce coffee production from between 30% to 50%. Starbucks has tracked the presence of this fungus since its large outbreak in 2012



## WORKERS

In 2021, 2.48 million workers were employed through C.A.F.E. Practices supply chains. Of those, 84,536 workers were permanent employees and over 2.4 million were temporary.

In 2021, farm workers represent at least 99.7% of the total number of workers, while a small percentage were hired by mills (0.3%).

Permanent workers in large farms represent 39% in 2021 of total permanent workers in C.A.F.E Practices; while permanent workers in medium farms only represent 9% of total permanent workers. Overall, during the 2017–2021 period, there was a 23% increase in workers which is in stark contrast to the

134% increase during the 2014–2018 reporting period. Yet, the increase of workers was at a higher rate (23%) than the increase in number of farms, as farms grew only 16% during the same period.

## GENDER

As in past reports, gender information is collected only for sampled farms during the verification and is not a required attribute to consider in the sample selection for verification, but still constitutes one of the elements used to select the sample.

In the sample, women participating in ownership of farms is increasing, but still represents a minority. In 2021, women owned 3,060 of the sampled farms versus men who owned 13,820 of the sampled farms. In the case of large farms owned by women the

hectareage has increased on average from 264.5 ha in 2017 to 452.8 ha in 2021.

Medium farms have seen a decline in average farm size through the years from 44 ha in 2017 to 28 ha in 2021 for both genders. With women owned farms decreasing by -13% while men only decreasing by -1%. Small farms have not seen a considerable change over time in farm size with an average hectareage of 3.49 ha in 2021, with men having slightly larger hectareage through the years.

The difference in yield between genders is still not vast. The average yield in 2021 of female farmers (2,281 lbs./ha) has shown that there is not a significant difference compared to their male counterparts (2,400 lbs./ha), despite the difference of farm sizes.

For Large farms, the average yield in 2021 for women producers was 3,696 lbs./ha and for men was 3,904 lbs./ha. For Medium farms, the average yield in 2021 for women producers was 3,275 lbs./ha and for men was 3,535 lbs./ha. The smallest difference in yield between genders was observed on Small farms that cited an average yield in 2021 for women producers of 2,100 lbs./ha and for men was 2,099 lbs./ha.

In the sample, in 2021, women’s participation in the program does vary by region, with South America having the highest proportion of women-managed farms in the program (21.5%) and Africa having the lowest (14.6%) in contrast to their male counterparts.

### FOOD SECURITY

Food security is a question only asked during verifications of sampled small farms. In 2021, 99% of the valid farms that were sampled provided information on food security. Of those, globally, 16% reported some level of food insecurity. In past analyses, farmers in Africa had the highest level of food insecurity, but in this reporting period North and Central America report challenges with food insecurity (35% in 2017 and 32% in 2021).

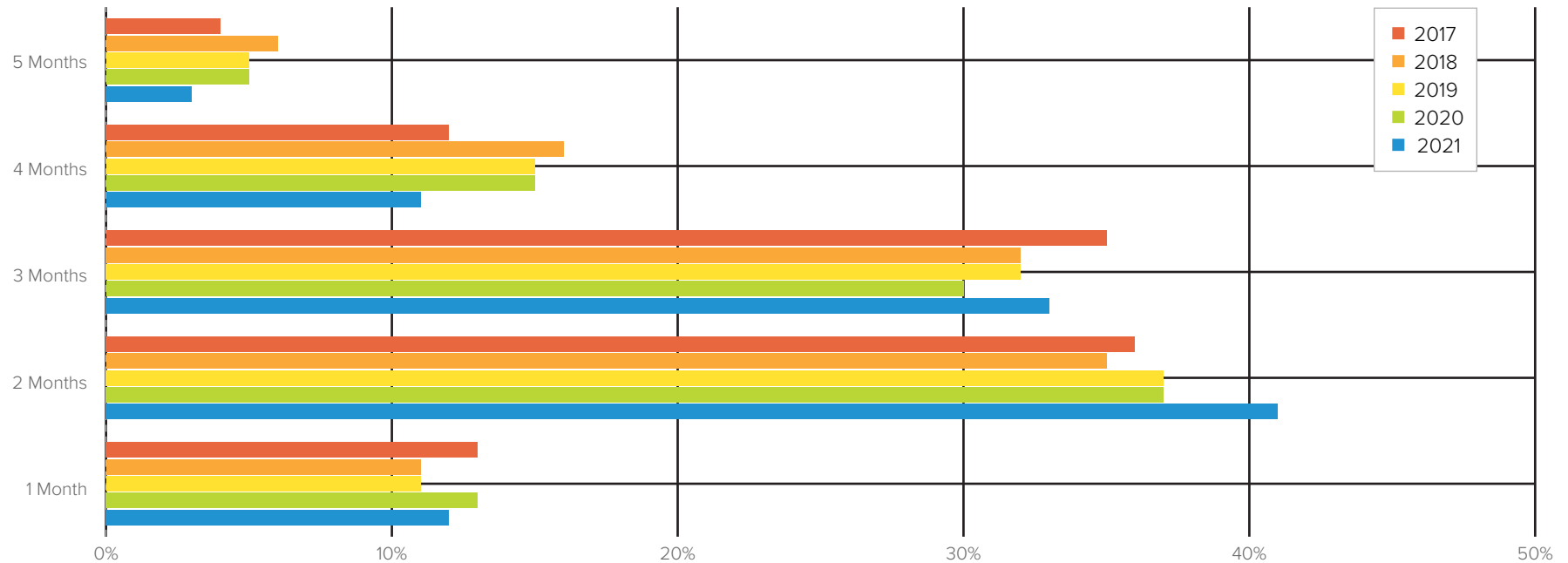
A positive trend has occurred with farmers in Africa, with 88% of farms that reported periods of no food

insecurity in 2017, increasing to 91% of no food shortage in 2021.

South America reported an average percentage of food insecurity of 19% in 2017 to 14% in 2021. Figure 10 shows the number of months reported of food insecurity by those who experienced it at some level. Even though the desire is for all farmers to achieve food security, more research is needed to determine the factors driving food insecurity for these producers and to develop effective interventions.

**Fig 10 // Number of months with reported food shortages among farms that reported food insecurity**

Of the farms that reported food insecurity, the most common food security shortages are for a period of 2 months, while some farmers reported up to 5 months of food insecurity..



## YIELD

- **North & Central America** / 42,631 total farms in 2021 / 9% of total farms in 2021 / Size of coffee producing hectares in 2021 was 203,307 has..
- **South America** / 153,652 farms in 2021 / 33% of total farms in 2021 / Size of coffee producing hectares in 2021 was 672,114 has.
- **Africa** / 203,942 farms in 2021 / 44% of total farms in 2021 / Size of coffee producing hectares in 2021 was 140,646 has.
- **Asia** / 64,503 farms in 2021 / 14% of total farms in 2021. Size of coffee producing hectares in 2021 was 84,265 has.

For this reporting period, extrapolated yield values were used. Extrapolated values are calculated by determining the average, which is the sum of all application volumes divided by the sum of all application coffee producing hectares across all applications in each year. Therefore, the regions with more volumes and hectares have greater influence on the global yield. Subpopulation calculations are calculated the same way, only using the volumes and coffee producing hectares for the given entity type instead of the application. During the reporting period, the global yield on C.A.F.E. Practices farms presented a decrease -10% from 2,235 lbs./ha in 2017 to 2,011 lbs./ha in 2021. Asia and South America maintain the greatest influence by pushing up the global average yield. Of these regions, Vietnam and Brazil are the countries that influence their respective regions yield with an average of 5,231 lbs./ha in 2021 for Vietnam and 4,376 lbs./ha in 2021 for Brazil.

During the 2017–2021 period, Asia saw a -23.2% decrease in yields. Countries like Laos and Thailand influence this yield decrease. North and Central America saw a -4.9% decrease in yields. In Africa, yield productivity has slightly increased, from 1,232 lbs./ha in 2017 to 1,336 lbs./ha in 2021. Yields in South America have also slightly decreased -2.3% from 2017 to 2021. However, Africa remains the region with the lowest yield during the entire period compared to the other regions.

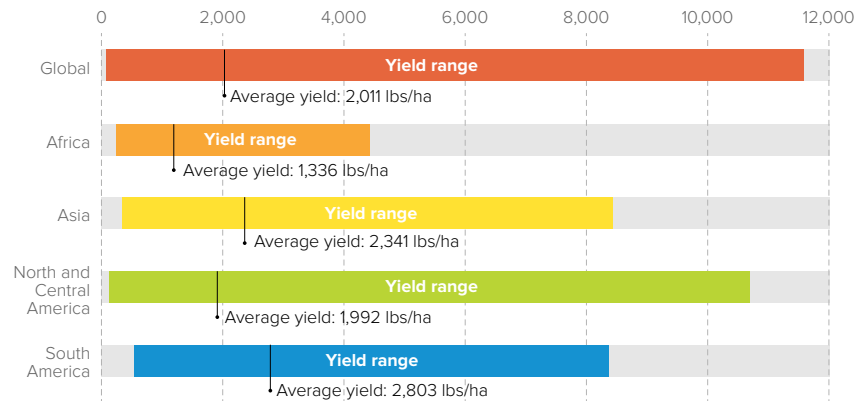
**Fig 11 // Green coffee yield (lbs/ha) of farms in C.A.F.E. Practices globally and by region**

The Global yield average has decreased in the period of analysis. South America is the leading region, while Africa continues to be the region with more challenges in productivity.



**Fig 12 // Green coffee yield (lbs/ha) range of farms in C.A.F.E. Practices in 2021**

There is large variability in productivity. For instance, North and Central America has the highest variability with the average yield gap between minimum and maximum yields (10,839 lbs). The variability in Asia is 8,386 lbs., and South America is 7,933 lbs.





## YIELD VARIATIONS

Understanding yield variations among farm sizes is imperative to understanding the challenges farmers face in addressing productivity issues and addressing the large variability in yield among farm sizes and countries. Figure 13 shows the range of variability in more detail.

As in the previous report, in 2021 North and Central America presented the highest variability in yield between regions (from 68 lbs./ha in El Salvador to 10,872 lbs./ha in Costa Rica).

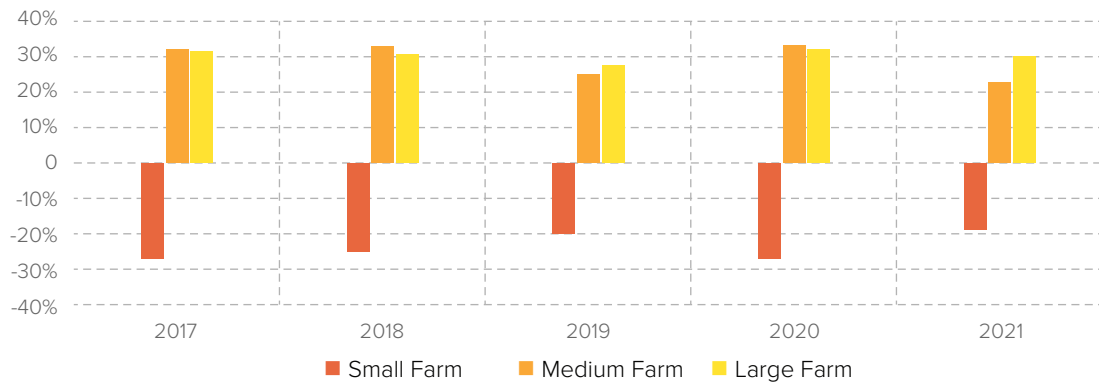
As shown in figure 13, farm size appears to influence yield. Large farms outperformed other farm sizes in yields, showing a growing trend and reaching a yield that was 30% above the global average in 2021. Medium farms have followed a similar trend, having a yield 22% over the global yield in 2021. Meanwhile, small farms have presented different results regarding yield, maintaining a yield 19% below the global average in 2021. Even though small farms average yield are lower than the global yield, their productivity is increasing at a faster speed than the large and medium farms.

## RE-VERIFICATION AND ATTRITION

In this reporting period, the methodology for tracking an application's history in the program, continuous improvement or whether they exit the program is

Fig 13 // Yield: Farm size compared to Global Average

Medium and Large farms show better results in yield against global values. While Small farms have reduced the difference since 2017, they are still below the average by -25%.



maintained. A fiscal year comparison to look at supply chain verifications occurring in a particular year rather than all valid supply chains.

Based on total supply chains in 2021, supply chains entering the program for the first time represented 22.5% of the applications.

For this section, applications are categorized into the following definitions:

- New applications - applications in which fewer than 25% of farms have previously participated in the program.

- Legacy applications - applications in which more than 25% of farms have previously participated in the program.

The proportion of supply chains going through verification each year with legacy in the program has increased by 28% since 2017. In the period analyzed, 2020 had the fewest new applications entering the program (no Legacy ID) with 13.5%. In 2021, 24% were new applications and 76% had a previous record of verification.



## Attrition

Attrition is when a supply chain does not continue in the program after their validity expires. This can only be calculated on those applications that were verified during 2017 and 2018 fiscal years, as they received up to a 4-year validity. For supply chains in 2019-2021, it is too soon to analyze attrition information as of the time of preparing this report.

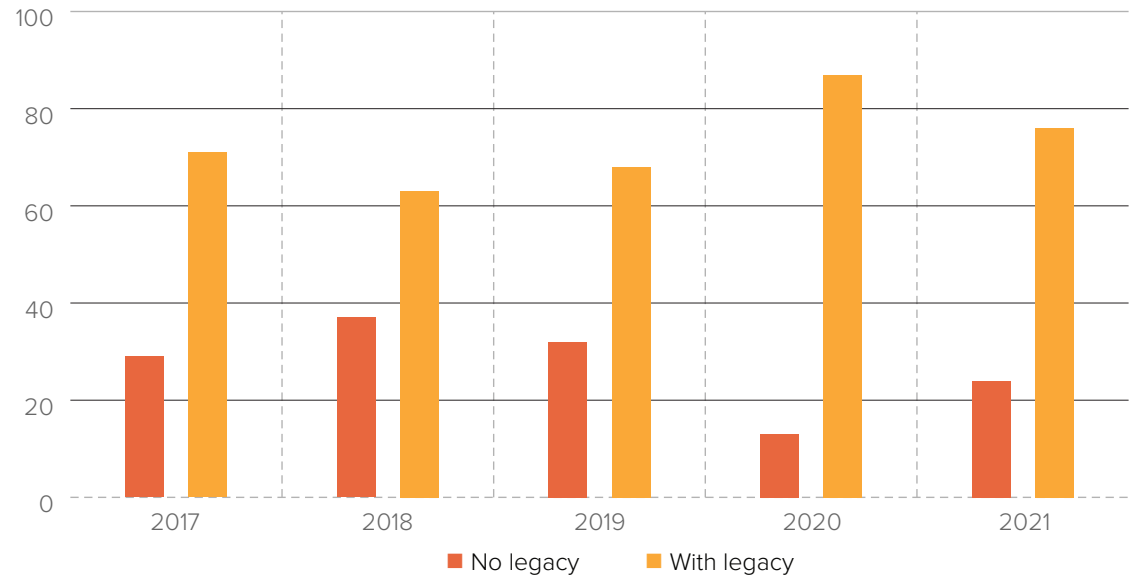
The applications from fiscal year 2017 that have not submitted an application for re-verification to renew their status represent an attrition rate of 17%, meaning 17% of those application have left the program for 2017. In 2018, the applications that not submit their application for re-verification as of the time of preparing this report show an attrition rate of 11% (leave in the program). The analysis shows that a high percentage of applications expiring within the time frame analyzed, reapply to the program and go through reverification by submitting an application for reverification upon expiration.

Of the Preferred status supply chains in fiscal year 2017, 77% stayed in the program by submitting an application for reverification or upon expiration. In those applications that were awarded a Preferred status with the fiscal year of 2018, 85.4% stayed in the program. 91.6% of fiscal year 2018 Strategic supply chains continued in the program upon expiration, considering only those with a validity through September 2019. It is important to note that since 2020 the Preferred status was removed from the scoring methodology, thus the calculation range may vary as it only considers Strategic, and Verified statuses since then.

## TIMING OF VERIFICATION

Supply chains are incentivized through a longer validity to undergo verification during harvest since this is a critical time to observe working conditions

**Fig 14 // C.A.F.E. Practices program legacy—expressed in number of supply chains going through verification each year**



and interview workers to evaluate the social responsibility indicators when there are more workers present on farms during this time. It was found that in 2021, 90.15% of the valid supply chains underwent verification during harvest, increasing from 82.5% in 2017. Recent program changes since the date of this report require all verifications to be conducted during harvest.

## PURCHASES

For the C.A.F.E. Practices program, it is important to measure the linkages between participating or active supply chains and Starbucks coffee purchases.

In FY 2021 nearly 98.2% of Starbucks coffee was ethically sourced and verified through C.A.F.E. Practices, down from 98.6% in FY20, due to travel and health and safety restrictions caused by COVID-19. Auditors were unable to complete all necessary in-person, on-farm audits.

In 2017 Starbucks purchased 629 million lbs. that corresponded to 18% of the approved green coffee volume in the program that year and 5% of the global production of Arabica coffee according to the International Coffee Organization (ICO) statistics. In 2021, Starbucks purchased 688 million lbs. of green

coffee that corresponded to 22% of the approved green coffee volume in the program that year.

Purchases by Starbucks from approved C.A.F.E. Practices supply chains can be analyzed by the C.A.F.E. Practices approval status, Strategic, Preferred, and Verified. In 2017, 71.8% of the purchase volume was from Strategic supply chains, while 27.8% was from Preferred and 0.4% from Verified supply chains. In 2021, 70.9% of the purchase volume was from Strategic supply chains, while 27.5% was from Preferred and 1.7% from Verified supply chains. (See figure 15).

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*Approved volume – In the majority of cases, the estimated volume produced by the supply chain is calculated based on the sampled farms and estimated for the rest of the farm population in the application. This is the amount of coffee eligible for purchase as C.A.F.E. Practices. However, there are unusual scenarios where the volume approved may be different than the estimated produced volume due to a variety of reasons. For example, adjustments to the approved volume can be made if the supply chain was undergoing major renovation efforts at the time of verification or if the sample selected by the inspector was not representative of the full supply chain. In such cases estimates based on the sample of farms verified may over or underestimate the actual volume of the supply chain.*

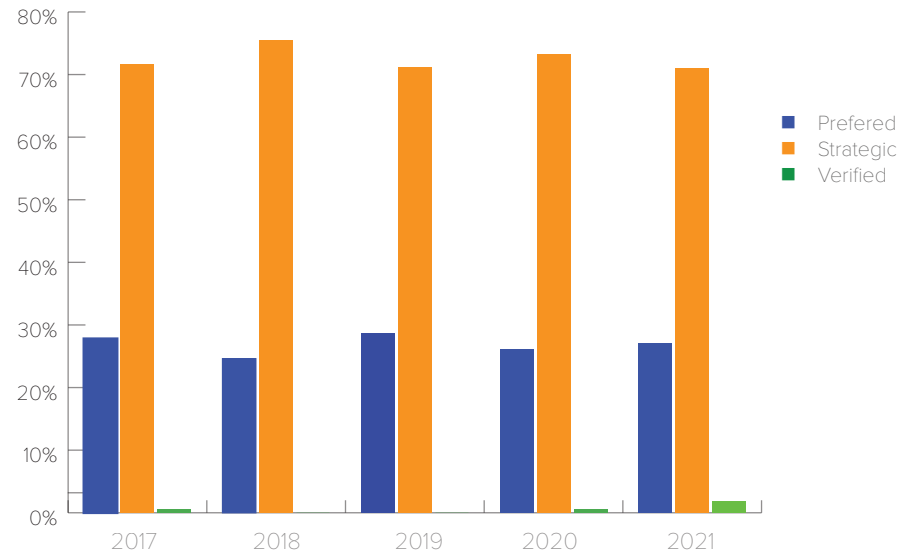
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### NON-COMPLIANT, SUSPENDED OR NOT APPROVED APPLICATIONS

Not everyone that applies to the C.A.F.E. Practices program is able to comply with all the requirements outlined in the program. There are three Non approval categories: Suspended, Not Approved and Non-Compliant. Suspended status is a temporary status used at the discretion of Starbucks for reasons concerning documented ZTs or other types of non-compliance to identify applications with active zero tolerance corrective action plans. If the zero tolerance issue is corrected, the status may be

**Fig 15 // Starbucks C.A.F.E. Practices purchases by approval status - by volume\***

The percentage of supply chains with approval status has been stable in the five year period. Number of supply chains with strategic and preferred status have consistently grown; while verified status increased during 2021.



changed to an approved status. If the issue is not corrected, the status changes to non-compliant. Not Approved applications are not approved for reasons due to application related qualifications, such as not being verified in harvest.

Finally, a Non-Compliant status is assigned to supply chains where a zero tolerance is identified through the verification, and they do not successfully complete a ZT Corrective Action Plan or have not demonstrated commitment to the program. At the time of this analysis, across the last 5-year period included in this report, 11 applications were in a Suspended status, 1 application was Not Approved, and 14 were Non-Compliant. Thus, these applications

were excluded from the list of valid suppliers for Starbucks purchases under the C.A.F.E. Practices program. Countries with Non-Compliant applications are Guatemala, Mexico, Ethiopia, Peru, Indonesia, and Brazil. Guatemala, El Salvador, and Mexico each had more than one instance of suspended or not approved.

These applications are not included in the Global Performance section of the report with the exception of the Zero Tolerance Incidents section because they are not considered active program participants or eligible for purchases.

\*Note: 2021 results may be impacted by program changes to approval status levels.



# Global Performance

## APPROVAL STATUS

Once a verification is complete, an approval status is assigned to a supply chain based on the total score received. In the period covered in this report, approval statuses range from Verified to Preferred to Strategic. For supply chains that do not meet the minimum requirements, they are not allowed in the program until they complete the Zero Tolerance Corrective Action Plan (ZT-CAP) process to participate in the program. If the supply chain is not able to successfully complete the ZT-CAP or is unwilling, a Non-compliant status is assigned.

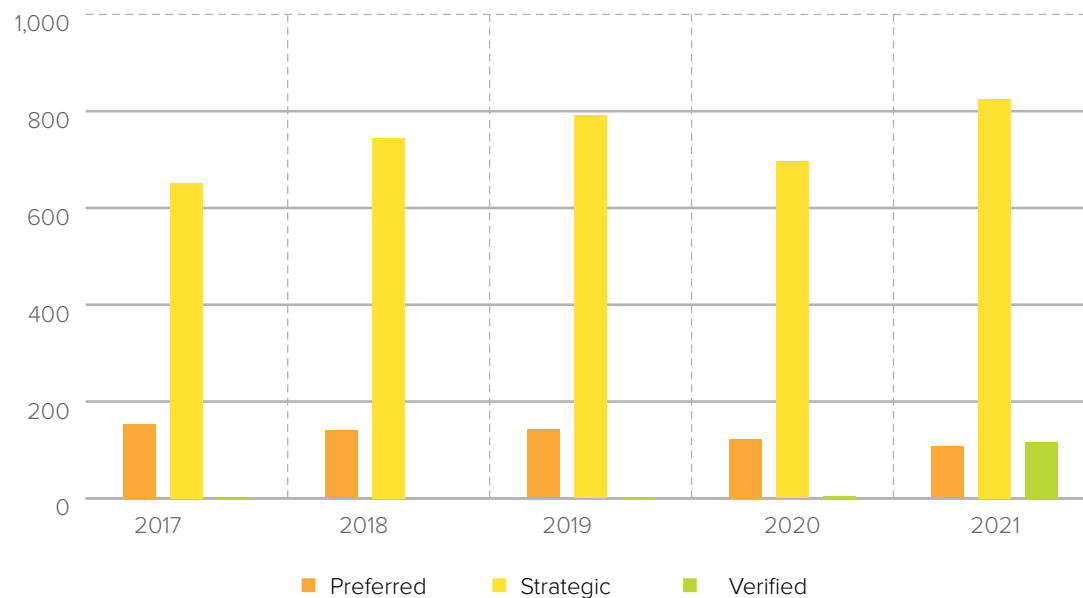
Applicant Requirements	Verified	Preferred	Strategic
Product quality and economic accountability pre-requisites	X	X	X
Comply with the zero tolerance indicators	X	X	X
Total Aggregate Score	<60%	>60%	>80%

Source: C.A.F.E. Practices Verifier and Inspector Operations Manual Starbucks Coffee Company V5.3  
\*Preferred status removed from program beginning in FY21.

Of the analyzed supply chains in 2021, 78.2% were assigned a Strategic status, 10.2% Preferred and 11.1% received a Verified status. The trend continues to be that a significant portion of supply chains in the program have a Strategic status, but the trend has decreased slightly since 2020 with 84.5% to 78.7% in 2021.

**Fig 16 // Number of supply chains in the C.A.F.E. Practices program—by approval status**

Approval status composition has varied in the five-year period. The number of strategic supply chains have grown and the number of verified has also increased.



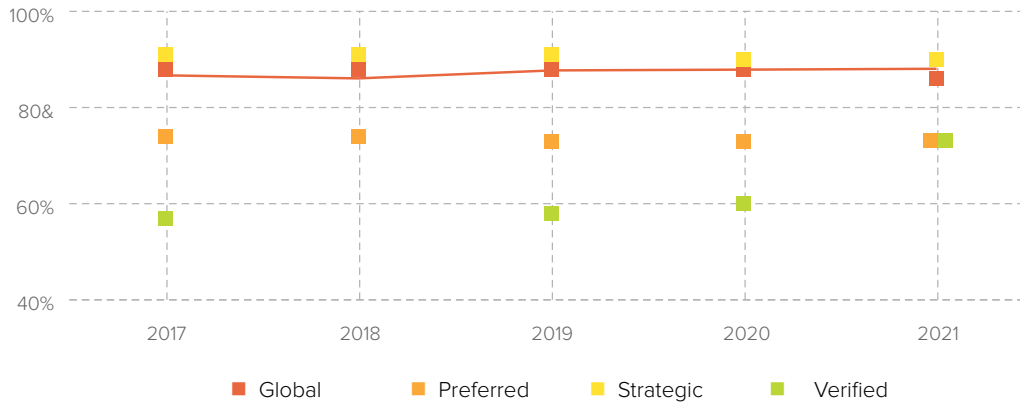
At the same time, the proportion of supply chains in the Preferred status level has decreased from 19.0% in 2017 to 10.2% in 2021. The share of Verified supply chains has increased from 0.1% in 2017 to 11.1% in 2021. Figure 15 outlines changes in the composition of supply chains by their approval status and growth in participation. These results are also correlated to the number of farms participating in the program.

As in past reports, the assessment of the changes in approval status through time still suggests that participants in the program are performing at a higher level even though there is a slight decrease in strategic farms.

Note: 2021 results may be impacted by program changes

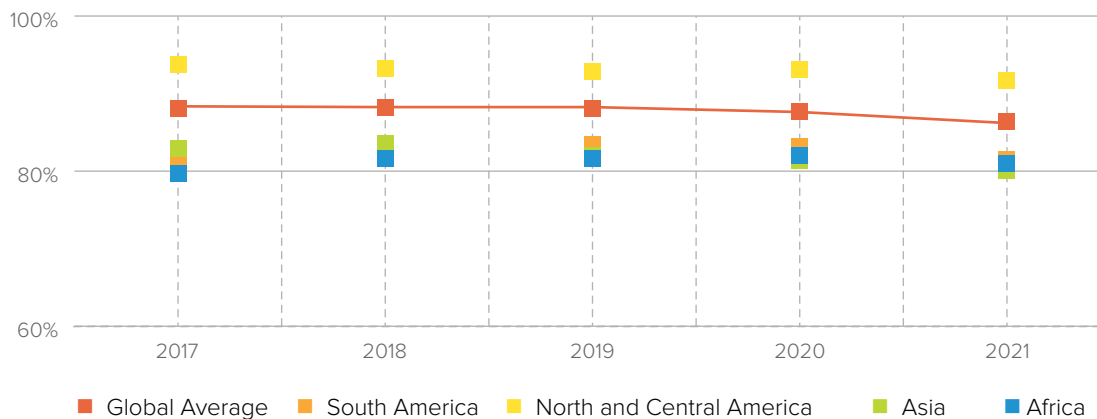
**Fig 17 // Supply chains total scoring—by approval status**

Average global scoring has maintained through the reporting period. Verified supply chains went from a total score of 57% in 2017 to 73% in 2021.



**Fig 18 // Supply chains total scoring—by region**

Average global scoring has slightly decreased. There was a slight decline in Asia from a total score of 82% in 2017 to 80% in 2021.



\*Program changes to the treatment of extra points introduced in 2021 may impact 2021 results where extra points are considered.

## SCORING

During this reporting period, the average C.A.F.E Practices total score for supply chains has dipped slightly from 88.03% to 86.36% in the period 2017-2021. As in the past report, Strategic and Preferred supply chains total scores have maintained similar values in the 5-year period. Meanwhile, Verified supply chain scores have improved.

The scoring per region in this reporting period demonstrated that North & Central America was the region with highest scoring and the only one with scores over the global average.

Africa has shown a gradual improvement over the period analyzed, while Asia has decreased a few points (82.88% in 2017 to 80.13% in 2021) during the reporting period. See figure 17 for differences in scoring per region.

Program changes to the treatment of extra points in 2021 may impact 2021 results for total scores. Also, it is important to note that there is some impact from the program scoring changes made in 2021 that led to the scoring decrease shown.

## SUBJECT AREA SCORES

The C.A.F.E. Practices program evaluates its supply chain through 4 major principles that encompass metrics for coffee sustainability – Product Quality, Economic Accountability, Social Responsibility, and Environmental Leadership. Within these principles, the scorecard evaluates subject areas including Economic Accountability, Social Responsibility, Coffee Growing, Coffee Processing Wet, Coffee Processing Dry, and Producer Support Organization (PSO).

These subject areas host a variety of indicators from minimum practices to best practices. The minimum requirements for participation in the program,

designated as 'zero tolerance' (ZT) indicators, address the following: payments that satisfy the legal minimum wage requirements, employment practices prohibiting discrimination, harassment, and the use of child and forced labor; access to education; conversion of natural forest to agricultural production; use of

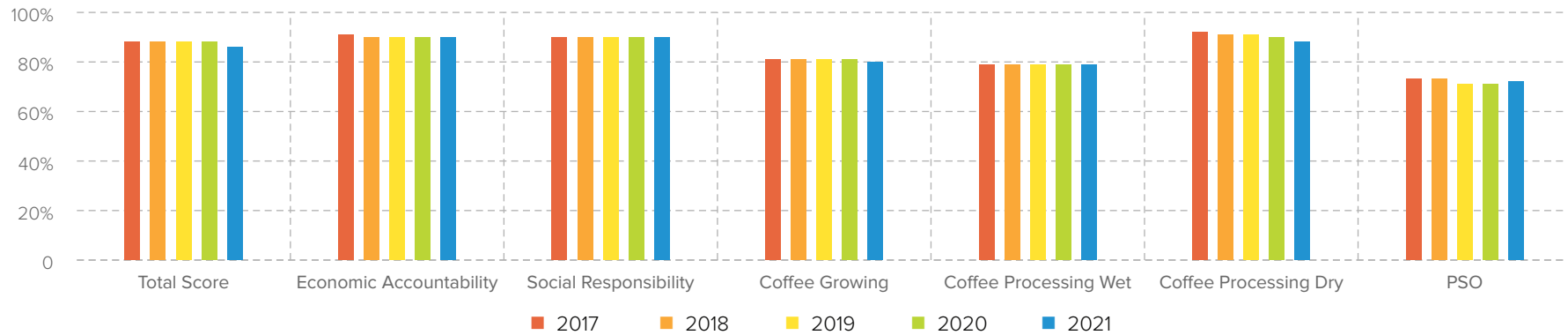
prohibited pesticides; and product traceability.

In 2021, social responsibility and economic accountability are the two subject areas with highest scoring: 90.2% and 90.1% respectively. There was a slight decrease of scoring on the Coffee processing

(dry) scoring from 92.1% in 2017 to 88.4% in 2021. The subject area that still shows the lowest scoring was PSOs, with a score of 71.6% that includes a slight improvement in 2020 of 73%.

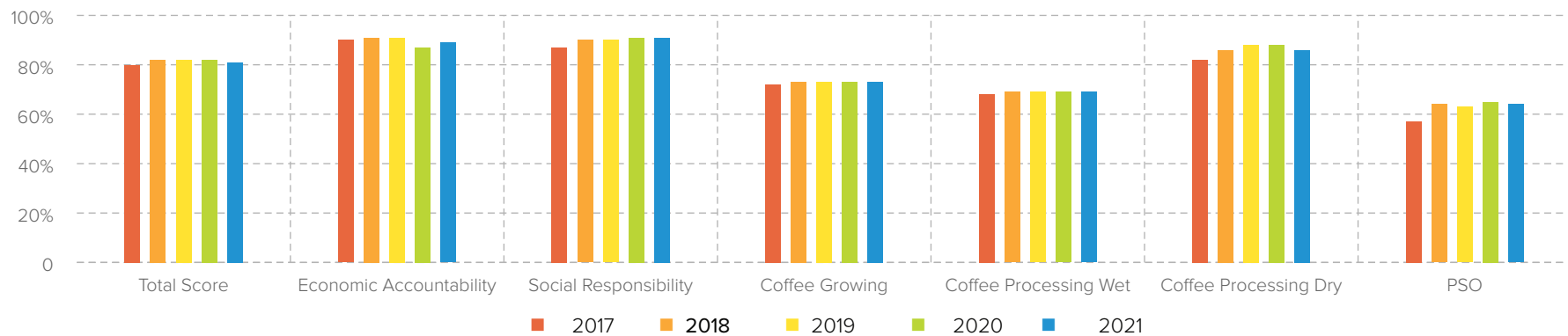
**Figure 19 // Subject areas scores—Global**

With the exception of Coffee Processing Dry, Overall, stability in scores is observed even during program growth. Lowest scores are observed in PSOs



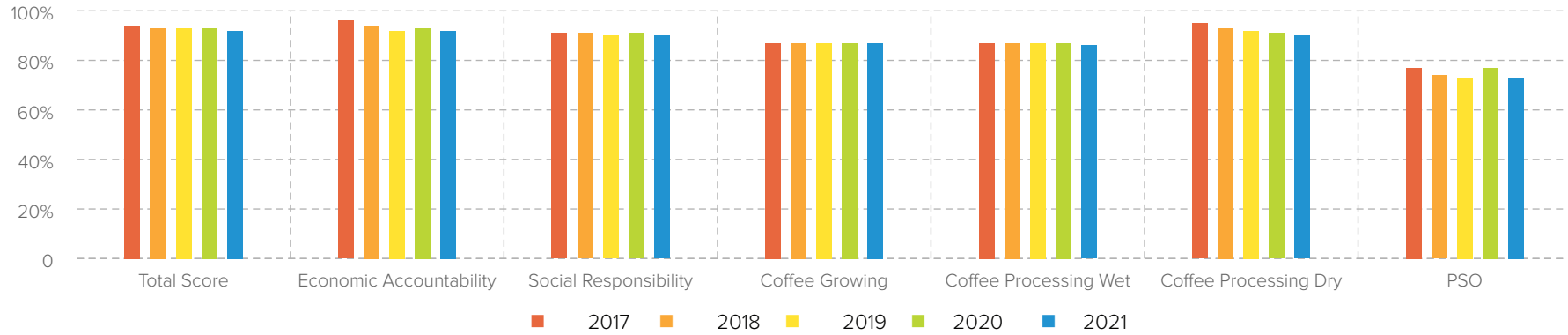
**Figure 20 // Subject areas scores—Africa**

Africa has shown a gradual improvement over the period analyzed. In Africa, the improvement is specifically noticed in Social Responsibility and Producer Support Organization.



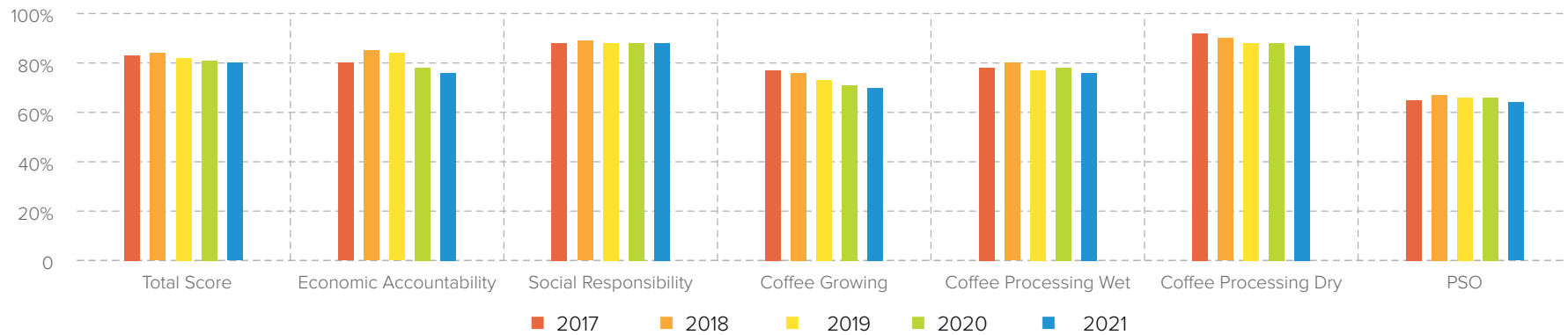
**Figure 21 // Subject areas scores—North and Central America**

North and Central America has the best performance among the regions. Although the total score presented a dip from 93.7% in 2017 to 91.7% in 2021, the region is still performing above the global average. However, the performance of PSOs decreased by -5.3% between 2017 to 2021.



**Figure 22 // Subject areas scores—Asia**

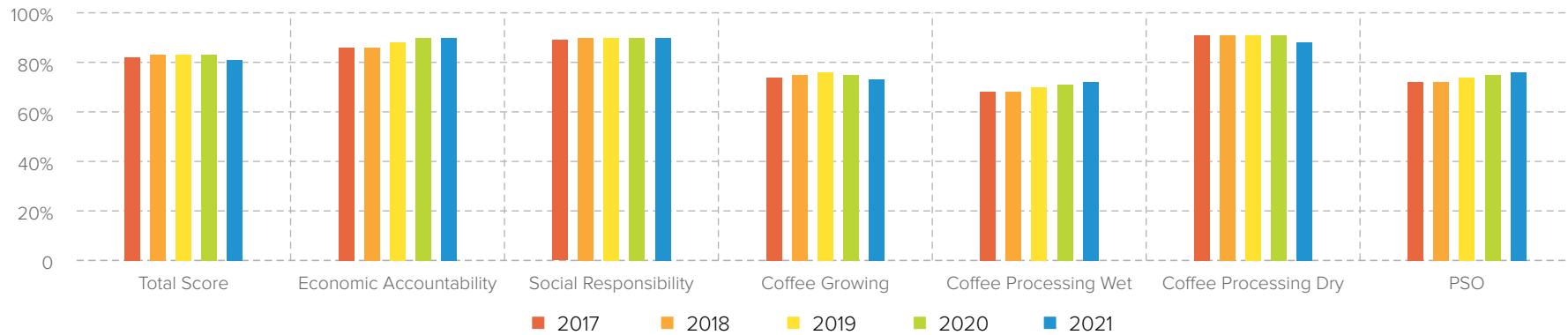
Asia's total score is below the global average. We can see that this could be driven by the decline of Coffee Growing





**Figure 23 // Subject areas score—South America**

South America has maintained its performance during the reporting period with slight increases in several subject areas. The best results and increments are in Economic Accountability, which progressed from 86% in 2017 to 90% in 2021. Likewise, we saw an increase in scores in the PSO score, growing from 72% in 2017 to 76% in 2021.



**EXTRA POINTS**

Extra points are designed to incentivize the implementation of best practices and to not penalize supply chains for practices that are more advanced. Each subject area has a different number of extra points available depending on the type of entity. Of the total number of indicators, 39 indicators are classified as extra points. Extra points are then added to the subject area scoring and then each subject

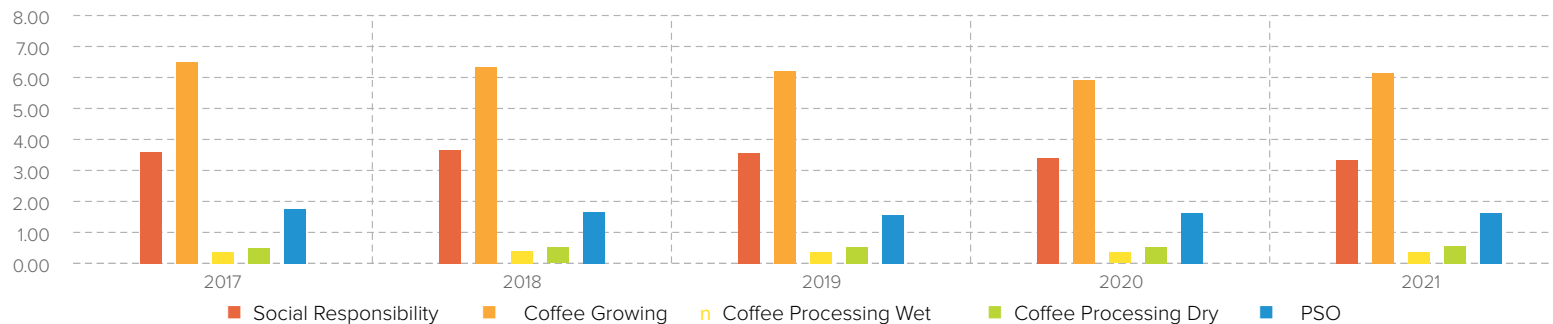
area is weighted to create the total scoring. With this methodology the program ensures incorporating the incentive of extra points in the total score, while balancing the contribution of each area of the program. However, it is important to note that recent program changes to the treatment of extra points in 2021 may impact 2021 results as this concept has been phased out.

As seen in previous years, and shown in figure 24, the coffee growing indicators still lead the provision of extra points—with an annual average contribution to the subject area score of 6.22 extra point. Social responsibility area follows, with 3.51 points on an annual average.

Over the 5 year period, 99.5% of sampled farms received extra points.

**Fig 24 // Number of extra points earned by subject area**

Coffee Growing and Social Responsibility are the subject areas in which C.A.F.E. Practices participants earned more extra points to improve scoring and consequently their performance.



## PERFORMANCE CHANGES IN RE-VERIFIED SUPPLY CHAINS

This section of the analysis is focused on the supply chains that went through verification in a particular year and not all valid supply chains during the same period. It is important to note that the performance of each application is compared to the earlier legacy application with the highest percentage of overlapping entities. An overlap of 25.0% or higher is required for an application to be considered for this analysis.

Of the supply chains going through verification in 2021, 76% of the supply chains had a previous verification report on file (with legacy, see Fig 14). Of these, 6.9% improved their approval status, 51% had

no change, and 42.2% declined. Looking at figure 25, we see that there has been a significant change from 2020 to 2021 where we see that the percentage of supply chains with a declined status increased by 34 percentage points (8% in 2020 to 42% 2021).

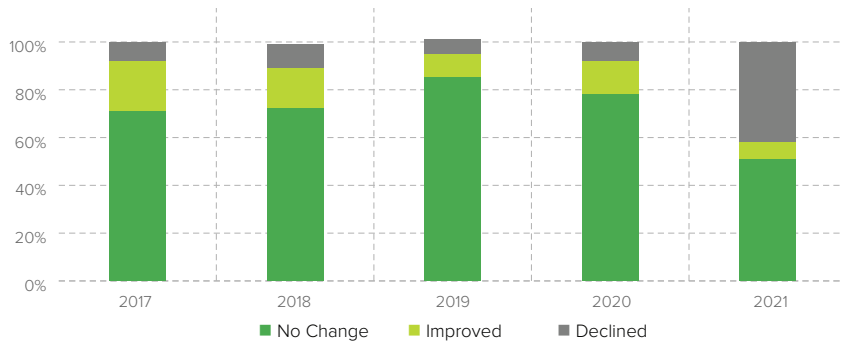
An important observation in this reporting period is that there was a decline in the percentage of supply chains moving from a lower stratus to strategic status (72% in 2017 to 19% in 2021).

Status improvements that come through scoring increases are very difficult to accomplish and can take substantial effort given the 20-point range for each status level. Changes in total score also offers a

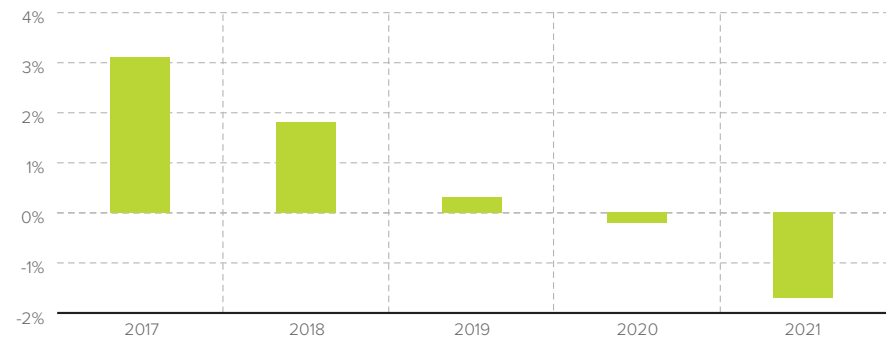
good indication of performance changes in the supply chains going through re-verification.

Scores in reverified supply chains started to show lower total scores through 2021. In 2017, considering high and medium overlap, the average change in score was 3.1%, and in 2021 the average was -1.7% (see Fig 26) .

**Fig 25 // Changes in approval status observed in re-verified supply chains with more than 25% overlap**



**Fig 26 // Average change in scores of reverified supply chains compared to prior verification performance (high and medium overlap)**



\*Program scoring changes in 2021 may impact 2021 results

## ZERO TOLERANCE INCIDENTS

Before a status level or validity is granted, supply chains must comply with all the Zero Tolerance (ZT) indicators. When supply chains are not able to comply with one or more of these indicators, a corrective action plan (ZT-CAP) needs to be put in place. As mentioned in the past report, the process consists of the submission, implementation and documentation of the plan and re-verification by a third party to confirm compliance with ZT indicators. This procedure allows supply chains to correct non-compliances of zero tolerance indicators encouraging them to correct the negative practice to have a positive impact. This analysis used data from supply chains going through verification during each given year instead of all valid supply chains during the same period.

In the analysis of zero tolerance indicators, we can observe that the amount of non-compliance with Zero tolerance indicators has noted a decline over time—from 194 incidents in 2017 to 140 in 2021, in the context of continuous growth in the number of participating entities sampled through the verification (see figure 27). The total number of farms and mills sampled has increased each year, noting entities with ZT incidents represented 3.5% of the sample in 2017 and 1.8% of the sample in 2021, showing that management on zero tolerance compliance is improving. While there was an improvement in that fewer ZTs were reported, there was a slight decrease of the percentage of the ZTs corrected.

The increase observed in 2019 can be attributed to the non-compliance of indicator SR-HP1.2: Minimum wage for temporary employees. This indicator states that all temporary and seasonal workers are paid the nationally or regionally established minimum wage. If minimum wages for temporary/seasonal workers have not been established, all temporary/seasonal workers are paid the local industry standard wage.

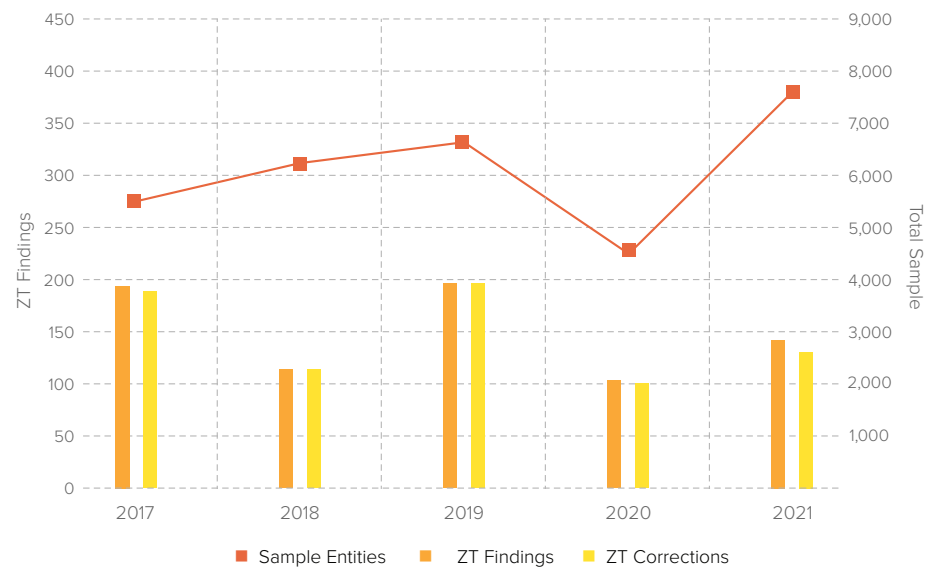
If workers are paid by production, wages meet the nationally or regionally established minimum wage, or, where minimum wage has not been established, the local industry standard wage. Looking at the indicator evidence provided, the main reason for non-compliance shows that temporary workers are paid less than the required minimum wage per day. Additionally, inspectors have reported that there is no payment evidence available to track how much the temporary worker is being paid which is a program requirement to evaluate compliance on medium and large farms.

**Minimum wage for temporary employees (SR-HP 1.2):** The results show that a significant percentage of the ZT findings are related to this indicator, from 49 findings in 2017 to 73 in 2021. Cumulatively over the five years, these results are the highest of all the ZT indicators analyzed. The 73 findings in 2021 represent 1% of the sampled farms. In 2021, this issue was

more prevalent in Guatemala and Indonesia, where evidence shows that not all the workers receive the minimum salary.

**No Discrimination (Written policy required for medium and large farms and mills) (SR-HP 4.3):** As in the past report, non-compliances with this indicator have declined in this reporting period. In the program, it is not permitted to discriminate on the basis of gender, race, ethnicity, age or religion. Findings indicate that there was a decline in incidents, from 9 in 2017 to 1 in 2021. Evidence provided by inspectors showed the reason for the non-compliant evaluation was due to no official policies developed or lack of written documents referencing the nondiscrimination policy on-site, rather than cases of workers reporting discrimination.

Fig 27 // Number of ZT incidents and correction in annual verifications



**Forced Labor (Written policy required for medium and large farms and mills) (SR-HP 4.4):**

The program prohibits the use of forced, bonded, indentured, convict or trafficked labor. Results show that there has been a decline in non-compliance from 11 findings in 2017 to 1 in 2021. Evidence provided by inspectors reported the reason for the non-compliance was a lack of a written policy prohibiting forced labor versus evidence of forced labor occurring on the farm or mill.

**Employment of authorized minors follows all legal requirements (SR-HP 4.2):**

Findings indicate that there were 8 incidents in 2017 and 5 in 2021. In 2021, there were some supply chains that had minors (14-17 years-old) working on farms or mills not accompanied by parents or with official parent authorization. These incidents occurred in Brazil, Costa Rica, Colombia, and Indonesia.

**Labor intermediaries (SR-HP 1.17):**

Labor Intermediaries are only used when legally permissible and have the documentation to support evaluation of relevant social indicators. Findings show that there has been a decline in these incidences with 19 ZT findings reported in 2017 to 9 findings in 2021. This issue was more prevalent in Colombia across the reporting period but increased in Brazil in 2021. Evidence shows that on the farms where incidences were found, labor intermediaries provided labor for some activities, however, no documentation was available to verify that the workers hired received payments as established by law.

**Minimum wage for permanent employees (SR-HP 1.1):**

A small number of farms failed to pay minimum wages for permanent employees. In 2017, 31 ZT incidents were related to this indicator and declined to 10 in 2021. Non-compliance was identified primarily in Indonesia and Colombia. Of the incidents found,



evidence reported by inspectors show that not all workers received the minimum wage, or there was a lack of documentation to support if payments met minimum wage.

**Updated producer list (PS-MT 1.2):** PSOs are required to keep an updated producer list for supply chains. There were 3 incidents of a PSO not having an updated producer list in 2017 and no incidences in 2020 or 2021. Non-compliance was identified in Rwanda, Peru, and Uganda. Evidence provided by inspectors shows that producer lists of the supply chain entities were not updated.

**Tracking systems (CP-MT 1.2):** Mills are required to have a tracking system for C.A.F.E. Practices coffee from initial purchase or intake through final sale or output. The analysis shows that there were 6 ZT incidents of this indicator in 2017 and 2 incidents in 2021. There was an elevated number of incidents in both 2019 and 2020 with 18 and 12 cases respectively. Evidence shows that of those incidences found, there was insufficient systems in place to track coffee from C.A.F.E practices producers from initial purchase. In some of these instances, the coffee from C.A.F.E. Practices farms and non-C.A.F.E. Practices farmers was mixed at the processing unit.

## KEY PERFORMANCE INDICATOR ANALYSIS

Maintaining the same approach as the previous report, Starbucks has identified several important practices that are imperative for a healthy supply chain. These Key Performance Indicators (KPIs) have been chosen so that Starbucks and others may better understand and monitor where there are gaps in performance and then address them accordingly via Suppliers, Producers and PSOs in coordination with Starbucks Farmer Support Centers.

This analysis explores the trends in performance against changes in approval status and scoring. The KPIs included cover several practices from working conditions expected on farms and mills, to agronomy and environmental practices most important for farmers to implement. The total list of KPIs developed includes 40 practices that are tracked on different supply chain entities (farms, smallholder farms, processors and PSOs).

## KEY PERFORMANCE INDICATORS ANALYSIS: SMALL, MEDIUM AND LARGE

Fig 28 // Detailed list of Key Performance Indicators analyzed







Area	Sections	Medium & large farms	Smallholder farms	Processors	PSOs
 Economic Accountability	Financial transparency	2	2	2	
 Social Responsibility	Hiring practices and employment policies	7	7	7	
	Working conditions	4	2	4	
 Environmental Responsibility	Protecting water resources	1	1		
	Protecting soil resources	2	1		
	Conserving biodiversity	2	1		
	Environmental management and monitoring	4	2		
	Water conservation			1	
	Waste management			2	
 Management & Tracking Systems (PSO)	Energy use			1	
	Management and tracking systems				3
	 Social Responsibility (PSO)	Hiring practices and employment policies			
 Environmental Responsibility (PSO)	Protecting soil resources				2
	Environmental management and monitoring				7
	Training program on climate change				1
<b>TOTAL</b>		<b>22</b>	<b>15</b>	<b>17</b>	<b>14</b>

Fig 29 // List of Subject Areas and related Key Performance Indicators

<b>Economic Accountability (EA)</b>	<b>Economic accountability</b>	EA-IS 1.3 (Receipts/invoices maintained)
		EA-IS 1.4 (Document requirements)
<b>Social Responsibility (SR)</b>	<b>Hiring practices and employment policies</b>	SR-HP 1.1 (Min wage permanent)
		SR-HP 1.2 (Min wage temporary)
		SR-HP 1.7 (Benefits to permanent)
		SR-HP 1.8 (Benefits to temporary)
		SR-HP 1.11 (More than min wage - temporary)
		SR-HP 3.3 (Total work hours)
		SR-HP 4.1 (Child labor)
	<b>Working conditions</b>	SR-WC 2.1 (Children attend school)
		SR-WC 3.4 (Health services - permanent)
		SR-WC 3.5 (Health services - temporary)
SR-WC 4.2 (Use of PPE)		
<b>Coffee Growing (CG)</b>	<b>Protecting water resources</b>	CG-WR 1.1 (Buffer zones - water body)
	<b>Protecting soil resources</b>	CG-SR 1.4 (Shade, cover crops)
		CG-SR 2.10 (Soil amendments are customized)
	<b>Conserving biodiversity</b>	CG-CB 3.1 (Forest conversion)
		CG-CB 3.7 (At least 5% set aside)
	<b>Environmental management and monitoring</b>	CG-EM 1.1 (No WHO 1A-1B)
		CG-EM 2.1 (C.A.F.E. Practices work plan)
		CG-EM 3.1 (Pruning program)
CG-EM 3.2 (Farm renovation)		

<b>Coffee Processing (Wet) (CPw)</b>	<b>Protecting water resources</b>	CP-WC 2.1 (Wastewater management)
	<b>Waste management</b>	CP-WM 1.1 (Processing wastes)
		CP-WM 1.2 (Processing wastes - composting)
	<b>Energy use</b>	CP-EC 1.4 (Drying - wood source)
<b>Producer Support (PS)</b>	<b>Management and tracking systems</b>	PS-MT 1.1 (Tracking systems)
		PS-MT 1.2 (Updated producer list)
		PS-MT 1.3 (Receipts)
	<b>Hiring practices and employment policies</b>	PS-HP 1.1 (Training materials)
	<b>Protecting soil resources</b>	PS-SR 2.1 (Soil analysis)
		PS-SR 2.3 (Soil/Foliar plan implementation)
		PS-CC 1.2 (Training - climate change)
	<b>Environmental management and monitoring</b>	PS-EM 1.1 (Distribute WHO 1A/1B)
		PS-EM 1.4 (Agrochemical training)
		PS-EM 1.5 (PPE training)
		PS-EM 2.5 (Annual planning meeting)
PS-EM 2.6 (Training materials)		
PS-EM 2.8 (Training)		
<b>Training program on climate change</b>	PS-EM 2.9 (Training)	

## FARMS

The C.A.F.E. Practices program uses a scorecard to assess the adoption of good practices on coffee farms for both medium and large farms. A subset of practices from the standard scorecard, or medium and large farm scorecard, is used to assess performance of smallholder farms, alongside a scorecard for the Producer Support Organization.

Farm performance is assessed in three areas: economic accountability, social responsibility, and environmental responsibility. While each subject area includes many indicators, this section of the report provides a snapshot of global performance of medium and large farms using a set of KPIs that have been identified as priorities within the three subject areas.

## LARGE FARMS (>50 HECTARES)

- **1,776 large farms** in the program in 2021. A reduction in large farms participating of -21% between 2017 and 2021.
- **187,456 total workers** on large farms in the program in 2021. Increase of 14% in the period 2017–2021.

During the period of analysis, Brazil represented 86% of the large farms. Nicaragua, Guatemala, El Salvador and Colombia were also countries with numerous large farms. See detailed data on performance and observed trends in figure 30 for large farms.

Large farms performance on social responsibility subject areas slightly decreased from 85.3% in 2017 to 83.4% in 2021. There was a slight increase in working conditions, from 84.7% in 2017 to 85% in 2021.

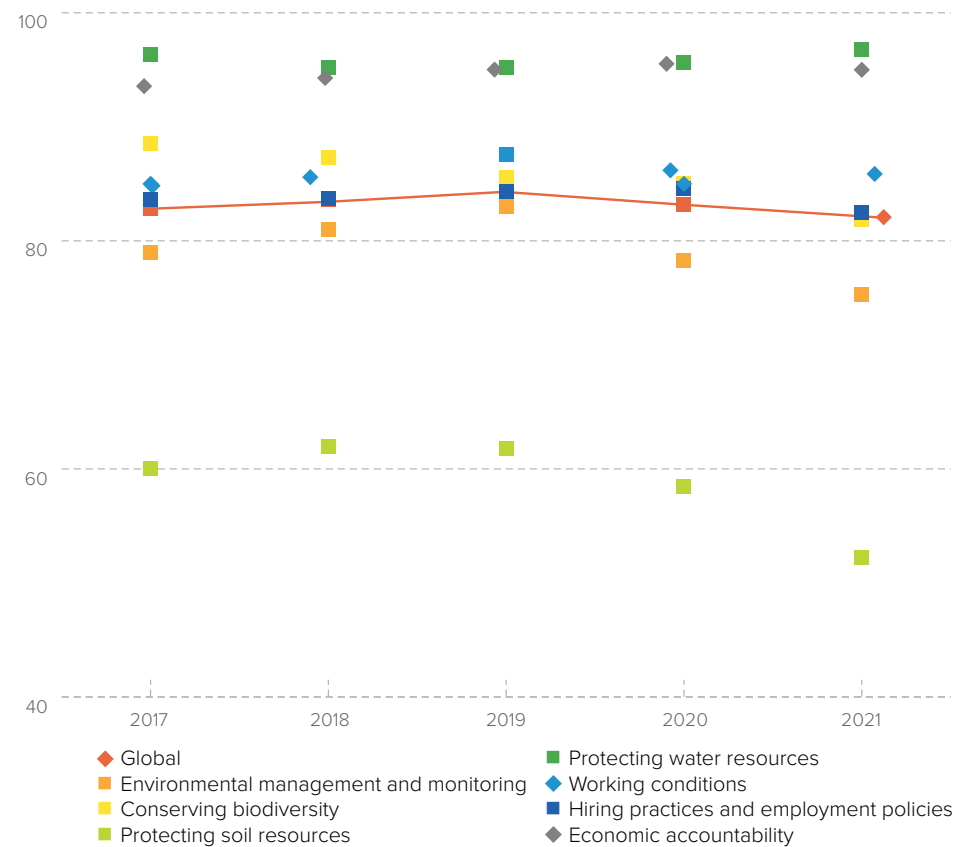
During this reporting period, the Coffee Growing subject area presented a general decrease in performance from

78.8% in 2017 to 74% in 2021. Looking at the Conserving Biodiversity criteria, there was a decline from 88.5% in 2017 to 81.9% in 2021. Additionally, there was a decline in score in Environmental Management and Monitoring criteria, with a score of 79% in 2017 and 75% in 2021. The most significant decrease and lowest performance area, can be seen while looking at the Protecting soil resources criteria where scores went from 60% in 2017 to 52.2% in 2021.

A few observations under the **Social KPIs** were:

**Fig 30 // Large farms KPIs performance**

Large farms performance on Economic Accountability subject areas slightly increased from 94% in 2017 to 95% in 2021.



- Zero tolerance indicators such as no child labor (SRHP 4.1) and access to education (SR-WC 2.1), had at least 99.4% compliance for the 2017–2021 period.
- Large farms have one of the lowest results compared to other farm sizes (i.e. medium with 85.1% and small 94.4% in 2018) on the “exceed the minimum wage for temporary workers” (SR-HP 1.1) KPI with 57.5% complying with this indicator in 2018.
- The percentage of large farms providing required benefits to temporary workers (SR-HP 1.8), declined from 60.9% to 56.9%. A drop in scoring can be attributed to low performance in Colombia, Peru, and El Salvador with scores under 50%.
- During the reporting period, use of personal protective equipment (SR-WC 4.2) has shown an improvement over the reporting period in several countries, including an increase of 40% in India (71.4 in 2017 to 100% in 2021) and 100% in Jamaica (50% in 2017 to 100% in 2021), while globally there is a decline in scoring from 80.4% in 2017 to 76.3% in 2021.
- Compliance for the indicator for permanent worker minimum wage (SR-HP 1.1) increased from 98.4% in 2017, to 99.8% in 2021; in the same manner the indicator for temporary workers minimum wage (SR-HP 1.2) increased from 98.5% in 2017 to 99.5% in 2021.

Observations under the **Environmental KPIs were:**

- Performance against environmental management and monitoring KPIs on large farms declined from 79% in 2017 to 75% in 2021.
- The indicators on no use of prohibited chemicals (CG-EM 1.1) and Forest conversion (CG-CB 3.1)

maintained the highest-performance level, with a 99.9% in 2021.

- During the five-year period, large farms have maintained performance on protecting water resources (CG-WR 1.1) with an average total score of 95.8%.
- C.A.F.E. Practices work plan and Improvement tracking program KPI indicator (CG-EM 2.1) has decreased from 54.3% in 2017 to 47.9% in 2021.
- Protecting soil resources category has declined from 60% in 2017 to 52.2% in 2021.
- Conserving biodiversity category has declined from 88.5% in 2017 to 81.9% in 2021.
- Erosion prevention (CG-SR 1.4) decreased from 54.5% to 41.2% in the period 2017–2021.
- Long term productivity indicators, pruning and renovation (CG-EM 3.1 and 3.2) increased during the reporting period reaching performance rates of 73.1% and 80.5% in 2021, respectively.

Observations under the **Economic KPIs were:**

- Economic accountability KPIs increased slightly from 94% in 2017 to 95% in 2021.

## MEDIUM FARMS (12 TO <50 HECTARES)

- **4,947 medium farms** in the program in 2021. There was a reduction in participation of -13% between 2017 and 2021.
- **129,572 total workers** on medium farms in the program in 2021. This is a decrease of 10% in the period 2017–2021.

Medium farm performance on social responsibility KPIs had a scoring range average of 77.7% in 2017 and 77.8% in 2021. KPIs around hiring practices and employment policy showed a decline of performance, from 80.8% in 2017 to 78.8% in 2021. Working conditions KPIs showed an increase in performance from 72.3% in 2017 to 75.9% in 2021.

A few observations under the **Social KPIs were:**

- Medium farms had a high compliance rate for the Zero tolerance indicator prohibiting child labor (SRHP 4.1) and access to education (SR-WC 2.1), both scoring at an average of 99.9% in 2021.
- Farms paying minimum wage to temporary workers (SR-HP 1.2) presented a minor decrease from 98.8% in 2017 to 98.0% in 2021.
- The provision of benefits to temporary workers (SR-HP 1.8) was the most challenging KPI for medium farms to comply with during this reporting period. This KPI has further declined in performance from 29.9% to 23.5% in the 2017–2021 period. Benefits to permanent workers presented a slight increase from 62.2% in 2017 to 65.8% in 2021.
- Employer contribution to costs of healthcare for temporary workers (SR-WC 3.5) has not improved in its performance as it has remained at an average of 42% compliance rate throughout the five-year period. It is important to note that low performance was also noted on the previous report for period 2014–2018. Additionally, this under performance was observed across many of the countries with the greatest number of medium farms (Brazil, Colombia, China, Peru, Kenya, etc.).
- Medium farm performance declined with regards to the ability to exceed minimum wage for temporary



workers (SR-HP 1.1), moving from 85.7% in 2017 to 80.5% in 2021.

- Medium farms have improved the use of personal protective equipment (SR-WC 4.2) from 78.5% in 2017 to 82.6% in 2021. India, Guatemala, Kenya, Colombia, and Peru improved performance on this requirement.

Observations under the **Environmental KPIs** were:

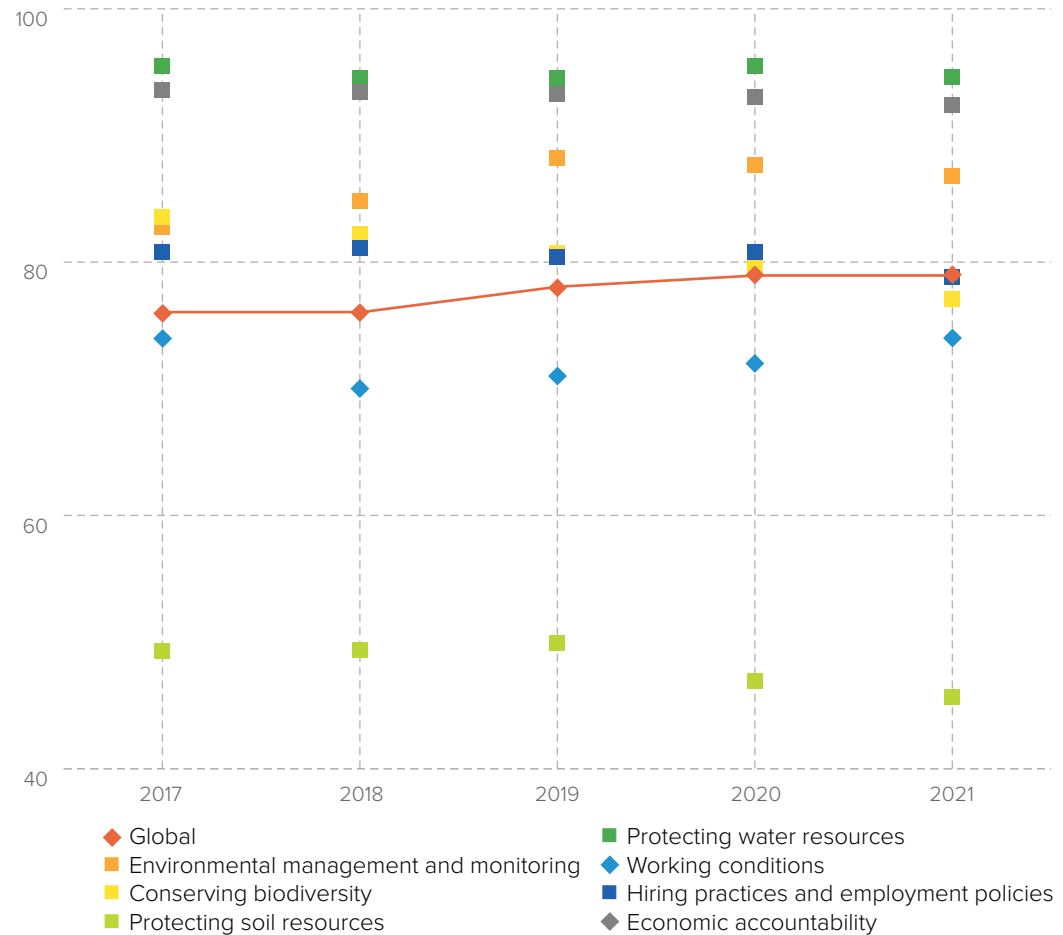
- Performance of medium farms on the environmental responsibility KPIs has slightly declined from 77% in 2017 to 76.4% in 2021.
- During this period, environmental management and monitoring significantly increased from 82.8% in 2017 to 86.8% in 2021, driven by the indicator No WHO 1A-1B (CG-EM 1.1) from 98.7% in 2017 to 100% in 2021.
- Medium farms had the highest compliance rate in the implementation of the No Forest Conversion (CG-CB 3.1) indicator with 100% full compliance from 2017-2021.
- The protecting soil resources KPIs declined in performance from 49.3% in 2017 to 45.7% in 2021.
- Conserving biodiversity KPIs declined from 83.6% to 77.1%, while protecting water resources KPIs also slightly declined at 95.5% in 2017 to 94.6% in 2021.

Observations under the **Economic KPIs** were:

- Economic accountability KPIs declined slightly from 93% in 2017 to 92% in 2021.

Global performance on medium farms is mostly affected by the protecting soil resources KPI (CG-

**Fig 31 // Medium farms KPIs performance**



SR1.4 Shade cover crops 57.8% in 2017 and 52.2% in 2021, CG-SR2.10 Soil Amendments scoring 40.8% in 2017 and 39.1% in 2021). This KPI had the lowest score in the period 2017-2021, significantly below the others, as well as the highest decrease over time across

KPIs (-7%). Working conditions KPIs also have low scores between 2017-2021, however performance improved by 5% overall within the period. Additionally conserving biodiversity KPI declined 8% within the period.

## SMALL FARMS (<12 HECTARES)

- **Over 458,000 smallholder farms** in the program in 2021. This is a growth of 16% between 2017 and 2021.
- **Over 2,095,741 total workers** in smallholder farms in the program in 2021. This represents 27% growth in the period 2017–2021.

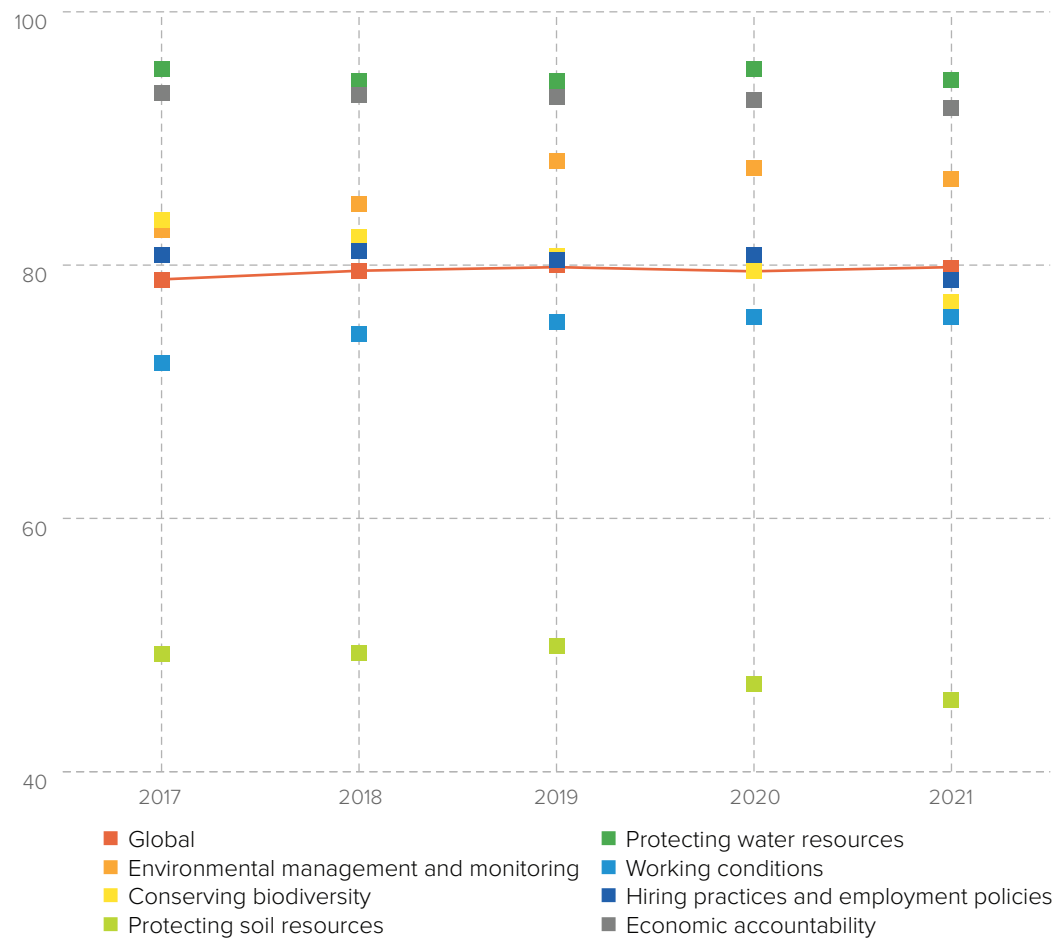
Continuing the same methodology as the past report, this analysis uses a set of KPIs similar to the medium and large farm set, containing the same ZT indicators but excluding the following KPIs (since they are not included in the smallholder scorecard): Social responsibility—2 KPIs on working conditions (healthcare for permanent and temporary workers). Environmental responsibility—1 KPI on protecting soil resources (formula of nutrients applied), 1 KPI on conserving biodiversity (conservation set asides), and 2 KPIs on environmental management and monitoring.

It is important to note that supply chains that include smallholders are also required to identify and evaluate a Producer Support Organization (PSO) that has the task of providing support and training to these farmers. The PSO is evaluated against the C.A.F.E. Practices PSO scorecard. An analysis of the KPIs related to the PSOs are in the PSO section (see below). There are some topics not assessed during the inspection process on small farms such as plant nutrition and environmental management and monitoring, these can be found in the analysis of the PSO KPIs.

Global performance of KPIs on smallholder farms has increased slightly to nearly 1%, from 79.6% in 2017 to 80.5% in 2021.

**Fig 32 // Smallholder farms KPIs performance**

Global performance of KPIs on smallholder farms has increased slightly to nearly 1%, from 79.6% in 2017 to 80.5% in 2021.



A few observations under the **Social KPIs** were:

- Small farms performance against the social responsibility subject area declined in general from 80% in 2017 to 73% in 2021. Of this subject area, Hiring practices declined from 80% in 2017 to 78% in 2021.
- Zero tolerance indicators on minimum wage for permanent and temporary workers (SR-HP 1.1 and 1.2), showed high compliance, 95.6 and 98.6 in 2017 to 97.8 and 99.2 respectively.
- No child labor (SR-H 4.1) and access to education (SR-WC 2.1) indicators had high performance throughout the five-year period, with at least 99.8%.
- Smallholders continue to struggle with the requirement to provide benefits for permanent and temporary workers (SR-HP 1.7 and 1.8).
- Benefits provision to permanent workers has increased from 39% in 2017 to 50% 2021. Countries like Kenya and Indonesia still struggle to a greater degree to comply with this indicator. Benefits to temporary workers has decreased from 15.8% in 2017 to 11.9% in 2021 and the declining trend was pushed by countries like Kenya, Mexico, Colombia, and Indonesia.
- Use of personal protective equipment (SR-WC 4.2) had the second highest increase in performance, from 62.7% to 78.3% in the five-year period.

Observations under the **Environmental KPIs** were:

- Small farm performance on environmental management and monitoring has increased from 82.8% in 2017 to 86.8% in 2021.
- KPIs around conserving biodiversity declined with a

score of 83.6% in 2017 to 77.1% in 2021.

- Protecting soil resources is the lowest KPI with scoring of 45.7% in 2021, and a decrease of -1% during 2017-2021 period.

Observations under the **Economic KPIs** were:

- Economic accountability KPIs decreased from 79.1% in 2017 to 77.3% in 2021.

## KEY PERFORMANCE INDICATORS ANALYSIS: PRODUCER SUPPORT ORGANIZATIONS (PSOs)

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- A Producer Support Organization (PSO) is an entity that provides support to smallholders in a coffee network to implement the social and environmental areas of C.A.F.E. Practices. The supplier, mill, coop, or other association may serve this function. The entity providing outreach and services to the small farms is identified and assigned its own PSO ID in the supplier application.
- 629 supply chains in the dataset of valid 2021 supply chains included PSOs, a requirement for any supply chains containing smallholders. A 32.0% growth rate in the number of supply chains including a PSO was seen in the period of 2017–2021.

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PSOs are assessed against a set of 42 specific PSO indicators included in the smallholder scorecard. A selection of 14 KPIs are chosen to monitor specific performance of PSOs. The list includes 3 KPIs on management and tracking systems, 1 KPI on hiring practices, 2 on protecting soil resources, 7 on environmental management and monitoring, and one on climate change. Some of the KPIs represent

ZT indicators such as requiring that the PSOs have a product tracking system, a current list of participants, ensuring farms receive receipts, and that they do not distribute prohibited chemicals. Other indicators that are important to PSOs include provision of training on hiring and labor practices including use of PPE, and a training program on climate change, soil analysis and fertilization programs.

During this reporting period (2017–2021), the average PSO performance against KPIs in 2017 was 74.4% and in 2021 it increased to 77.0%. Management and tracking systems KPIs moved from 94.7% in 2017 to 98.8% in 2021. There has been a decrease in compliance, from 81.7% in 2017 to 75.6% in 2021 on the provision to smallholders with training materials on hiring practices (PS-HP 1.1).

The KPI (PS-SR 2.1), which requires a management plan that includes analysis of soil samples, has shown an increase in performance of 53.4% (2017) to 69.9% (2021). The environmental management and monitoring KPIs performance has increased from 74.7% in 2017 to 76.5 % in 2021. The other indicator (PS-SR 2.3) that assesses whether the soil and or foliar analysis occurs every 2 years increased from 32.4% in 2017 to 49.1% in 2021.

All PSOs complied with the requirement to not distribute prohibited chemicals (PS-EM 1.1) throughout the five-year period (2017–2021).

There has been a slight improvement from past periods in PSOs achieving training targets for smallholders in their supply chains. Performance on existence of training materials (PS-EM 2.6) scored 82.4% in 2017 and 84.2% in 2021. Additional indicators such as PS-EM 2.8 and PS-EM 2.9 that look at training on Environmental Management and Monitoring and Climate change, have declined from 78.4% in 2017

to 73.5% in 2021, and 76.8% in 2017 to 51.3% in 2021, respectively.

Additionally, training related to procedures for agrochemicals use and storage, and use of the personal protective equipment (PS-EM 1.4 and 1.5) decreased from a score of 82.1% and 80% from 2017 respectively to 80% and 70% in 2021, despite the finding of notable improvement among smallholders of increased performance using PPE. Performance on the KPI on training on climate change (PS-CC 1.2) had low results but showed improvement from 42.1% in 2017 to 53.6% in 2021. See detailed data on performance and observed trends in figure 33.

### KEY PERFORMANCE INDICATORS ANALYSIS: PROCESSORS (WET, DRY, WET/DRY MILLS)

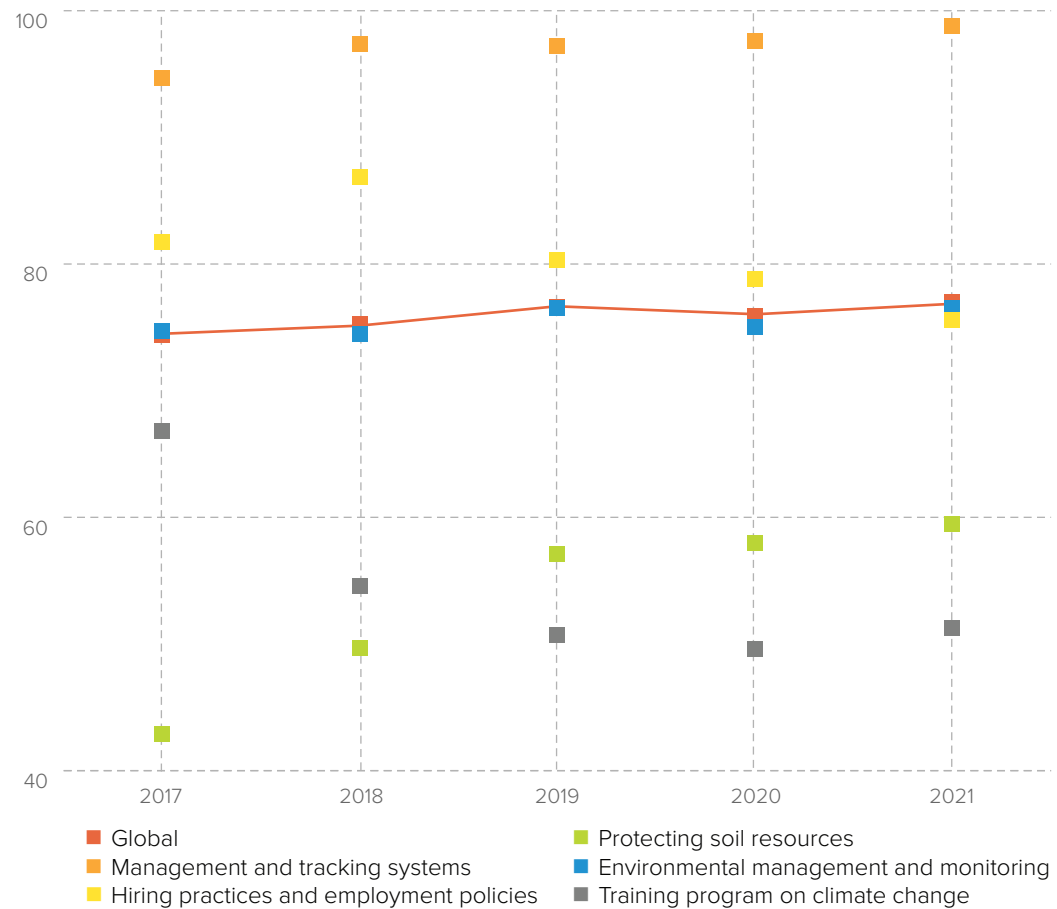
- 10,152 standalone mills (processors) were in the program in 2021. This represents a significant decrease of -33% in the period 2017-2021.

Processors (wet and dry mills included in the supply chains) are assessed against the Social Responsibility and Coffee Processing sections of the generic scorecards. The list of 17 KPIs selected for processors include the same KPIs used for medium and large farms performance under the economic accountability and social responsibility sections. Meanwhile, the environmental responsibility subject area is unique to milling operations and, for wet mills, includes one KPI on water conservation, two KPIs on waste management, and one KPI on energy use.

The KPIs analyzed for processors include ZT indicators such as minimum wage, child labor, and

**Fig 33 // Producer Support Organizations KPIs performance**

PSOs global KPI performance maintained a positive trend. However, this graph shows a opportunity to improve environmental indicators performance around soil resources, which is showing a positive trend, training on climate change and hiring practices and employment policies.



access to education. Others cover management of receipts, benefits to workers, use of personal protective equipment. Wet mill indicators include wastewater management and processing wastes. No environmental KPIs have been included in the analysis for dry mills.

## WET MILLS

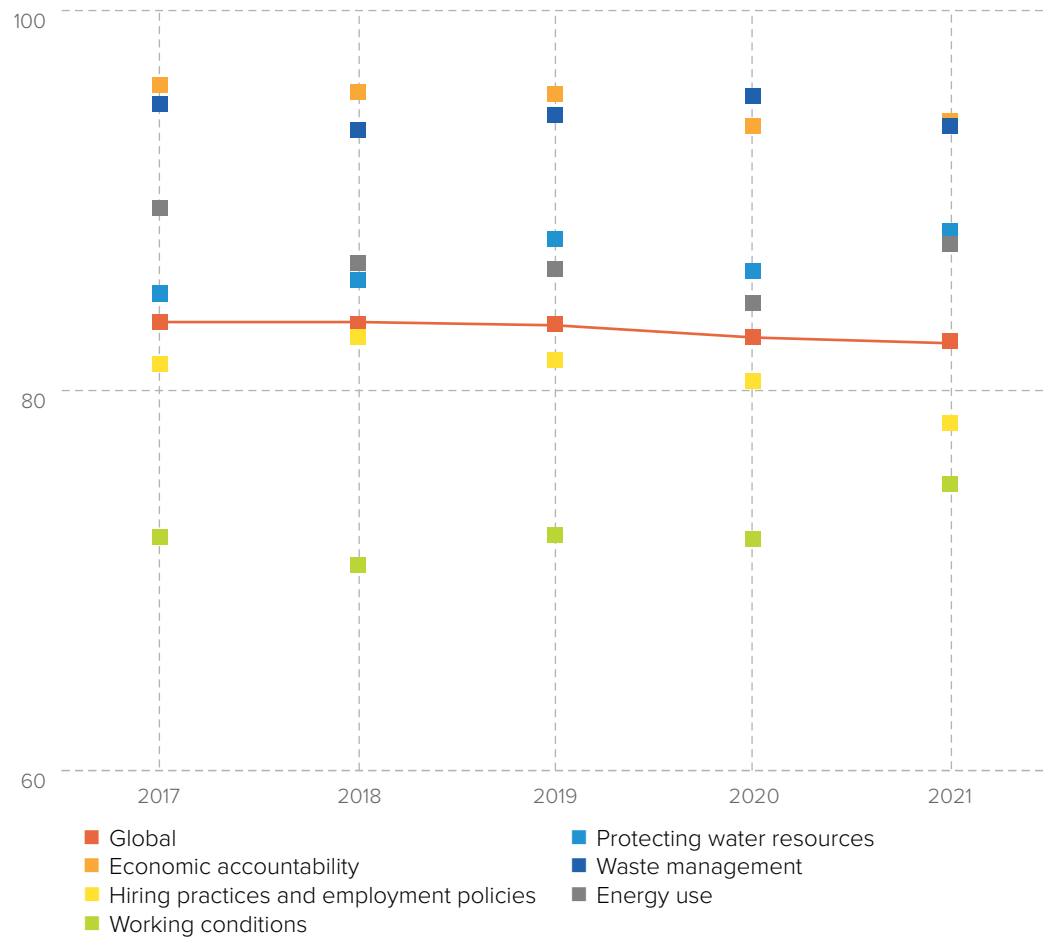
Standalone wet mills during this reporting period have increased; 12% growth in 2021 compared to 2017 (3,651 in 2017 to 4,076 in 2021). Wet mill KPIs have maintained global performance of 84.2% and have remained relatively stable in this reporting period.

Wet mill performance on economic accountability KPIs has declined from 96.1% to 94.2% in the five-year period. However, there were countries that improved their performance, such as Ethiopia, Peru, Mexico, and Tanzania in the indicators EA-IS 1.4 (receipts include required information) and EA-IS 1.3 (receipts/ invoices maintained).

Wet mill performance on social responsibility KPIs has dropped slightly from 78.3% in 2017 to 77.2% in 2021. The most challenging indicators were health services to temporary workers (SR-WC3.5), which declined from 43.4% in 2017 to 42.6% in 2021, and paying more than minimum wage to temporary workers (SR-HP 1.1) that decreased significantly from 77.7% in 2017 to 52.4% in 2021 and benefits to temporary workers (SR-HP 1.8) from 49.5% in 2017 to 51% in 2021. Additionally, it was observed that there was a small increase on performance on “employer contributes to cost of healthcare for all permanent workers (SR-WC 3.4) indicator with an average of 81.9% in 2017 and 83.8% in 2021 as well as a increase in performance on Total work hours SR-HP3.3 from 67% in 2017 to 75% in 2021.

**Fig 34 // Processors: wet mills KPIs performance**

Wet mill global KPI performance is affected mostly by Working Conditions and Energy Use.



Wet mill performance on environmental KPIs for Coffee Processing (wet) has remained flat; 91.4% to 91.2% in the five-year period, mostly due to improvements in Ethiopia, Burundi, Peru, India and Rwanda. One notable improvement can be seen specifically on “wastewater management” (CP-WC 2.1) indicator that averages an increase of 85.1% in 2017 to 88.4% in 2021. However in contrast, Papua New Guinea shows decrease from 100% in 2017 to 66% in 2021.

### DRY MILLS

The number of dry mills participating in the program has decreased over the period of this report. -53.9% decline in 2021 compared to 2017 (10,375 in 2017 to 4,783 in 2021). Dry mills global performance against KPIs went from 86.6% in 2017 to 86.2% in 2021. Of the total number of dry mills in the program, those in Brazil represented 94.2% in 2021, thus any change in performance in Brazil would significantly impact global results of dry mills.

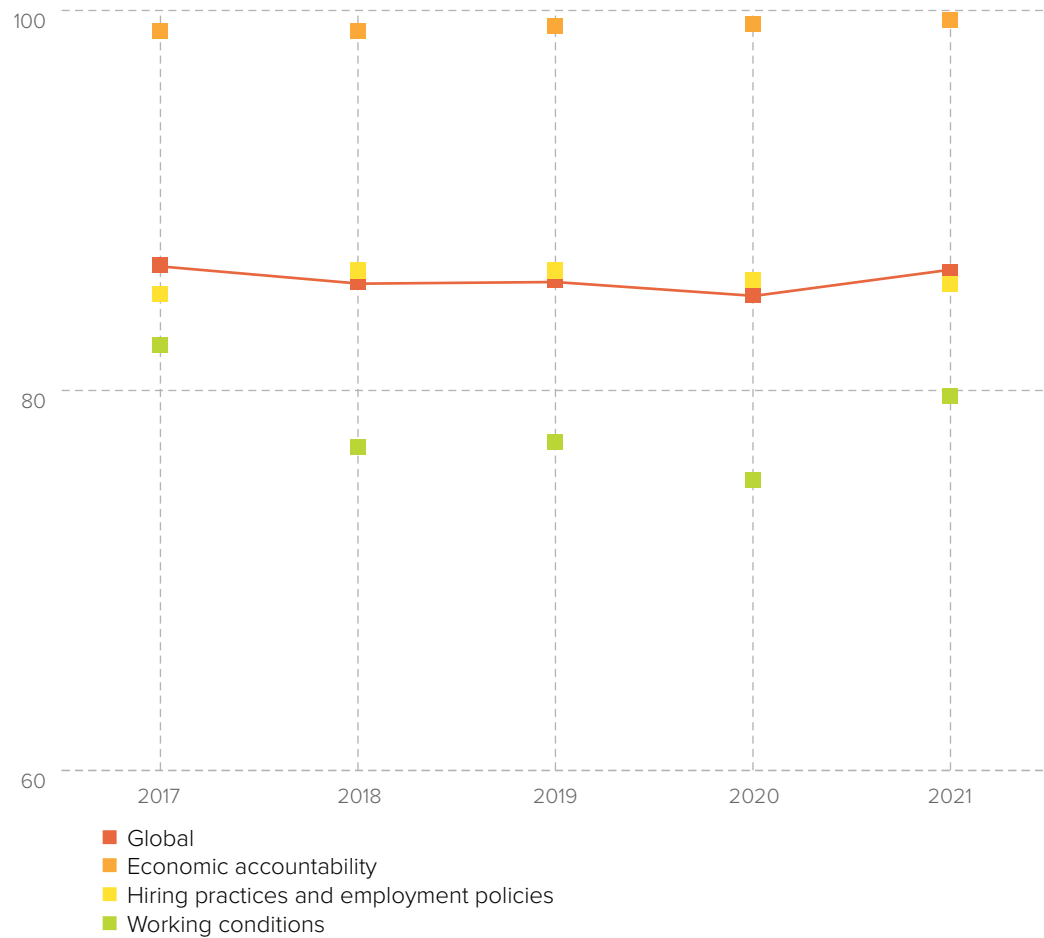
In economic accountability, KPIs requiring mills to keep receipts for coffee purchased and sold and to ensure the receipts contain the information required (EA-IS 1.3 and EA-IS 1.4) increased from 98.9% in 2017 to 99.5% 2021.

Dry mill overall performance on social responsibility KPIs decreased slightly from 84.2% in 2017 to 83.6% in 2021. Indicator SR-WC 3.5 – Health services for temporary workers, had the lowest performance under social responsibility KPIs with a decrease from 66.2% in 2017 to 65.6% in 2021. Indicator SR-HP1.11 – Paying more than Minimum Wage for permanent workers, had the second lowest performance with an average score of 69.9% in 2017 to 64.6% in 2021.

The indicator for the employer to contribute to cost of health services to permanent workers (SR-WC 3.4) has

**Fig 35 // Processors: dry mills KPIs performance**

Dry mills KPI global performance maintained a stable rate during this reporting period. The results were mostly influenced by working conditions and economic accountability.



the most significant decline going from 93.5% in 2017 to 86.4% in 2021, particularly due to low performance and decreases in Indonesia, Mexico and Kenya. However, there are areas where we saw high performance, specifically In both processor types (wet and dry mills), performance on zero tolerance social responsibility KPIs such as No child labor (SR-HP 4.1) has been in full compliance since 2017 as well as achieving full compliance in the access to education indicator (SR-WC 2.1) during the period. Indicators such as Minimum wage for temporary and permanent workers (SR-HP1.2 & SR-HP1.1) are also high ranging from 95.6% and 93.0% in 2017 to 98.1 and 96.7 in 2021 respectively. Additionally we see that there is high performance around Benefits to permanent workers (SR-HP1.7) with scores of 94.5% in 2017 to 93.5% in 2021.

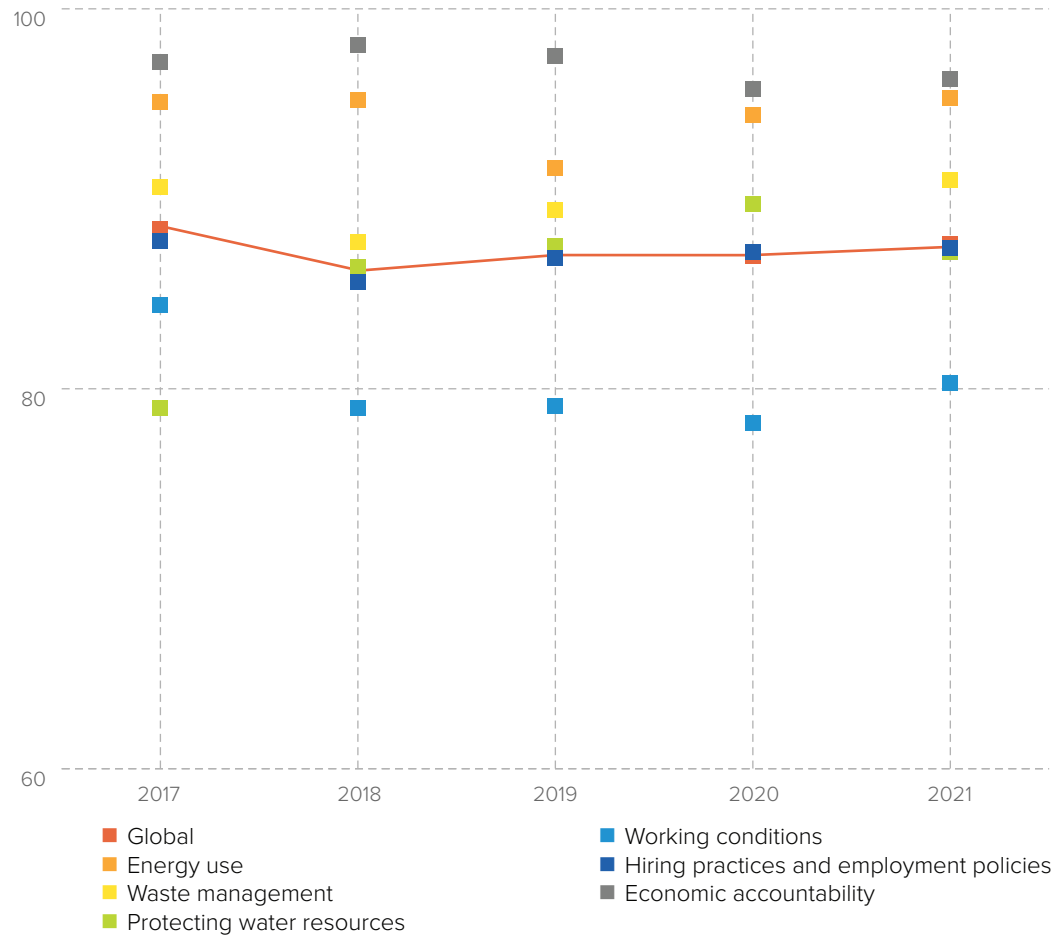
## WET AND DRY MILLS

During this reporting period we also explored the performance of wet/dry mills against KPIs. Some processing units host both wet and dry processing facilities to conduct washing, removal of skin and fruit and drying and bean sorting. These operations continue to be common in a subset of countries participating in the program: Brazil, Indonesia and Costa Rica.

Wet/dry mills are increasing their participation consistently; adding over 100 wet/dry mills to the program in 2021 compared to 2017 (1,161 in 2017 to 1,297 in 2021). The result of the KPIs analysis shows that globally the compliance rate went from 88.4% in 2017 to 87.6% in 2021. The highest score still continues to be in Economic Accountability indicators, but these have declined over time. The biggest decrease was in employer contributes to cost of healthcare for all temporary workers indicator (SR-WC 3.5), which declined from 74.4% in 2017 to 54.3% in 2021. Protecting water resources practices have increased during this reporting period with a score of 79% in 2017 to 87.2% in 2021.

**Figure 36 // Processors: wet/dry mills KPIs performance**

Wet/Dry mills global KPI performance is slightly decreasing, driven by a slight decreases in all indicators except for waste management that increased from 90.6% in 2017 to 91% in 2021.



# Climate Efforts

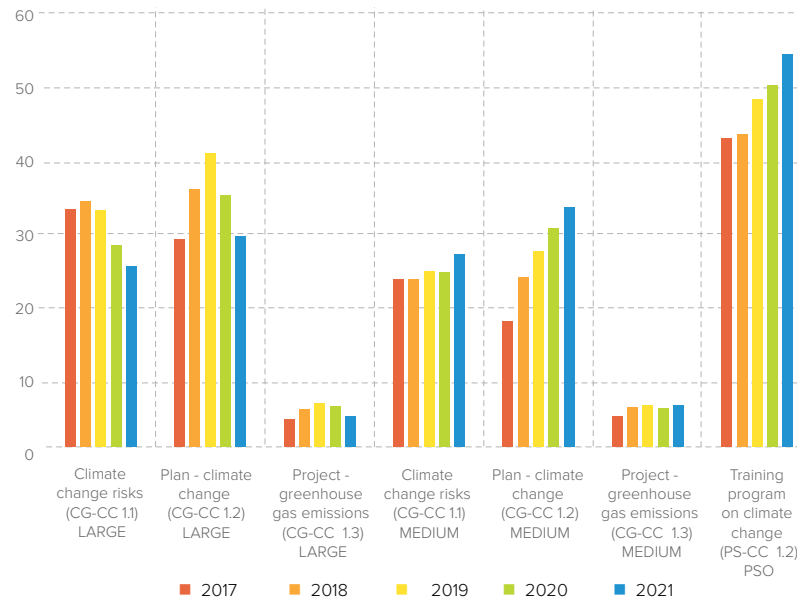
As climate change alters temperatures and rainfall patterns, the areas that were once suitable for growing coffee may not be suitable anymore. Thus the importance to promote climate friendly practices and monitor their progress overtime.

In the C.A.F.E. Practices program there are specific indicators that represent the best practices in this criterion. Examples include CG-CC 1.1 that explores if farms keep written records of climate change risks and impacts on coffee production (e.g., change in temperature, rainfall), CG-CC1.2. that looks if the farm has developed and is implementing a written plan to minimize impact of climate change on coffee production and CG-CC1.3 that sees if farms participate in a formal project to calculate and reduce farm greenhouse gas emissions over time. These indicators are awarded extra points in recognition of efforts made above and beyond the programs normal requirements.

During this reporting period, the C.A.F.E. Practices program has monitored these indicators throughout the supply chain. It has been observed that Large farms have varied in performance through the years and Medium farms have been able to maintain a consistent positive trend. Examining the figures further there is a low likelihood shown for medium and large farms to be calculating GHG emissions (less than 6%). The climate indicators are not included in the smallholder scorecard.

Additional climate focused indicators have been observed as follows:

Fig 37 // Scores of climate related KPIs



## Large Farms

- Compliance with 3 key climate indicators (CG-CC1.1, CG-CC1.2, CG-CC1.3) has declined after a high peak of performance in 2019. Only 28.7% of large farms have a climate change plan in 2021. Looking at indicators such as having a greenhouse gas emissions project to calculate and reduce emissions, there has been a small improvement in score, from 3.8% in 2017 to 4.1% in 2021. Another small increase can be seen in developing and implementing written plans to minimize impacts of climate change (CG-CC1.2), with scores growing from 28.3% in 2017 to 28.7% in 2021.

## Medium Farms

- Medium farms have shown compliance performance on average of 14.8% in 2017 to 21.6% in 2021. Similar to large farms, medium farms are not measuring greenhouse gas emissions but still show an improvement in score from 4.2% in 2017 to 5.7% in 2021. For medium farms, the highest increase can be seen in developing and implementing written plans to minimize impacts of climate change (CG-CC1.2), with scores increasing from 17.1% in 2017 to 32.7% in 2021.





Photo: Josh Trujillo, Starbucks

# Conclusions

The C.A.F.E. Practices program, which was launched in 2004, is an ever-evolving program that measures farms against economic, social and environmental criteria. It has been designed to promote transparent, profitable and sustainable coffee growing practices while also protecting the well-being of coffee farmers and workers, their families, and their communities.

Based on data from farms, mills, and PSOs, a positive trend on compliance is demonstrated throughout the supply chain. During this period of analysis, taking scoring program changes and pandemic related disruptions into account, supply chains are still achieving a high level of performance with overall scores >80%. This is an encouraging indicator that not only are existing farmers continuing to make improvements, new farmers entering the program are likely entering with a solid foundation of good practices.

This report is the 6th edition of the C.A.F.E. Practices impact assessment spanning the years 2017-2021, and plays an important role in understanding impacts and demonstrating continued commitment to transparency. Key findings include:

## REACH & COMPOSITION

C.A.F.E. Practices continued to expand its reach and influence since the last analysis. The program has reached 464,728 farms that together comprise 2,241,696 hectares of land in 2021 across 33 countries. The number of farms in the program has increased by 16% between 2017 to 2021 while area under coffee production has decreased by -7%. This could be since the majority of new farms entering the program are smallholders, while in parallel there was

a reduction in medium and large farms during the period.

In 2021, small farms (<12 ha) continued to represent the majority of participating farms in the program (98.6%). Interestingly, sampled farms owned by women increased by 60% between 2017 and 2021.

Farms and mills employed approximately 2.48 million workers in 2021; a 23% increase since 2017, of which 2.4 million were temporary workers.

Participating farmers had 177,391 hectares of forest area under conservation in 2021, of which 5% has been conserved by small farms, 7% by medium farms, and 88% by large farms. This signals that coffee communities can play a role in conserving nature and biodiversity.

North and Central America had significant growth in participation in C.A.F.E. Practices. The region experienced 57% increase in the number of participating farms between 2017 and 2021—representing 9.2% of the total farms, and 8.5% of the total coffee area under the C.A.F.E. Practices program. South America had the greatest number of medium and large farms in the program. In 2021, it represented 63% of the global coffee area in C.A.F.E. Practices and had an average yield of 2,803 lbs./ha, which is 35% higher than the global average.

While looking at the sampled population in 2021, male farmers had larger farms than women, with farm sizes averaging 32.7 hectares for women and 45.5 hectares for men. Age is also an apparent factor that impacts the size of farms. 65% of large farms were owned by farmers older than 50, whereas among people less

than 49, only 5% are managing large farms. Possibly due to the relationship with farm size, older farmers were also more likely to have larger areas under conservation management—62%. Younger farmers, on average, conserve approximately 38% of their land.

In this reporting period, global farm yields have seen a decline, with large farms decreasing yields by -19.5% and medium farms decreasing yields by -7.6%. Conversely, small farms sampled have increased their yields by 9.5%. Though large farms decreased yields, in 2021, they still had higher yields than small farms, with an average of 2,731 lbs./ha versus 2,413 lbs./ha for small farms. Analyzing the yield of female farmers (2,281 lbs./ha) demonstrates that there is not a significant difference compared to their male counterparts (2,400 lbs./ha), despite the difference of farm sizes.

## PERFORMANCE

In terms of performance in the program, a positive trend has continued towards higher approval statuses for new applications and those re-verifying. In 2021, there were 825 Strategic status applications and only 14 supply chains with a status of Non-Compliant. This means that the number of supply chains achieving the highest level of performance (Strategic) has increased by 27%, from 652 in 2017 to 825 in 2021. While the average total score of participants globally decreased from 88.0% in 2017 to 86.4% in 2021, overall performance can still be considered to have a high level of performance at >80%.

In 2021, Social Responsibility and Economic Accountability were the two-highest scoring subject areas globally at 90.2% and 90.1% compliance, respectively. Results indicate that the highest scoring

subjects differ by region. North and Central America had the highest level of compliance for the Economic Accountability subject at 92.1%. Africa scores the highest on Social Responsibility compliance, with a score of 90.9% in 2021. Coffee Processing scored the highest in North and Central America with a score of 96.6 in 2021. North and Central America also performed the highest in Coffee Growing with a score of 86.4%. The subject area that continued to score the lowest was Producer Support Organizations (PSOs), with an average score of 71.5%. Although Africa is the region with the lowest PSO scores, it should be noted that there have been improvements made on PSOs in Africa, with performance increasing by 11% to achieve 63.5% compliance in 2021. On a positive note, South America is the region with the best PSO performance with a score of 89.4%.

Throughout the supply chain, compliance with minimum wages for temporary workers was 94% in 2021. In addition, there was 70% compliance with the indicator on temporary workers earning more than the minimum wage in 2021, slightly down from 74.3% in 2017. While the number of total workers hired increased by 23% from 2017-2021, this did not result in increased incidents of child labor or not attending school, with 99.9% and 99.7% compliance rates respectively.

#### **Notable Improvements:**

Across C.A.F.E. Practices, the largest improvements in performance were made around indicators in the Social Responsibility category.

- Despite the increase in the number of farms sampled by 37% (5,572 in 2017 to 7,641 entities visited in 2021), the percentage of non-compliance across all Zero Tolerance (ZT) indicators decreased by 1.6% from a total of 194 out of 5572 reported cases identified during farm audits in 2017 to 140 out of 7641 in 2021. This

positive trend could be the result of increased focus on training on good agricultural and labor practices.

- There was an impressive improvement in the use of personal protective equipment (SR-WC4.2) on small farms, which increased by 25% between 2017 and 2021.
- There is an observed increase in health services to permanent workers (SR-WC3.4) where large farms increased 6%, and medium farms 15% from 2017 to 2021.
- PSOs showed a notable increase in soil and foliar plan implementation indicator PS-SR2.3 with a 52% increase between 2017 and 2021. Although scores are still below average in this subject area, this increase shows improvement in mitigation practices for climate change.
- Peru had the highest improvements around environmental management (Coffee Growing (CG)) during this reporting period with an increase of compliance to 76.1% for large farms and 76% for medium farms.

#### **Most Challenging Indicators:**

Farmers still face some challenges in complying with important social and environmental indicators. While total score performance showed a steady, positive trend, farmers still face some challenges in complying with important social and environmental indicators.

- Across all farm sizes, the biggest decline in compliance was in the provision of national, required legal benefits for temporary workers (SR-HP 1.8), declining by 25% for small farms, 21% for medium farms, and 7% for large farms during the period of analysis. Not only has there been declines in total performance, but overall compliance also remains low at 13% for small, 26% for medium and 58% for large farms in 2021.
- Another indicator that has seen a decline in

compliance, leading to lower scores at each farm size is related to shade trees, cover crops or vegetation on all slopes less than 20% (CG-SR 1.4). Scores related to this erosion prevention technique decreased by 24% on large farms between 2017 and 2021. Additionally, across the board, scoring was low at 43% for small, 55% for medium and 50% for large farms in 2021. In light of changing climate, farm level adaptation practices, such as mitigating erosion, will increasingly be a practice to promote.

- Additionally, an indicator that has seen a slight decline in medium and large farms is related to customized soil amendments (CG-SR2.10). While the score decreased by 4% between 2017 and 2021 in both farm sizes, overall scoring was low in 2021 at 40% for medium and 67% for large farms. Conducting soil analysis and customizing recommendations on nutrients and doses, can reduce excess product use, saving farmers money, decrease impacts on the environment, while also optimizing yield by ensuring good soil and plant health.

Although there are many areas where applications, farms, PSOs and mills performed well, there are opportunities for Starbucks to encourage and support improvements, particularly on topics such climate change preparedness, worker benefits and hiring practices and employment policies in order to further increase performance. To ensure value back to coffee communities while securing a sustained supply of high-quality, ethically sourced coffee, learnings from this analysis provides valuable insights into the most challenging practices and priority areas for Starbucks to focus their global Farmer Support Centers. The results should be further reviewed by Starbucks to understand barriers and constraints to implementation and to enable change and improvements to ultimately identify where partners or additional programs are needed to drive results.



CONSERVATION  
INTERNATIONAL



C.A.F.E. Practices Impact Assessment

# COUNTRY DASHBOARDS

2017-2021

CONSERVATION  
INTERNATIONAL



# REGIONS

## STRUCTURE OF THE COUNTRY DASHBOARDS

### // Program participation

Description of C.A.F.E. Practices participant entities and land area in the program in the period 2017-2021.

### // Farm level data

Detailed farm information related to women participation, food security, rust incidence and coffee yield for C.A.F.E. Practices program participants in the period 2017-2021.

### // General performance

Performance of C.A.F.E. Practices supply chains in the period 2017-2021, including approval status, scoring, and average performance of KPIs. Total scores shown include extra points. Subject area scores do not include extra points. .

### // Key Performance Indicators (KPIs)

Detailed tables showing KPI compliance for 2021 and the % change compared to 2017 compliance. This is shown as +/- x% change.

## NORTH & CENTRAL AMERICA

// North & Central America had over 42,631 farms participating in the C.A.F.E. Practices program in 2021, representing 9.2% of the global number of farms. From total farms in the region, 95.8% were small, 3.1% medium and 1.1% large farms. The number of participant farms in the program has grown 57% in the period 2017–2021.

// Total area in the program in North & Central America in 2021 was near 330,882 coffee producing hectares (14.8% of the global area), showing an increase of 24.9% in the period 2017–2021. 61.4% of the total area under the program in 2021 corresponds to coffee area and nearly 12.4% is dedicated to conservation. In 2021, the average size of small, medium and large farms in North and Central America is 3.62 ha, 23.32 ha and 145.4 ha of coffee production area respectively. The average yield in 2021 was 2,444 lbs./ha.

// North & Central America had 532 supply chains in 2021, corresponding to 48.5%

of the global number of supply chains. Of those supply chains in 2021, 91.7% were Strategic, 1.9% were Preferred, and 3.4% were Verified supply chains. There were 6 applications that were categorized as Non-Compliant and an additional 12 applications that were Suspended or Not Approved in the period 2017-2021 at the time of writing this report. This region leads in terms of better compliance of supply chains and lower rate of non-compliance across the entire suite of indicators in the C.A.F.E. Practices program.

// In terms of scoring, North & Central America had an average total score of 92% in 2021, with scoring of 92.5% in Strategic supply chains, 74.6% in Preferred and 77.2% in Verified.

// North & Central America country dashboards offer a snapshot of Costa Rica, Guatemala, Mexico, Honduras and Nicaragua to show participation and performance highlights..

## SOUTH AMERICA

// South America had over 153,652 farms participating in the C.A.F.E. Practices program in 2021, which corresponds to 33.1% of the global number of farms. 97.0% of the farms are small, while 2.2% are medium and 0.7% are large farms. The number of participant farms in the program has grown 27.9% in the period 2017–2021. It showed an increase of 31% in the number of small, a decrease in medium and large farms in -24.8% and -34.8% respectively in the program.

// Total area in the program in South America in 2021 was nearly 1,532,694 hectares (68.4% of the global area). Of that area, 43.9% is dedicated to coffee and nearly 8% is dedicated to conservation. Total coffee producing area under the program has declined -13.4% in the period 2017–2021. In 2021, the average size of small, medium and large farms in South America was 2.9 ha, 22.94 ha, 195.78 ha of coffee production area respectively. The average yield in 2021 was 3,138 lbs./ha.

// South America had 364 supply chains in 2021, corresponding to 33.2% of the global number of supply chains. Of those supply chains, in 2021, 62.9% were Strategic, 7.7% were Preferred and 22% Verified.

// In terms of scoring, South America had an average total score of 82% in 2021, with 86% score in Strategic supply chains, 74% in Preferred and 70% in Verified supply chains.

// South America country dashboards offer snapshot of Colombia, Brazil and Peru to show participation and performance highlights.

# REGIONS

## AFRICA

// Africa had nearly 203,942 farms participating in the C.A.F.E. Practices program in 2021, which corresponded to 43.9% of the global farms. It is important to highlight that over 99.9% are small farms. Total area in the program in Africa in 2021 was over 277,749 hectares (12.4% of the global area), while 50.6% of that area is dedicated to coffee and 4.4% is dedicated to conservation.

// Total coffee producing area has grown 7.3% in the period 2017–2021 adding more farms during the period. This growth contrasts with the last reports in coffee area where it was observed that there was a 580% increase from 2014-2018. In 2021, the average size of small, medium, and large farms in Africa was 0.74 ha, 21.83 ha, 434.37 ha of coffee production area respectively. The average yield in 2021 was 1,423 lbs./ha.

// Africa had 122 supply chains in 2021, representing 11.1% of the global number of supply chains. Of those supply chains, in 2021, 56.6% were Strategic, while 28.7% were Preferred status. The percentage achieving Strategic status increased dramatically, increasing by 15% (percentage point increase) between 2017 to 2021.

// In terms of scoring, Africa had an average total score of 81% in 2021, showing an average score of 86% in Strategic supply chains and 73.2% in Preferred and 75.9% in Verified supply chains.

// Africa country dashboards offer a snapshot of Ethiopia, Kenya, Rwanda, and Tanzania to show participation and performance highlights

## ASIA

// Asia had over 64,503 farms participating in the C.A.F.E. Practices program in 2021, which represented 13.9% of the global farms. It is important to highlight that over 99.6% of the participating farms correspond to smallholders.

// Total area in the program in Asia in 2021 was over 100,369 hectares, representing 4.5% of the global area. 84.0% of that total area is dedicated to coffee and 2.2% is dedicated to conservation. In 2021, the average size of small, medium, and large farms in Asia was 1.73 ha, 2774 ha, 162.40 ha of coffee production area respectively. The average yield for 2021 was 2,598 lbs./ha.

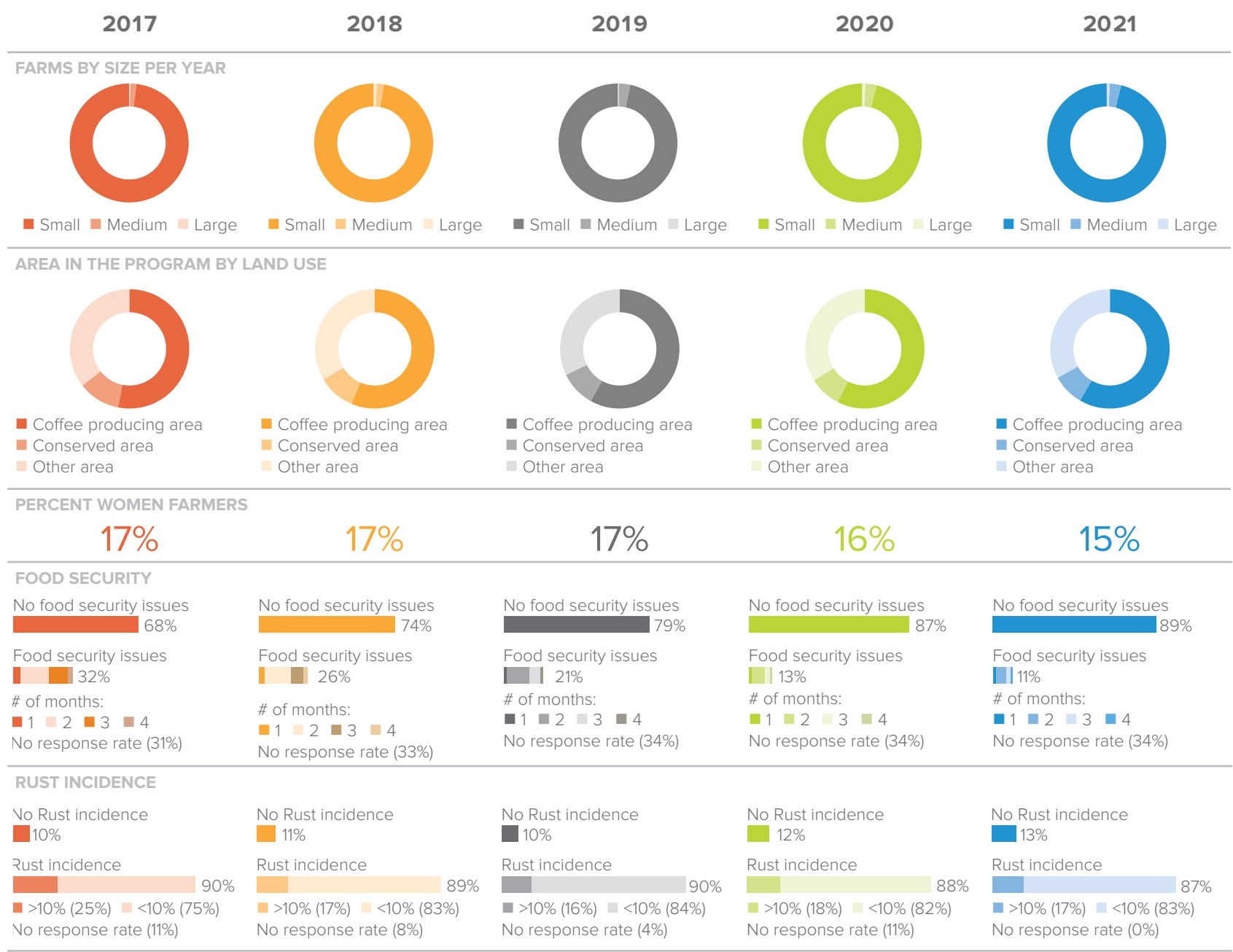
// Asia presented an increment of 7.1% in the number of farms participating and a decrease of -19% in total area under the program in the period 2017–2021.

// Asia presented 78 supply chains in 2021. It represents 7.1% of the global number of supply chains. Of those supply chains, in 2021, 50% were Strategic, 43.6% were Preferred and 2.6% Verified.

// In terms of scoring, Asia had an average total score of 80% in 2021, showing scoring of 90% in Strategic supply chains and 70% in Preferred and 66.1% in Verified supply chains.

// Asia country dashboards offer a snapshot of China, Indonesia, Papua New Guinea, and Vietnam to show participation and performance highlights.

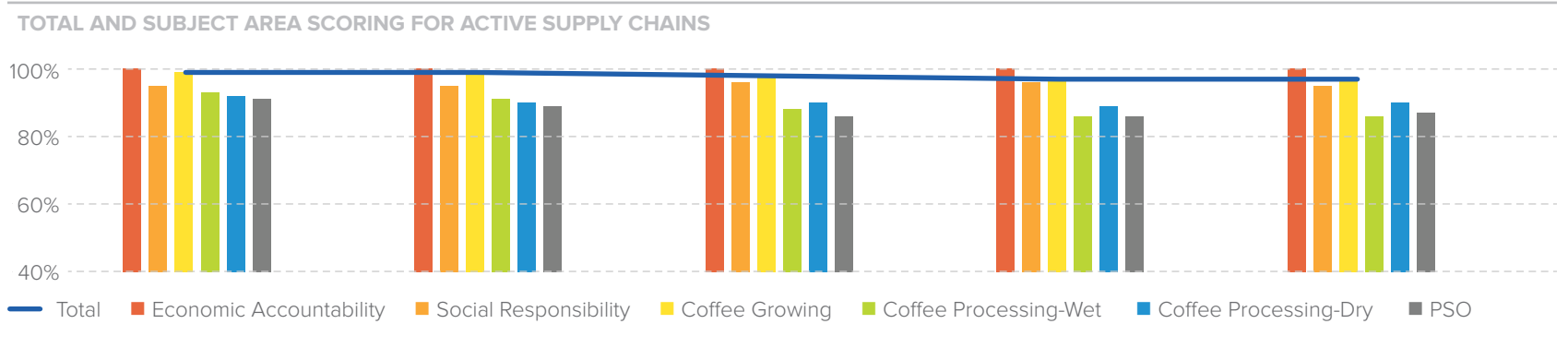
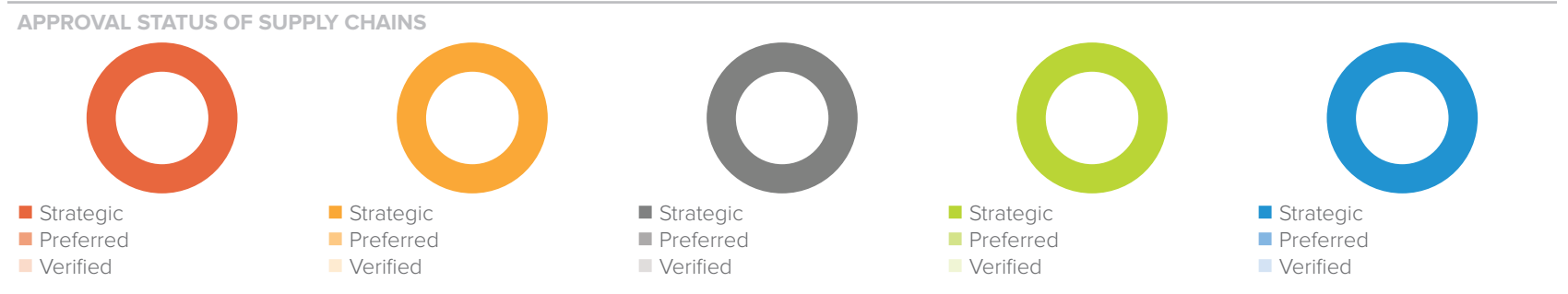
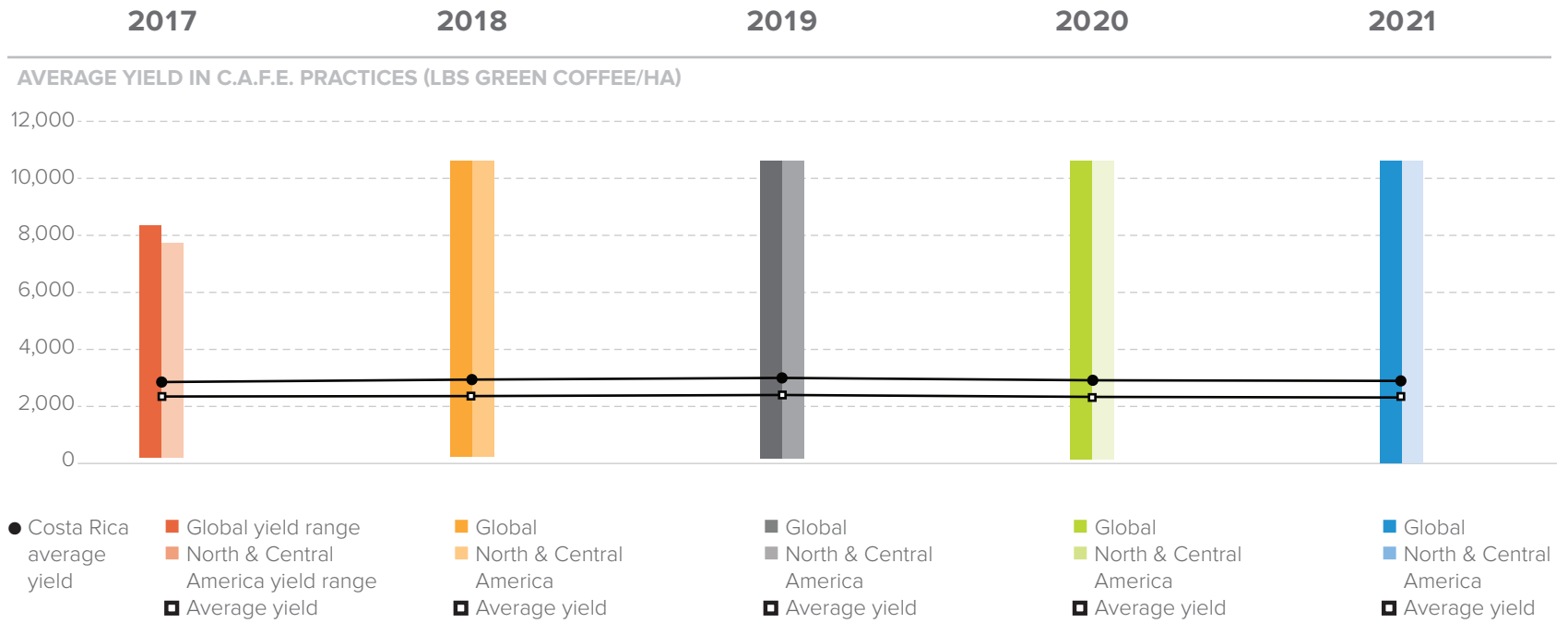
# NORTH & CENTRAL AMERICA // COSTA RICA



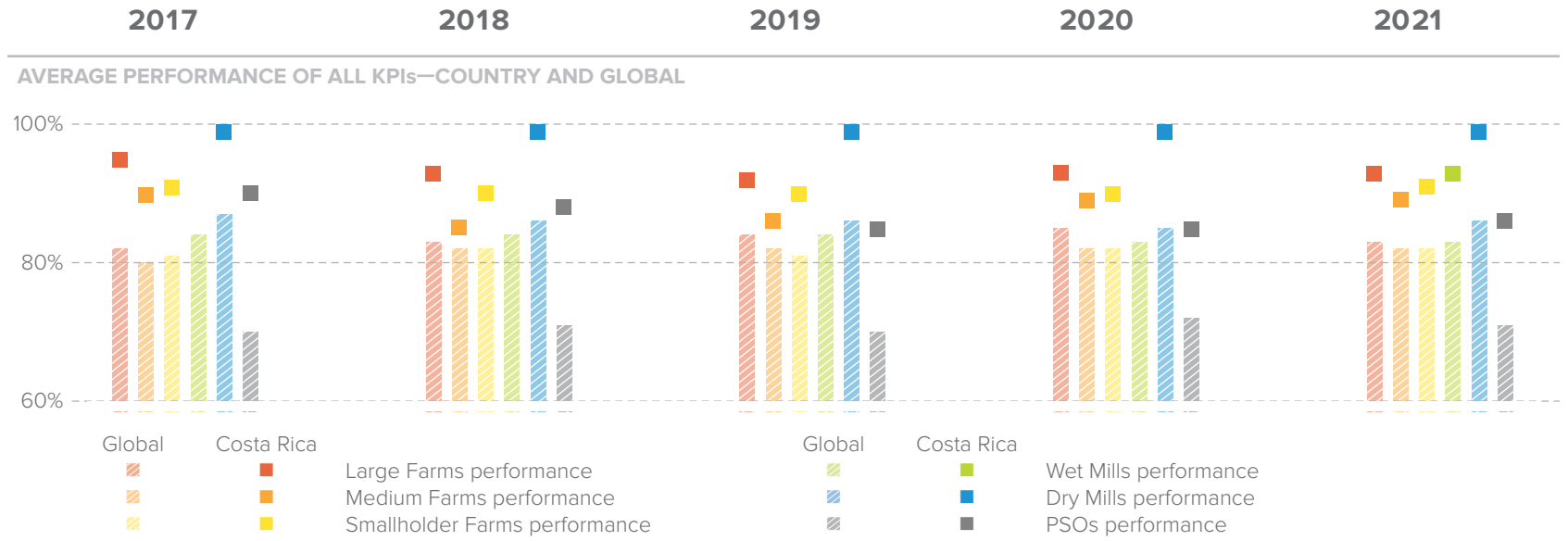
Note: Figures are based on sampled farms



NORTH & CENTRAL AMERICA // **COSTA RICA**



# COSTA RICA



SECTIONS OF THE SCORECARD	2021 KEY PERFORMANCE INDICATORS – FARM SIZE	LARGE FARMS			MEDIUM FARMS			SMALLHOLDER FARMS		
		2017	2021	% point 2017-2021	2017	2021	% point 2017-2021	2017	2021	% point 2017-2021
Economic Accountability	Keeps receipts for the coffee (EA-IS 1.3)	100.0	100.0	0.0	100.0	100.0	0.0	98.3	98.7	0.3
	Receipt includes data product (EA-IS 1.4)	100.0	100.0	0.0	100.0	100.0	0.0	98.3	98.2	-0.1
Hiring practices and employment policies	Minimum wage paid to permanent workers (SR-HP 1.1)	100.0	100.0	0.0	82.1	90.6	8.4	84.6	86.7	2.1
	Minimum wage paid to temporary workers (SR-HP 1.2)	100.0	100.0	0.0	87.2	90.4	3.2	97.5	97.8	0.3
	Benefits for permanent workers (SR-HP 1.7)	100.0	97.5	-2.5	96.4	98.1	1.7	81.5	86.2	4.7
	Benefits for temporary workers (SR-HP 1.8)	90.9	88.5	-2.4	59.1	65.1	6.0	36.8	39.7	2.9
	Minimum wage exceeded for temporary workers (SR-HP 1.11)	94.7	88.1	-6.6	82.1	68.5	-13.6	95.7	90.8	-4.9
	Hours of work (SR-HP 3.3)	100.0	94.9	-5.1	100.0	100.0	0.0	100.0	100.0	0.0
	No child labor (SR-HP 4.1)	100.0	100.0	0.0	100.0	100.0	0.0	100.0	100.0	0.0
Working conditions	Access to education (SR-WC 2.1)	94.7	100.0	5.3	100.0	100.0	0.0	100.0	100.0	0.0
	Employer contributes to cost of healthcare for all permanent workers (SR-WC 3.4)	100.0	100.0	0.0	100.0	100.0	0.0	ID	ID	ID
	Employer contributes to cost of healthcare for all temporary workers (SR-WC 3.5)	94.4	90.9	-3.5	96.3	90.9	-5.4	ID	ID	ID
	Use of Personal protective equipment (SR-WC 4.2)	94.7	88.1	-6.6	97.4	91.9	-5.5	92.2	90.7	-1.5
Protecting water resources	Water body buffer zones (CG-WR 1.1)	100.0	97.2	-2.8	100.0	100.0	0.0	94.1	92.9	-1.2
Protecting soil resources	Erosion prevention (CG-SR 1.4)	73.7	75.6	1.9	97.4	85.1	-12.3	94.6	88.3	-6.3
	Formula of nutrients applied (CG-SR 2.10)	100.0	92.9	-7.1	84.6	79.7	-4.9	ID	ID	ID
Conserving biodiversity	No forest conversion (CG-CB 3.1)	100.0	100.0	0.0	100.0	100.0	0.0	100.0	100.0	0.0
	Conservation set asides (CG-CB 3.7)	84.2	81.0	-3.3	74.4	56.8	-17.6	ID	ID	ID
Environmental management and monitoring	No WHO chemicals (CG-EM 1.1)	100.0	100.0	0.0	100.0	100.0	0.0	100.0	100.0	0.0
	Improvement tracking program (CG-EM 2.1)	94.7	90.5	-4.3	71.8	83.8	12.0	ID	ID	ID
	Pruning program for long term productivity (CG-EM 3.1)	100.0	97.6	-2.4	100.0	100.0	0.0	99.4	99.6	0.1
	Renovation program for long term productivity (CG-EM 3.2)	88.2	90.5	2.2	79.2	84.5	5.3	ID	ID	ID

ID: Insufficient data may be due to no entities of this type with a valid status in this year or no workers corresponding to the indicator in this year.

N/A: Entities are not evaluated against this indicator in the C.A.F.E. Practices scorecard.

■ Indicators that have the greatest decrease in performance per entity

■ Indicators that have the greatest increase in performance per entity

SECTIONS OF THE SCORECARD	2021 KEY PERFORMANCE INDICATORS– MILLS	WET MILLS			DRY MILLS			WET/ DRY MILLS		
		2017	2021	% point 2017 -2021	2017	2021	% point 2017 -2021	2017	2021	% point 2017 -2021
<b>Economic Accountability</b>	Keeps receipts for the coffee (EA-IS 1.3)	N/A	N/A	N/A	100.0	100.0	0.0	100.0	100.0	0.0
	Receipt includes data (EA-IS 1.4)	N/A	N/A	N/A	100.0	100.0	0.0	100.0	100.0	0.0
<b>Hiring practices and employment policies</b>	Minimum wage paid to permanent workers (SR-HP 1.1)	N/A	N/A	N/A	100.0	100.0	0.0	100.0	100.0	0.0
	Minimum wage paid to temporary workers (SR-HP 1.2)	N/A	N/A	N/A	100.0	100.0	0.0	100.0	100.0	0.0
	Benefits for permanent workers (SR-HP 1.7)	N/A	N/A	N/A	100.0	100.0	0.0	100.0	100.0	0.0
	Benefits for temporary workers (SR-HP 1.8)	N/A	N/A	N/A	100.0	100.0	0.0	100.0	100.0	0.0
	Minimum wage exceeded for temporary workers (SR-HP 1.11)	N/A	N/A	N/A	100.0	100.0	0.0	80.8	63.0	-17.8
	Hours of work (SR-HP 3.3)	N/A	N/A	N/A	100.0	100.0	0.0	96.2	85.7	-10.4
	No child labor (SR-HP 4.1)	N/A	N/A	N/A	100.0	100.0	0.0	100.0	100.0	0.0
<b>Working conditions</b>	Access to education (SR-WC 2.1)	N/A	N/A	N/A	N/A	N/A	N/A	100.0	100.0	0.0
	Employer contributes to cost of healthcare for all permanent workers (SR-WC 3.4)	N/A	N/A	N/A	100.0	100.0	0.0	100.0	100.0	0.0
	Employer contributes to cost of healthcare for all temporary workers (SR-WC 3.5)	N/A	N/A	N/A	100.0	100.0	0.0	100.0	100.0	0.0
	Use of Personal protective equipment/PEE (SR-WC 4.2)	N/A	N/A	N/A	100.0	100.0	0.0	100.0	100.0	0.0
<b>Protecting water resources</b>	Wastewater management (CP-WC 2.1)	N/A	N/A	N/A	N/A	N/A	N/A	96.2	100.0	3.8
<b>Waste management</b>	Processing waste does not contaminate local environment (CP-WM 1.1)	N/A	N/A	N/A	N/A	N/A	N/A	100.0	100.0	0.0
	Composting byproduct (CP-WM 1.2)	N/A	N/A	N/A	N/A	N/A	N/A	100.0	96.4	-3.6
<b>Energy use</b>	Responsible harvesting of wood for drying coffee during processing (CP-EC 1.4)	N/A	N/A	N/A	N/A	N/A	N/A	100.0	100.0	0.0

ID: Insufficient data may be due to no entities of this type with a valid status in this year or no workers corresponding to the indicator in this year.

N/A: Entities are not evaluated against this indicator in the C.A.F.E. Practices scorecard.

■ Indicators that have the greatest decrease in performance per entity

■ Indicators that have the greatest increase in performance per entity

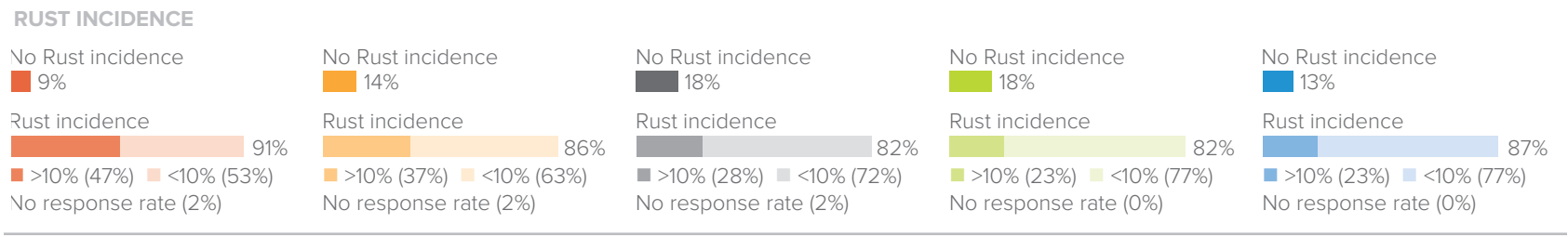
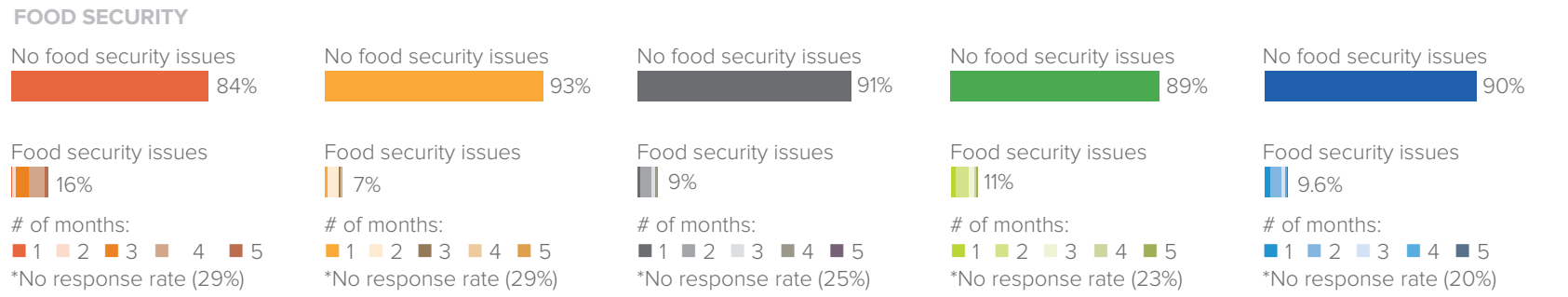
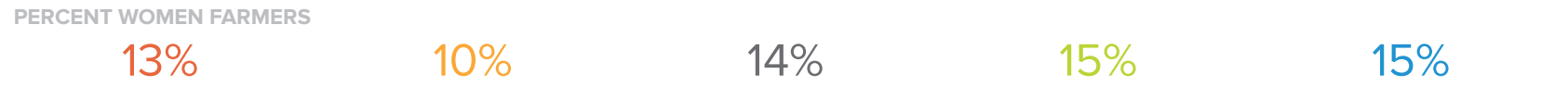
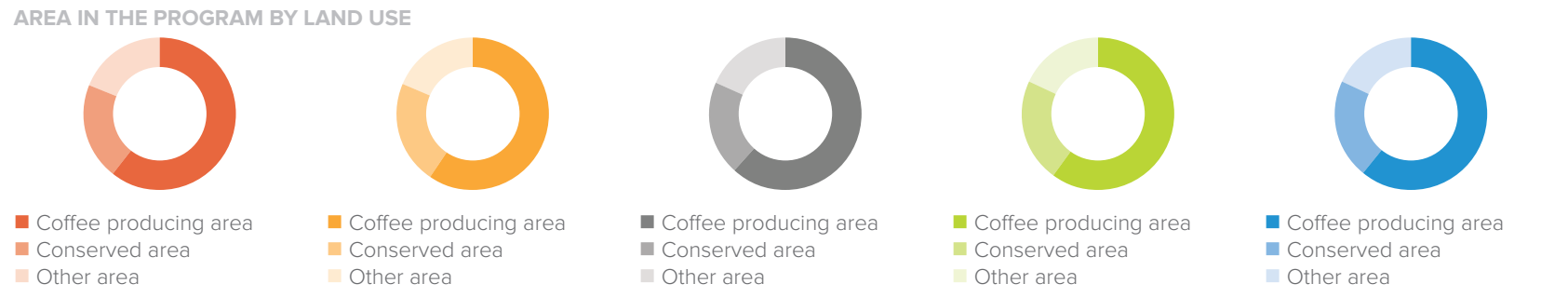
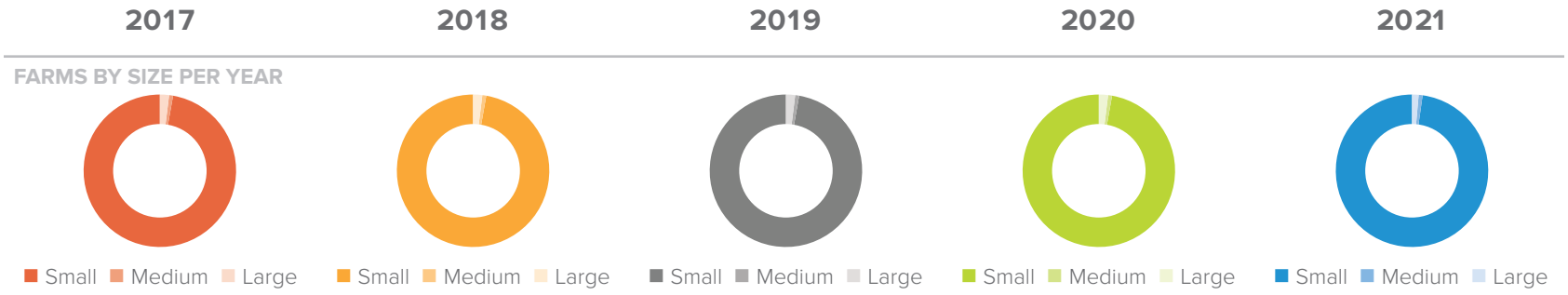
SECTIONS OF THE SCORECARD	2021 KEY PERFORMANCE INDICATORS—PSOs	PSOs		
		2017	2021	% Point 2017–2021
Management and tracking systems	Product Tracking systems all entities (PS-MT 1.1)	100.0	100.0	0.0
	C.A.F.E. Practices participant list (PS-MT 1.2)	100.0	100.0	0.0
	Receipts for farmers (PS-MT 1.3)	100.0	100.0	0.0
Hiring practices and employment policies	Hiring practices for PSOs (PS-HP 1.1)	80.0	77.8	-2.2
Protecting soil resources	Maintaining soil productivity—soil plan includes soil analysis (PS-SR 2.1)	93.3	100.0	6.7
	Maintaining soil productivity—implementing soil and foliar plan every two years (PS-SR 2.3)	100.0	100.0	0.0
Environmental management and monitoring	No distribution of WHO chemicals (PS-EM 1.1)	100.0	100.0	0.0
	Trains 30% on correct procedures for agrochemicals (PS-EM 1.4)	100.0	88.9	-11.1
	Trains 30% on proper use of PPE and facilitates access to PPE (PS-EM 1.5)	100.0	83.3	-16.7
	Annual meeting and Written management plan (PS-EM 2.5)	100.0	88.9	-11.1
	Training materials (PS-EM 2.6)	93.3	94.4	1.1
	PSO trained 25% of producers on topics in PS-EM 2.6 (PS-EM 2.8)	100.0	94.4	-5.6
	PSO trained 50% of producers (PS-EM 2.9)	93.3	88.9	-4.4
Training program on climate change	Training program on climate change (PS-CC 1.2)	40.0	72.2	32.2

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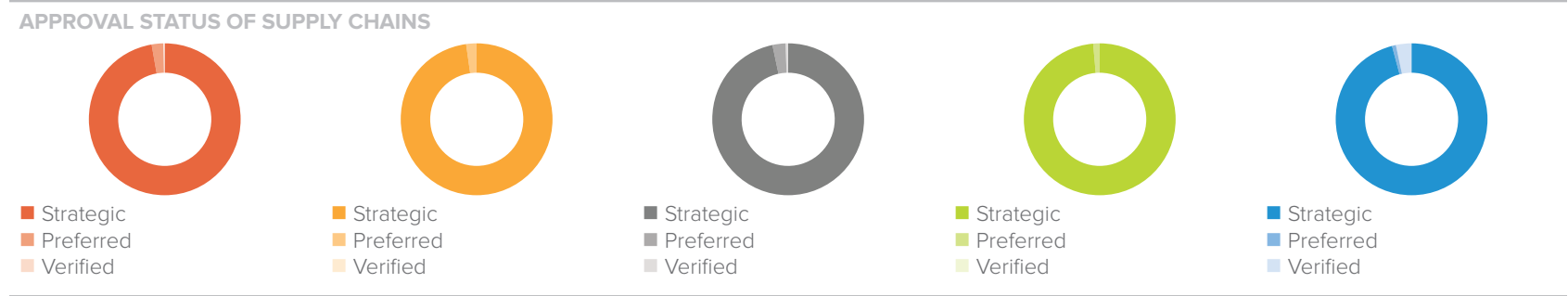
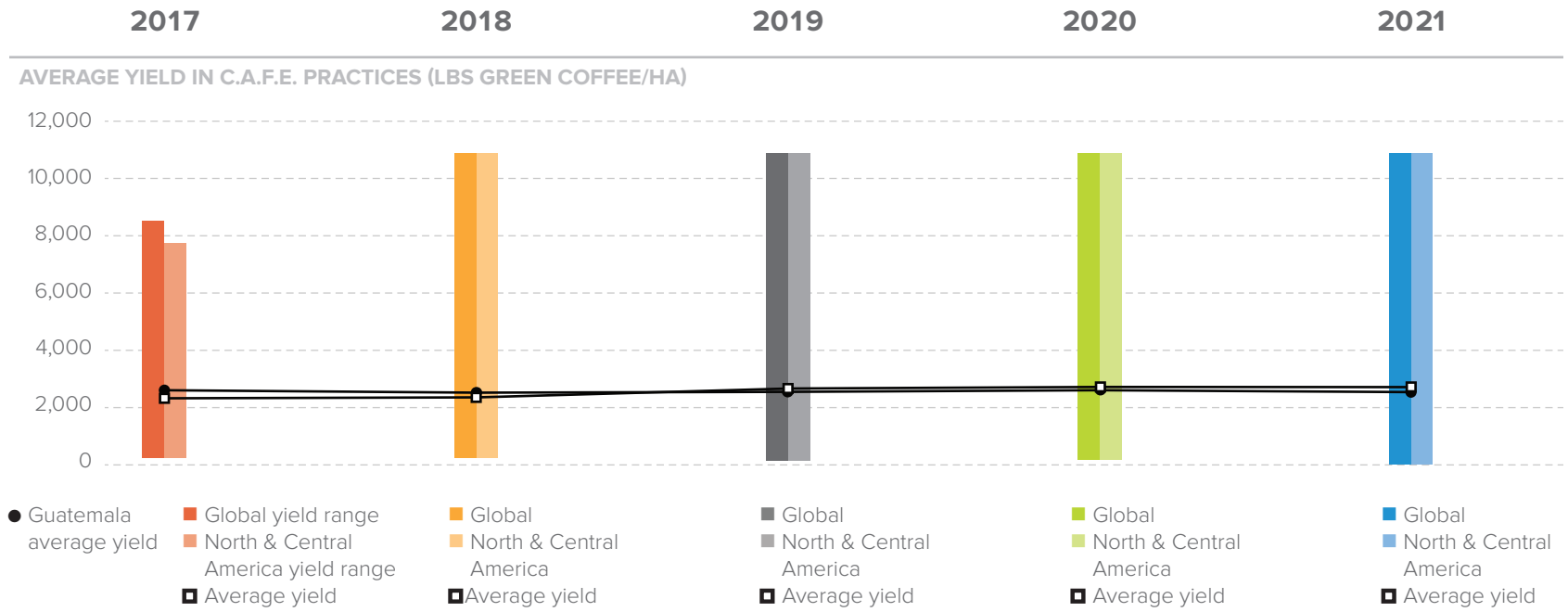
- Indicators that have the greatest decrease in performance per entity
- Indicators that have the greatest increase in performance per entity

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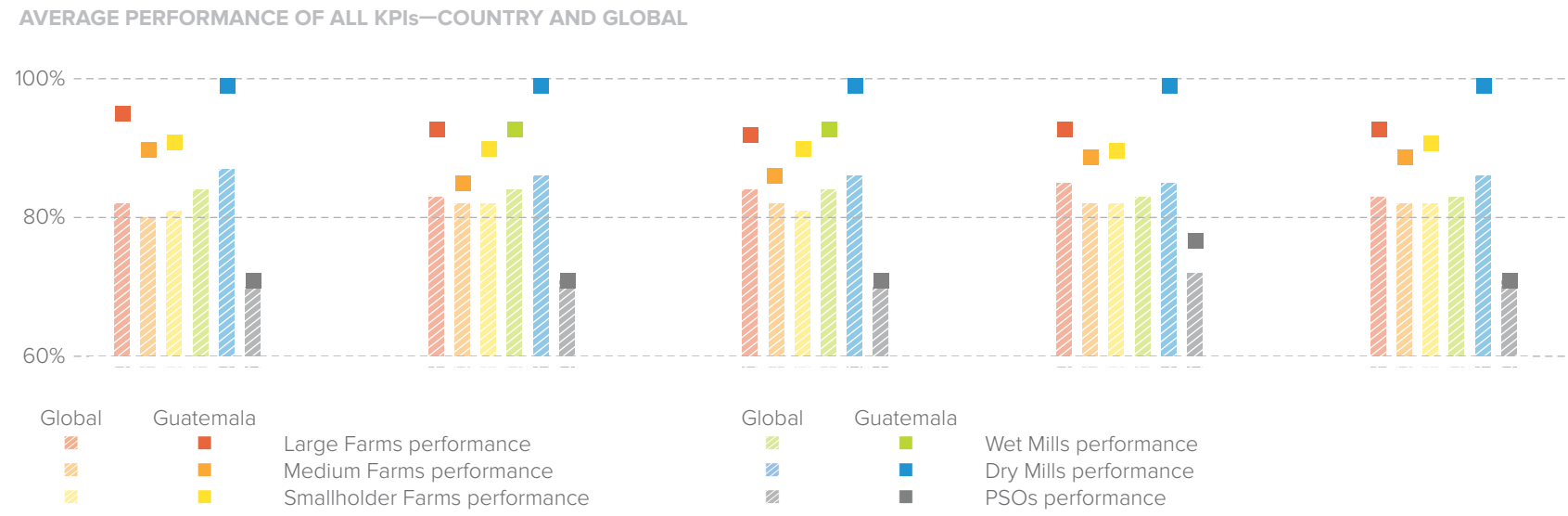
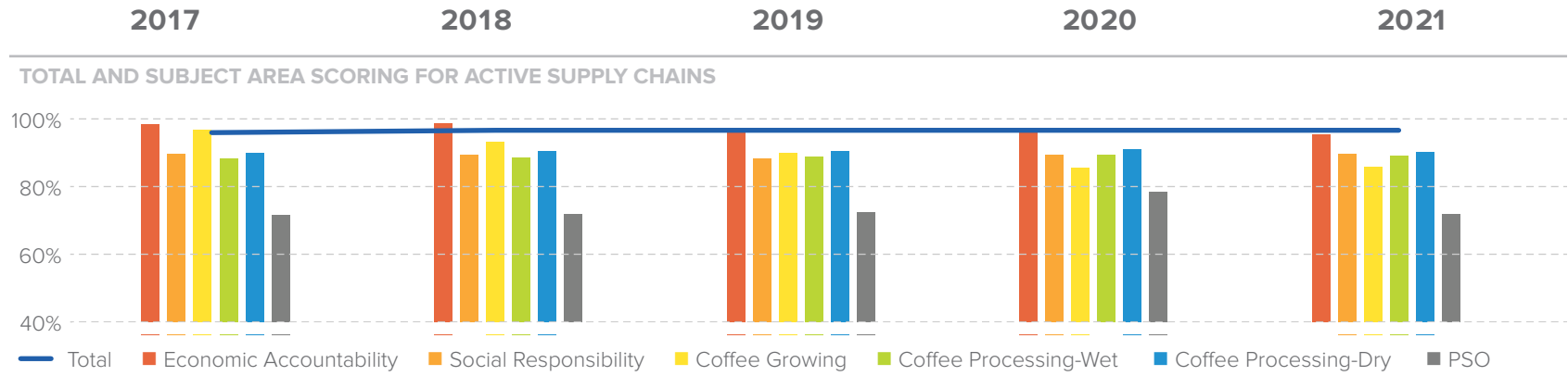


Note: Figures are based on sampled farms

# GUATEMALA



# GUATEMALA





SECTIONS OF THE SCORECARD	2021 KEY PERFORMANCE INDICATORS– FARM SIZE	LARGE FARMS			MEDIUM FARMS			SMALLHOLDER FARMS		
		2017	2021	% point 2017-2021	2017	2021	% point 2017-2021	2017	2021	% point 2017-2021
Economic Accountability	Keeps receipts for the coffee (EA-IS 1.3)	100.0	100.0	0.0	91.1	83.6	-7.5	100.0	100.0	0.0
	Receipt includes data product (EA-IS 1.4)	100.0	99.3	-0.7	91.1	80.9	-10.2	89.1	82.6	-6.6
Hiring practices and employment policies	Minimum wage paid to permanent workers (SR-HP 1.1)	98.5	100.0	1.5	100.0	95.7	-4.3	100.0	100.0	0.0
	Minimum wage paid to temporary workers (SR-HP 1.2)	98.5	100.0	1.5	100.0	88.1	-11.9	99.1	96.4	-2.7
	Benefits for permanent workers (SR-HP 1.7)	75.2	88.3	13.1	53.8	69.6	15.7	30.8	60.0	29.2
	Benefits for temporary workers (SR-HP 1.8)	56.0	47.4	-8.6	7.7	35.3	27.6	32.3	85.5	53.2
	Minimum wage exceeded for temporary workers (SR-HP 1.11)	29.9	28.8	-1.1	41.9	31.3	-10.5	82.0	81.7	-0.3
	Hours of work (SR-HP 3.3)	100.0	100.0	0.0	88.1	100.0	11.9	100.0	100.0	0.0
	No child labor (SR-HP 4.1)	100.0	100.0	0.0	100.0	100.0	0.0	100.0	100.0	0.0
Working conditions	Access to education (SR-WC 2.1)	100.0	100.0	0.0	100.0	100.0	0.0	100.0	99.6	-0.4
	Employer contributes to cost of healthcare for all permanent workers (SR-WC 3.4)	99.2	99.3	0.1	92.0	95.5	3.5	ID	ID	ID
	Employer contributes to cost of healthcare for all temporary workers (SR-WC 3.5)	94.8	96.7	1.9	75.0	91.0	16.0	ID	ID	ID
	Use of Personal protective equipment (SR-WC 4.2)	91.2	96.7	5.6	66.7	92.6	26.0	82.6	89.8	7.2
Protecting water resources	Water body buffer zones (CG-WR 1.1)	97.4	98.4	1.0	86.7	96.9	10.2	84.1	75.3	-8.8
Protecting soil resources	Erosion prevention (CG-SR 1.4)	99.2	96.5	-2.7	100.0	96.7	-3.3	94.2	91.0	-3.2
	Formula of nutrients applied (CG-SR 2.10)	93.4	88.9	-4.5	57.8	54.4	-3.4	ID	ID	ID
Conserving biodiversity	No forest conversion (CG-CB 3.1)	100.0	100.0	0.0	100.0	100.0	0.0	99.8	100.0	0.2
	Conservation set asides (CG-CB 3.7)	74.3	71.9	-2.4	44.4	42.6	-1.8	ID	ID	ID
Environmental management and monitoring	No WHO chemicals (CG-EM 1.1)	99.3	100.0	0.7	100.0	100.0	0.0	99.4	99.8	0.4
	Improvement tracking program (CG-EM 2.1)	96.3	97.4	1.1	82.2	100.0	17.8	ID	ID	ID
	Pruning program for long term productivity (CG-EM 3.1)	97.1	99.3	2.3	100.0	100.0	0.0	96.6	98.8	2.1
	Renovation program for long term productivity (CG-EM 3.2)	93.2	91.1	-2.1	90.9	96.6	5.6	ID	ID	ID

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■ Indicators that have the greatest decrease in performance per entity

■ Indicators that have the greatest increase in performance per entity

## GUATEMALA

SECTIONS OF THE SCORECARD	2021 KEY PERFORMANCE INDICATORS—MILLS	WET MILLS			DRY MILLS			WET/ DRY MILLS		
		2017	2021	% point 2017–2021	2017	2021	% point 2017–2021	2017	2021	% point change 2017 -2021
Economic Accountability	Keeps receipts for the coffee (EA-IS 1.3)	100.0	98.4	-1.6	100	100.0	0.0	100	100.0	0.0
	Receipt includes data (EA-IS 1.4)	99.4	97.9	-1.5	100	100.0	0.0	100	93.8	-6.3
Hiring practices and employment policies	Minimum wage paid to permanent workers (SR-HP 1.1)	100.0	100.0	0.0	100	100.0	0.0	100	100.0	0.0
	Minimum wage paid to temporary workers (SR-HP 1.2)	100.0	98.9	-1.1	100	100.0	0.0	100	100.0	0.0
	Benefits for permanent workers (SR-HP 1.7)	80.0	86.5	6.5	100	85.7	-14.3	90	90.9	0.9
	Benefits for temporary workers (SR-HP 1.8)	60.9	41.3	-19.6	66.7	0.0	-66.7	75	80.0	5.0
	Minimum wage exceeded for temporary workers (SR-HP 1.11)	36.9	36.6	-0.3	45.5	50.0	4.5	40	25.0	-15.0
	Hours of work (SR-HP 3.3)	98.7	98.9	0.2	100	85.7	-14.3	100	100.0	0.0
	No child labor (SR-HP 4.1)	100.0	100.0	0.0	100	100.0	0.0	100	100.0	0.0
Working conditions	Access to education (SR-WC 2.1)	100.0	100.0	0.0	100	100.0	0.0	100	100.0	0.0
	Employer contributes to cost of healthcare for all permanent workers (SR-WC 3.4)	100.0	99.2	-0.8	100	100.0	0.0	100	100.0	0.0
	Employer contributes to cost of healthcare for all temporary workers (SR-WC 3.5)	94.2	94.5	0.3	80	83.3	3.3	100	100.0	0.0
	Use of Personal protective equipment/ PEE (SR-WC 4.2)	91.8	96.4	4.6	92.3	85.7	-6.6	90	91.7	1.7
Protecting water resources	Wastewater management (CP-WC 2.1)	96.9	99.5	2.6	N/A	N/A	N/A	100	100.0	0.0
Waste management	Processing waste does not contaminate local environment (CP-WM 1.1)	100.0	98.9	-1.1	N/A	N/A	N/A	100	100.0	0.0
	Composting byproduct (CP-WM 1.2)	100.0	95.8	-4.2	N/A	N/A	N/A	100	100.0	0.0
Energy use	Responsible harvesting of wood for drying coffee during processing (CP-EC 1.4)	100.0	100.0	0.0	N/A	N/A	N/A	100	100.0	0.0

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- Indicators that have the greatest decrease in performance per entity
- Indicators that have the greatest increase in performance per entity

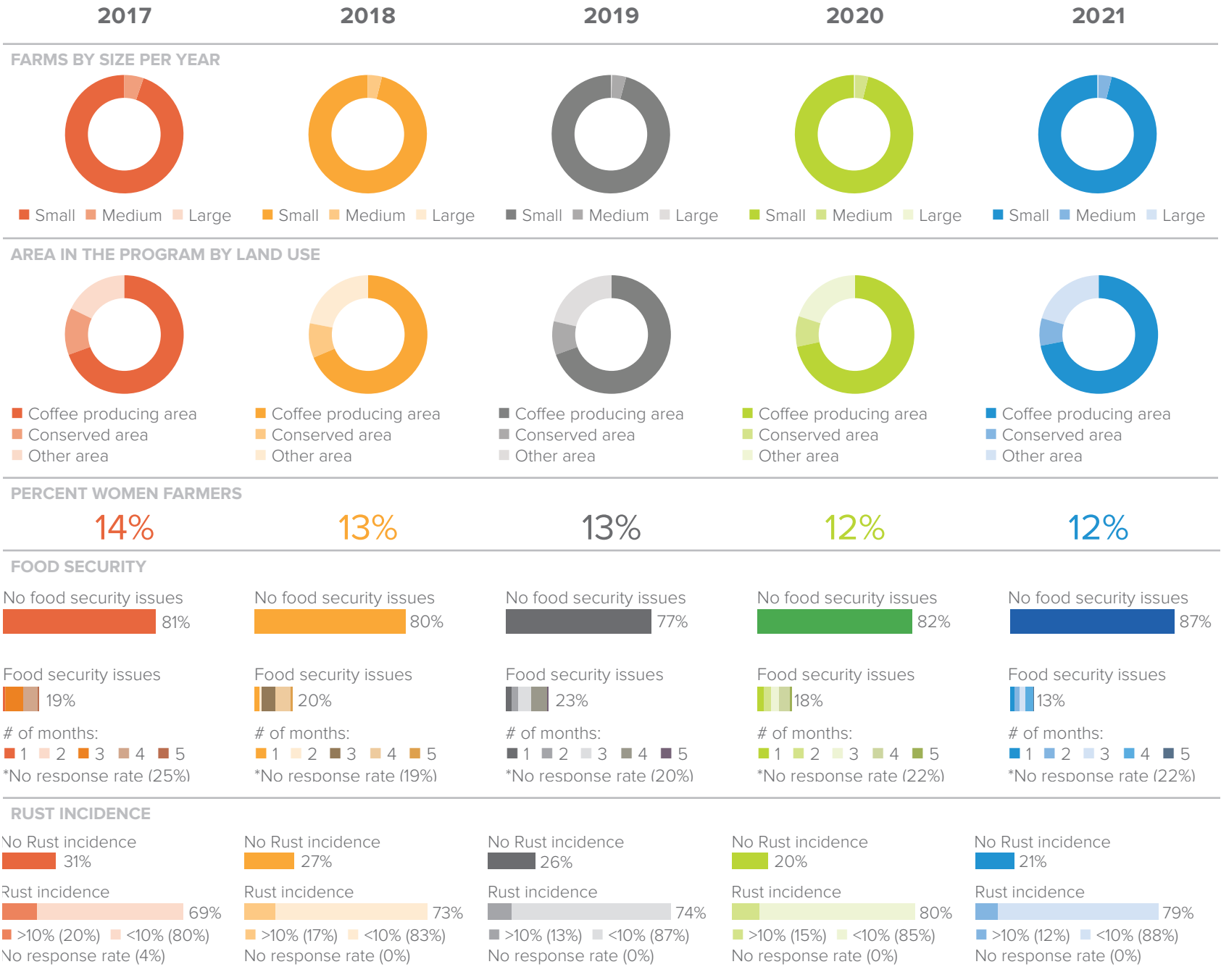
SECTIONS OF THE SCORECARD	2021 KEY PERFORMANCE INDICATORS–PSOs	PSOs		
		2017	2021	% point 2017–2021
Management and tracking systems	Product Tracking systems all entities (PS-MT 1.1)	100.0	91.9	-8.1
	C.A.F.E. Practices participant list (PS-MT 1.2)	100.0	100.0	0.0
	Receipts for farmers (PS-MT 1.3)	100.0	100.0	0.0
Hiring practices and employment policies	Hiring practices for PSOs (PS-HP 1.1)	70.5	87.8	17.4
Protecting soil resources	Maintaining soil productivity—soil plan includes soil analysis (PS-SR 2.1)	84.1	71.6	-12.5
	Maintaining soil productivity—implementing soil and foliar plan every two years (PS-SR 2.3)	47.5	63.2	15.7
Environmental management and monitoring	No distribution of WHO chemicals (PS-EM 1.1)	100.0	100.0	0.0
	Trains 30% on correct procedures for agrochemicals (PS-EM 1.4)	86.0	83.8	-2.3
	Trains 30% on proper use of PPE and facilitates access to PPE (PS-EM 1.5)	81.4	82.4	1.0
	Annual meeting and Written management plan (PS-EM 2.5)	75.0	83.8	8.8
	Training materials (PS-EM 2.6)	86.4	94.6	8.2
	PSO trained 25% of producers on topics in PS-EM 2.6 (PS-EM 2.8)	84.1	82.4	-1.7
	PSO trained 50% of producers (PS-EM 2.9)	50.0	68.9	18.9
Training program on climate change	Training program on climate change (PS-CC 1.2)	45.5	68.9	23.5

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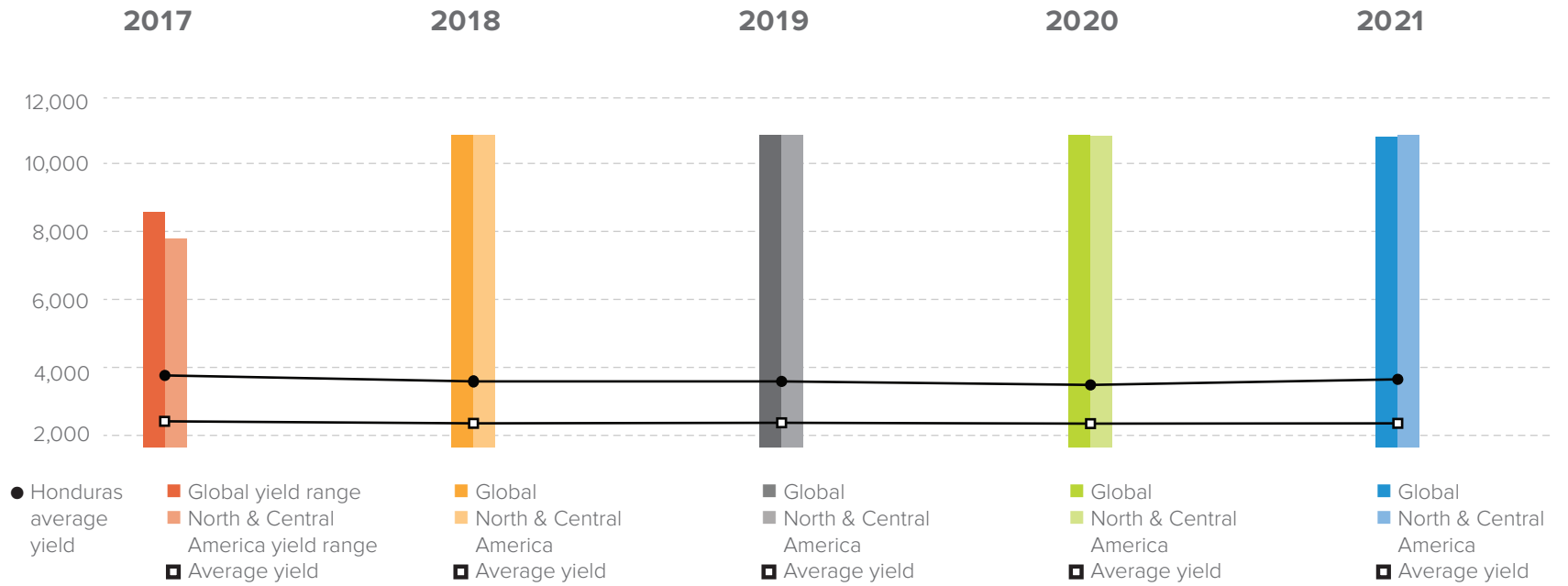
- Indicators that have the greatest decrease in performance per entity
- Indicators that have the greatest increase in performance per entity

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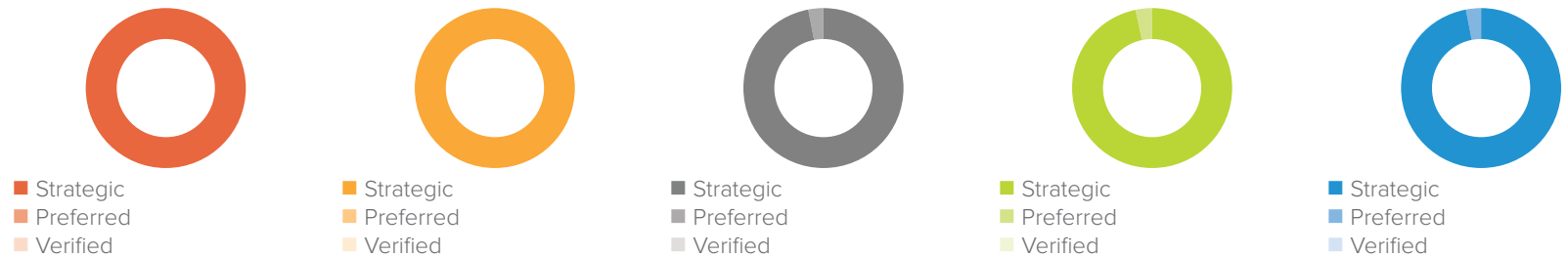


Note: Figures are based on sampled farms

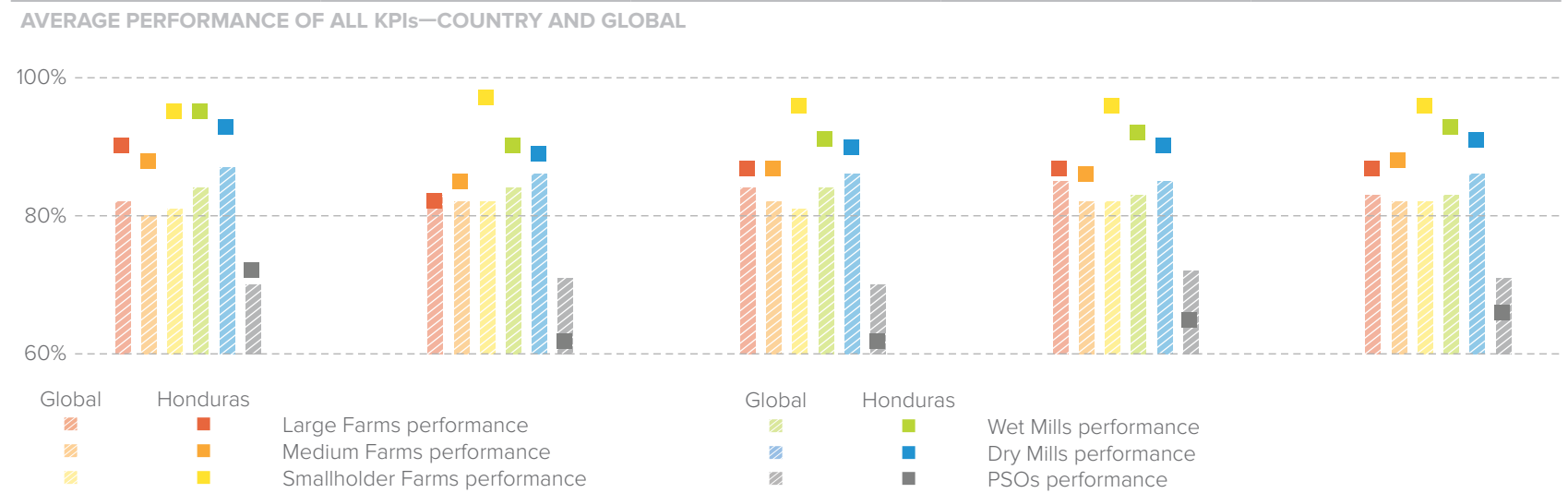
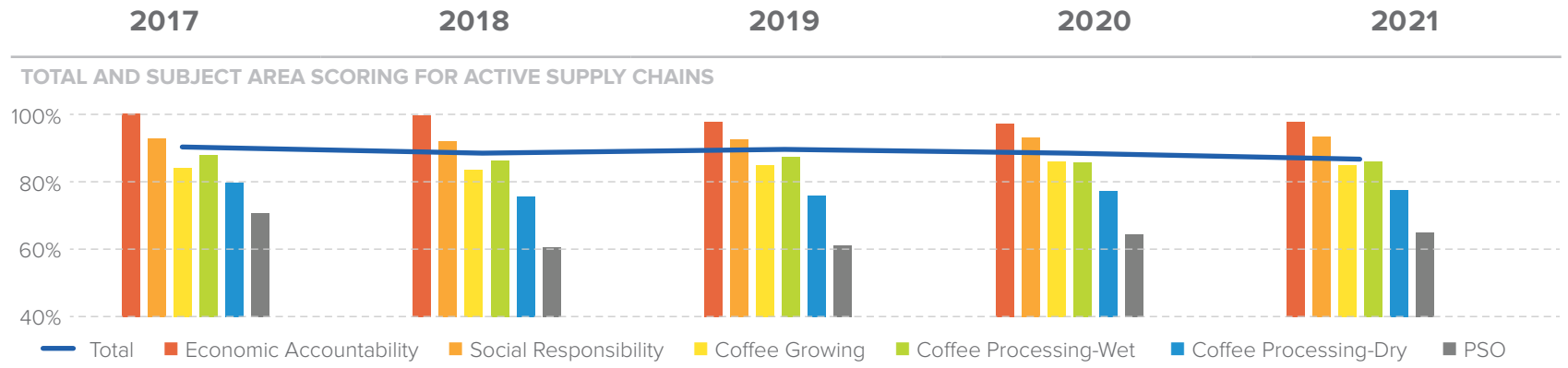
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APPROVAL STATUS OF SUPPLY CHAINS



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## HONDURAS

SECTIONS OF THE SCORECARD	2021 KEY PERFORMANCE INDICATORS– FARM SIZE	LARGE FARMS			MEDIUM FARMS			SMALLHOLDER FARMS		
		2017	2021	% point 2017–2021	2017	2021	% point 2017–2021	2017	2021	% point 2017–2021
<b>Economic Accountability</b>	Keeps receipts for the coffee (EA-IS 1.3)	100.0	100.0	0.0	100.0	95.2	-4.8	100.0	97.4	-2.6
	Receipt includes data product (EA-IS 1.4)	100.0	100.0	0.0	100.0	95.2	-4.8	100.0	97.4	-2.6
<b>Hiring practices and employment policies</b>	Minimum wage paid to permanent workers (SR-HP 1.1)	100.0	100.0	0.0	100.0	100.0	0.0	100.0	100.0	0.0
	Minimum wage paid to temporary workers (SR-HP 1.2)	100.0	100.0	0.0	100.0	96.4	-3.6	99.5	98.2	-1.3
	Benefits for permanent workers (SR-HP 1.7)	100.0	77.8	-22.2	61.5	50.0	-11.5	33.3	100.0	66.7
	Benefits for temporary workers (SR-HP 1.8)	100.0	71.4	-28.6	83.3	90.0	6.7	91.7	68.8	-22.9
	Minimum wage exceeded for temporary workers (SR-HP 1.11)	75.0	50.0	-25.0	100.0	88.1	-11.9	99.5	95.2	-4.3
	Hours of work (SR-HP 3.3)	100.0	93.8	-6.3	100.0	100.0	0.0	100.0	100.0	0.0
	No child labor (SR-HP 4.1)	100.0	100.0	0.0	100.0	100.0	0.0	99.5	99.7	0.2
<b>Working conditions</b>	Access to education (SR-WC 2.1)	100.0	100.0	0.0	100.0	100.0	0.0	100.0	100.0	0.0
	Employer contributes to cost of healthcare for all permanent workers (SR-WC 3.4)	50.0	88.9	38.9	91.7	100.0	8.3	ID	ID	ID
	Employer contributes to cost of healthcare for all temporary workers (SR-WC 3.5)	50.0	81.3	31.3	57.4	84.8	27.4	ID	ID	ID
	Use of Personal protective equipment (SR-WC 4.2)	100.0	93.3	-6.7	97.9	93.8	-4.2	94.2	96.4	2.2
<b>Protecting water resources</b>	Water body buffer zones (CG-WR 1.1)	100.0	100.0	0.0	97.1	100.0	2.9	100.0	90.5	-9.5
<b>Protecting soil resources</b>	Erosion prevention (CG-SR 1.4)	50.0	53.3	3.3	84.3	43.9	-40.4	79.7	61.4	-18.3
	Formula of nutrients applied (CG-SR 2.10)	50.0	50.0	0.0	32.7	47.6	14.9	ID	ID	ID
<b>Conserving biodiversity</b>	No forest conversion (CG-CB 3.1)	100.0	100.0	0.0	98.2	97.6	-0.6	96.1	100.0	3.9
	Conservation set asides (CG-CB 3.7)	75.0	56.3	-18.8	32.7	42.9	10.1	ID	ID	ID
<b>Environmental management and monitoring</b>	No WHO chemicals (CG-EM 1.1)	100.0	100.0	0.0	100.0	100.0	0.0	100.0	100.0	0.0
	Improvement tracking program (CG-EM 2.1)	100.0	81.3	-18.8	81.8	92.9	11.0	ID	ID	ID
	Pruning program for long term productivity (CG-EM 3.1)	100.0	100.0	0.0	98.2	97.6	-0.6	96.1	100.0	3.9
	Renovation program for long term productivity (CG-EM 3.2)	100.0	93.8	-6.3	100.0	94.4	-5.6	ID	ID	ID

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- Indicators that have a greater decrease in performance
- Indicators that have a greater increase in performance

SECTIONS OF THE SCORECARD	2021 KEY PERFORMANCE INDICATORS—MILLS	WET MILLS			DRY MILLS			WET/ DRY MILLS		
		2017	2021	% point 2017–2021	2017	2021	% point 2017–2021	2017	2021	% point 2017–2021
<b>Economic Accountability</b>	Keeps receipts for the coffee (EA-IS 1.3)	100.0	94.5	-5.5	100.0	100.0	0.0	100.0	100.0	0.0
	Receipt includes data (EA-IS 1.4)	100.0	94.5	-5.5	100.0	100.0	0.0	100.0	100.0	0.0
<b>Hiring practices and employment policies</b>	Minimum wage paid to permanent workers (SR-HP 1.1)	100.0	100.0	0.0	100.0	100.0	0.0	100.0	100.0	0.0
	Minimum wage paid to temporary workers (SR-HP 1.2)	100.0	100.0	0.0	93.8	94.7	1.0	100.0	100.0	0.0
	Benefits for permanent workers (SR-HP 1.7)	81.3	75.0	-6.3	100.0	100.0	0.0	50.0	85.7	35.7
	Benefits for temporary workers (SR-HP 1.8)	71.4	68.4	-3.0	92.9	71.4	-21.4	75.0	50.0	-25.0
	Minimum wage exceeded for temporary workers (SR-HP 1.11)	94.3	83.6	-10.8	66.7	57.9	-8.8	100.0	71.4	-28.6
	Hours of work (SR-HP 3.3)	98.1	100.0	1.9	100.0	89.5	-10.5	100.0	100.0	0.0
	No child labor (SR-HP 4.1)	100.0	100.0	0.0	100.0	100.0	0.0	100.0	100.0	0.0
<b>Working conditions</b>	Access to education (SR-WC 2.1)	100.0	100.0	0.0	ID	ID	ID	100.0	100.0	0.0
	Employer contributes to cost of healthcare for all permanent workers (SR-WC 3.4)	85.7	100.0	14.3	81.3	100.0	18.8	100.0	85.7	-14.3
	Employer contributes to cost of healthcare for all temporary workers (SR-WC 3.5)	73.9	81.7	7.8	75.0	84.2	9.2	80.0	85.7	5.7
	Use of Personal protective equipment/PEE (SR-WC 4.2)	95.9	91.2	-4.7	93.3	83.3	-10.0	100.0	85.7	-14.3
<b>Protecting water resources</b>	Wastewater management (CP-WC 2.1)	100.0	100.0	0.0	N/A	N/A	N/A	100.0	100.0	0.0
<b>Waste management</b>	Processing waste does not contaminate local environment (CP-WM 1.1)	100.0	100.0	0.0	N/A	N/A	N/A	100.0	100.0	0.0
	Composting byproduct (CP-WM 1.2)	98.1	95.9	-2.2	N/A	N/A	N/A	100.0	100.0	0.0
<b>Energy use</b>	Responsible harvesting of wood for drying coffee during processing (CP-EC 1.4)	100.0	75.0	-25.0	N/A	N/A	N/A	100.0	100.0	0.0

ID: Insufficient data may be due to no entities of this type with a valid status in this year or no workers corresponding to the indicator in this year.

N/A: Entities are not evaluated against this indicator in the C.A.F.E. Practices scorecard.

■ Indicators that have the greatest decrease in performance per entity

■ Indicators that have the greatest increase in performance per entity

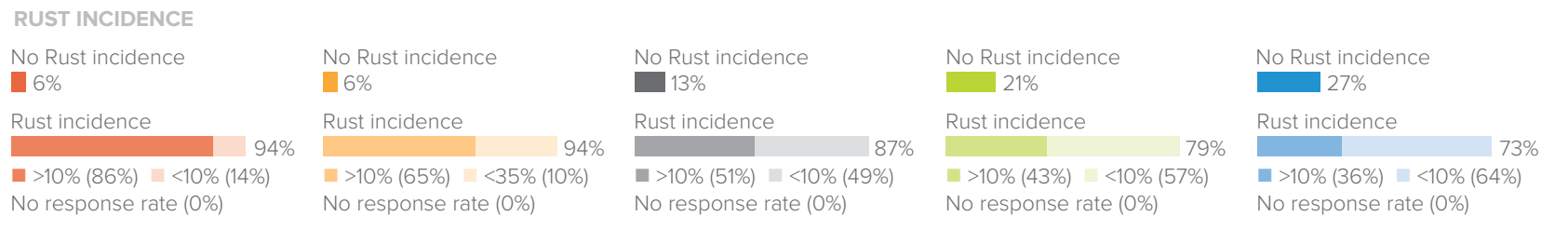
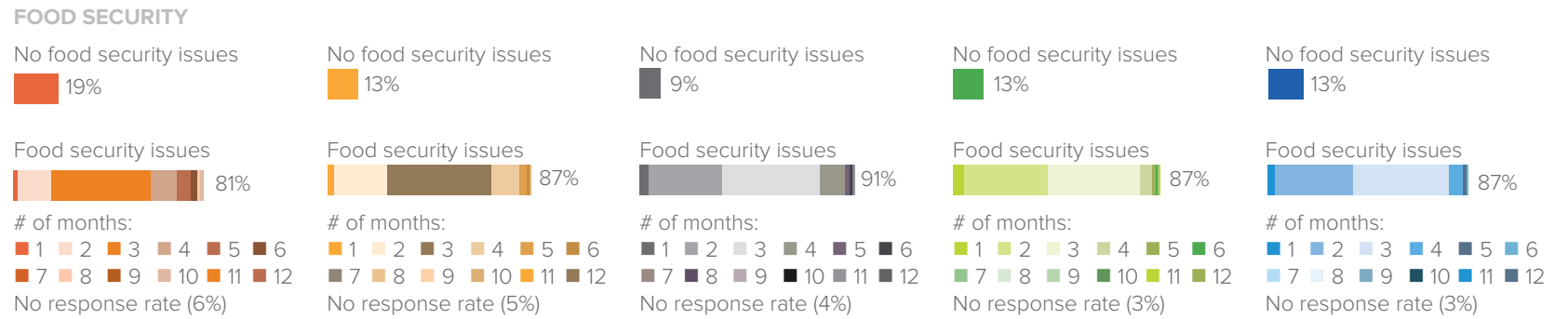
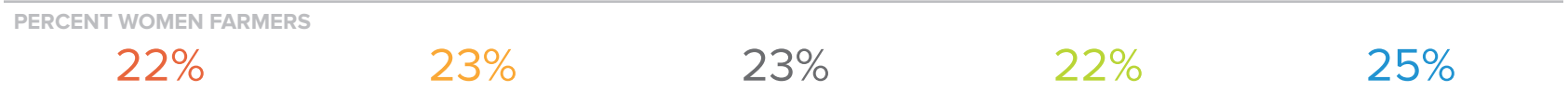
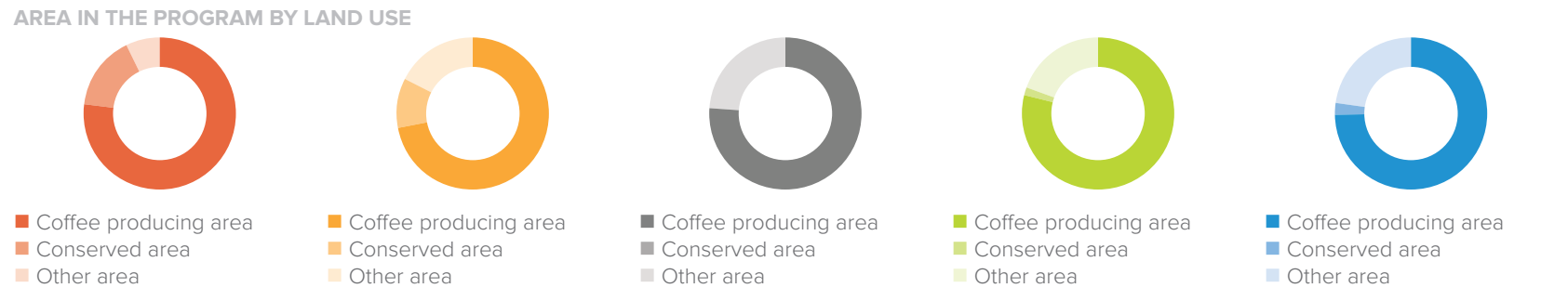
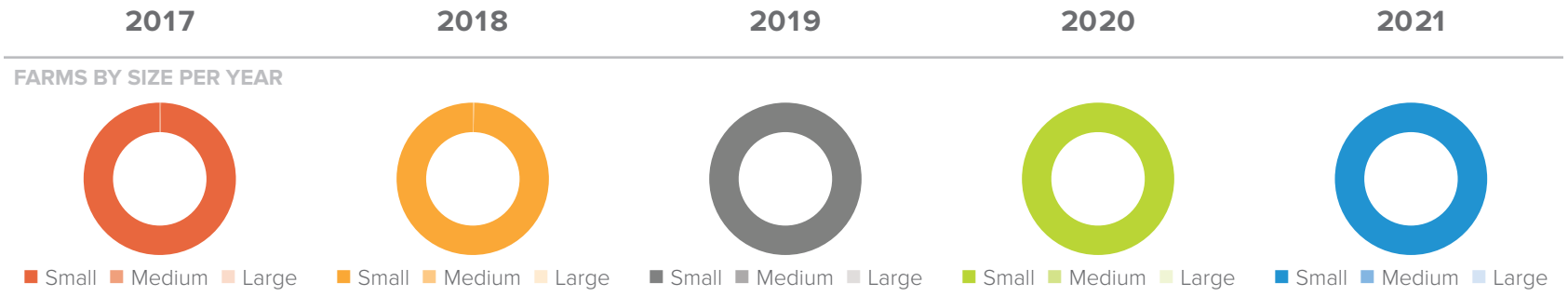


SECTIONS OF THE SCORECARD	2021 KEY PERFORMANCE INDICATORS–PSOs	PSOs		
		2017	2021	% point 2017–2021
Management and tracking systems	Product Tracking systems all entities (PS-MT 1.1)	100.0	100.0	0.0
	C.A.F.E. Practices participant list (PS-MT 1.2)	100.0	100.0	0.0
	Receipts for farmers (PS-MT 1.3)	100.0	100.0	0.0
Hiring practices and employment policies	Hiring practices for PSOs (PS-HP 1.1)	87.0	74.2	-12.8
Protecting soil resources	Maintaining soil productivity—soil plan includes soil analysis (PS-SR 2.1)	91.3	80.6	-10.7
	Maintaining soil productivity—implementing soil and foliar plan every two years (PS-SR 2.3)	34.8	51.6	16.8
Environmental management and monitoring	No distribution of WHO chemicals (PS-EM 1.1)	100.0	100.0	0.0
	Trains 30% on correct procedures for agrochemicals (PS-EM 1.4)	81.0	90.0	9.0
	Trains 30% on proper use of PPE and facilitates access to PPE (PS-EM 1.5)	66.7	70.0	3.3
	Annual meeting and Written management plan (PS-EM 2.5)	39.1	48.4	9.3
	Training materials (PS-EM 2.6)	69.6	87.1	17.5
	PSO trained 25% of producers on topics in PS-EM 2.6 (PS-EM 2.8)	69.6	77.4	7.9
	PSO trained 50% of producers (PS-EM 2.9)	60.9	61.3	0.4
Training program on climate change	Training program on climate change (PS-CC 1.2)	39.1	25.8	-13.3

ID: Insufficient data may be due to no entities of this type with a valid status in this year or no workers corresponding to the indicator in this year.

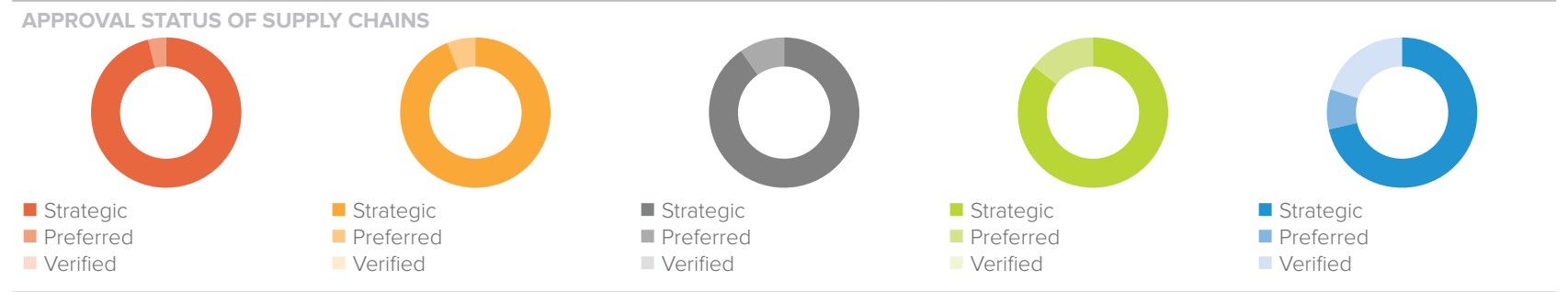
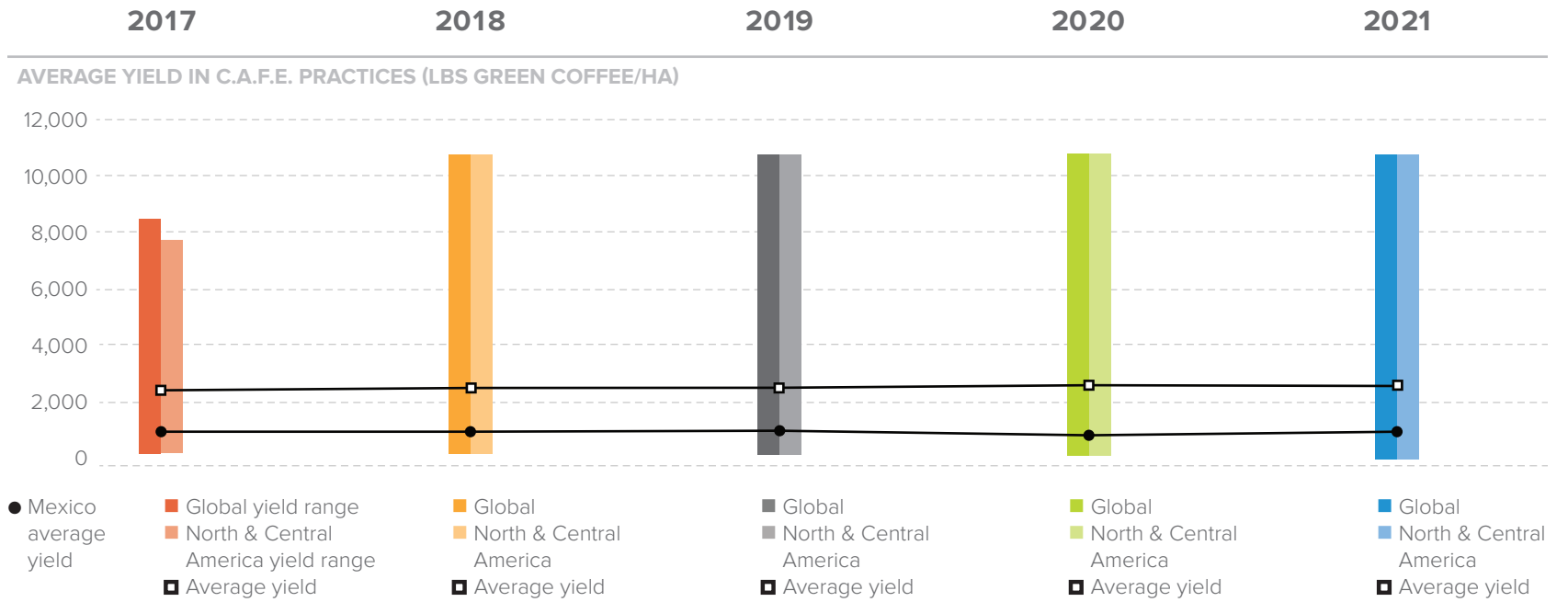
N/A: Entities are not evaluated against this indicator in the C.A.F.E. Practices scorecard.

- Indicators that have the greatest decrease in performance per entity
- Indicators that have the greatest increase in performance per entity

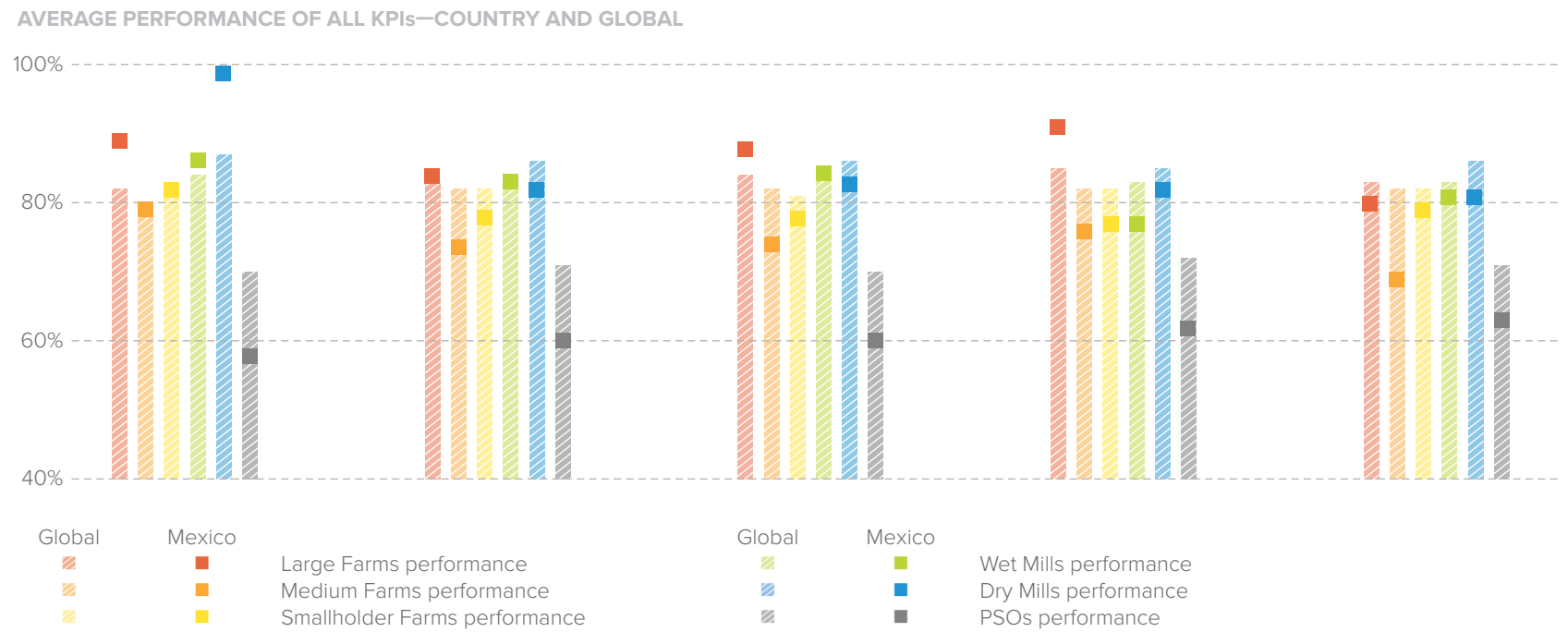
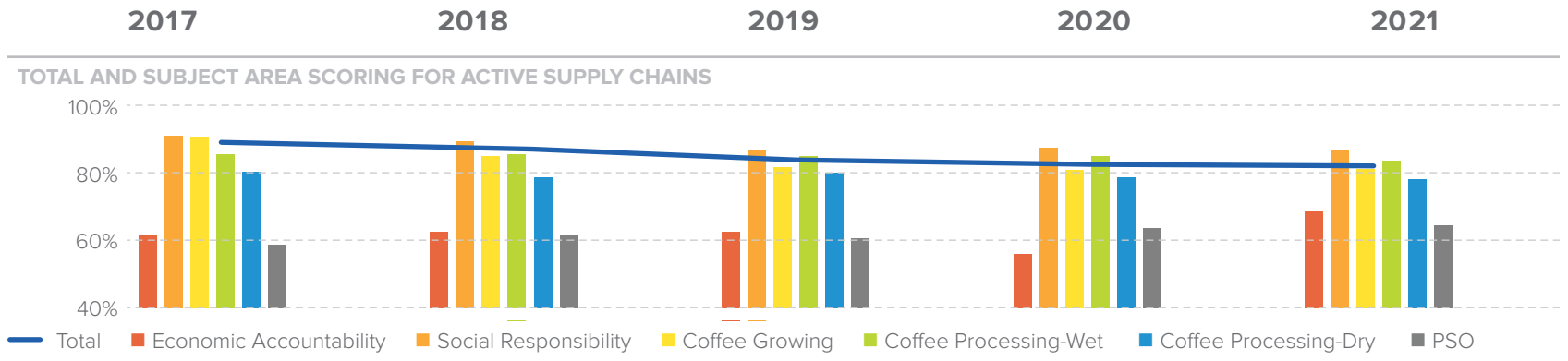


Note: Figures are based on sampled farms

NORTH & CENTRAL AMERICA // **MEXICO**



\* Figures are based on sampled farms



SECTIONS OF THE SCORECARD	2021 KEY PERFORMANCE INDICATORS– FARM SIZE	LARGE FARMS			MEDIUM FARMS			SMALLHOLDER FARMS		
		2017	2021	% point 2017–2021	2017	2021	% point 2017–2021	2017	2021	% point 2017–2021
<b>Economic Accountability</b>	Keeps receipts for the coffee (EA-IS 1.3)	62.5	100.0	37.5	85.7	84.6	-1.1	44.8	46.4	1.7
	Receipt includes data product (EA-IS 1.4)	75.0	100.0	25.0	92.9	92.3	-0.5	51.2	46.2	-5.0
<b>Hiring practices and employment policies</b>	Minimum wage paid to permanent workers (SR-HP 1.1)	100.0	100.0	0.0	100.0	100.0	0.0	ID	100.0	100
	Minimum wage paid to temporary workers (SR-HP 1.2)	100.0	100.0	0.0	100.0	84.6	-15.4	100.0	100.0	0.0
	Benefits for permanent workers (SR-HP 1.7)	50.0	66.7	16.7	ID	20.0	20	100.0	25.0	-75.0
	Benefits for temporary workers (SR-HP 1.8)	ID	ID	ID	ID	0.0	20	15.8	0.6	-15.2
	Minimum wage exceeded for temporary workers (SR-HP 1.11)	100.0	99.6	-0.4	100.0	46.2	-53.8	100.0	99.6	-0.4
	Hours of work (SR-HP 3.3)	100.0	57.1	-42.9	100.0	61.5	-38.5	100.0	99.8	-0.2
	No child labor (SR-HP 4.1)	100.0	100.0	0.0	100.0	100.0	0.0	100.0	99.9	-0.1
<b>Working conditions</b>	Access to education (SR-WC 2.1)	100.0	100.0	0.0	100.0	100.0	0.0	100.0	100.0	0.0
	Employer contributes to cost of healthcare for all permanent workers (SR-WC 3.4)	100.0	66.7	-33.3	88.9	100.0	11.1	ID	ID	ID
	Employer contributes to cost of healthcare for all temporary workers (SR-WC 3.5)	100.0	71.4	-28.6	78.6	30.8	-47.8	ID	ID	ID
	Use of Personal protective equipment (SR-WC 4.2)	87.5	85.7	-1.8	85.7	81.8	-3.9	57.2	61.9	4.7
<b>Protecting water resources</b>	Water body buffer zones (CG-WR 1.1)	100.0	83.3	-16.7	58.3	33.3	-25.0	57.9	59.1	1.2
<b>Protecting soil resources</b>	Erosion prevention (CG-SR 1.4)	100.0	75.0	-25.0	83.3	61.5	-21.8	97.4	94.1	-3.2
	Formula of nutrients applied (CG-SR 2.10)	62.5	71.4	8.9	42.9	76.9	34.1	ID	ID	ID
<b>Conserving biodiversity</b>	No forest conversion (CG-CB 3.1)	100.0	100.0	0.0	100.0	100.0	0.0	100.0	99.6	-0.4
	Conservation set asides (CG-CB 3.7)	87.5	57.1	-30.4	50.0	23.1	-26.9	ID	ID	ID
<b>Environmental management and monitoring</b>	No WHO chemicals (CG-EM 1.1)	100.0	100.0	0.0	100.0	100.0	0.0	100.0	100.0	0.0
	Improvement tracking program (CG-EM 2.1)	87.5	71.4	-16.1	100.0	84.6	-15.4	ID	ID	ID
	Pruning program for long term productivity (CG-EM 3.1)	100.0	100.0	0.0	100.0	100.0	0.0	88.8	93.4	4.6
	Renovation program for long term productivity (CG-EM 3.2)	71.4	85.7	14.3	100.0	61.5	-38.5	ID	ID	ID

ID: Insufficient data may be due to no entities of this type with a valid status in this year or no workers corresponding to the indicator in this year.

N/A: Entities are not evaluated against this indicator in the C.A.F.E. Practices scorecard.

■ Indicators that have the greatest decrease in performance per entity

■ Indicators that have the greatest increase in performance per entity

SECTIONS OF THE SCORECARD	2021 KEY PERFORMANCE INDICATORS– MILLS	WET MILLS			DRY MILLS			WET/ DRY MILLS		
		2017	2021	% point 2017– 2021	2017	2021	% point 2017– 2021	2017	2021	% point 2017– 2021
<b>Economic Accountability</b>	Keeps receipts for the coffee (EA-IS 1.3)	71.4	85.0	13.6	100.0	100.0	0.0	100	100	0.0
	Receipt includes data (EA-IS 1.4)	85.7	85.0	-0.7	100.0	100.0	0.0	100	100	0.0
<b>Hiring practices and employment policies</b>	Minimum wage paid to permanent workers (SR-HP 1.1)	100.0	100.0	0.0	100.0	100.0	0.0	100	100	0.0
	Minimum wage paid to temporary workers (SR-HP 1.2)	100.0	95.0	-5.0	ID	100.0	ID	100	100	0.0
	Benefits for permanent workers (SR-HP 1.7)	85.7	92.3	6.6	100.0	71.4	-28.6	50	100	50.0
	Benefits for temporary workers (SR-HP 1.8)	100.0	43.8	-56.3	ID	66.7	66.7	ID	100	ID
	Minimum wage exceeded for temporary workers (SR-HP 1.11)	100.0	90.0	-10.0	ID	100.0	100	100	100	0.0
	Hours of work (SR-HP 3.3)	92.9	85.0	-7.9	100.0	85.7	-14.3	100	100	0.0
	No child labor (SR-HP 4.1)	100.0	100.0	0.0	100.0	100.0	0.0	100	100	0.0
<b>Working conditions</b>	Access to education (SR-WC 2.1)	100.0	100.0	0.0	ID	ID	ID	100	100	0.0
	Employer contributes to cost of healthcare for all permanent workers (SR-WC 3.4)	85.7	100.0	14.3	100.0	57.1	-42.9	100	100	0.0
	Employer contributes to cost of healthcare for all temporary workers (SR-WC 3.5)	78.6	75.0	-3.6	ID	33.3	ID	100	100	0.0
	Use of Personal protective equipment/PEE (SR-WC 4.2)	84.6	76.5	-8.1	100.0	66.7	-33.3	ID	50	50
<b>Protecting water resources</b>	Wastewater management (CP-WC 2.1)	50.0	45.0	-5.0	N/A	N/A	N/A	ID	50	50
<b>Waste management</b>	Processing waste does not contaminate local environment (CP-WM 1.1)	71.4	65.0	-6.4	N/A	N/A	N/A	50	50	0.0
	Composting byproduct (CP-WM 1.2)	78.6	75.0	-3.6	N/A	N/A	N/A	100	100	0.0
<b>Energy use</b>	Responsible harvesting of wood for drying coffee during processing (CP-EC 1.4)	100.0	87.5	-12.5	N/A	N/A	N/A	100	100	0.0

ID: Insufficient data may be due to no entities of this type with a valid status in this year or no workers corresponding to the indicator in this year.

N/A: Entities are not evaluated against this indicator in the C.A.F.E. Practices scorecard.

■ Indicators that have the greatest decrease in performance per entity

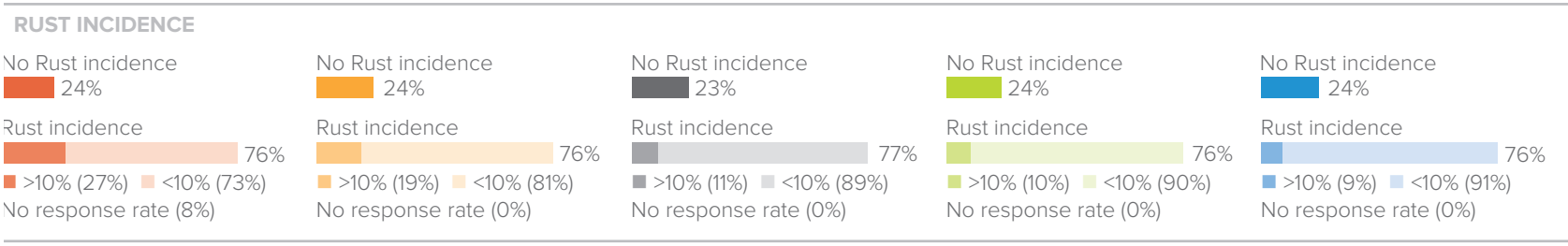
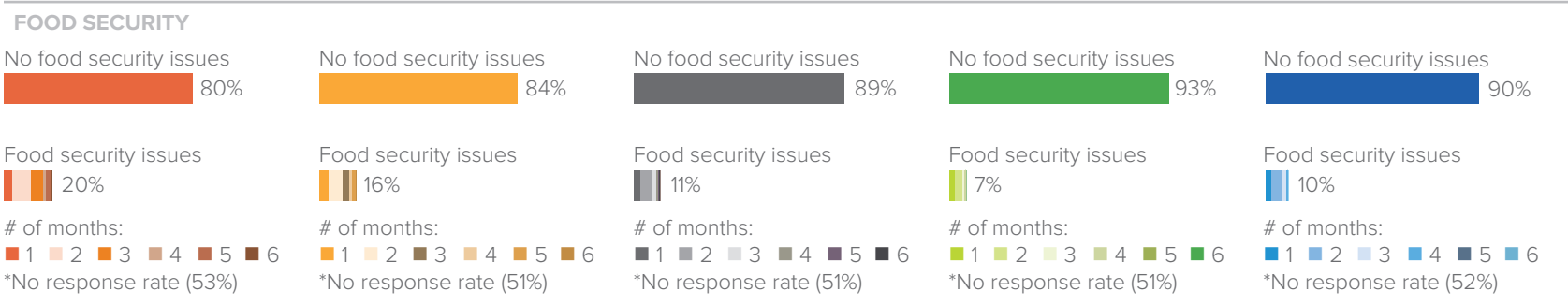
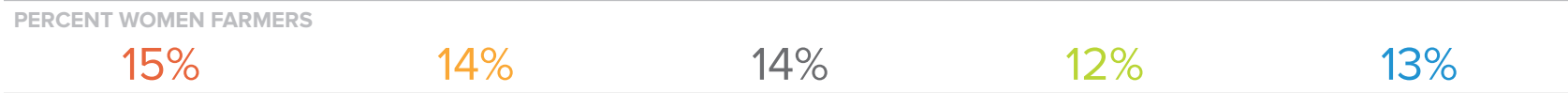
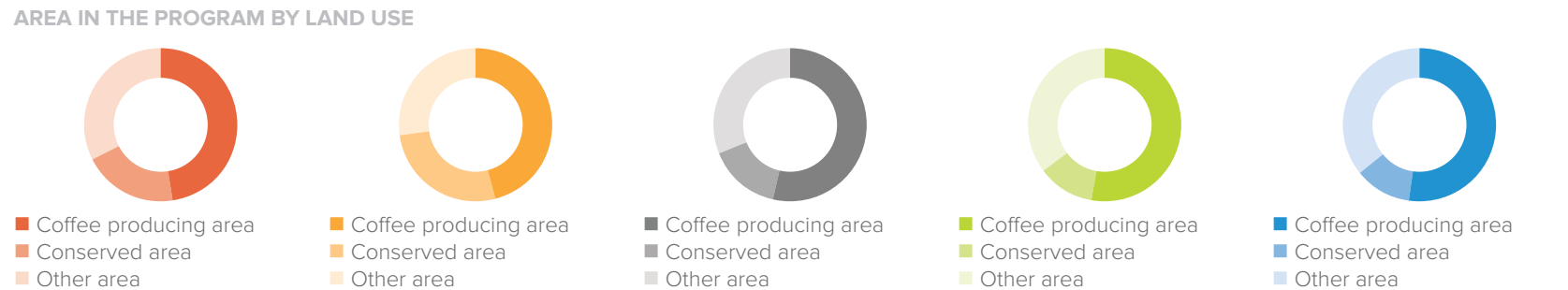
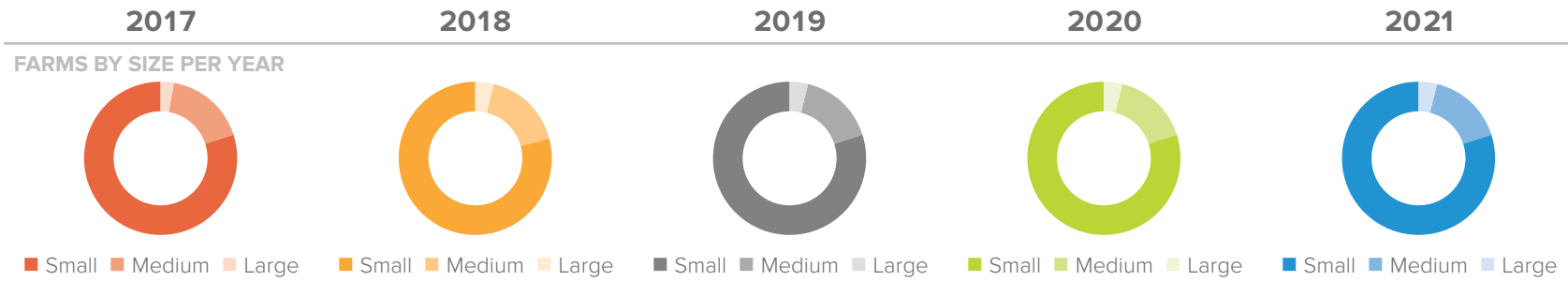
■ Indicators that have the greatest increase in performance per entity

SECTIONS OF THE SCORECARD	2021 KEY PERFORMANCE INDICATORS—PSOs	PSOs		
		2017	2021	% point 2017–2021
Management and tracking systems	Product Tracking systems all entities (PS-MT 1.1)	100.0	100.0	0.0
	C.A.F.E. Practices participant list (PS-MT 1.2)	90.0	100.0	10.0
	Receipts for farmers (PS-MT 1.3)	100.0	100.0	0.0
Hiring practices and employment policies	Hiring practices for PSOs (PS-HP 1.1)	95.0	96.7	1.7
Protecting soil resources	Maintaining soil productivity—soil plan includes soil analysis (PS-SR 2.1)	50.0	63.3	13.3
	Maintaining soil productivity—implementing soil and foliar plan every two years (PS-SR 2.3)	25.0	58.6	33.6
Environmental management and monitoring	No distribution of WHO chemicals (PS-EM 1.1)	100.0	100.0	0.0
	Trains 30% on correct procedures for agrochemicals (PS-EM 1.4)	93.8	95.5	1.7
	Trains 30% on proper use of PPE and facilitates access to PPE (PS-EM 1.5)	93.8	90.9	-2.8
	Annual meeting and Written management plan (PS-EM 2.5)	50.0	43.3	-6.7
	Training materials (PS-EM 2.6)	80.0	96.7	16.7
	PSO trained 25% of producers on topics in PS-EM 2.6 (PS-EM 2.8)	70.0	93.3	23.3
	PSO trained 50% of producers (PS-EM 2.9)	45.0	86.7	41.7
Training program on climate change	Training program on climate change (PS-CC 1.2)	60.0	36.7	-23.3

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N/A: Entities are not evaluated against this indicator in the C.A.F.E. Practices scorecard.

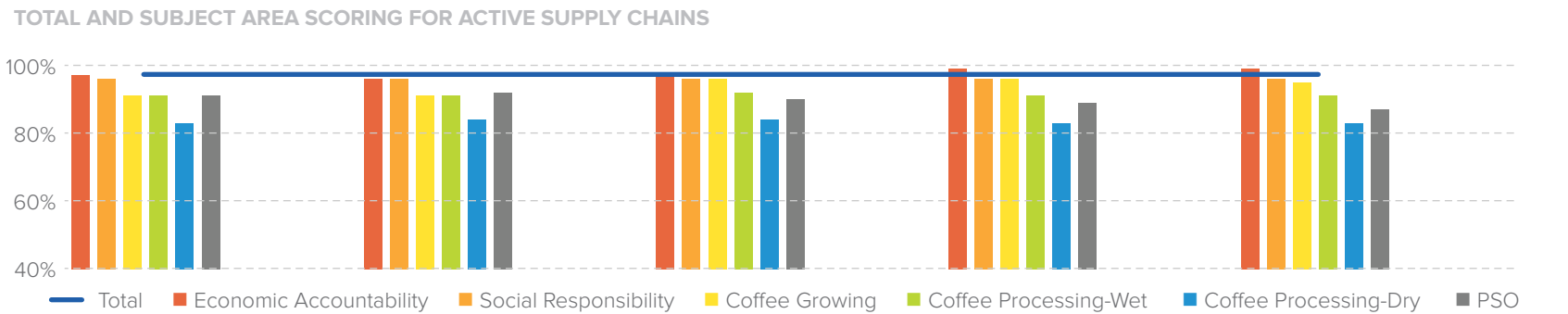
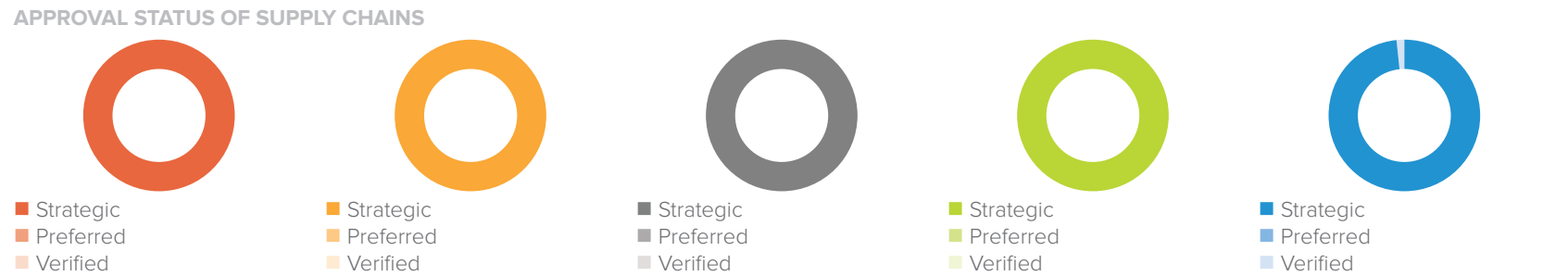
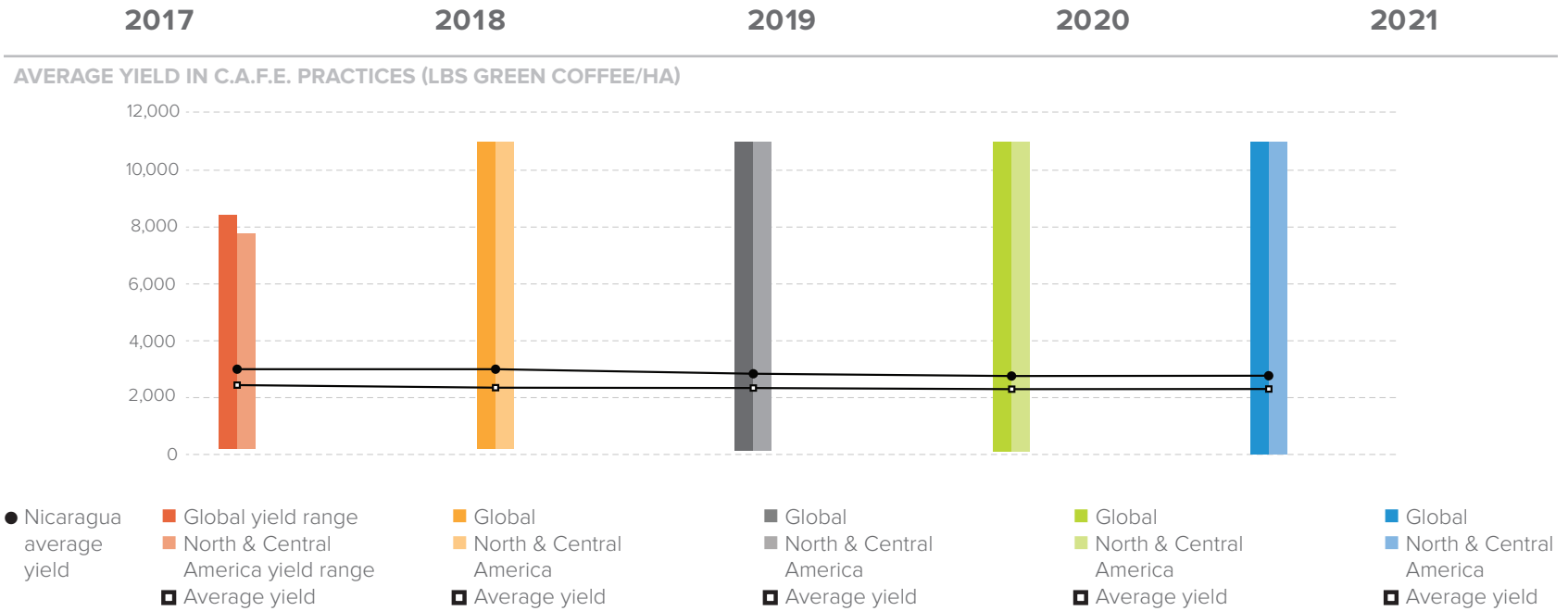
- Indicators that have the greatest decrease in performance per entity
- Indicators that have the greatest increase in performance per entity



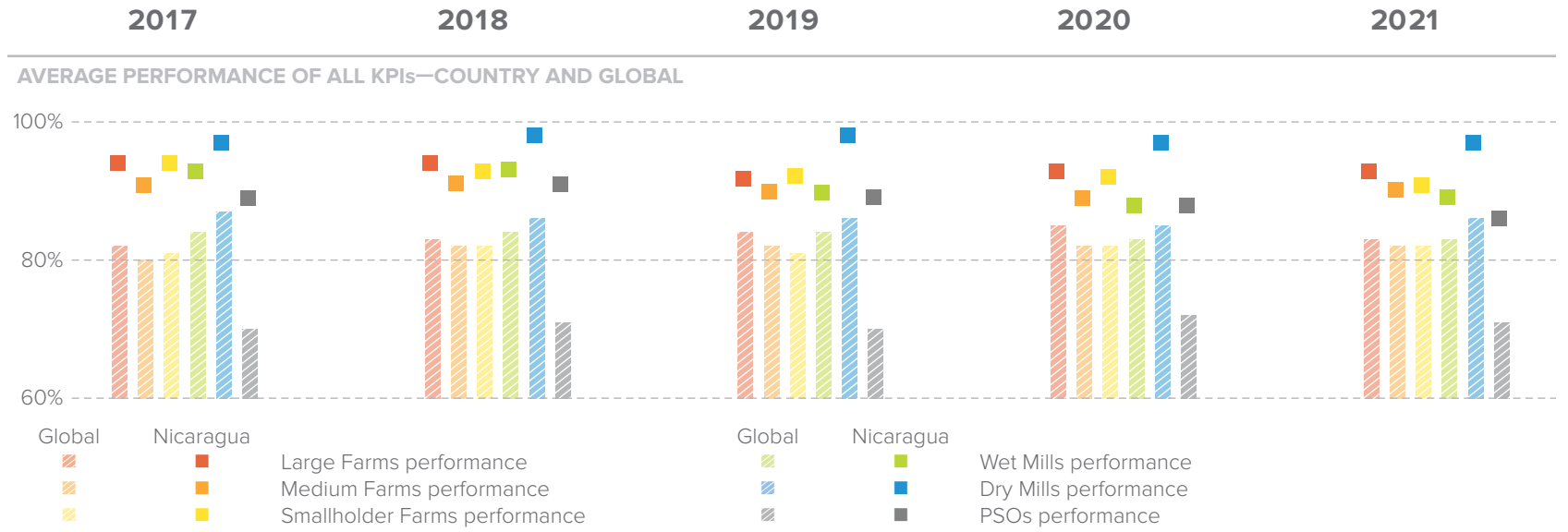
Note: Figures are based on sampled farms



NORTH & CENTRAL AMERICA // **NICARAGUA**



# NICARAGUA



## NICARAGUA

SECTIONS OF THE SCORECARD	2021 KEY PERFORMANCE INDICATORS– FARM SIZE	LARGE FARMS			MEDIUM FARMS			SMALLHOLDER FARMS		
		2017	2021	% point 2017–2021	2017	2021	% point 2017–2021	2017	2021	% point 2017–2021
Economic Accountability	Keeps receipts for the coffee (EA-IS 1.3)	100.0	99.2	-0.8	97.8	97.5	-0.3	98.3	94.0	-4.3
	Receipt includes data product (EA-IS 1.4)	96.0	99.2	3.2	97.8	97.1	-0.7	98.0	93.2	-4.8
Hiring practices and employment policies	Minimum wage paid to permanent workers (SR-HP 1.1)	100.0	100.0	0.0	99.0	100.0	1.0	100.0	100.0	0.0
	Minimum wage paid to temporary workers (SR-HP 1.2)	100.0	100.0	0.0	100.0	100.0	0.0	98.9	100.0	1.1
	Benefits for permanent workers (SR-HP 1.7)	92.0	92.5	0.5	77.2	84.8	7.6	69.7	60.7	-9.0
	Benefits for temporary workers (SR-HP 1.8)	89.4	86.3	-3.1	82.0	83.5	1.5	76.0	59.5	-16.5
	Minimum wage exceeded for temporary workers (SR-HP 1.11)	85.0	85.6	0.6	88.5	82.4	-6.2	88.6	93.4	4.8
	Hours of work (SR-HP 3.3)	94.9	100.0	5.1	96.1	99.5	3.4	99.6	100.0	0.4
	No child labor (SR-HP 4.1)	99.0	100.0	1.0	100.0	100.0	0.0	100.0	100.0	0.0
Working conditions	Access to education (SR-WC 2.1)	100.0	100.0	0.0	100.0	100.0	0.0	100.0	100.0	0.0
	Employer contributes to cost of healthcare for all permanent workers (SR-WC 3.4)	99.0	97.5	-1.5	96.1	94.6	-1.5	ID	ID	ID
	Employer contributes to cost of healthcare for all temporary workers (SR-WC 3.5)	94.0	90.3	-3.7	95.6	82.5	-13.1	ID	ID	ID
	Use of Personal protective equipment (SR-WC 4.2)	92.0	92.1	0.1	95.6	97.0	1.4	96.2	89.8	-6.4
Protecting water resources	Water body buffer zones (CG-WR 1.1)	100.0	94.4	-5.6	95.4	89.6	-5.8	92.6	81.3	-11.2
Protecting soil resources	Erosion prevention (CG-SR 1.4)	88.7	78.6	-10.1	92.0	79.0	-13.0	89.3	85.1	-4.3
	Formula of nutrients applied (CG-SR 2.10)	81.2	84.3	3.1	56.8	62.6	5.8	ID	ID	ID
Conserving biodiversity	No forest conversion (CG-CB 3.1)	100.0	100.0	0.0	100.0	100.0	0.0	100.0	100.0	0.0
	Conservation set asides (CG-CB 3.7)	87.1	79.5	-7.6	75.4	62.1	-13.3	ID	ID	ID
Environmental management and monitoring	No WHO chemicals (CG-EM 1.1)	98.0	100.0	2.0	100.0	100.0	0.0	100.0	100.0	0.0
	Improvement tracking program (CG-EM 2.1)	97.0	97.6	0.6	93.4	98.1	4.6	ID	ID	ID
	Pruning program for long term productivity (CG-EM 3.1)	98.0	96.1	-2.0	94.5	97.1	2.6	96.6	99.4	2.7
	Renovation program for long term productivity (CG-EM 3.2)	91.8	97.3	5.6	91.2	99.4	8.2	ID	ID	ID

ID: Insufficient data may be due to no entities of this type with a valid status in this year or no workers corresponding to the indicator in this year.

N/A: Entities are not evaluated against this indicator in the C.A.F.E. Practices scorecard.

■ Indicators that have the greatest decrease in performance per entity

■ Indicators that have the greatest increase in performance per entity

## NICARAGUA

SECTIONS OF THE SCORECARD	2021 KEY PERFORMANCE INDICATORS–MILLS	WET MILLS			DRY MILLS			WET/ DRY MILLS		
		2017	2021	% point 2017–2021	2017	2021	% point 2017–2021	2017	2021	% point 2017–2021
<b>Economic Accountability</b>	Keeps receipts for the coffee (EA-IS 1.3)	98.1	97.9	-0.2	100.0	100.0	0.0	100.0	100.0	0.0
	Receipt includes data (EA-IS 1.4)	96.6	97.6	0.9	100.0	100.0	0.0	100.0	100.0	0.0
<b>Hiring practices and employment policies</b>	Minimum wage paid to permanent workers (SR-HP 1.1)	99.3	100.0	0.7	100.0	100.0	0.0	100.0	100.0	0.0
	Minimum wage paid to temporary workers (SR-HP 1.2)	100.0	100.0	0.0	100.0	100.0	0.0	100.0	100.0	0.0
	Benefits for permanent workers (SR-HP 1.7)	84.5	92.5	8.0	93.8	100.0	6.3	100.0	100.0	0.0
	Benefits for temporary workers (SR-HP 1.8)	85.8	83.9	-1.9	100.0	100.0	0.0	100.0	100.0	0.0
	Minimum wage exceeded for temporary workers (SR-HP 1.11)	88.2	81.2	-7.0	83.3	87.5	4.2	100.0	100.0	0.0
	Hours of work (SR-HP 3.3)	93.8	99.3	5.5	100.0	100.0	0.0	100.0	100.0	0.0
	No child labor (SR-HP 4.1)	100.0	100.0	0.0	100.0	100.0	0.0	100.0	100.0	0.0
<b>Working conditions</b>	Access to education (SR-WC 2.1)	100.0	100.0	0.0	100.0	100.0	0.0	100.0	100.0	0.0
	Employer contributes to cost of healthcare for all permanent workers (SR-WC 3.4)	98.1	99.3	1.2	100.0	100.0	0.0	100.0	100.0	0.0
	Employer contributes to cost of healthcare for all temporary workers (SR-WC 3.5)	95.3	87.2	-8.1	100.0	87.5	-12.5	100.0	100.0	0.0
	Use of Personal protective equipment/ PEE (SR-WC 4.2)	89.2	95.3	6.0	94.1	100.0	5.9	100.0	100.0	0.0
<b>Protecting water resources</b>	Wastewater management (CP-WC 2.1)	98.9	97.2	-1.7	ID	ID	ID	100.0	100.0	0.0
<b>Waste management</b>	Processing waste does not contaminate local environment (CP-WM 1.1)	99.3	95.8	-3.4	ID	ID	ID	100.0	75.0	-25.0
	Composting byproduct (CP-WM 1.2)	97.4	95.8	-1.5	ID	ID	ID	100.0	75.0	-25.0
<b>Energy use</b>	Responsible harvesting of wood for drying coffee during processing (CP-EC 1.4)	75.0	0.0	-75.0	ID	ID	ID	ID	ID	ID

ID: Insufficient data may be due to no entities of this type with a valid status in this year or no workers corresponding to the indicator in this year.

N/A: Entities are not evaluated against this indicator in the C.A.F.E. Practices scorecard.

■ Indicators that have the greatest decrease in performance per entity

■ Indicators that have the greatest increase in performance per entity

SECTIONS OF THE SCORECARD	2021 KEY PERFORMANCE INDICATORS–PSOs	PSOs		
		2017	2021	% point 2017–2021
Management and tracking systems	Product Tracking systems all entities (PS-MT 1.1)	100.0	100.0	0.0
	C.A.F.E. Practices participant list (PS-MT 1.2)	100.0	100.0	0.0
	Receipts for farmers (PS-MT 1.3)	100.0	100.0	0.0
Hiring practices and employment policies	Hiring practices for PSOs (PS-HP 1.1)	100.0	90.6	-9.4
Protecting soil resources	Maintaining soil productivity—soil plan includes soil analysis (PS-SR 2.1)	93.2	84.4	-8.8
	Maintaining soil productivity—implementing soil and foliar plan every two years (PS-SR 2.3)	84.1	74.2	-9.9
Environmental management and monitoring	No distribution of WHO chemicals (PS-EM 1.1)	100.0	100.0	0.0
	Trains 30% on correct procedures for agrochemicals (PS-EM 1.4)	100.0	96.8	-3.2
	Trains 30% on proper use of PPE and facilitates access to PPE (PS-EM 1.5)	93.2	96.9	3.7
	Annual meeting and Written management plan (PS-EM 2.5)	93.2	96.9	3.7
	Training materials (PS-EM 2.6)	100.0	90.6	-9.4
	PSO trained 25% of producers on topics in PS-EM 2.6 (PS-EM 2.8)	100.0	96.9	-3.1
	PSO trained 50% of producers (PS-EM 2.9)	97.7	87.5	-10.2
Training program on climate change	Training program on climate change (PS-CC 1.2)	54.5	87.5	33.0

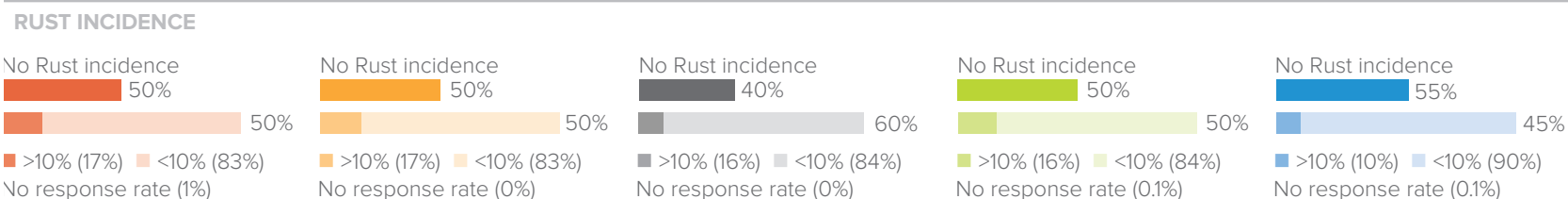
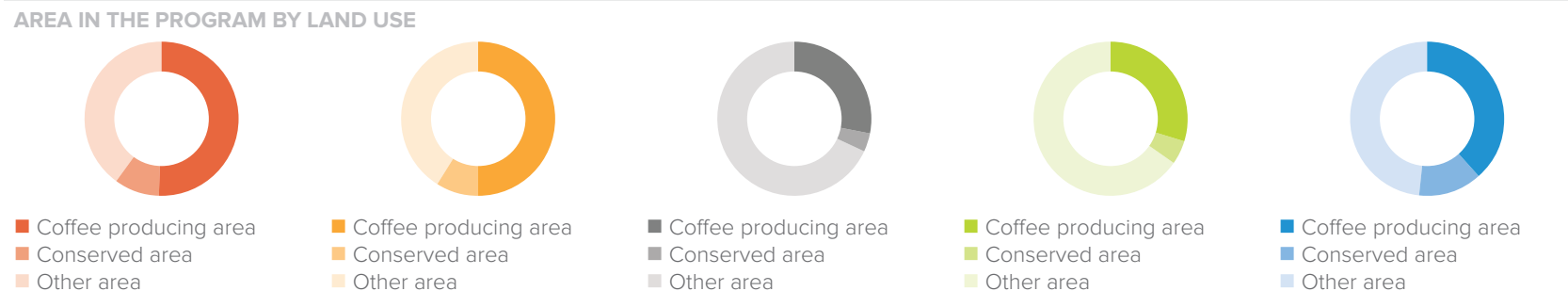
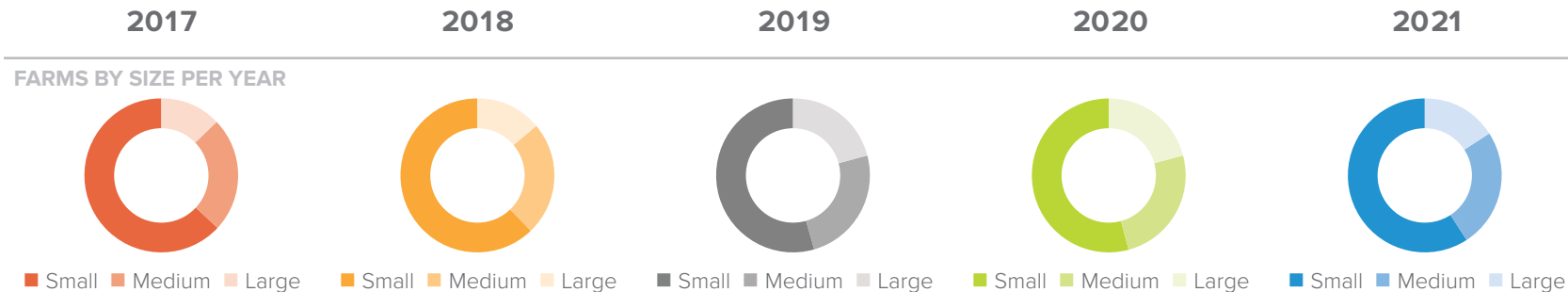
ID: Insufficient data may be due to no entities of this type with a valid status in this year or no workers corresponding to the indicator in this year.

N/A: Entities are not evaluated against this indicator in the C.A.F.E. Practices scorecard.

■ Indicators that have the greatest decrease in performance per entity

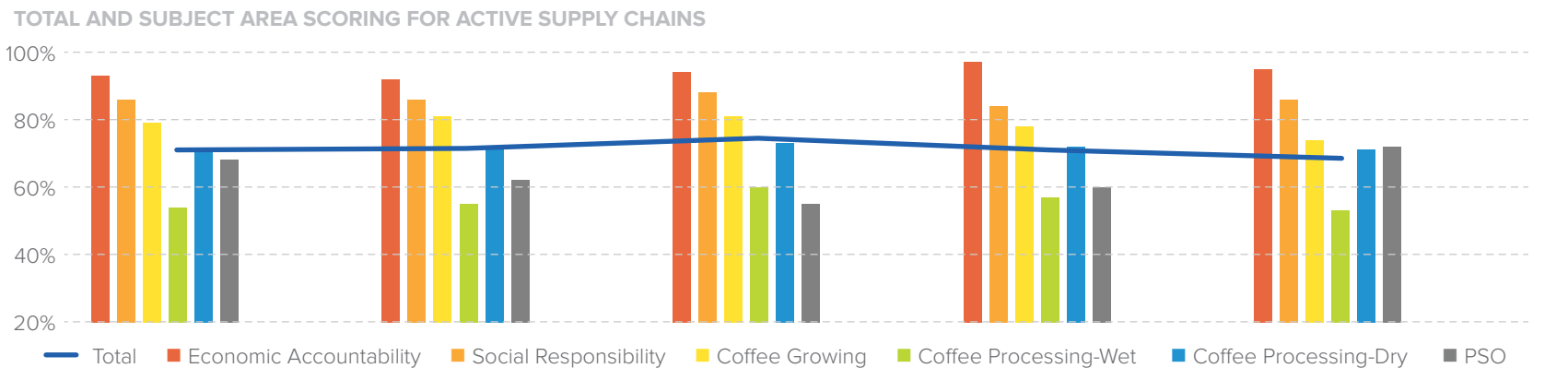
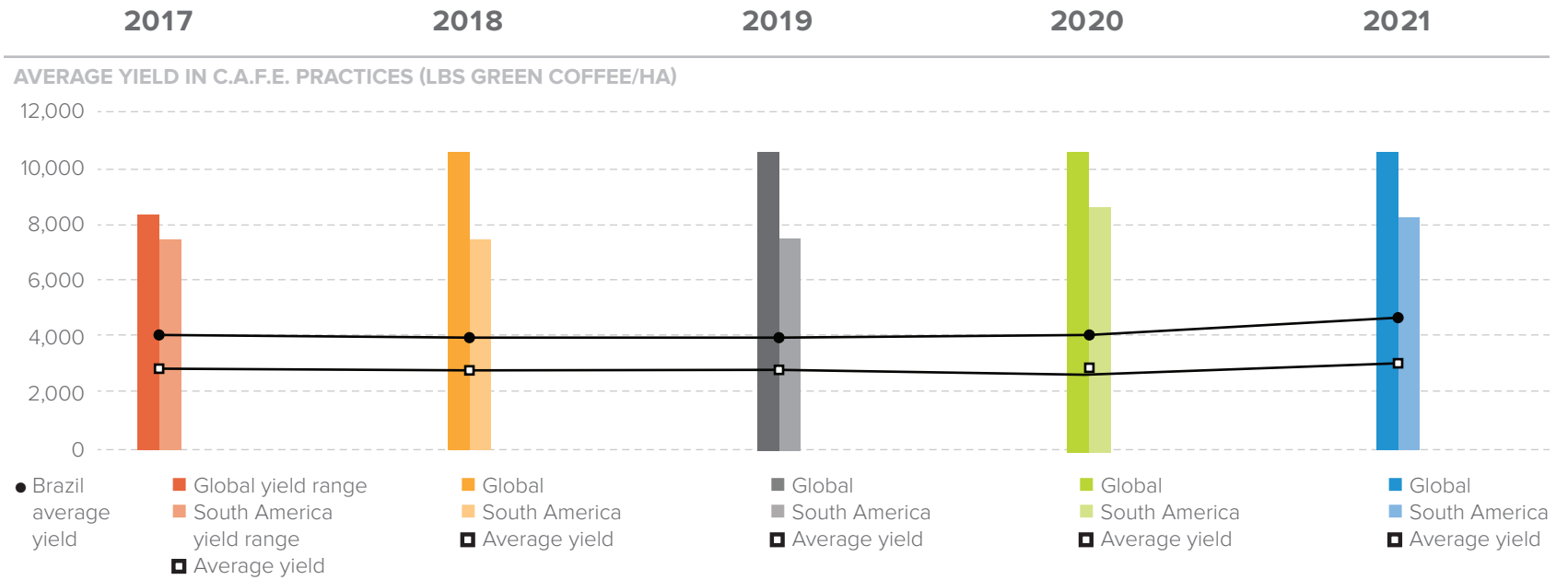
■ Indicators that have the greatest increase in performance per entity

SOUTH AMERICA // **BRAZIL**

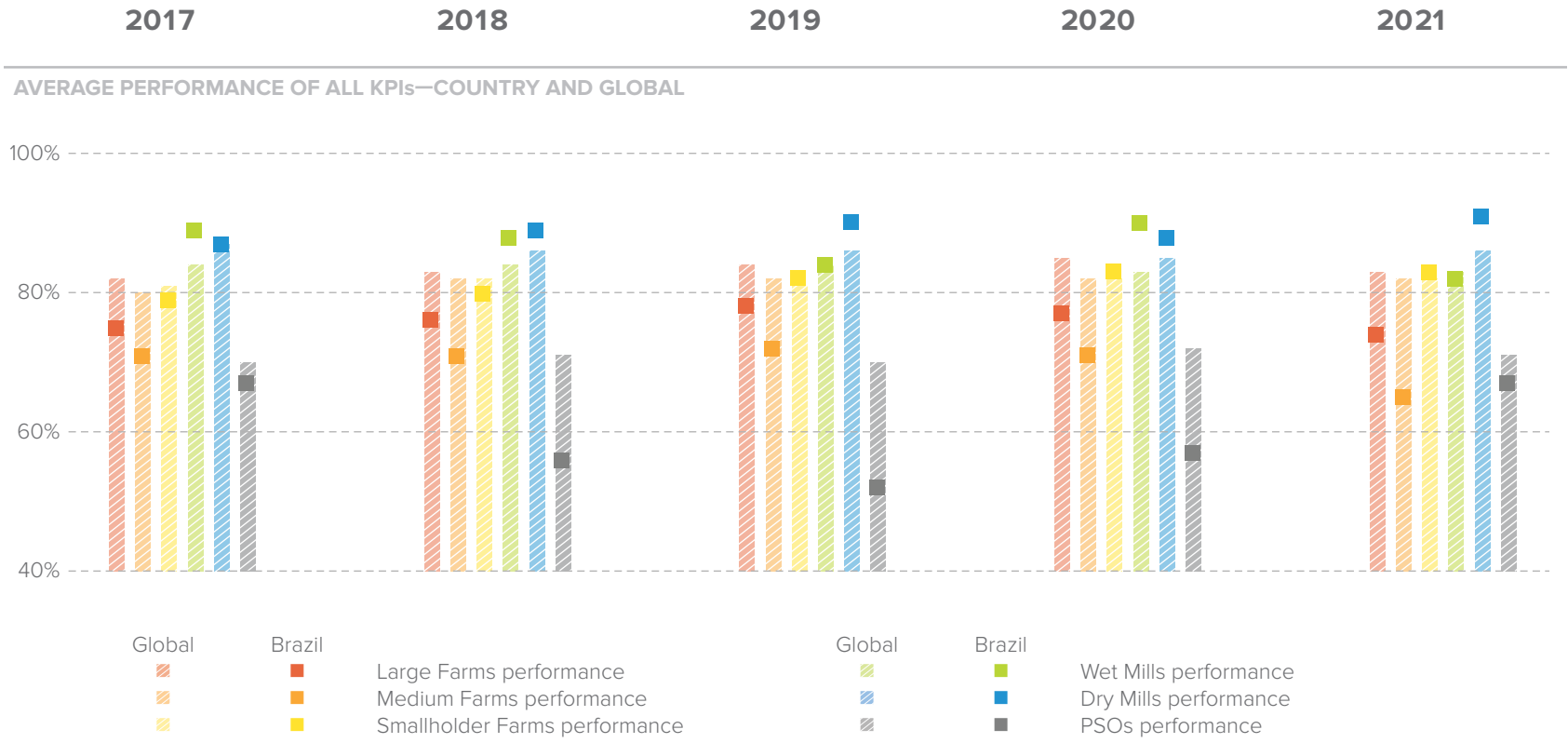


Note: Figures are based on sampled farms

SOUTH AMERICA // **BRAZIL**



SOUTH AMERICA // **BRAZIL**





SECTIONS OF THE SCORECARD	2021 KEY PERFORMANCE INDICATORS– FARM SIZE	LARGE FARMS			MEDIUM FARMS			SMALLHOLDER FARMS		
		2017	2021	% point 2017–2021	2017	2021	% point 2017–2021	2017	2021	% point 2017–2021
<b>Economic Accountability</b>	Keeps receipts for the coffee (EA-IS 1.3)	86.8	93.2	6.5	91.5	92.8	1.3	90.0	95.8	5.8
	Receipt includes data product (EA-IS 1.4)	86.4	93.1	6.7	91.0	92.5	1.5	90.0	95.8	5.8
<b>Hiring practices and employment policies</b>	Minimum wage paid to permanent workers (SR-HP 1.1)	99.2	100.0	0.8	100.0	100.0	0.0	100.0	100.0	0.0
	Minimum wage paid to temporary workers (SR-HP 1.2)	96.8	99.8	3.0	98.8	99.3	0.5	100.0	100.0	0.0
	Benefits for permanent workers (SR-HP 1.7)	90.2	80.9	-9.3	95.2	64.1	-31.1	100.0	85.7	-14.3
	Benefits for temporary workers (SR-HP 1.8)	85.9	71.4	-14.5	61.2	23.8	-37.3	9.1	22.2	13.1
	Minimum wage exceeded for temporary workers (SR-HP 1.11)	31.6	50.0	18.4	22.9	47.7	24.8	27.3	38.9	11.6
	Hours of work (SR-HP 3.3)	70.0	69.2	-0.7	69.5	29.7	-39.8	100.0	91.3	-8.7
	No child labor (SR-HP 4.1)	100.0	100.0	0.0	100.0	100.0	0.0	100.0	100.0	0.0
<b>Working conditions</b>	Access to education (SR-WC 2.1)	100.0	99.6	-0.4	100.0	100.0	0.0	100.0	100.0	0.0
	Employer contributes to cost of healthcare for all permanent workers (SR-WC 3.4)	90.2	96.6	6.4	92.8	94.3	1.5	ID	ID	ID
	Employer contributes to cost of healthcare for all temporary workers (SR-WC 3.5)	84.7	78.9	-5.8	59.3	33.1	-26.2	ID	ID	ID
	Use of Personal protective equipment (SR-WC 4.2)	82.5	69.0	-13.5	84.7	63.0	-21.7	93.9	90.8	-3.2
<b>Protecting water resources</b>	Water body buffer zones (CG-WR 1.1)	99.6	99.3	-0.3	99.4	97.8	-1.6	98.6	97.5	-1.1
<b>Protecting soil resources</b>	Erosion prevention (CG-SR 1.4)	10.2	10.6	0.4	4.9	11.3	6.5	11.4	9.1	-2.3
	Formula of nutrients applied (CG-SR 2.10)	58.0	58.5	0.5	30.7	31.8	1.1	ID	ID	ID
<b>Conserving biodiversity</b>	No forest conversion (CG-CB 3.1)	100.0	100.0	0.0	100.0	100.0	0.0	100.0	100.0	0.0
	Conservation set asides (CG-CB 3.7)	94.6	61.0	-33.5	85.2	54.7	-30.5	ID	ID	ID
<b>Environmental management and monitoring</b>	No WHO chemicals (CG-EM 1.1)	98.1	99.7	1.7	98.9	100.0	1.1	100.0	100.0	0.0
	Improvement tracking program (CG-EM 2.1)	5.4	8.3	2.8	2.1	16.5	14.4	ID	ID	ID
	Pruning program for long term productivity (CG-EM 3.1)	38.1	49.7	11.5	37.6	53.5	15.9	24.0	80.7	56.7
	Renovation program for long term productivity (CG-EM 3.2)	59.7	59.5	-0.2	50.0	51.7	1.7	ID	ID	ID

ID: Insufficient data may be due to no entities of this type with a valid status in this year or no workers corresponding to the indicator in this year.

N/A: Entities are not evaluated against this indicator in the C.A.F.E. Practices scorecard.

■ Indicators that have the greatest decrease in performance per entity

■ Indicators that have the greatest increase in performance per entity

SECTIONS OF THE SCORECARD	2021 KEY PERFORMANCE INDICATORS– MILLS	WET MILLS			DRY MILLS			WET/ DRY MILLS		
		2017	2021	% point 2017– 2021	2017	2021	% point 2017– 2021	2017	2021	% point 2017– 2021
<b>Economic Accountability</b>	Keeps receipts for the coffee (EA-IS 1.3)	100.0	86.0	-14.0	85.9	95.8	9.9	92.2	94.8	2.6
	Receipt includes data (EA-IS 1.4)	100.0	86.0	-14.0	86.0	95.9	9.9	91.8	94.7	2.9
<b>Hiring practices and employment policies</b>	Minimum wage paid to permanent workers (SR-HP 1.1)	100.0	100.0	0.0	98.4	100.0	1.6	100.0	100.0	0.0
	Minimum wage paid to temporary workers (SR-HP 1.2)	100.0	100.0	0.0	100.0	100.0	0.0	100.0	100.0	0.0
	Benefits for permanent workers (SR-HP 1.7)	83.3	54.5	-28.8	98.4	89.7	-8.7	95.8	78.7	-17.2
	Benefits for temporary workers (SR-HP 1.8)	85.7	42.9	-42.9	95.2	84.4	-10.9	94.6	78.9	-15.7
	Minimum wage exceeded for temporary workers (SR-HP 1.11)	53.8	71.4	17.6	41.0	59.4	18.4	40.9	59.4	18.5
	Hours of work (SR-HP 3.3)	61.1	50.0	-11.1	76.6	84.0	7.4	70.0	67.8	-2.2
	No child labor (SR-HP 4.1)	100.0	100.0	0.0	100.0	100.0	0.0	100.0	100.0	0.0
<b>Working conditions</b>	Access to education (SR-WC 2.1)	100.0	100.0	0.0	100.0	100.0	0.0	100.0	100.0	0.0
	Employer contributes to cost of healthcare for all permanent workers (SR-WC 3.4)	100.0	93.9	-6.1	83.9	96.2	12.3	42.9	97.0	54.2
	Employer contributes to cost of healthcare for all temporary workers (SR-WC 3.5)	93.3	71.4	-21.9	92.7	93.9	1.3	93.2	87.7	-5.5
	Use of Personal protective equipment/PEE (SR-WC 4.2)	72.2	78.9	6.7	89.8	91.5	1.7	85.7	70.8	-14.9
<b>Protecting water resources</b>	Wastewater management (CP-WC 2.1)	83.3	93.0	9.6	N/A	N/A	N/A	80.2	86.1	5.9
<b>Waste management</b>	Processing waste does not contaminate local environment (CP-WM 1.1)	100.0	98.2	-1.8	N/A	N/A	N/A	92.7	86.2	-6.5
	Composting byproduct (CP-WM 1.2)	100.0	100.0	0.0	N/A	N/A	N/A	94.8	98.3	3.5
<b>Energy use</b>	Responsible harvesting of wood for drying coffee during processing (CP-EC 1.4)	100.0	91.9	-8.1	N/A	N/A	N/A	95.6	93.9	-1.7

ID: Insufficient data may be due to no entities of this type with a valid status in this year or no workers corresponding to the indicator in this year.

N/A: Entities are not evaluated against this indicator in the C.A.F.E. Practices scorecard.

■ Indicators that have the greatest decrease in performance per entity

■ Indicators that have the greatest increase in performance per entity

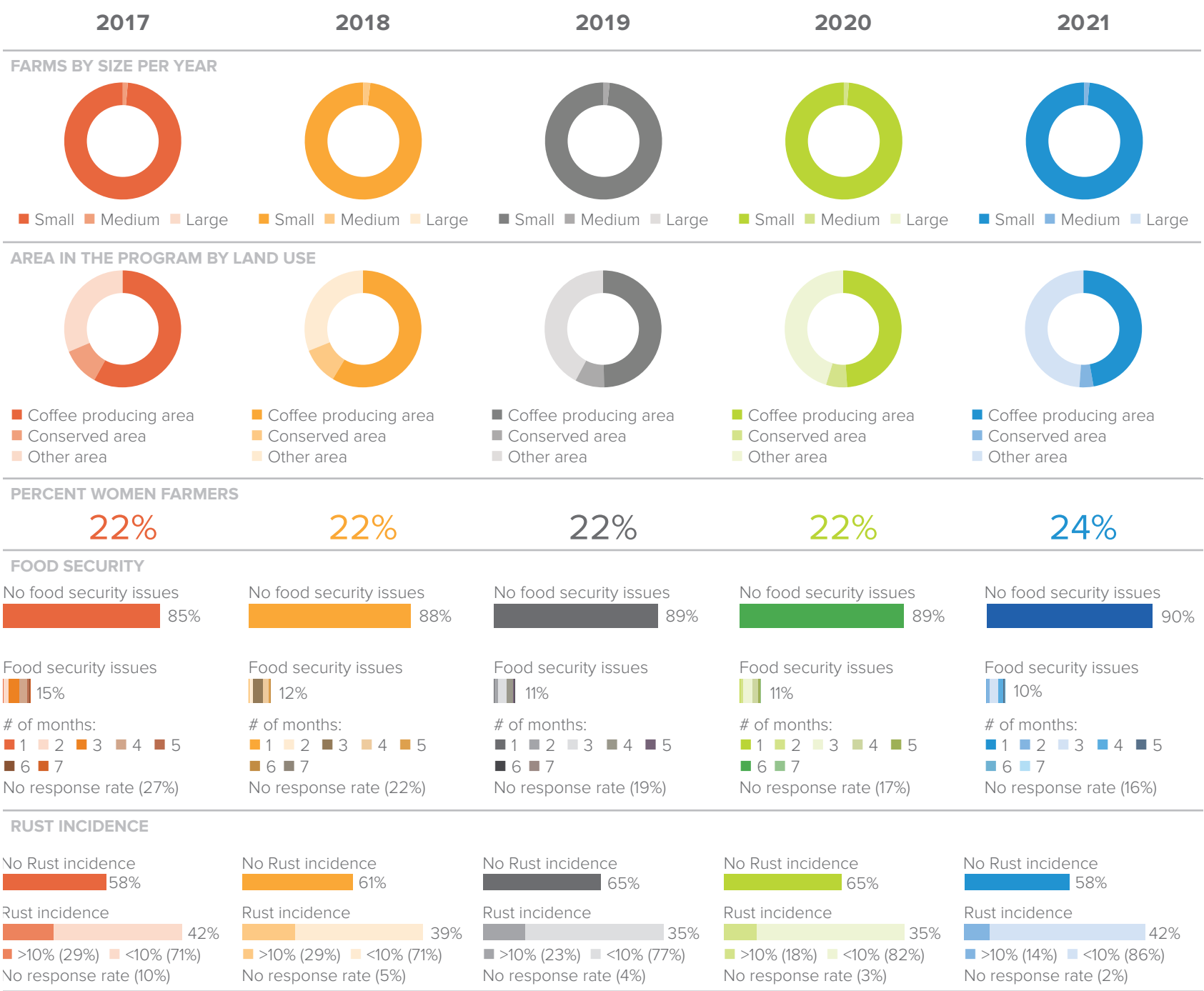
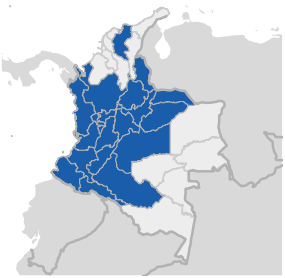
SECTIONS OF THE SCORECARD	2021 KEY PERFORMANCE INDICATORS–PSOs	PSOs		
		2017	2021	% point 2017–2021
Management and tracking systems	Product Tracking systems all entities (PS-MT 1.1)	100.0	100.0	0.0
	C.A.F.E. Practices participant list (PS-MT 1.2)	100.0	100.0	0.0
	Receipts for farmers (PS-MT 1.3)	100.0	100.0	0.0
Hiring practices and employment policies	Hiring practices for PSOs (PS-HP 1.1)	100.0	83.3	-16.7
Protecting soil resources	Maintaining soil productivity—soil plan includes soil analysis (PS-SR 2.1)	50.0	100.0	50.0
	Maintaining soil productivity—implementing soil and foliar plan every two years (PS-SR 2.3)	50.0	80.0	30.0
Environmental management and monitoring	No distribution of WHO chemicals (PS-EM 1.1)	100.0	100.0	0.0
	Trains 30% on correct procedures for agrochemicals (PS-EM 1.4)	100.0	66.7	-33.3
	Trains 30% on proper use of PPE and facilitates access to PPE (PS-EM 1.5)	100.0	66.7	-33.3
	Annual meeting and Written management plan (PS-EM 2.5)	50.0	66.7	16.7
	Training materials (PS-EM 2.6)	100.0	100.0	0.0
	PSO trained 25% of producers on topics in PS-EM 2.6 (PS-EM 2.8)	100.0	83.3	-16.7
	PSO trained 50% of producers (PS-EM 2.9)	100.0	83.3	-16.7
Training program on climate change	Training program on climate change (PS-CC 1.2)	50.0	33.3	-16.7

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N/A: Entities are not evaluated against this indicator in the C.A.F.E. Practices scorecard.

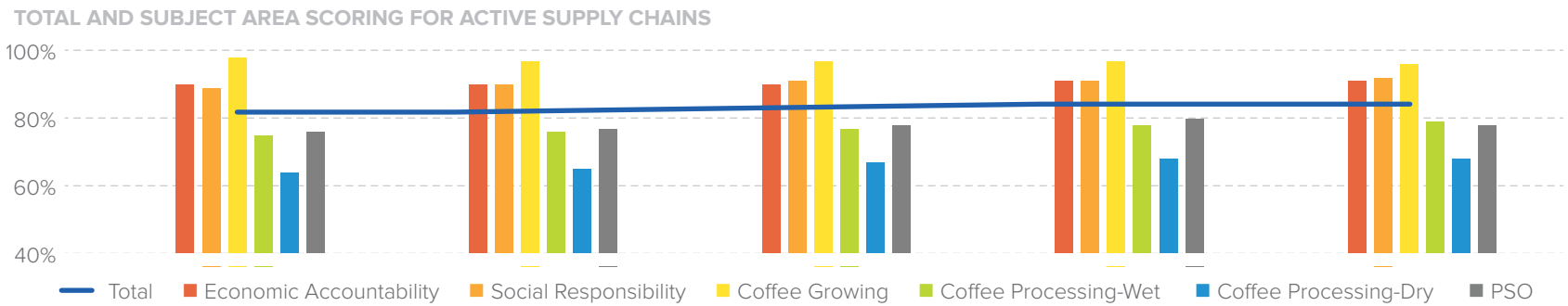
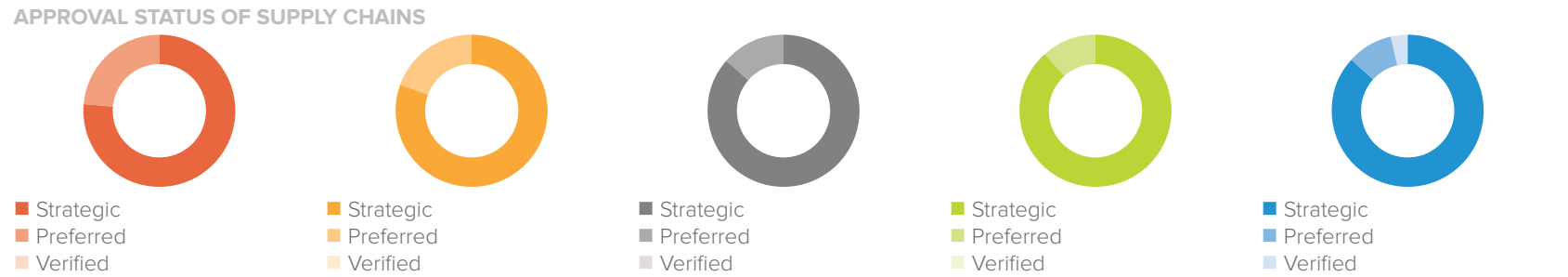
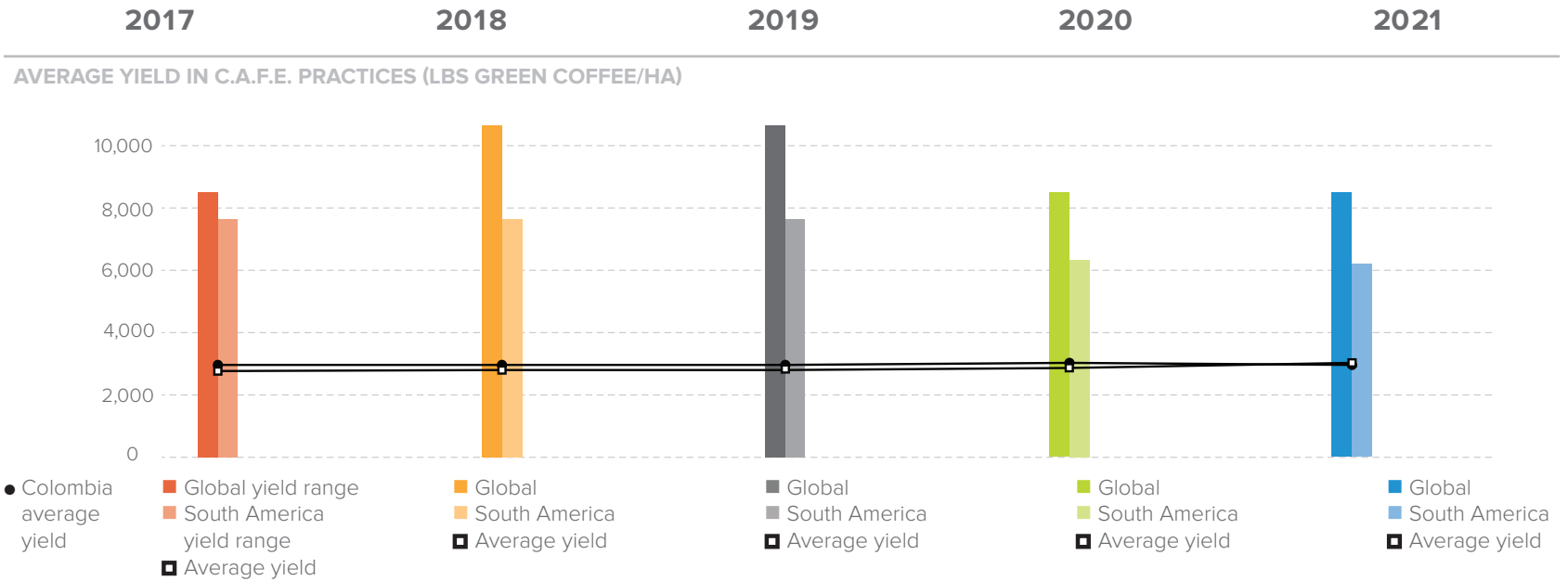
- Indicators that have the greatest decrease in performance per entity
- Indicators that have the greatest increase in performance per entity

SOUTH AMERICA // **COLOMBIA**

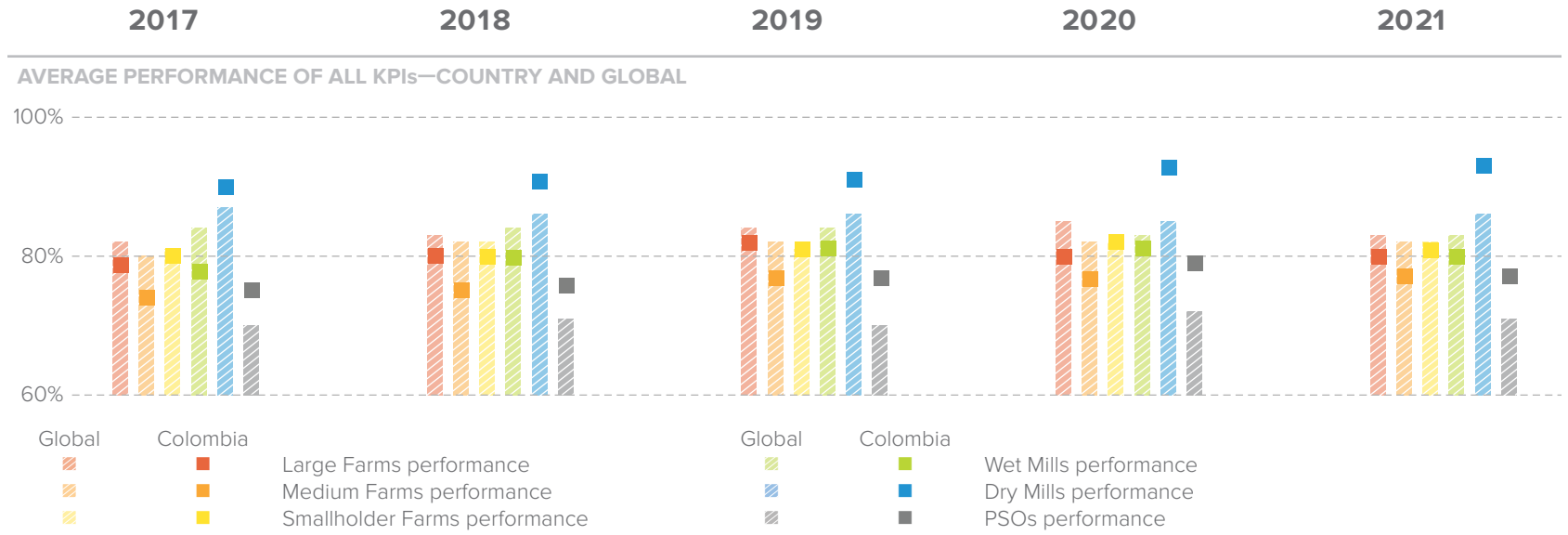


Note: Figures are based on sampled farms

SOUTH AMERICA // **COLOMBIA**



# COLOMBIA



SECTIONS OF THE SCORECARD	2021 KEY PERFORMANCE INDICATORS– FARM SIZE	LARGE FARMS			MEDIUM FARMS			SMALLHOLDER FARMS		
		2017	2021	% point 2017 -2021	2017	2021	% point 2017 -2021	2017	2021	% point 2017 -2021
<b>Economic Accountability</b>	Keeps receipts for the coffee (EA-IS 1.3)	96.4	94.5	-1.9	91.7	89.7	-2.0	82.4	82.1	-0.3
	Receipt includes data product (EA-IS 1.4)	96.4	94.5	-1.9	91.1	90.1	-1.0	82.0	81.4	-0.6
<b>Hiring practices and employment policies</b>	Minimum wage paid to permanent workers (SR-HP 1.1)	100.0	99.3	-0.7	98.6	99.7	1.1	98.4	99.6	1.2
	Minimum wage paid to temporary workers (SR-HP 1.2)	99.3	97.9	-1.4	99.2	99.3	0.1	97.6	99.8	2.2
	Benefits for permanent workers (SR-HP 1.7)	68.7	77.4	8.7	49.7	63.1	13.4	38.9	49.2	10.3
	Benefits for temporary workers (SR-HP 1.8)	5.1	7.0	2.0	3.8	4.1	0.3	1.6	2.3	0.7
	Minimum wage exceeded for temporary workers (SR-HP 1.11)	94.3	93.1	-1.2	97.4	98.7	1.3	96.7	99.6	2.9
	Hours of work (SR-HP 3.3)	97.8	95.1	-2.7	93.5	96.1	2.6	99.4	99.8	0.4
	No child labor (SR-HP 4.1)	99.3	100.0	0.7	99.0	100.0	1.0	99.6	100.0	0.3
<b>Working conditions</b>	Access to education (SR-WC 2.1)	99.2	94.9	-4.2	99.4	99.7	0.3	99.3	99.6	0.3
	Employer contributes to cost of healthcare for all permanent workers (SR-WC 3.4)	70.2	76.5	6.2	51.4	65.7	14.3	ID	ID	ID
	Employer contributes to cost of healthcare for all temporary workers (SR-WC 3.5)	19.1	20.3	1.2	10.7	13.0	2.3	ID	ID	ID
	Use of Personal protective equipment (SR-WC 4.2)	74.3	82.6	8.4	67.5	81.8	14.2	60.3	77.2	16.9
<b>Protecting water resources</b>	Water body buffer zones (CG-WR 1.1)	95.6	97.9	2.3	95.8	96.4	0.6	92.0	94.0	2.0
<b>Protecting soil resources</b>	Erosion prevention (CG-SR 1.4)	56.8	61.3	4.4	55.0	54.7	-0.3	49.9	48.9	-1.0
	Formula of nutrients applied (CG-SR 2.10)	48.6	37.9	-10.6	33.4	25.1	-8.3	ID	ID	ID
<b>Conserving biodiversity</b>	No forest conversion (CG-CB 3.1)	100.0	99.3	-0.7	100.0	100.0	0.0	100.0	100.0	0.0
	Conservation set asides (CG-CB 3.7)	74.3	64.8	-9.5	68.0	62.1	-5.9	ID	ID	ID
<b>Environmental management and monitoring</b>	No WHO chemicals (CG-EM 1.1)	99.3	100.0	0.7	98.2	100.0	1.8	99.4	99.7	0.3
	Improvement tracking program (CG-EM 2.1)	57.9	80.0	22.1	49.2	82.5	33.3	ID	ID	ID
	Pruning program for long term productivity (CG-EM 3.1)	100.0	98.6	-1.4	99.6	98.7	-0.9	98.9	98.8	-0.1
	Renovation program for long term productivity (CG-EM 3.2)	99.3	100.0	0.7	98.5	94.1	-4.4	ID	ID	ID

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■ Indicators that have the greatest decrease in performance per entity

■ Indicators that have the greatest increase in performance per entity

SECTIONS OF THE SCORECARD	2021 KEY PERFORMANCE INDICATORS—MILLS	WET MILLS			DRY MILLS			WET/ DRY MILLS		
		2017	2021	% point 2017 -2021	2017	2021	% point 2017 -2021	2017	2021	% point 2017 -2021
<b>Economic Accountability</b>	Keeps receipts for the coffee (EA-IS 1.3)	93.3	91.9	-1.3	100.0	100.0	0.0	100.0	90.0	-10.0
	Receipt includes data (EA-IS 1.4)	92.5	92.1	-0.4	100.0	100.0	0.0	100.0	90.0	-10.0
<b>Hiring practices and employment policies</b>	Minimum wage paid to permanent workers (SR-HP 1.1)	99.4	99.6	0.2	100.0	100.0	0.0	0.0	100.0	100.0
	Minimum wage paid to temporary workers (SR-HP 1.2)	99.8	99.7	-0.1	97.9	100.0	2.1	100.0	100.0	0.0
	Benefits for permanent workers (SR-HP 1.7)	69.3	80.1	10.8	100.0	98.2	-1.8	100.0	100.0	0.0
	Benefits for temporary workers (SR-HP 1.8)	10.5	6.1	-4.4	80.9	90.9	10.1	0.0	11.1	11.1
	Minimum wage exceeded for temporary workers (SR-HP 1.11)	97.4	98.4	1.0	53.2	55.9	2.7	66.7	100.0	33.3
	Hours of work (SR-HP 3.3)	93.5	94.6	1.1	80.4	94.6	14.2	83.3	77.8	-5.6
	No child labor (SR-HP 4.1)	100.0	100.0	0.0	100.0	100.0	0.0	100.0	100.0	0.0
<b>Working conditions</b>	Access to education (SR-WC 2.1)	100.0	100.0	0.0	100.0	100.0	0.0	100.0	100.0	0.0
	Employer contributes to cost of healthcare for all permanent workers (SR-WC 3.4)	67.0	83.0	16.0	100.0	100.0	0.0	0.0	100.0	100.0
	Employer contributes to cost of healthcare for all temporary workers (SR-WC 3.5)	19.2	15.7	-3.5	100.0	93.1	-6.9	0.0	10.0	10.0
	Use of Personal protective equipment/PEE (SR-WC 4.2)	85.4	91.6	6.2	82.6	92.5	9.8	100.0	83.3	-16.7
<b>Protecting water resources</b>	Wastewater management (CP-WC 2.1)	73.9	82.0	8.1	N/A	N/A	N/A	100.0	55.6	-44.4
<b>Waste management</b>	Processing waste does not contaminate local environment (CP-WM 1.1)	89.8	86.3	-3.5	N/A	N/A	N/A	66.7	55.6	-11.1
	Composting byproduct (CP-WM 1.2)	81.2	92.7	11.4	N/A	N/A	N/A	100.0	100.0	0.0
<b>Energy use</b>	Responsible harvesting of wood for drying coffee during processing (CP-EC 1.4)	72.7	65.4	-7.3	N/A	N/A	N/A	0.0	100.0	100.0

ID: Insufficient data may be due to no entities of this type with a valid status in this year or no workers corresponding to the indicator in this year.

N/A: Entities are not evaluated against this indicator in the C.A.F.E. Practices scorecard.

■ Indicators that have the greatest decrease in performance per entity

■ Indicators that have the greatest increase in performance per entity



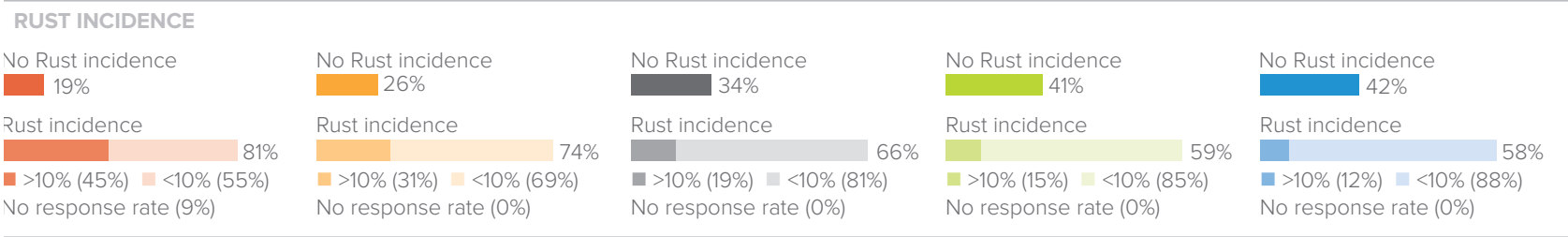
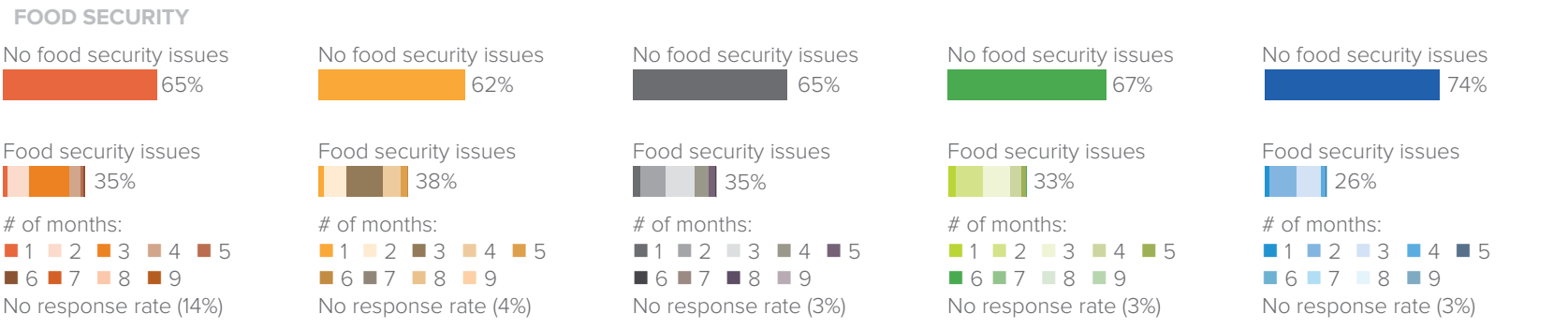
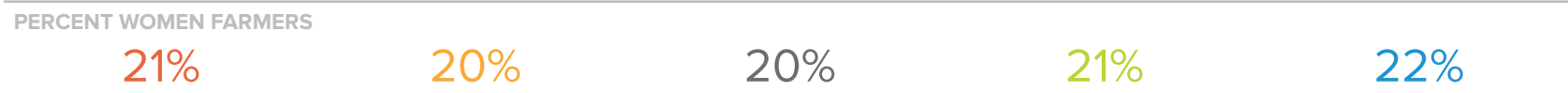
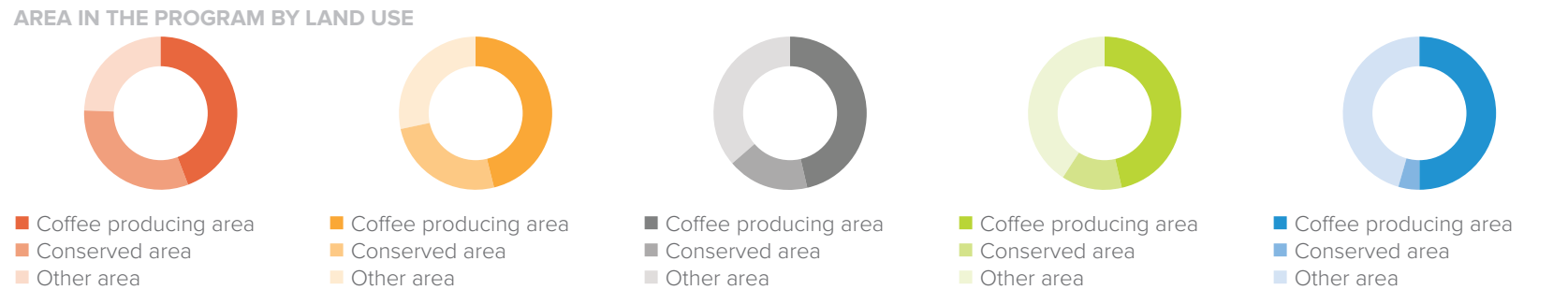
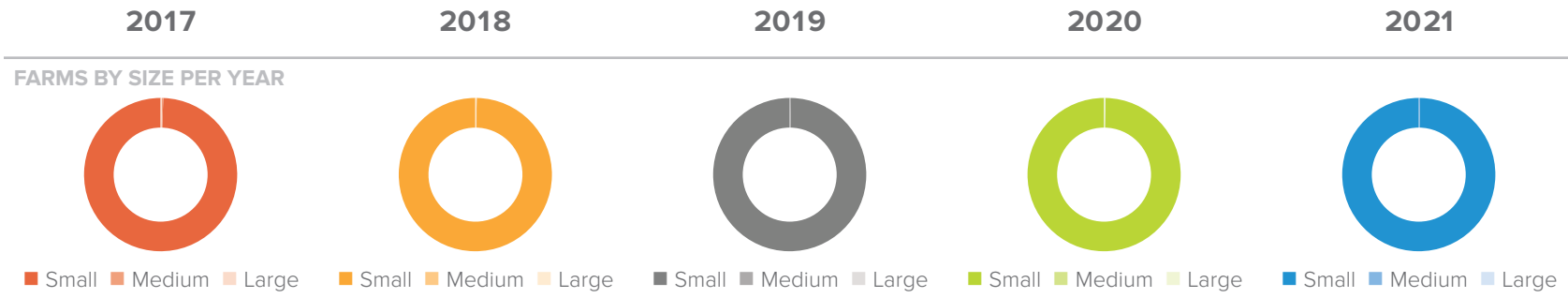
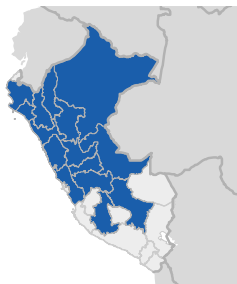
SECTIONS OF THE SCORECARD	2021 KEY PERFORMANCE INDICATORS–PSOs	PSOs		
		2017	2021	% point 2017 -2021
Management and tracking systems	Product Tracking systems all entities (PS-MT 1.1)	100.0	100.0	0.0
	C.A.F.E. Practices participant list (PS-MT 1.2)	100.0	100.0	0.0
	Receipts for farmers (PS-MT 1.3)	99.3	100.0	0.7
Hiring practices and employment policies	Hiring practices for PSOs (PS-HP 1.1)	91.9	97.5	5.6
Protecting soil resources	Maintaining soil productivity—soil plan includes soil analysis (PS-SR 2.1)	81.6	87.1	5.5
	Maintaining soil productivity—implementing soil and foliar plan every two years (PS-SR 2.3)	58.5	69.6	11.1
Environmental management and monitoring	No distribution of WHO chemicals (PS-EM 1.1)	100.0	100.0	0.0
	Trains 30% on correct procedures for agrochemicals (PS-EM 1.4)	80.9	93.9	13.0
	Trains 30% on proper use of PPE and facilitates access to PPE (PS-EM 1.5)	71.3	81.6	10.3
	Annual meeting and Written management plan (PS-EM 2.5)	90.4	96.3	5.9
	Training materials (PS-EM 2.6)	98.5	99.4	0.9
	PSO trained 25% of producers on topics in PS-EM 2.6 (PS-EM 2.8)	80.1	85.3	5.1
	PSO trained 50% of producers (PS-EM 2.9)	58.1	46.6	-11.5
Training program on climate change	Training program on climate change (PS-CC 1.2)	67.6	82.8	15.2

ID: Insufficient data may be due to no entities of this type with a valid status in this year or no workers corresponding to the indicator in this year.

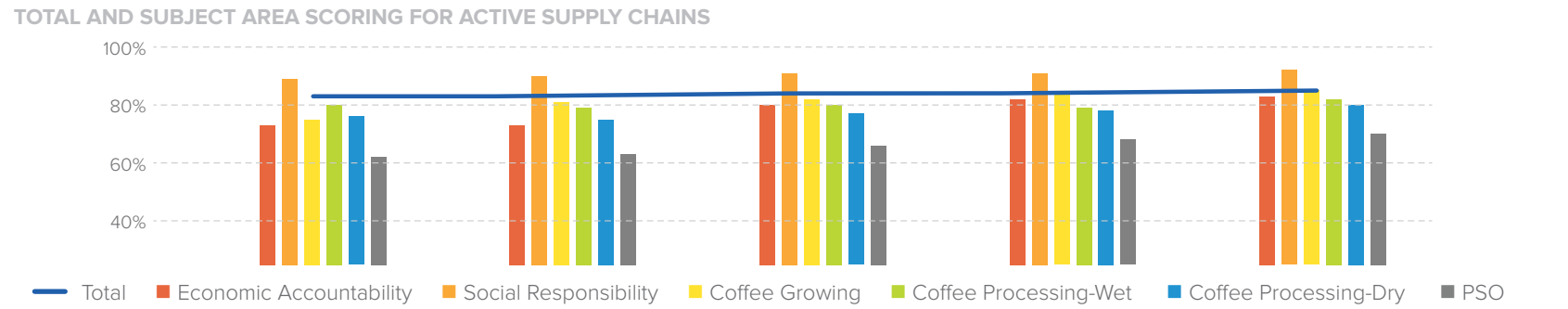
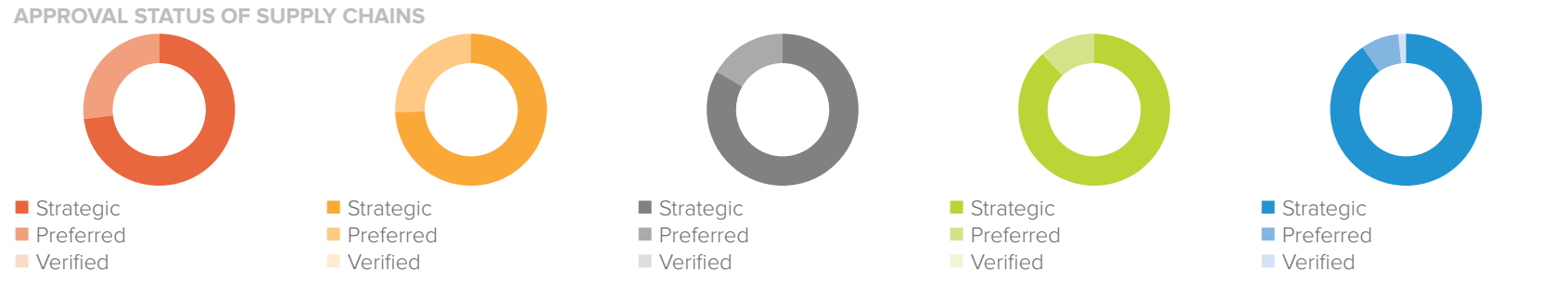
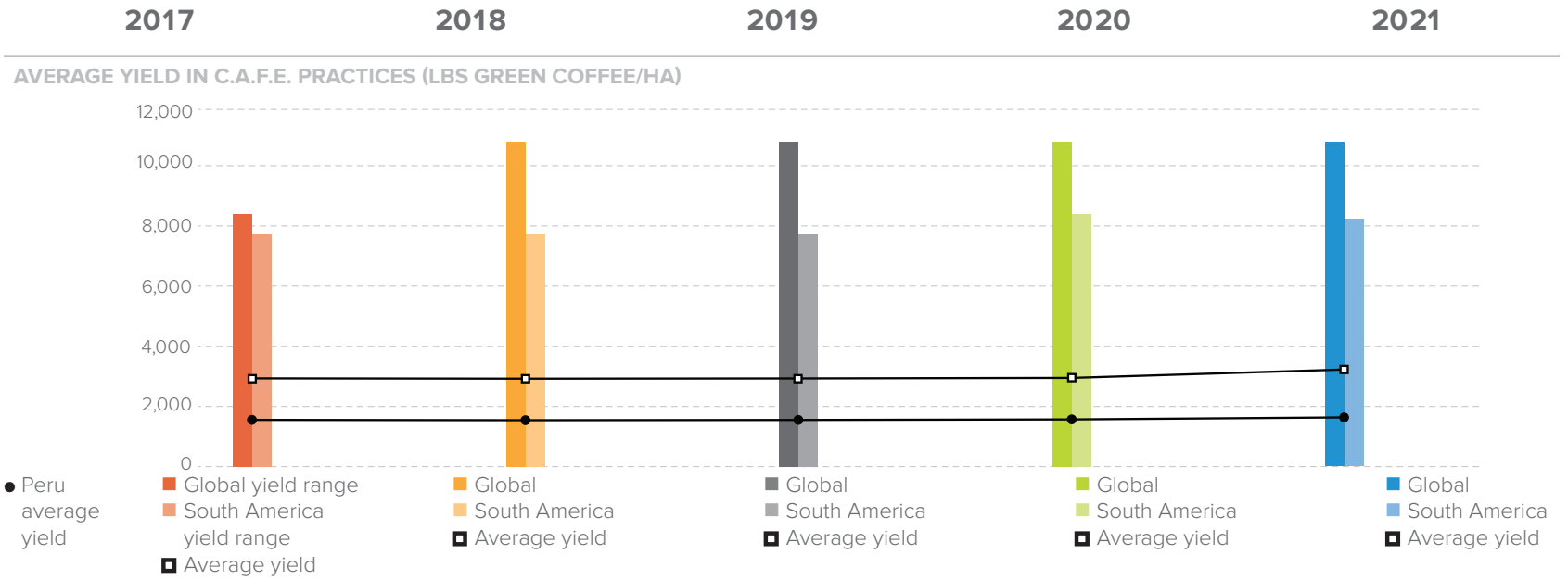
N/A: Entities are not evaluated against this indicator in the C.A.F.E. Practices scorecard.

■ Indicators that have the greatest decrease in performance per entity

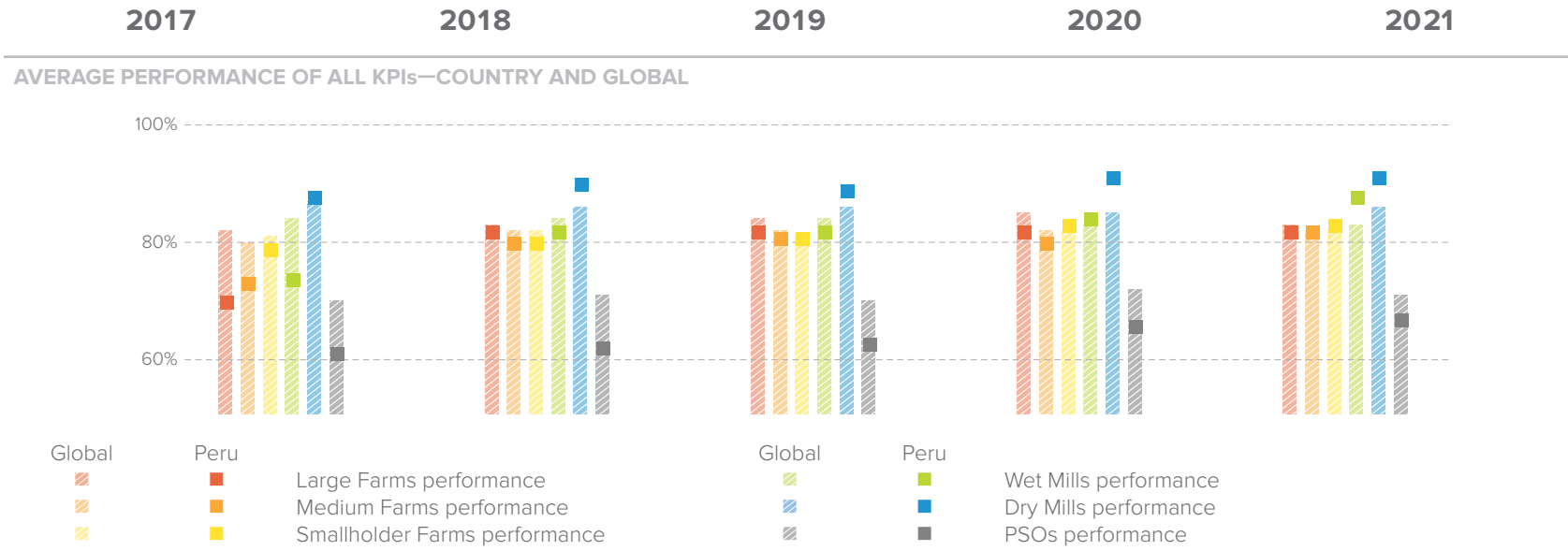
■ Indicators that have the greatest increase in performance per entity



SOUTH AMERICA // PERU



SOUTH AMERICA // **PERU**



SECTIONS OF THE SCORECARD	2021 KEY PERFORMANCE INDICATORS– FARM SIZE	LARGE FARMS			MEDIUM FARMS			SMALLHOLDER FARMS		
		2017	2021	% point 2017 -2021	2017	2021	% point 2017 -2021	2017	2021	% point 2017 -2021
<b>Economic Accountability</b>	Keeps receipts for the coffee (EA-IS 1.3)	50.0	100.0	50.0	92.1	100.0	7.9	68.0	72.2	4.2
	Receipt includes data product (EA-IS 1.4)	50.0	100.0	50.0	92.1	100.0	7.9	66.1	71.3	5.3
<b>Hiring practices and employment policies</b>	Minimum wage paid to permanent workers (SR-HP 1.1)	100.0	100.0	0.0	100.0	100.0	0.0	100.0	100.0	0.0
	Minimum wage paid to temporary workers (SR-HP 1.2)	100.0	100.0	0.0	97.3	100.0	2.7	99.7	99.4	-0.3
	Benefits for permanent workers (SR-HP 1.7)	83.3	100.0	16.7	42.9	66.7	23.8	12.5	50.0	37.5
	Benefits for temporary workers (SR-HP 1.8)	ID	11.1	11.1	ID	25.0	25.0	12.7	6.1	-6.5
	Minimum wage exceeded for temporary workers (SR-HP 1.11)	100.0	100.0	0.0	94.6	100.0	5.4	92.7	98.1	5.4
	Hours of work (SR-HP 3.3)	66.7	88.9	22.2	78.8	92.9	14.1	99.0	99.4	0.5
	No child labor (SR-HP 4.1)	100.0	100.0	0.0	100.0	100.0	0.0	99.6	99.9	0.2
<b>Working conditions</b>	Access to education (SR-WC 2.1)	100.0	100.0	0.0	100.0	100.0	0.0	98.5	100.0	1.5
	Employer contributes to cost of healthcare for all permanent workers (SR-WC 3.4)	83.3	100.0	16.7	57.1	100.0	42.9	ID	ID	ID
	Employer contributes to cost of healthcare for all temporary workers (SR-WC 3.5)	ID	ID	ID	50.0	52.0	2.0	ID	ID	ID
	Use of Personal protective equipment (SR-WC 4.2)	83.3	87.5	4.2	52.2	78.3	26.1	61.4	87.8	26.4
<b>Protecting water resources</b>	Water body buffer zones (CG-WR 1.1)	100.0	71.4	-28.6	90.0	95.0	5.0	76.3	81.1	4.8
<b>Protecting soil resources</b>	Erosion prevention (CG-SR 1.4)	16.7	57.1	40.5	30.0	54.2	24.2	44.1	50.7	6.6
	Formula of nutrients applied (CG-SR 2.10)	ID	55.6	55.6	21.1	17.9	-3.2	ID	ID	ID
<b>Conserving biodiversity</b>	No forest conversion (CG-CB 3.1)	100.0	100.0	0.0	100.0	100.0	0.0	98.5	99.6	1.0
	Conservation set asides (CG-CB 3.7)	83.3	66.7	-16.7	81.6	67.9	-13.7	ID	ID	ID
<b>Environmental management and monitoring</b>	No WHO chemicals (CG-EM 1.1)	100.0	100.0	0.0	97.4	100.0	2.6	99.9	99.9	0.0
	Improvement tracking program (CG-EM 2.1)	16.7	55.6	38.9	42.1	78.6	36.5	ID	ID	ID
	Pruning program for long term productivity (CG-EM 3.1)	100.0	100.0	0.0	94.7	85.7	-9.0	96.0	93.5	-2.4
	Renovation program for long term productivity (CG-EM 3.2)	100.0	100.0	0.0	100.0	100.0	0.0	ID	ID	ID

ID: Insufficient data may be due to no entities of this type with a valid status in this year or no workers corresponding to the indicator in this year.

N/A: Entities are not evaluated against this indicator in the C.A.F.E. Practices scorecard.

- Indicators that have the greatest decrease in performance per entity
- Indicators that have the greatest increase in performance per entity

SECTIONS OF THE SCORECARD	2021 KEY PERFORMANCE INDICATORS—MILLS	WET MILLS			DRY MILLS			WET/ DRY MILLS		
		2017	2021	% point 2017 -2021	2017	2021	% point 2017 -2021	2017	2021	% point 2017 -2021
<b>Economic Accountability</b>	Keeps receipts for the coffee (EA-IS 1.3)	84.2	100.0	15.8	95.0	100.0	5.0	ID	100.0	100.0
	Receipt includes data (EA-IS 1.4)	81.6	100.0	18.4	90.9	96.2	5.2	ID	100.0	100.0
<b>Hiring practices and employment policies</b>	Minimum wage paid to permanent workers (SR-HP 1.1)	100.0	100.0	0.0	100.0	100.0	0.0	ID	ID	ID
	Minimum wage paid to temporary workers (SR-HP 1.2)	100.0	100.0	0.0	100.0	95.7	-4.3	ID	100.0	100.0
	Benefits for permanent workers (SR-HP 1.7)	60.0	100.0	40.0	100.0	95.8	-4.2	ID	ID	ID
	Benefits for temporary workers (SR-HP 1.8)	ID	25.0	25.00	75.0	73.3	-1.7	ID	50.0	50.0
	Minimum wage exceeded for temporary workers (SR-HP 1.11)	95.2	100.0	4.8	77.8	78.3	0.5	ID	100.0	100.0
	Hours of work (SR-HP 3.3)	60.9	81.5	20.6	77.3	96.2	18.9	ID	100.0	100.0
	No child labor (SR-HP 4.1)	100.0	100.0	0.0	100.0	100.0	0.0	ID	100.0	100.0
<b>Working conditions</b>	Access to education (SR-WC 2.1)	100.0	100.0	0.0	100.0	0.0	-100.0	ID	100.0	100.0
	Employer contributes to cost of healthcare for all permanent workers (SR-WC 3.4)	50.0	100.0	50.0	95.5	100.0	4.5	ID	ID	ID
	Employer contributes to cost of healthcare for all temporary workers (SR-WC 3.5)	40.9	48.0	7.1	95.5	80.0	-15.5	ID	50.0	50.0
	Use of Personal protective equipment/PEE (SR-WC 4.2)	43.8	73.3	29.6	58.8	81.8	23.0	ID	100.0	100.0
<b>Protecting water resources</b>	Wastewater management (CP-WC 2.1)	78.9	90.3	11.4	N/A	N/A	N/A	ID	100.0	100.0
<b>Waste management</b>	Processing waste does not contaminate local environment (CP-WM 1.1)	92.1	93.5	1.4	N/A	N/A	N/A	ID	100.0	100.0
	Composting byproduct (CP-WM 1.2)	92.1	90.3	-1.8	N/A	N/A	N/A	ID	100.0	100.0
<b>Energy use</b>	Responsible harvesting of wood for drying coffee during processing (CP-EC 1.4)	85.7	100.0	14.3	N/A	N/A	N/A	ID	100.0	100.0

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N/A: Entities are not evaluated against this indicator in the C.A.F.E. Practices scorecard.

■ Indicators that have the greatest decrease in performance per entity

■ Indicators that have the greatest increase in performance per entity

SECTIONS OF THE SCORECARD	2021 KEY PERFORMANCE INDICATORS—PSOs	PSOs		
		2017	2021	% point 2017 -2021
Management and tracking systems	Product Tracking systems all entities (PS-MT 1.1)	100.0	97.5	-2.5
	C.A.F.E. Practices participant list (PS-MT 1.2)	98.2	97.5	-0.7
	Receipts for farmers (PS-MT 1.3)	100.0	100.0	0.0
Hiring practices and employment policies	Hiring practices for PSOs (PS-HP 1.1)	63.2	88.9	25.7
Protecting soil resources	Maintaining soil productivity—soil plan includes soil analysis (PS-SR 2.1)	75.4	82.7	7.3
	Maintaining soil productivity—implementing soil and foliar plan every two years (PS-SR 2.3)	45.3	53.1	7.8
Environmental management and monitoring	No distribution of WHO chemicals (PS-EM 1.1)	100.0	100.0	0.0
	Trains 30% on correct procedures for agrochemicals (PS-EM 1.4)	40.7	50.0	9.3
	Trains 30% on proper use of PPE and facilitates access to PPE (PS-EM 1.5)	57.1	50.7	-6.5
	Annual meeting and Written management plan (PS-EM 2.5)	57.9	70.4	12.5
	Training materials (PS-EM 2.6)	78.9	81.5	2.5
	PSO trained 25% of producers on topics in PS-EM 2.6 (PS-EM 2.8)	64.9	72.8	7.9
	PSO trained 50% of producers (PS-EM 2.9)	45.6	46.9	1.3
Training program on climate change	Training program on climate change (PS-CC 1.2)	28.1	55.6	27.5

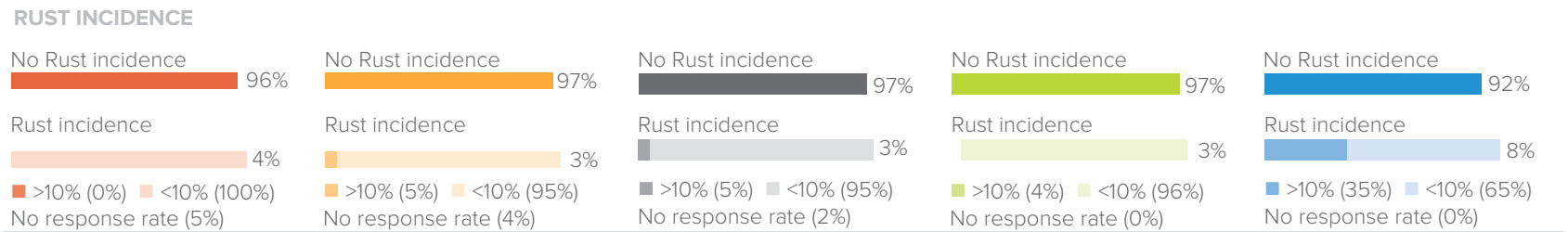
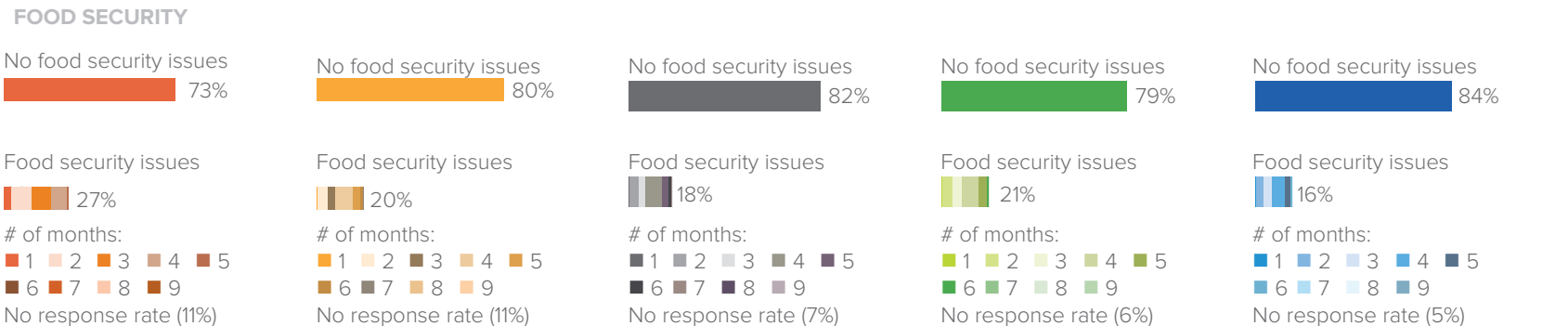
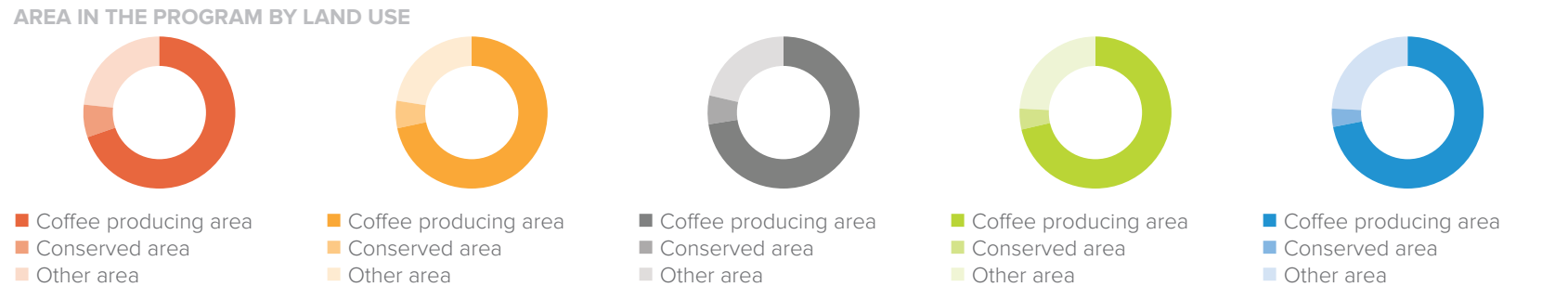
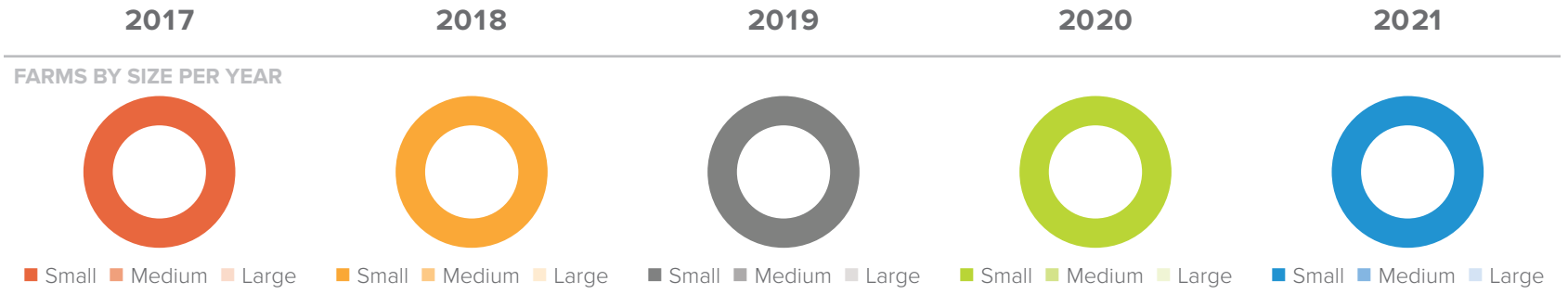
ID: Insufficient data may be due to no entities of this type with a valid status in this year or no workers corresponding to the indicator in this year.

N/A: Entities are not evaluated against this indicator in the C.A.F.E. Practices scorecard.

■ Indicators that have the greatest decrease in performance per entity

■ Indicators that have the greatest increase in performance per entity

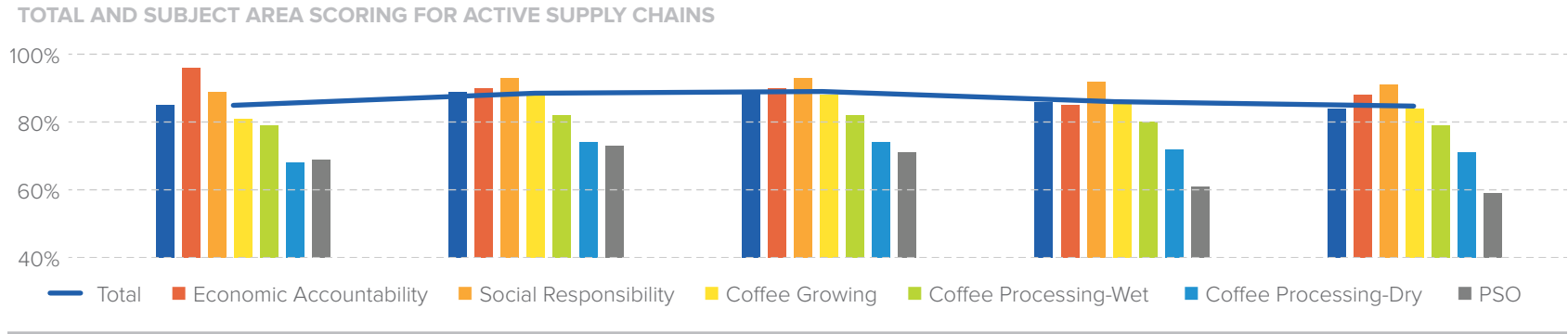
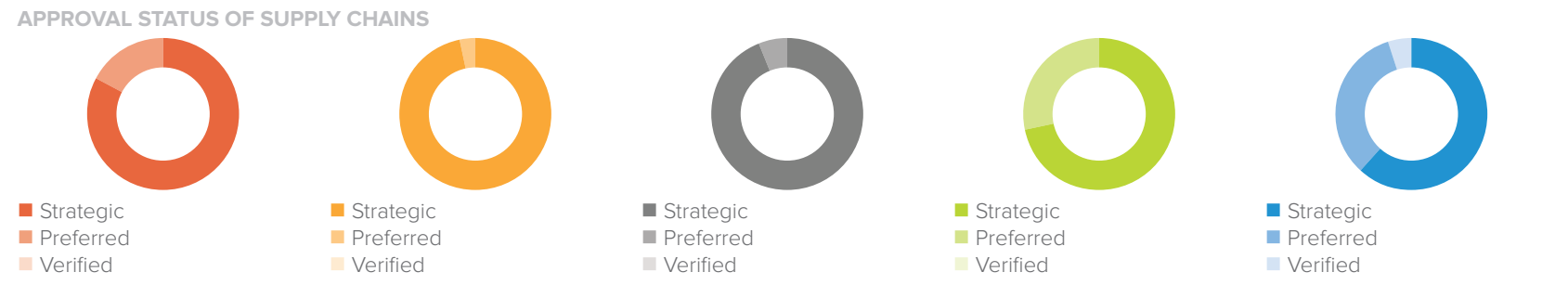
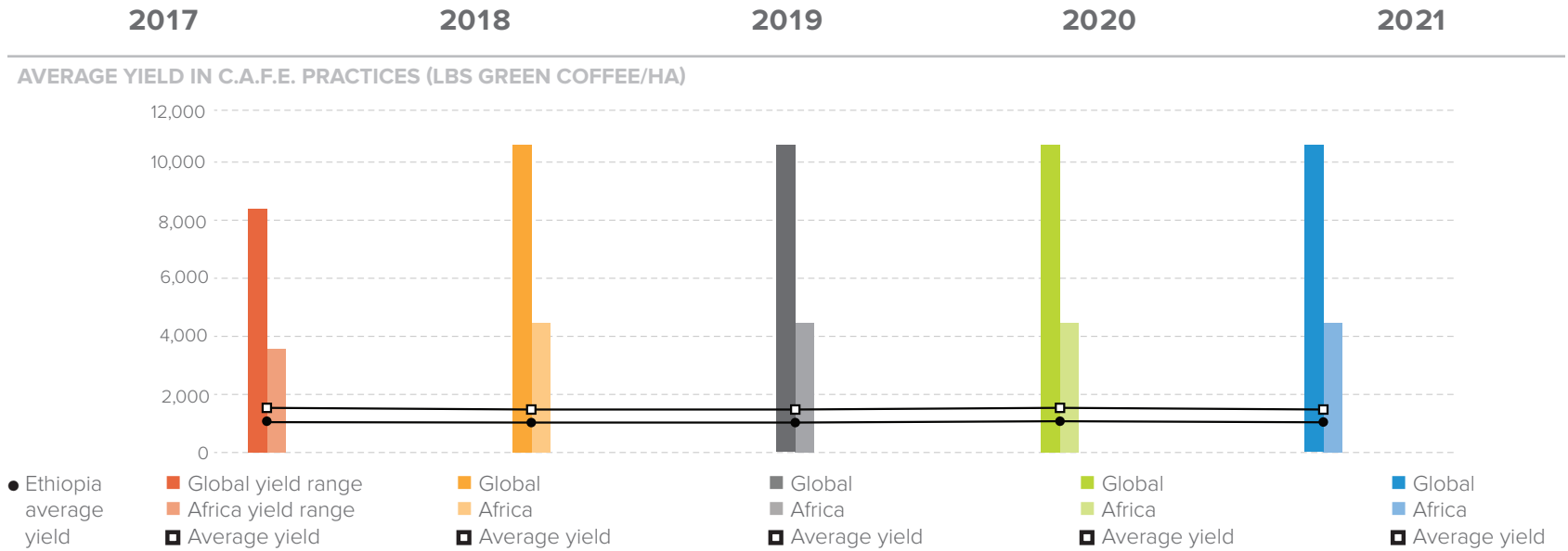
# AFRICA // ETHIOPIA



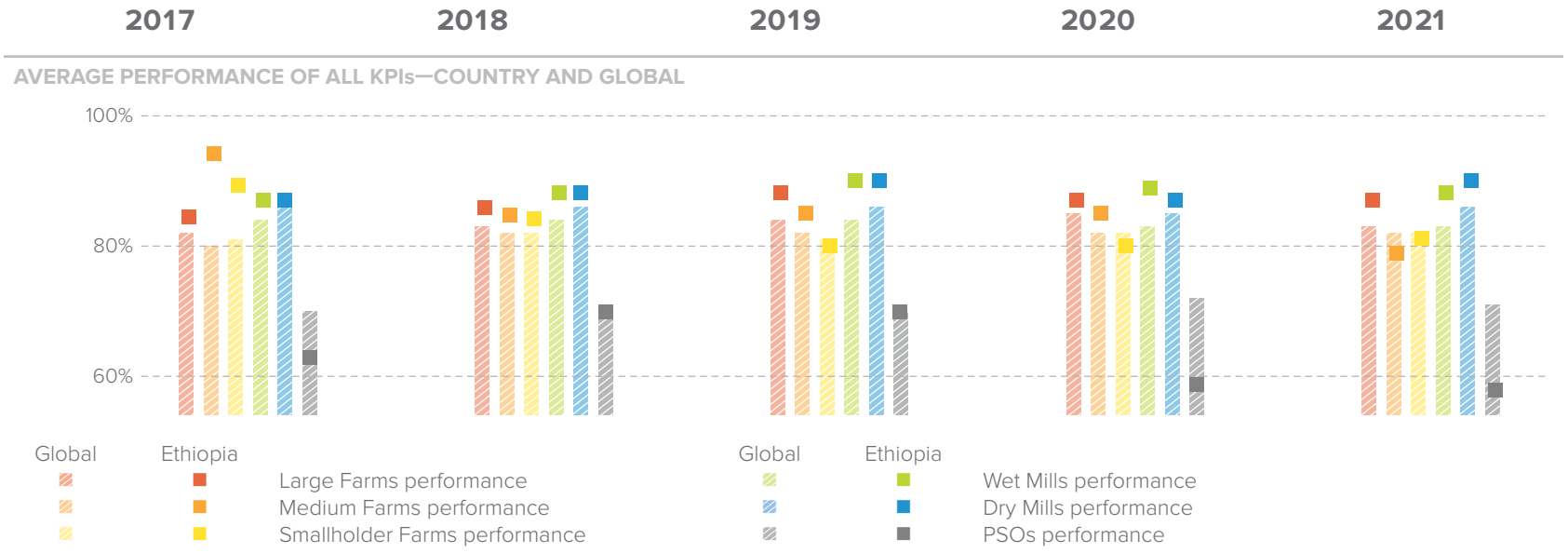
Note: Figures are based on sampled farms



AFRICA // ETHIOPIA



# ETHIOPIA



SECTIONS OF THE SCORECARD	2021 KEY PERFORMANCE INDICATORS– FARM SIZE	LARGE FARMS			MEDIUM FARMS			SMALLHOLDER FARMS		
		2017	2021	% point 2017 -2021	2017	2021	% point 2017 -2021	2017	2021	% point 2017 -2021
<b>Economic Accountability</b>	Keeps receipts for the coffee (EA-IS 1.3)	100.0	100.0	0.0	100.0	91.3	-8.7	98.9	78.4	-20.5
	Receipt includes data product (EA-IS 1.4)	100.0	92.9	-7.1	100.0	91.7	-8.3	93.0	62.6	-30.5
<b>Hiring practices and employment policies</b>	Minimum wage paid to permanent workers (SR-HP 1.1)	96.3	100.0	3.7	100.0	100.0	0.0	100.0	100.0	0.0
	Minimum wage paid to temporary workers (SR-HP 1.2)	92.6	100.0	7.4	100.0	100.0	0.0	100.0	100.0	0.0
	Benefits for permanent workers (SR-HP 1.7)	100.0	100.0	0.0	100.0	16.7	-83.3	100.0	0.0	-100.0
	Benefits for temporary workers (SR-HP 1.8)	100.0	100.0	0.0	ID	100.0	100.0	100.0	99.2	-0.8
	Minimum wage exceeded for temporary workers (SR-HP 1.11)	40.7	53.6	12.8	100.0	95.8	-4.2	98.0	99.5	1.5
	Hours of work (SR-HP 3.3)	63.0	75.0	12.0	100.0	79.2	-20.8	100.0	99.8	-0.2
	No child labor (SR-HP 4.1)	100.0	100.0	0.0	100.0	100.0	0.0	100.0	100.0	0.0
<b>Working conditions</b>	Access to education (SR-WC 2.1)	100.0	95.7	-4.3	ID	100.0	100.0	100.0	100.0	0.0
	Employer contributes to cost of healthcare for all permanent workers (SR-WC 3.4)	100.0	96.4	-3.6	100.0	71.4	-28.6	ID	ID	ID
	Employer contributes to cost of healthcare for all temporary workers (SR-WC 3.5)	85.2	78.6	-6.6	100.0	50.0	-50.0	ID	ID	ID
	Use of Personal protective equipment (SR-WC 4.2)	27.3	38.1	10.8	100.0	100.0	0.0	66.7	100.0	33.3
<b>Protecting water resources</b>	Water body buffer zones (CG-WR 1.1)	83.3	100.0	16.7	100.0	60.0	-40.0	39.7	52.8	13.1
<b>Protecting soil resources</b>	Erosion prevention (CG-SR 1.4)	74.1	64.3	-9.8	ID	68.2	68.2	29.7	27.2	-2.5
	Formula of nutrients applied (CG-SR 2.10)	63.0	67.9	4.9	100.0	50.0	-50.0	ID	ID	ID
<b>Conserving biodiversity</b>	No forest conversion (CG-CB 3.1)	96.3	100.0	3.7	100.0	100.0	0.0	99.8	100.0	0.2
	Conservation set asides (CG-CB 3.7)	74.1	82.1	8.1	100.0	29.2	-70.8	ID	ID	ID
<b>Environmental management and monitoring</b>	No WHO chemicals (CG-EM 1.1)	100.0	100.0	0.0	100.0	100.0	0.0	100.0	100.0	0.0
	Improvement tracking program (CG-EM 2.1)	88.9	96.4	7.5	100.0	75.0	-25.0	ID	ID	ID
	Pruning program for long term productivity (CG-EM 3.1)	100.0	100.0	0.0	100.0	83.3	-16.7	82.7	85.1	2.4
	Renovation program for long term productivity (CG-EM 3.2)	94.7	93.8	-1.0	ID	100.0	100.0	ID	ID	ID

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■ Indicators that have the greatest decrease in performance per entity

■ Indicators that have the greatest increase in performance per entity

SECTIONS OF THE SCORECARD	2021 KEY PERFORMANCE INDICATORS– MILLS	WET MILLS		% point 2017 -2021	DRY MILLS		% point 2017 -2021	WET/ DRY MILLS		
		2017	2021		2017	2021		2017	2021	% point 2017 -2021
<b>Economic Accountability</b>	Keeps receipts for the coffee (EA-IS 1.3)	100.0	100.0	0.0	100.0	100.0	0.0	0.0	100.0	100.0
	Receipt includes data (EA-IS 1.4)	95.4	97.6	2.2	93.8	95.7	1.9	0.0	100.0	100.0
<b>Hiring practices and employment policies</b>	Minimum wage paid to permanent workers (SR-HP 1.1)	98.4	100.0	1.6	100.0	100.0	0.0	0.0	100.0	100.0
	Minimum wage paid to temporary workers (SR-HP 1.2)	96.9	100.0	3.1	81.3	100.0	18.8	0.0	100.0	100.0
	Benefits for permanent workers (SR-HP 1.7)	87.5	90.5	3.0	93.8	95.7	1.9	0.0	100.0	100.0
	Benefits for temporary workers (SR-HP 1.8)	77.8	76.9	-0.9	100.0	100.0	0.0	ID	ID	ID
	Minimum wage exceeded for temporary workers (SR-HP 1.11)	32.3	67.9	35.5	80.0	100.0	20.0	0.0	100.0	100.0
	Hours of work (SR-HP 3.3)	49.2	63.9	14.6	87.5	82.6	-4.9	0.0	100.0	100.0
	No child labor (SR-HP 4.1)	100.0	100.0	0.0	100.0	100.0	0.0	0.0	100.0	100.0
<b>Working conditions</b>	Access to education (SR-WC 2.1)	100.0	100.0	0.0	100.0	100.0	0.0	0.0	100.0	100.0
	Employer contributes to cost of healthcare for all permanent workers (SR-WC 3.4)	100.0	78.6	-21.4	81.3	78.3	-3.0	0.0	100.0	100.0
	Employer contributes to cost of healthcare for all temporary workers (SR-WC 3.5)	82.8	69.0	-13.8	81.3	47.8	-33.4	0.0	50.0	50.0
	Use of Personal protective equipment/PEE (SR-WC 4.2)	88.4	78.6	-9.8	43.8	82.4	38.6	0.0	100.0	100.0
<b>Protecting water resources</b>	Wastewater management (CP-WC 2.1)	89.2	96.4	7.2	N/A	N/A	N/A	0.0	100.0	100.0
<b>Waste management</b>	Processing waste does not contaminate local environment (CP-WM 1.1)	93.8	95.2	1.4	N/A	N/A	N/A	0.0	100.0	100.0
	Composting byproduct (CP-WM 1.2)	98.5	100.0	1.5	N/A	N/A	N/A	0.0	100.0	100.0
<b>Energy use</b>	Responsible harvesting of wood for drying coffee during processing (CP-EC 1.4)	100.0	100.0	0.0	N/A	N/A	N/A	ID	ID	ID

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■ Indicators that have the greatest decrease in performance per entity

■ Indicators that have the greatest increase in performance per entity

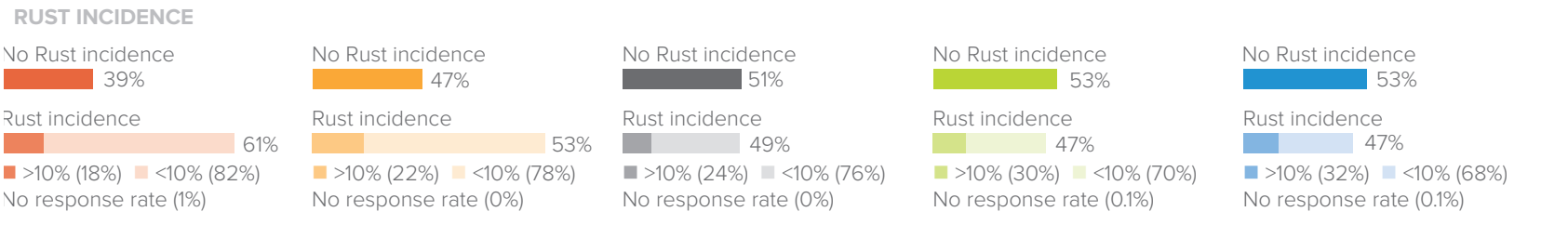
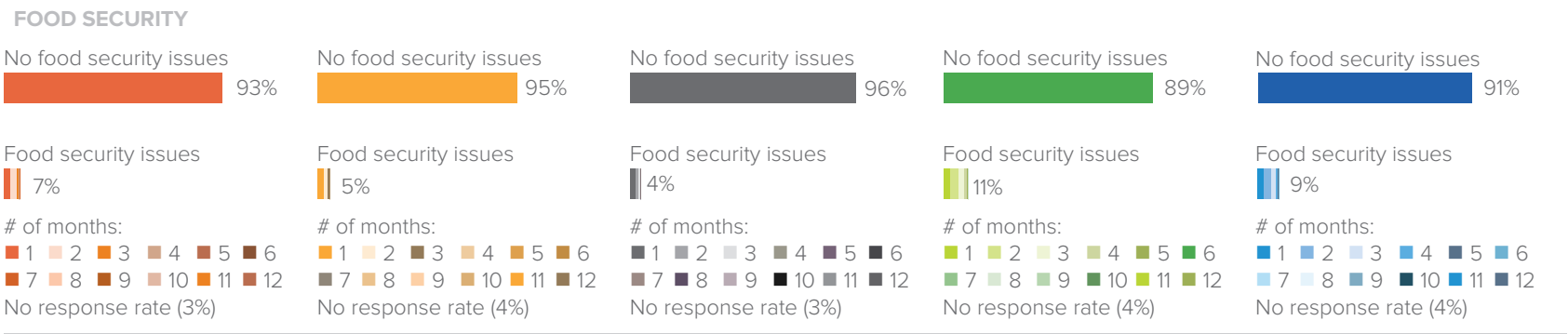
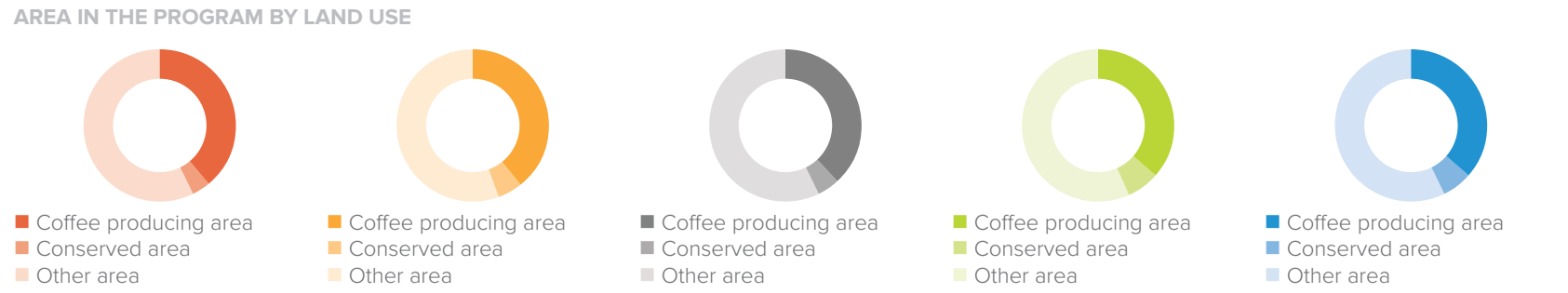
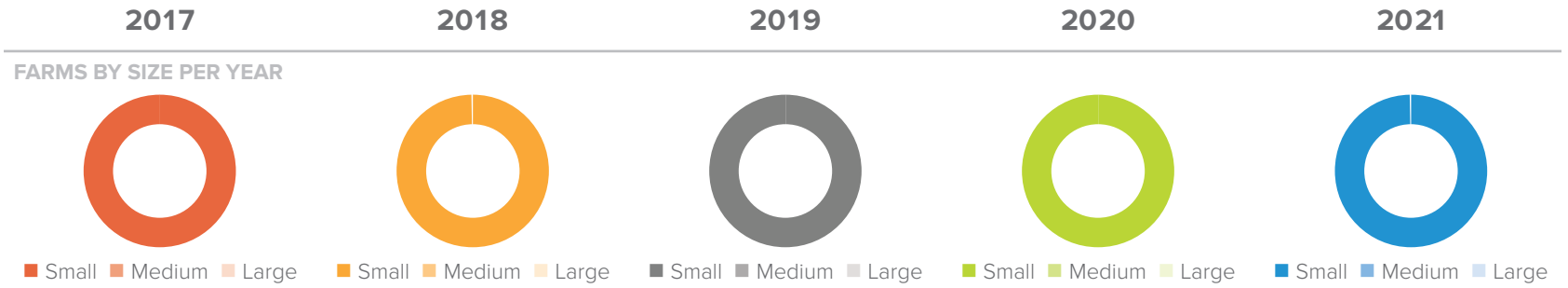
SECTIONS OF THE SCORECARD	2021 KEY PERFORMANCE INDICATORS–PSOs	PSOs		
		2017	2021	% point 2017 -2021
Management and tracking systems	Product Tracking systems all entities (PS-MT 1.1)	100.0	93.5	-6.5
	C.A.F.E. Practices participant list (PS-MT 1.2)	100.0	100.0	0.0
	Receipts for farmers (PS-MT 1.3)	100.0	100.0	0.0
Hiring practices and employment policies	Hiring practices for PSOs (PS-HP 1.1)	71.4	90.3	18.9
Protecting soil resources	Maintaining soil productivity—soil plan includes soil analysis (PS-SR 2.1)	57.1	25.8	-31.3
	Maintaining soil productivity—implementing soil and foliar plan every two years (PS-SR 2.3)	25.0	12.0	-13.0
Environmental management and monitoring	No distribution of WHO chemicals (PS-EM 1.1)	100.0	100.0	0.0
	Trains 30% on correct procedures for agrochemicals (PS-EM 1.4)	100.0	0.0	-100.0
	Trains 30% on proper use of PPE and facilitates access to PPE (PS-EM 1.5)	100.0	50.0	-50.0
	Annual meeting and Written management plan (PS-EM 2.5)	92.9	67.7	-25.1
	Training materials (PS-EM 2.6)	71.4	74.2	2.8
	PSO trained 25% of producers on topics in PS-EM 2.6 (PS-EM 2.8)	85.7	61.3	-24.4
	PSO trained 50% of producers (PS-EM 2.9)	57.1	45.2	-12.0
Training program on climate change	Training program on climate change (PS-CC 1.2)	35.7	41.9	6.2

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N/A: Entities are not evaluated against this indicator in the C.A.F.E. Practices scorecard.

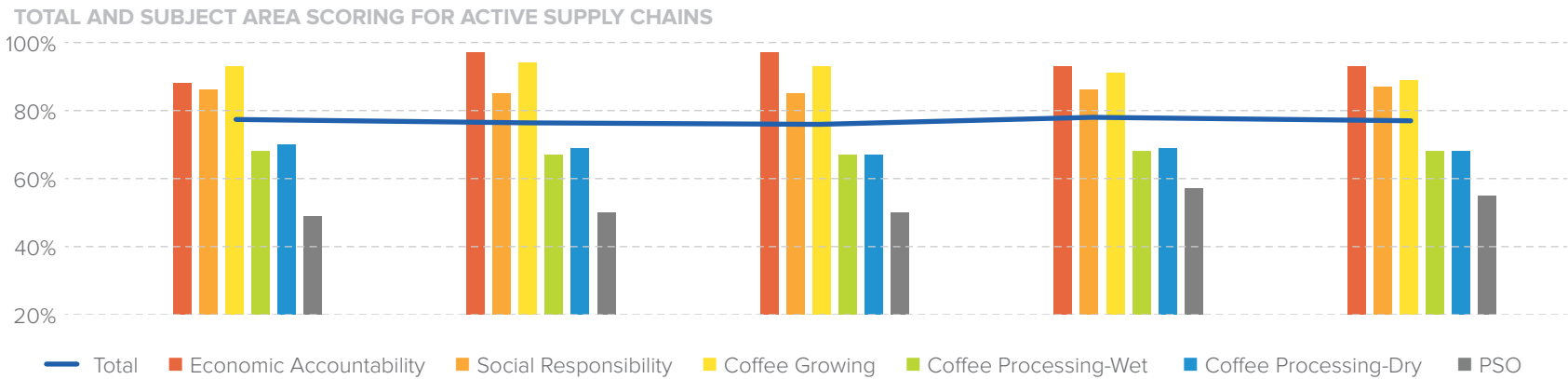
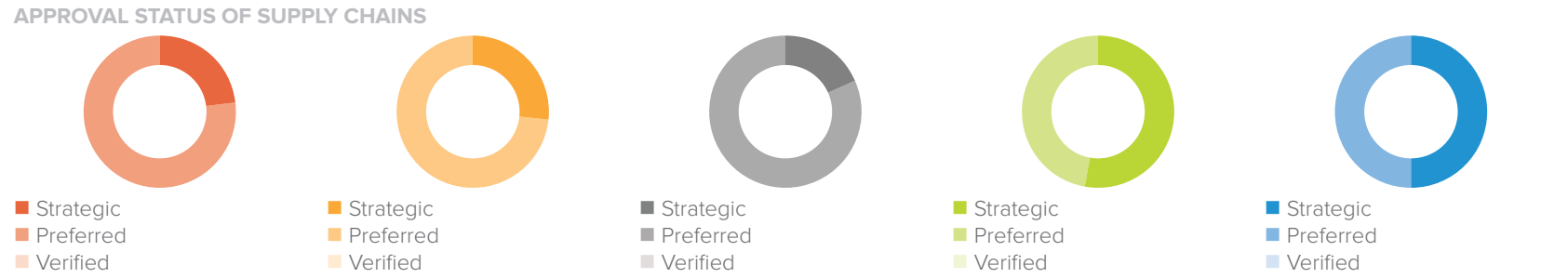
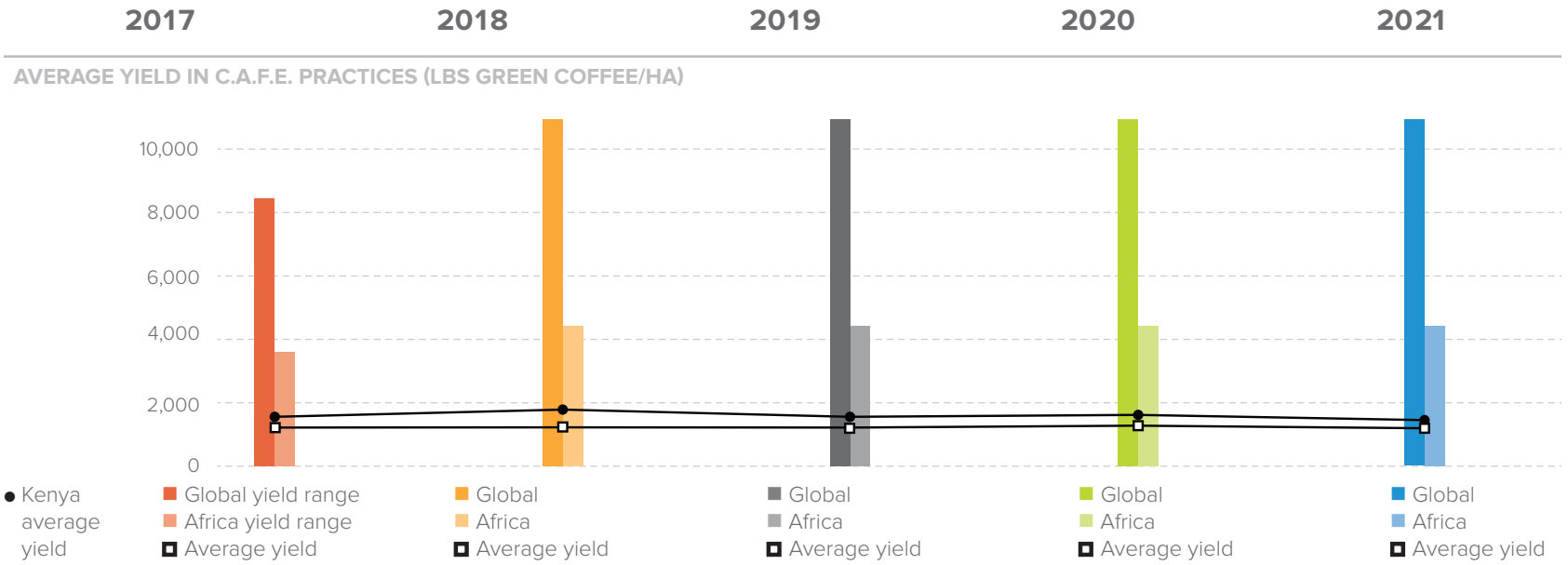
■ Indicators that have the greatest decrease in performance per entity

■ Indicators that have the greatest increase in performance per entity

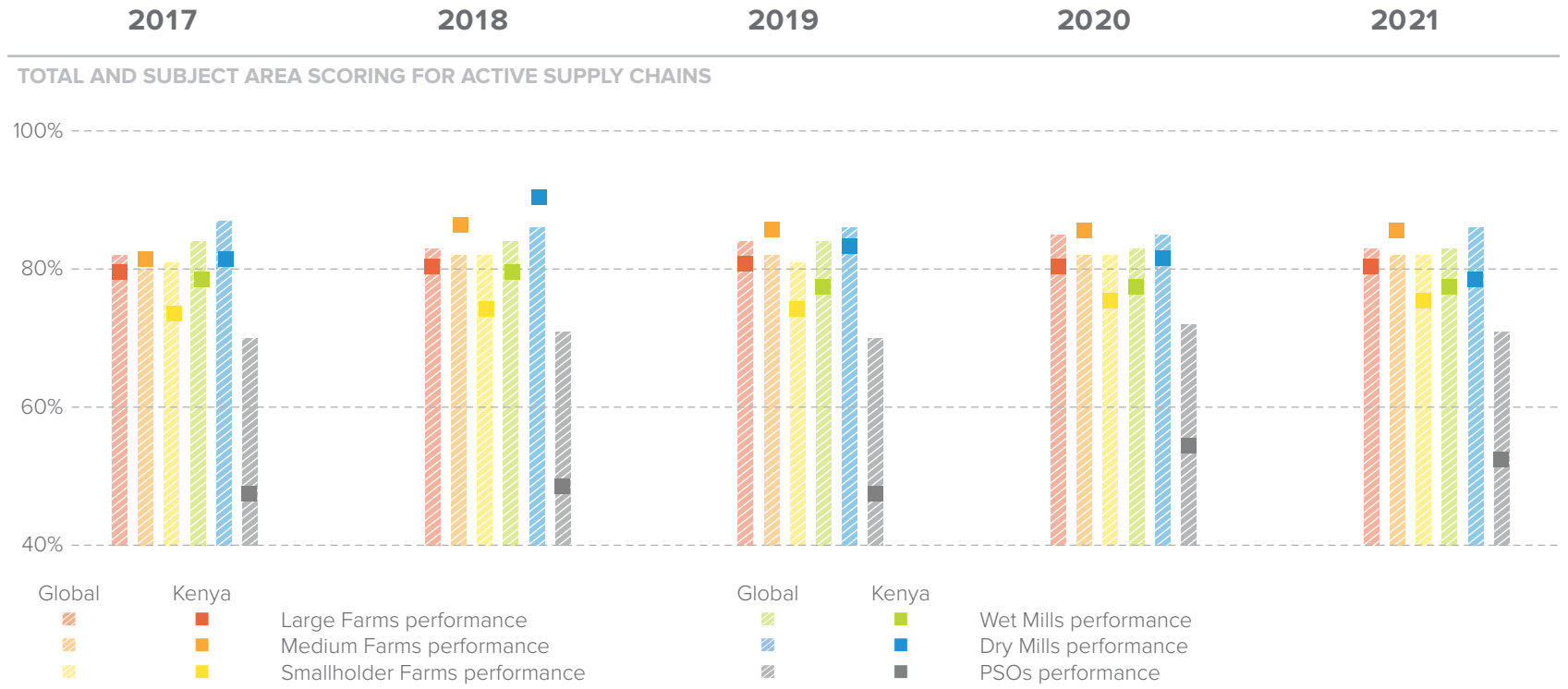


Note: Figures are based on sampled farms

AFRICA // KENYA



AFRICA // **KENYA**





SECTIONS OF THE SCORECARD	2021 KEY PERFORMANCE INDICATORS– FARM SIZE	LARGE FARMS			MEDIUM FARMS			SMALLHOLDER FARMS		
		2017	2021	% point 2017 -2021	2017	2021	% point 2017 -2021	2017	2021	% point 2017 -2021
<b>Economic Accountability</b>	Keeps receipts for the coffee (EA-IS 1.3)	100.0	100.0	0.0	100.0	100.0	0.0	95.8	98.9	3.1
	Receipt includes data product (EA-IS 1.4)	100.0	100.0	0.0	100.0	100.0	0.0	79.0	77.0	-2.0
<b>Hiring practices and employment policies</b>	Minimum wage paid to permanent workers (SR-HP 1.1)	100.0	100.0	0.0	100.0	100.0	0.0	88.3	100.0	11.7
	Minimum wage paid to temporary workers (SR-HP 1.2)	100.0	100.0	0.0	100.0	100.0	0.0	99.5	100.0	0.5
	Benefits for permanent workers (SR-HP 1.7)	100.0	100.0	0.0	100.0	100.0	0.0	6.6	14.3	7.7
	Benefits for temporary workers (SR-HP 1.8)	96.8	40.6	-56.1	100.0	75.0	-25.0	1.7	9.4	7.8
	Minimum wage exceeded for temporary workers (SR-HP 1.11)	91.2	75.0	-16.2	100.0	100.0	0.0	99.3	100.0	0.7
	Hours of work (SR-HP 3.3)	55.9	59.4	3.5	50.0	75.0	25.0	99.2	99.4	0.2
	No child labor (SR-HP 4.1)	94.1	100.0	5.9	100.0	100.0	0.0	100.0	100.0	0.0
<b>Working conditions</b>	Access to education (SR-WC 2.1)	100.0	100.0	0.0	100.0	100.0	0.0	100.0	100.0	0.0
	Employer contributes to cost of healthcare for all permanent workers (SR-WC 3.4)	47.1	59.4	12.3	25.0	50.0	25.0	ID	ID	ID
	Employer contributes to cost of healthcare for all temporary workers (SR-WC 3.5)	11.8	40.6	28.9	25.0	50.0	25.0	ID	ID	ID
	Use of Personal protective equipment (SR-WC 4.2)	64.7	75.0	10.3	50.0	100.0	50.0	69.9	73.2	3.3
<b>Protecting water resources</b>	Water body buffer zones (CG-WR 1.1)	100.0	100.0	0.0	100.0	100.0	0.0	55.7	39.3	-16.4
<b>Protecting soil resources</b>	Erosion prevention (CG-SR 1.4)	3.0	18.8	15.7	ID	ID	ID	14.7	18.9	4.2
	Formula of nutrients applied (CG-SR 2.10)	91.2	100.0	8.8	100.0	100.0	0.0	ID	ID	ID
<b>Conserving biodiversity</b>	No forest conversion (CG-CB 3.1)	100.0	100.0	0.0	100.0	100.0	0.0	100.0	100.0	0.0
	Conservation set asides (CG-CB 3.7)	94.1	90.6	-3.5	100.0	100.0	0.0	ID	ID	ID
<b>Environmental management and monitoring</b>	No WHO chemicals (CG-EM 1.1)	100.0	100.0	0.0	100.0	100.0	0.0	100.0	100.0	0.0
	Improvement tracking program (CG-EM 2.1)	47.1	75.0	27.9	75.0	100.0	25.0	ID	ID	ID
	Pruning program for long term productivity (CG-EM 3.1)	100.0	100.0	0.0	100.0	100.0	0.0	97.8	99.6	1.8
	Renovation program for long term productivity (CG-EM 3.2)	88.2	78.1	-10.1	100.0	66.7	-33.3	ID	ID	ID

ID: Insufficient data may be due to no entities of this type with a valid status in this year or no workers corresponding to the indicator in this year.

N/A: Entities are not evaluated against this indicator in the C.A.F.E. Practices scorecard.

■ Indicators that have the greatest decrease in performance per entity

■ Indicators that have the greatest increase in performance per entity

SECTIONS OF THE SCORECARD	2021 KEY PERFORMANCE INDICATORS- MILLS	WET MILLS			DRY MILLS			WET/ DRY MILLS		
		2017	2021	% point 2017 -2021	2017	2021	% point 2017 -2021	2017	2021	% point 2017 -2021
<b>Economic Accountability</b>	Keeps receipts for the coffee (EA-IS 1.3)	100.0	100.0	0.0	100.0	100.0	0.0	N/A	N/A	N/A
	Receipt includes data (EA-IS 1.4)	95.5	92.6	-2.9	100.0	100.0	0.0	N/A	N/A	N/A
<b>Hiring practices and employment policies</b>	Minimum wage paid to permanent workers (SR-HP 1.1)	100.0	100.0	0.0	100.0	83.3	-16.7	N/A	N/A	N/A
	Minimum wage paid to temporary workers (SR-HP 1.2)	98.2	81.7	-16.5	100.0	100.0	0.0	N/A	N/A	N/A
	Benefits for permanent workers (SR-HP 1.7)	99.1	97.9	-1.2	80.0	100.0	20.0	N/A	N/A	N/A
	Benefits for temporary workers (SR-HP 1.8)	57.1	57.0	-0.2	75.0	50.0	-25.0	N/A	N/A	N/A
	Minimum wage exceeded for temporary workers (SR-HP 1.11)	78.6	73.4	-5.2	80.0	83.3	3.3	N/A	N/A	N/A
	Hours of work (SR-HP 3.3)	37.5	57.9	20.4	40.0	42.9	2.9	N/A	N/A	N/A
	No child labor (SR-HP 4.1)	100.0	100.0	0.0	100.0	100.0	0.0	N/A	N/A	N/A
<b>Working conditions</b>	Access to education (SR-WC 2.1)	100.0	100.0	0.0	100.0	100.0	0.0	N/A	N/A	N/A
	Employer contributes to cost of healthcare for all permanent workers (SR-WC 3.4)	37.3	45.7	8.5	80.0	66.7	-13.3	N/A	N/A	N/A
	Employer contributes to cost of healthcare for all temporary workers (SR-WC 3.5)	8.0	25.5	17.5	80.0	50.0	-30.0	N/A	N/A	N/A
	Use of Personal protective equipment/PEE (SR-WC 4.2)	67.3	77.8	10.5	60.0	60.0	0.0	N/A	N/A	N/A
<b>Protecting water resources</b>	Wastewater management (CP-WC 2.1)	90.2	81.1	-9.1	N/A	N/A	N/A	N/A	N/A	N/A
<b>Waste management</b>	Processing waste does not contaminate local environment (CP-WM 1.1)	93.8	91.6	-2.2	N/A	N/A	N/A	N/A	N/A	N/A
	Composting byproduct (CP-WM 1.2)	93.8	92.6	-1.1	N/A	N/A	N/A	N/A	N/A	N/A
<b>Energy use</b>	Responsible harvesting of wood for drying coffee during processing (CP-EC 1.4)	100.0	75.0	-25.0	N/A	N/A	N/A	N/A	N/A	N/A

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N/A: Entities are not evaluated against this indicator in the C.A.F.E. Practices scorecard.

■ Indicators that have the greatest decrease in performance per entity

■ Indicators that have the greatest increase in performance per entity

SECTIONS OF THE SCORECARD	2021 KEY PERFORMANCE INDICATORS—PSOs	PSOs		
		2017	2021	% point 2017 -2021
Management and tracking systems	Product Tracking systems all entities (PS-MT 1.1)	100.0	93.3	-6.7
	C.A.F.E. Practices participant list (PS-MT 1.2)	81.8	100.0	18.2
	Receipts for farmers (PS-MT 1.3)	100.0	100.0	0.0
Hiring practices and employment policies	Hiring practices for PSOs (PS-HP 1.1)	72.7	60.0	-12.7
Protecting soil resources	Maintaining soil productivity—soil plan includes soil analysis (PS-SR 2.1)	90.9	80.0	-10.9
	Maintaining soil productivity—implementing soil and foliar plan every two years (PS-SR 2.3)	47.6	30.8	-16.8
Environmental management and monitoring	No distribution of WHO chemicals (PS-EM 1.1)	100.0	100.0	0.0
	Trains 30% on correct procedures for agrochemicals (PS-EM 1.4)	36.4	40.0	3.6
	Trains 30% on proper use of PPE and facilitates access to PPE (PS-EM 1.5)	31.8	40.0	8.2
	Annual meeting and Written management plan (PS-EM 2.5)	50.0	73.3	23.3
	Training materials (PS-EM 2.6)	95.5	60.0	-35.5
	PSO trained 25% of producers on topics in PS-EM 2.6 (PS-EM 2.8)	40.9	40.0	-0.9
	PSO trained 50% of producers (PS-EM 2.9)	18.2	20.0	1.8
Training program on climate change	Training program on climate change (PS-CC 1.2)	31.8	60.0	28.2

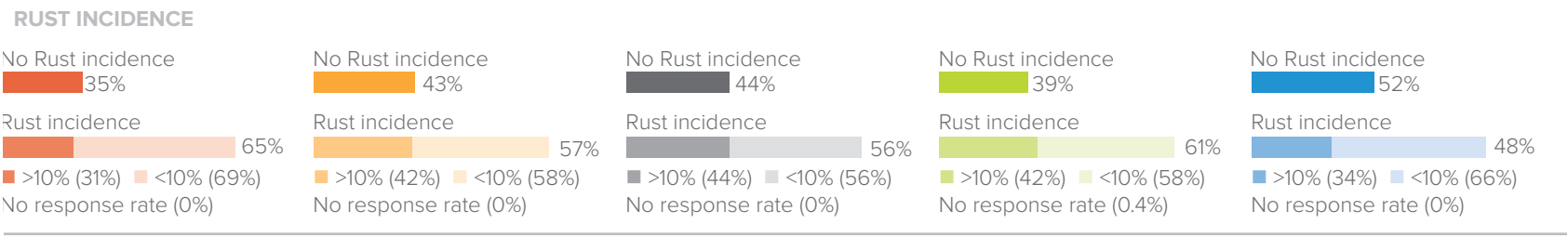
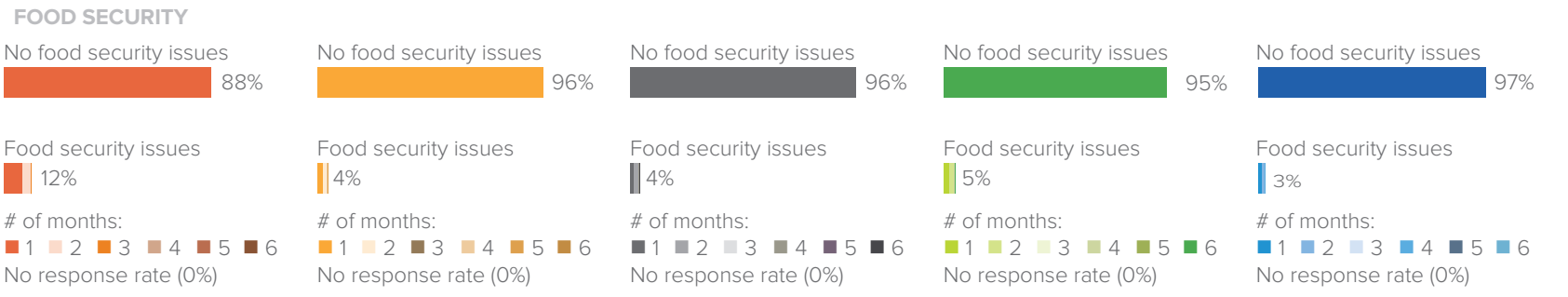
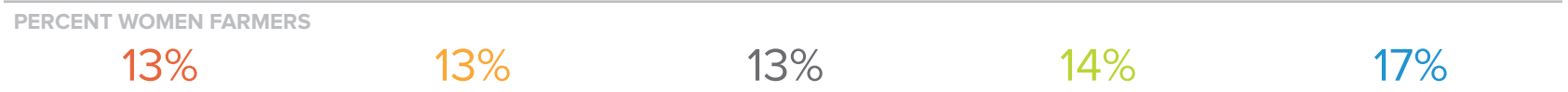
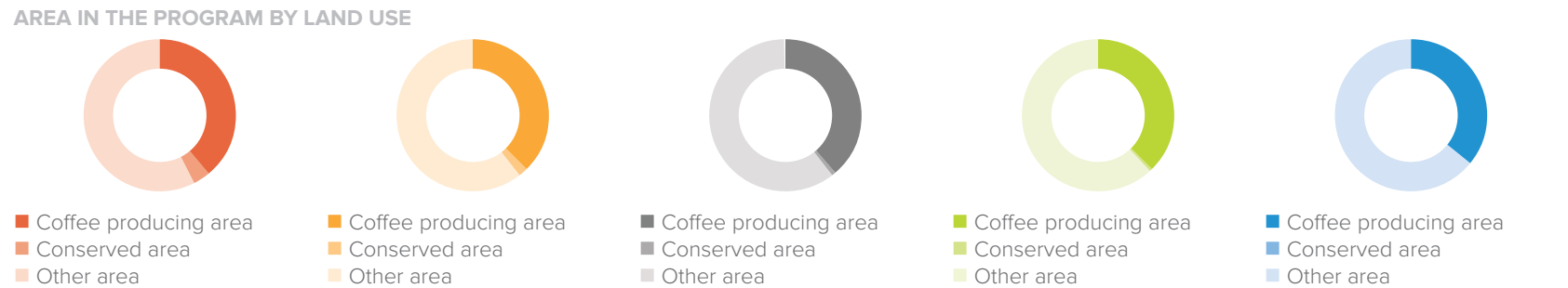
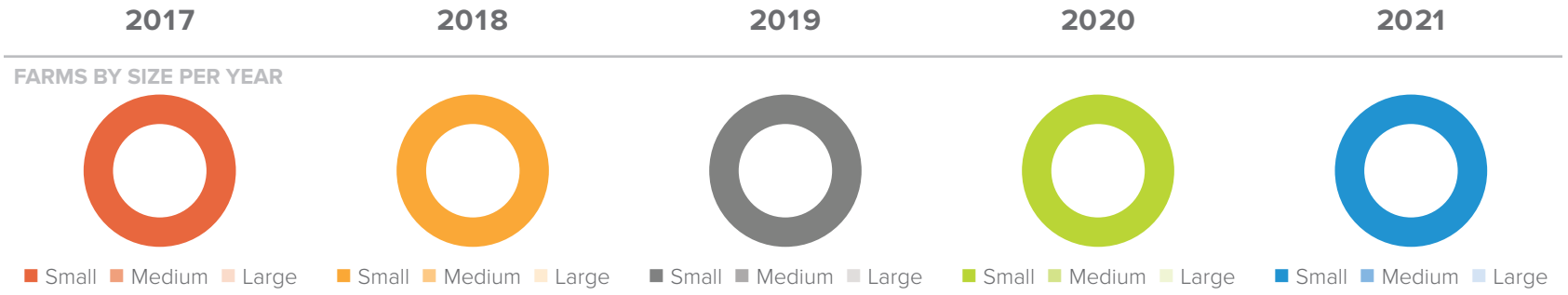
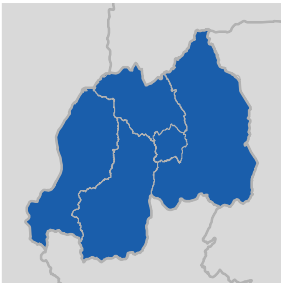
ID: Insufficient data may be due to no entities of this type with a valid status in this year or no workers corresponding to the indicator in this year.

N/A: Entities are not evaluated against this indicator in the C.A.F.E. Practices scorecard.

■ Indicators that have the greatest decrease in performance per entity

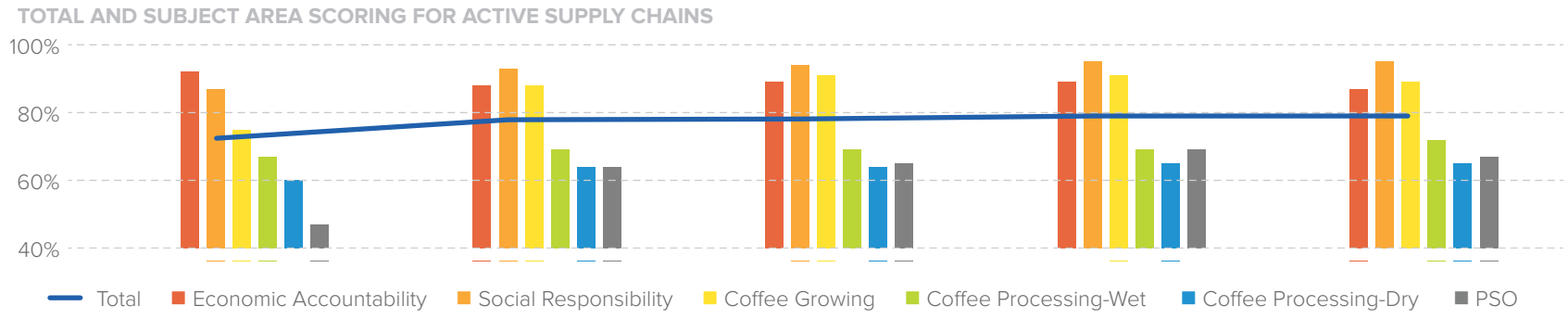
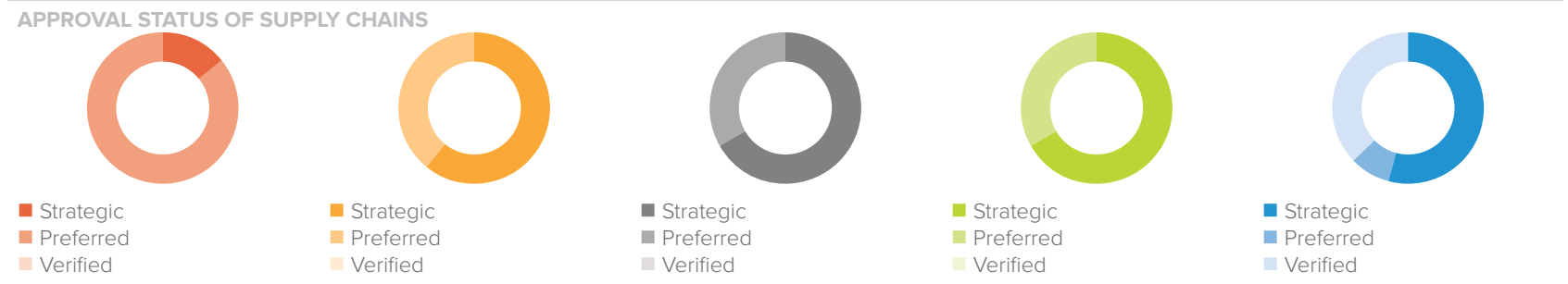
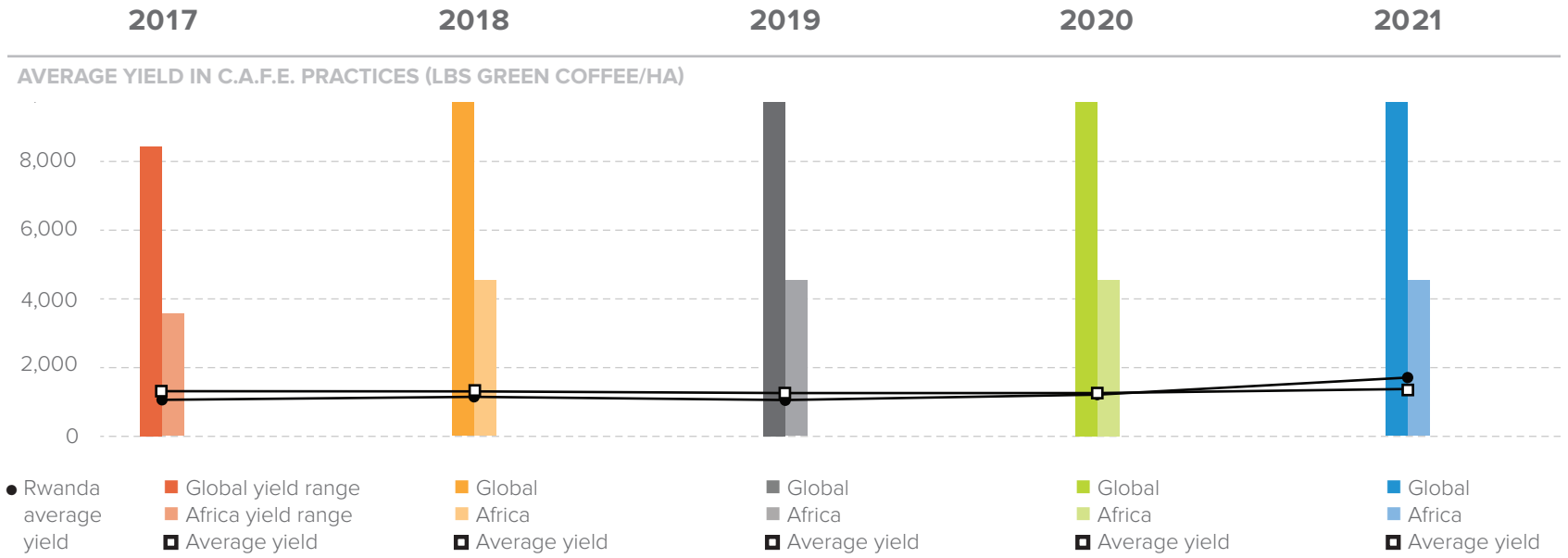
■ Indicators that have the greatest increase in performance per entity

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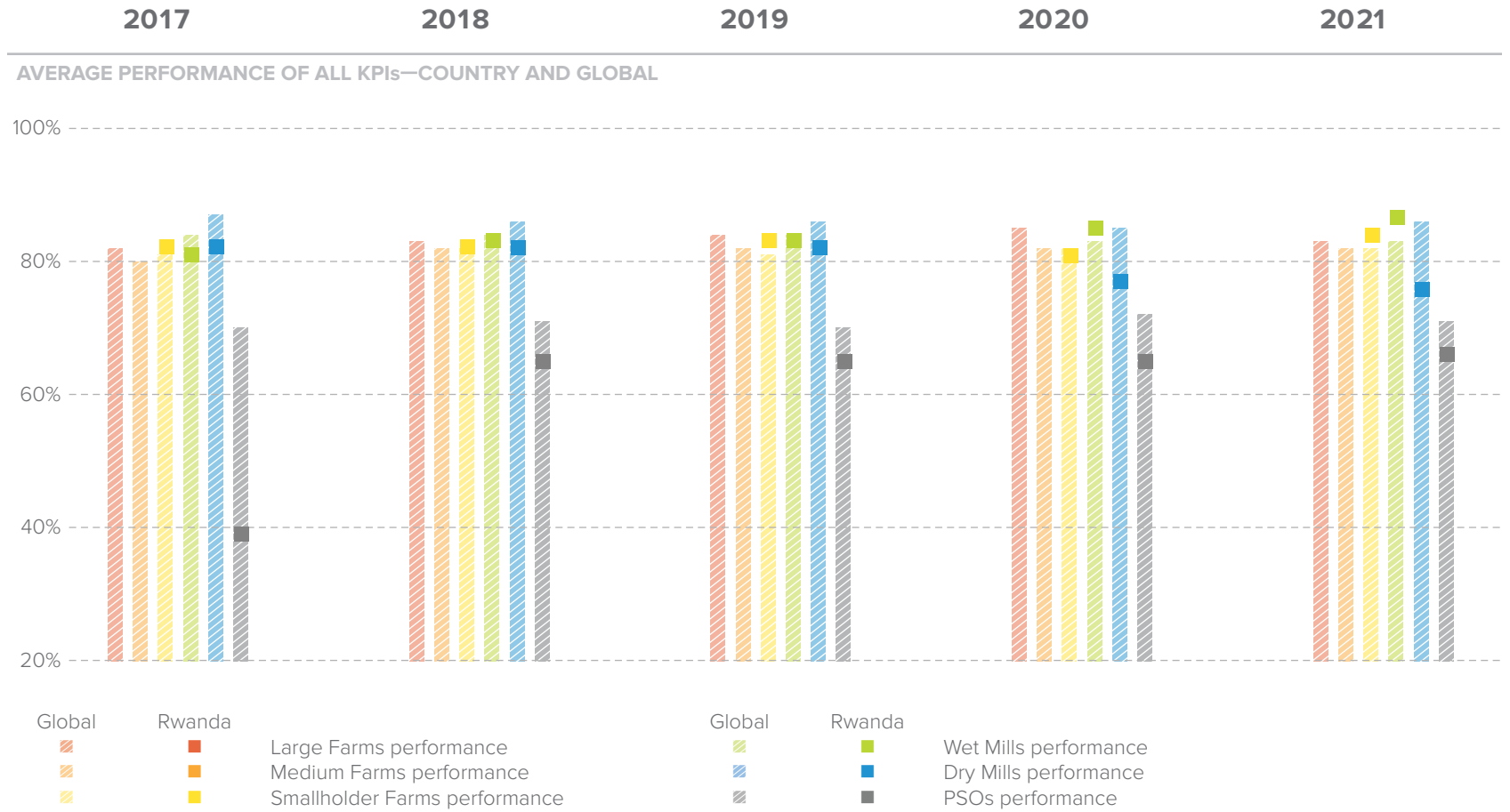


Note: Figures are based on sampled farms

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# RWANDA



SECTIONS OF THE SCORECARD	2021 KEY PERFORMANCE INDICATORS– FARM SIZE	LARGE FARMS			MEDIUM FARMS			SMALLHOLDER FARMS		
		2017	2021	% point 2017 -2021	2017	2021	% point 2017 -2021	2017	2021	% point 2017 -2021
<b>Economic Accountability</b>	Keeps receipts for the coffee (EA-IS 1.3)	ID	ID	ID	ID	ID	ID	93.1	91.5	-1.6
	Receipt includes data product (EA-IS 1.4)	ID	ID	ID	ID	ID	ID	92.8	85.7	-7.1
<b>Hiring practices and employment policies</b>	Minimum wage paid to permanent workers (SR-HP 1.1)	ID	ID	ID	ID	ID	ID	66.7	100.0	33.3
	Minimum wage paid to temporary workers (SR-HP 1.2)	ID	ID	ID	ID	ID	ID	100.0	100.0	0.0
	Benefits for permanent workers (SR-HP 1.7)	ID	ID	ID	ID	ID	ID	44.4	50.0	5.6
	Benefits for temporary workers (SR-HP 1.8)	ID	ID	ID	ID	ID	ID	71.9	71.9	0.0
	Minimum wage exceeded for temporary workers (SR-HP 1.11)	ID	ID	ID	ID	ID	ID	78.5	81.9	3.4
	Hours of work (SR-HP 3.3)	ID	ID	ID	ID	ID	ID	99.0	99.9	0.9
	No child labor (SR-HP 4.1)	ID	ID	ID	ID	ID	ID	100.0	100.0	0.0
<b>Working conditions</b>	Access to education (SR-WC 2.1)	ID	ID	ID	ID	ID	ID	100.0	100.0	0.0
	Employer contributes to cost of healthcare for all permanent workers (SR-WC 3.4)	ID	ID	ID	ID	ID	ID	ID	ID	ID
	Employer contributes to cost of healthcare for all temporary workers (SR-WC 3.5)	ID	ID	ID	ID	ID	ID	ID	ID	ID
	Use of Personal protective equipment (SR-WC 4.2)	ID	ID	ID	ID	ID	ID	39.9	97.1	57.1
<b>Protecting water resources</b>	Water body buffer zones (CG-WR 1.1)	ID	ID	ID	ID	ID	ID	100.0	75.0	-25.0
<b>Protecting soil resources</b>	Erosion prevention (CG-SR 1.4)	ID	ID	ID	ID	ID	ID	44.9	8.3	-36.6
	Formula of nutrients applied (CG-SR 2.10)	ID	ID	ID	ID	ID	ID	ID	ID	ID
<b>Conserving biodiversity</b>	No forest conversion (CG-CB 3.1)	ID	ID	ID	ID	ID	ID	100.0	100.0	0.0
	Conservation set asides (CG-CB 3.7)	ID	ID	ID	ID	ID	ID	ID	ID	ID
<b>Environmental management and monitoring</b>	No WHO chemicals (CG-EM 1.1)	ID	ID	ID	ID	ID	ID	100.0	100.0	0.0
	Improvement tracking program (CG-EM 2.1)	ID	ID	ID	ID	ID	ID	ID	ID	ID
	Pruning program for long term productivity (CG-EM 3.1)	ID	ID	ID	ID	ID	ID	96.1	99.5	3.4
	Renovation program for long term productivity (CG-EM 3.2)	ID	ID	ID	ID	ID	ID	ID	ID	ID

ID: Insufficient data may be due to no entities of this type with a valid status in this year or no workers corresponding to the indicator in this year.

N/A: Entities are not evaluated against this indicator in the C.A.F.E. Practices scorecard.

- Indicators that have the greatest decrease in performance per entity
- Indicators that have the greatest increase in performance per entity

SECTIONS OF THE SCORECARD	2021 KEY PERFORMANCE INDICATORS- MILLS	WET MILLS			DRY MILLS			WET/ DRY MILLS		
		2017	2021	% point 2017 -2021	2017	2021	% point 2017 -2021	2017	2021	% point 2017 -2021
<b>Economic Accountability</b>	Keeps receipts for the coffee (EA-IS 1.3)	95.2	100.0	4.8	100.0	100.0	0.0	N/A	N/A	N/A
	Receipt includes data (EA-IS 1.4)	95.2	81.8	-13.4	100.0	100.0	0.0	N/A	N/A	N/A
<b>Hiring practices and employment policies</b>	Minimum wage paid to permanent workers (SR-HP 1.1)	95.2	100.0	4.8	100.0	100.0	0.0	N/A	N/A	N/A
	Minimum wage paid to temporary workers (SR-HP 1.2)	100.0	100.0	0.0	100.0	100.0	0.0	N/A	N/A	N/A
	Benefits for permanent workers (SR-HP 1.7)	95.2	100.0	4.8	100.0	100.0	0.0	N/A	N/A	N/A
	Benefits for temporary workers (SR-HP 1.8)	71.4	78.9	7.5	50.0	66.7	16.7	N/A	N/A	N/A
	Minimum wage exceeded for temporary workers (SR-HP 1.11)	66.7	43.6	-23.0	100.0	40.0	-60.0	N/A	N/A	N/A
	Hours of work (SR-HP 3.3)	33.3	83.3	50.0	ID	40.0	ID	N/A	N/A	N/A
	No child labor (SR-HP 4.1)	100.0	100.0	0.0	100.0	100.0	0.0	N/A	N/A	N/A
<b>Working conditions</b>	Access to education (SR-WC 2.1)	100.0	100.0	0.0	ID	ID	ID	N/A	N/A	N/A
	Employer contributes to cost of healthcare for all permanent workers (SR-WC 3.4)	95.0	90.2	-4.8	100.0	80.0	-20.0	N/A	N/A	N/A
	Employer contributes to cost of healthcare for all temporary workers (SR-WC 3.5)	28.6	36.4	7.8	100.0	20.0	-80.0	N/A	N/A	N/A
	Use of Personal protective equipment/PEE (SR-WC 4.2)	88.9	96.4	7.5	50.0	75.0	25.0	N/A	N/A	N/A
<b>Protecting water resources</b>	Wastewater management (CP-WC 2.1)	71.4	89.1	17.7	N/A	N/A	N/A	N/A	N/A	N/A
<b>Waste management</b>	Processing waste does not contaminate local environment (CP-WM 1.1)	90.5	100.0	9.5	N/A	N/A	N/A	N/A	N/A	N/A
	Composting byproduct (CP-WM 1.2)	85.7	100.0	14.3	N/A	N/A	N/A	N/A	N/A	N/A
<b>Energy use</b>	Responsible harvesting of wood for drying coffee during processing (CP-EC 1.4)	ID	100.0	ID	N/A	N/A	N/A	N/A	N/A	N/A

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N/A: Entities are not evaluated against this indicator in the C.A.F.E. Practices scorecard.

■ Indicators that have the greatest decrease in performance per entity

■ Indicators that have the greatest increase in performance per entity



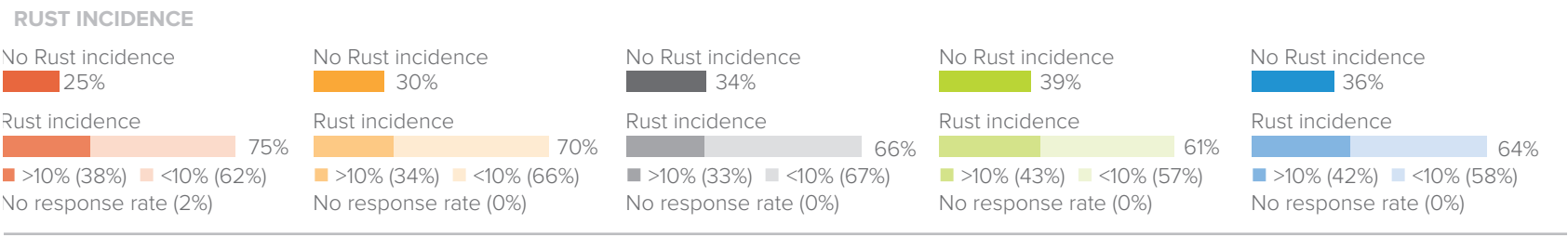
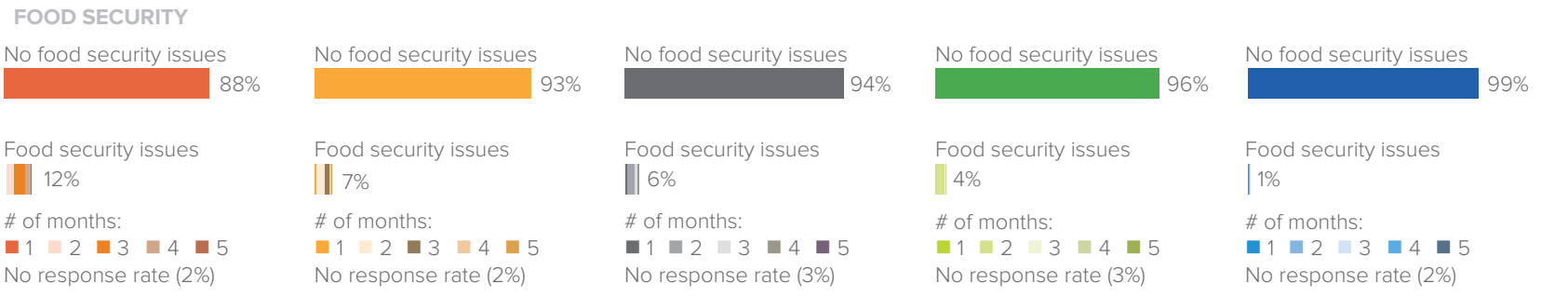
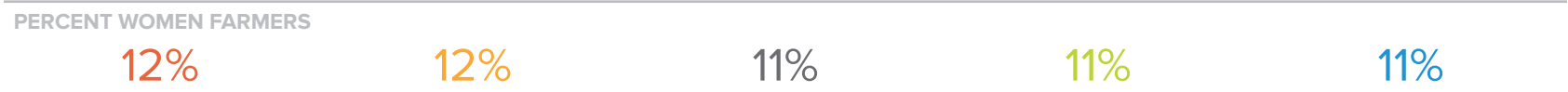
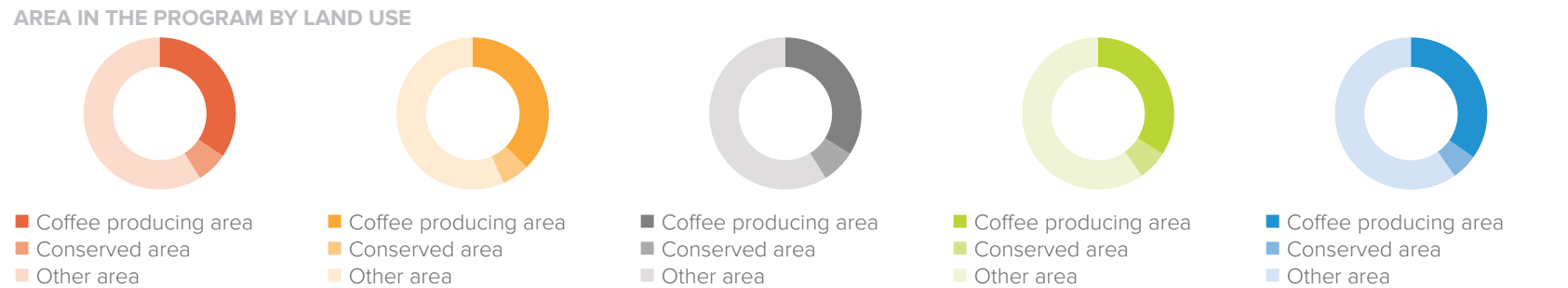
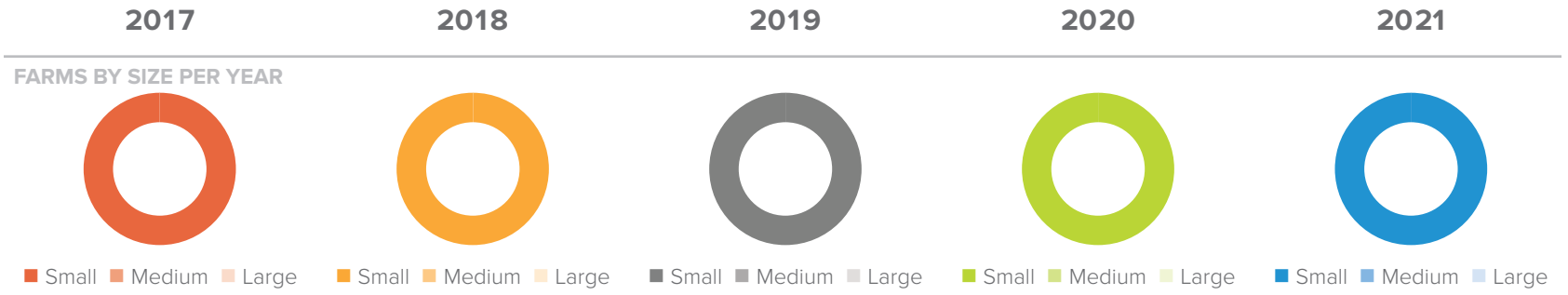
SECTIONS OF THE SCORECARD	2021 KEY PERFORMANCE INDICATORS–PSOs	PSOs		
		2017	2021	% point 2017-2021
Management and tracking systems	Product Tracking systems all entities (PS-MT 1.1)	55.0	96.0	41.0
	C.A.F.E. Practices participant list (PS-MT 1.2)	40.0	100.0	60.0
	Receipts for farmers (PS-MT 1.3)	90.0	100.0	10.0
Hiring practices and employment policies	Hiring practices for PSOs (PS-HP 1.1)	40.0	80.0	40.0
Protecting soil resources	Maintaining soil productivity—soil plan includes soil analysis (PS-SR 2.1)	30.0	92.0	62.0
	Maintaining soil productivity—implementing soil and foliar plan every two years (PS-SR 2.3)	ID	32.0	32.0
Environmental management and monitoring	No distribution of WHO chemicals (PS-EM 1.1)	100.0	100.0	0.0
	Trains 30% on correct procedures for agrochemicals (PS-EM 1.4)	60.0	71.4	11.4
	Trains 30% on proper use of PPE and facilitates access to PPE (PS-EM 1.5)	55.0	68.6	13.6
	Annual meeting and Written management plan (PS-EM 2.5)	25.0	70.0	45.0
	Training materials (PS-EM 2.6)	40.0	80.0	40.0
	PSO trained 25% of producers on topics in PS-EM 2.6 (PS-EM 2.8)	55.0	64.0	9.0
	PSO trained 50% of producers (PS-EM 2.9)	40.0	46.0	6.0
Training program on climate change	Training program on climate change (PS-CC 1.2)	15.0	50.0	35.0

Insufficient data may be due to no entities of this type with a valid status in this year or no workers corresponding to the indicator in this year.

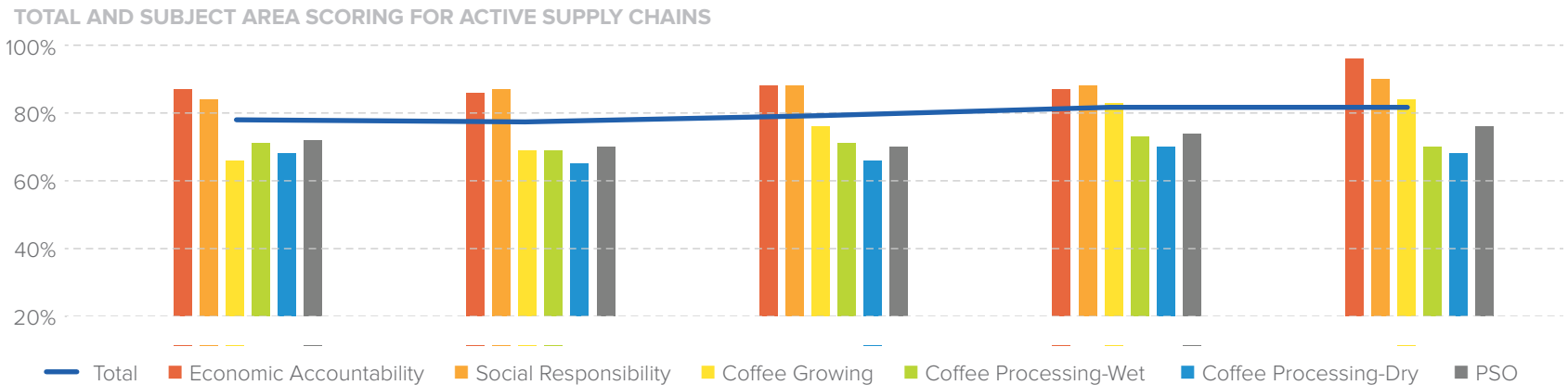
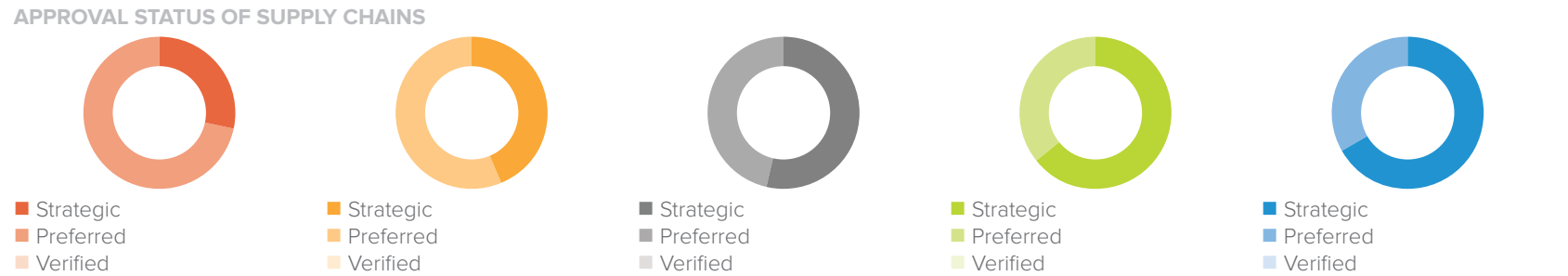
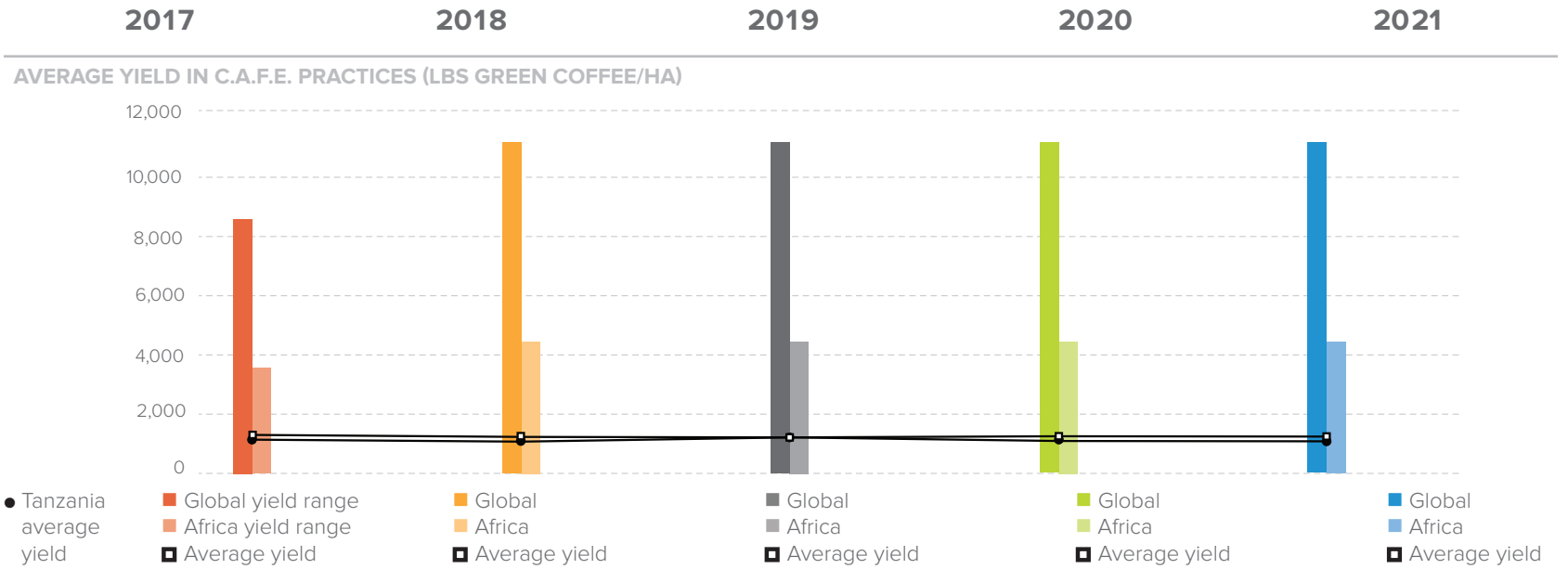
N/A: Entities are not evaluated against this indicator in the C.A.F.E. Practices scorecard.

- Indicators that have the greatest decrease in performance per entity
- Indicators that have the greatest increase in performance per entity

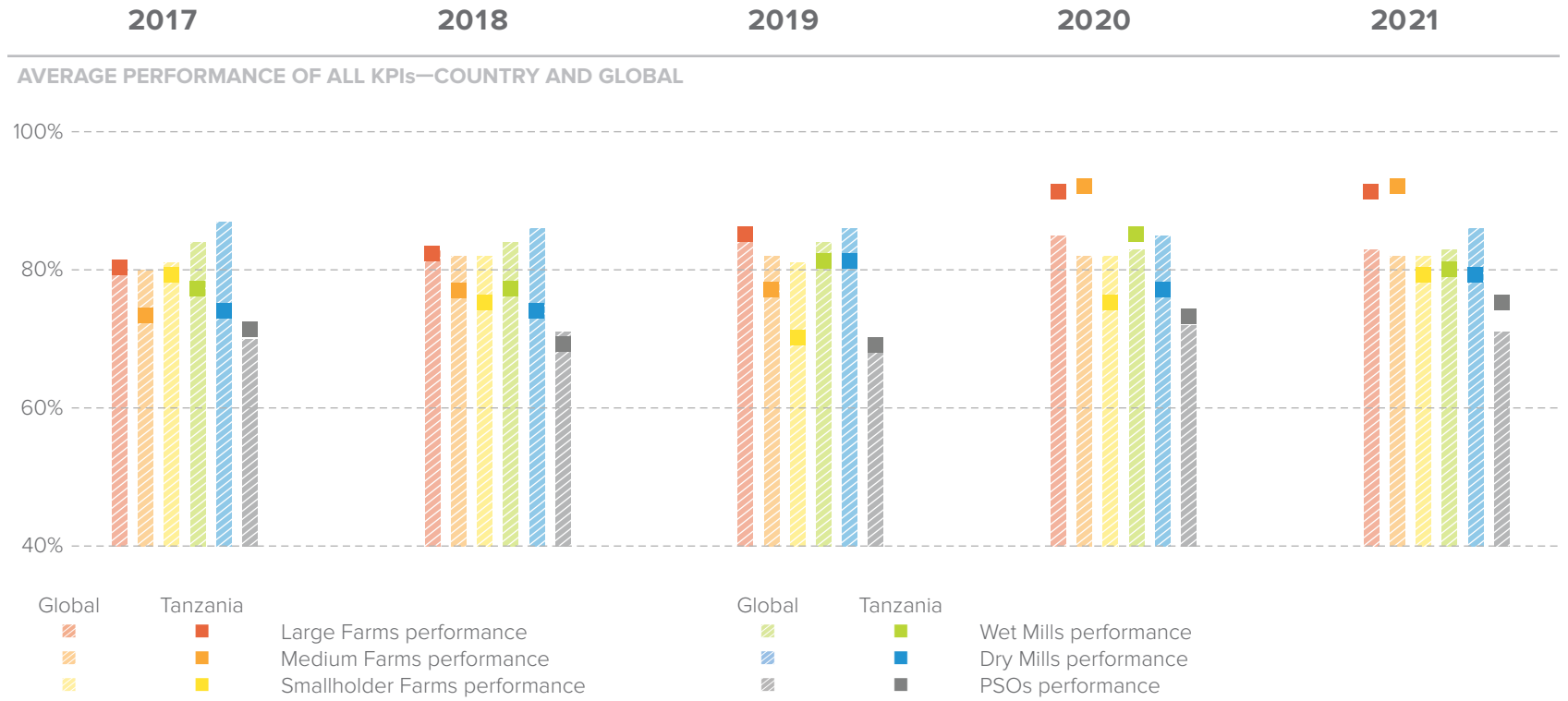
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Note: Figures are based on sampled farms



# TANZANIA



SECTIONS OF THE SCORECARD	2021 KEY PERFORMANCE INDICATORS – FARM SIZE	LARGE FARMS			MEDIUM FARMS			SMALLHOLDER FARMS		
		2017	2021	% point 2017 -2021	2017	2021	% point 2017 -2021	2017	2021	% point 2017 -2021
Economic Accountability	Keeps receipts for the coffee (EA-IS 1.3)	100.0	100.0	0.0	100.0	100.0	0.0	83.7	98.5	14.9
	Receipt includes data product (EA-IS 1.4)	100.0	100.0	0.0	100.0	100.0	0.0	43.1	83.9	40.8
Hiring practices and employment policies	Minimum wage paid to permanent workers (SR-HP 1.1)	100.0	100.0	0.0	100.0	100.0	0.0	ID	ID	ID
	Minimum wage paid to temporary workers (SR-HP 1.2)	100.0	100.0	0.0	100.0	100.0	0.0	100.0	100.0	0.0
	Benefits for permanent workers (SR-HP 1.7)	100.0	100.0	0.0	50.0	50.0	0.0	100.0	0.0	-100.0
	Benefits for temporary workers (SR-HP 1.8)	50.0	100.0	50.0	ID	100.0	100.0	50.0	0.0	-50.0
	Minimum wage exceeded for temporary workers (SR-HP 1.11)	100.0	100.0	0.0	100.0	100.0	0.0	100.0	100.0	0.0
	Hours of work (SR-HP 3.3)	40.0	80.0	40.0	50.0	100.0	50.0	100.0	100.0	0.0
	No child labor (SR-HP 4.1)	100.0	100.0	0.0	100.0	100.0	0.0	99.8	100.0	0.2
Working conditions	Access to education (SR-WC 2.1)	83.3	100.0	16.7	100.0	100.0	0.0	100.0	100.0	0.0
	Employer contributes to cost of healthcare for all permanent workers (SR-WC 3.4)	83.3	100.0	16.7	50.0	100.0	50.0	ID	ID	ID
	Employer contributes to cost of healthcare for all temporary workers (SR-WC 3.5)	33.3	80.0	46.7	ID	100.0	ID	ID	ID	ID
	Use of Personal protective equipment (SR-WC 4.2)	100.0	100.0	0.0	50.0	100.0	50.0	46.0	85.5	39.6
Protecting water resources	Water body buffer zones (CG-WR 1.1)	100.0	100.0	0.0	100.0	0.0	-100.0	54.2	43.8	-10.4
Protecting soil resources	Erosion prevention (CG-SR 1.4)	33.3	20.0	-13.3	50.0	100.0	50.0	18.3	5.5	-12.8
	Formula of nutrients applied (CG-SR 2.10)	83.3	100.0	16.7	50.0	50.0	0.0	ID	ID	ID
Conserving biodiversity	No forest conversion (CG-CB 3.1)	100.0	100.0	0.0	100.0	100.0	0.0	100.0	100.0	0.0
	Conservation set asides (CG-CB 3.7)	50.0	60.0	10.0	0.0	50.0	50.0	ID	ID	ID
Environmental management and monitoring	No WHO chemicals (CG-EM 1.1)	100.0	100.0	0.0	100.0	100.0	0.0	100.0	100.0	0.0
	Improvement tracking program (CG-EM 2.1)	33.3	80.0	46.7	50.0	100.0	50.0	ID	ID	ID
	Pruning program for long term productivity (CG-EM 3.1)	100.0	100.0	0.0	100.0	100.0	0.0	98.5	99.7	1.2
	Renovation program for long term productivity (CG-EM 3.2)	100.0	100.0	0.0	100.0	100.0	0.0	ID	ID	ID

ID: Insufficient data may be due to no entities of this type with a valid status in this year or no workers corresponding to the indicator in this year.

N/A: Entities are not evaluated against this indicator in the C.A.F.E. Practices scorecard.

■ Indicators that have the greatest decrease in performance per entity

■ Indicators that have the greatest increase in performance per entity

SECTIONS OF THE SCORECARD	2021 KEY PERFORMANCE INDICATORS– MILLS	WET MILLS			DRY MILLS			WET/ DRY MILLS		
		2017	2021	% point 2017 -2021	2017	2021	% point 2017 -2021	2017	2021	% point 2017 -2021
<b>Economic Accountability</b>	Keeps receipts for the coffee (EA-IS 1.3)	97.6	100.0	2.4	100.0	100.0	0.0	N/A	N/A	N/A
	Receipt includes data (EA-IS 1.4)	63.5	84.7	21.2	100.0	100.0	0.0	N/A	N/A	N/A
<b>Hiring practices and employment policies</b>	Minimum wage paid to permanent workers (SR-HP 1.1)	100.0	100.0	0.0	100.0	100.0	0.0	N/A	N/A	N/A
	Minimum wage paid to temporary workers (SR-HP 1.2)	85.3	100.0	14.7	87.5	100.0	12.5	N/A	N/A	N/A
	Benefits for permanent workers (SR-HP 1.7)	93.3	75.0	-18.3	87.5	100.0	12.5	N/A	N/A	N/A
	Benefits for temporary workers (SR-HP 1.8)	20.5	26.1	5.6	ID	66.7	ID	N/A	N/A	N/A
	Minimum wage exceeded for temporary workers (SR-HP 1.11)	56.8	100.0	43.2	50.0	80.0	30.0	N/A	N/A	N/A
	Hours of work (SR-HP 3.3)	52.0	96.6	44.6	75.0	40.0	-35.0	N/A	N/A	N/A
	No child labor (SR-HP 4.1)	100.0	100.0	0.0	100.0	100.0	0.0	N/A	N/A	N/A
<b>Working conditions</b>	Access to education (SR-WC 2.1)	100.0	100.0	0.0	100.0	100.0	0.0	N/A	N/A	N/A
	Employer contributes to cost of healthcare for all permanent workers (SR-WC 3.4)	76.5	87.5	11.0	87.5	80.0	-7.5	N/A	N/A	N/A
	Employer contributes to cost of healthcare for all temporary workers (SR-WC 3.5)	28.0	13.5	-14.5	87.5	20.0	-67.5	N/A	N/A	N/A
	Use of Personal protective equipment/PEE (SR-WC 4.2)	75.4	40.0	-35.4	37.5	50.0	12.5	N/A	N/A	N/A
<b>Protecting water resources</b>	Wastewater management (CP-WC 2.1)	85.9	94.1	8.2	N/A	N/A	N/A	N/A	N/A	N/A
<b>Waste management</b>	Processing waste does not contaminate local environment (CP-WM 1.1)	88.2	82.4	-5.9	N/A	N/A	N/A	N/A	N/A	N/A
	Composting byproduct (CP-WM 1.2)	96.5	100.0	3.5	N/A	N/A	N/A	N/A	N/A	N/A
<b>Energy use</b>	Responsible harvesting of wood for drying coffee during processing (CP-EC 1.4)	100.0	0.0	-100.0	N/A	N/A	N/A	N/A	N/A	N/A

ID: Insufficient data may be due to no entities of this type with a valid status in this year or no workers corresponding to the indicator in this year.

N/A: Entities are not evaluated against this indicator in the C.A.F.E. Practices scorecard.

■ Indicators that have the greatest decrease in performance per entity

■ Indicators that have the greatest increase in performance per entity

SECTIONS OF THE SCORECARD	2021 KEY PERFORMANCE INDICATORS–PSOs	PSOs		
		2017	2021	% point 2017 -2021
Management and tracking systems	Product Tracking systems all entities (PS-MT 1.1)	100.0	100.0	0.0
	C.A.F.E. Practices participant list (PS-MT 1.2)	100.0	100.0	0.0
	Receipts for farmers (PS-MT 1.3)	100.0	100.0	0.0
Hiring practices and employment policies	Hiring practices for PSOs (PS-HP 1.1)	100.0	90.9	-9.1
Protecting soil resources	Maintaining soil productivity—soil plan includes soil analysis (PS-SR 2.1)	77.8	63.6	-14.1
	Maintaining soil productivity—implementing soil and foliar plan every two years (PS-SR 2.3)	22.2	18.2	-4.0
Environmental management and monitoring	No distribution of WHO chemicals (PS-EM 1.1)	100.0	100.0	0.0
	Trains 30% on correct procedures for agrochemicals (PS-EM 1.4)	44.4	90.9	46.5
	Trains 30% on proper use of PPE and facilitates access to PPE (PS-EM 1.5)	44.4	81.8	37.4
	Annual meeting and Written management plan (PS-EM 2.5)	77.8	100.0	22.2
	Training materials (PS-EM 2.6)	100.0	90.9	-9.1
	PSO trained 25% of producers on topics in PS-EM 2.6 (PS-EM 2.8)	55.6	90.9	35.4
	PSO trained 50% of producers (PS-EM 2.9)	33.3	36.4	3.0
Training program on climate change	Training program on climate change (PS-CC 1.2)	66.7	63.6	-3.0

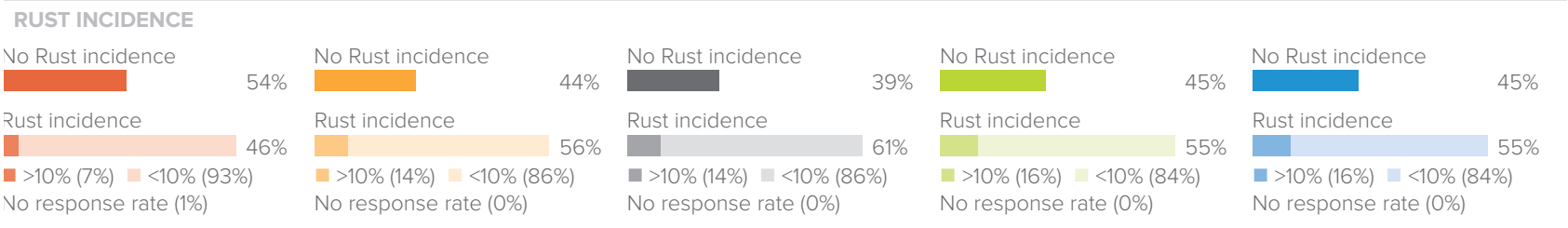
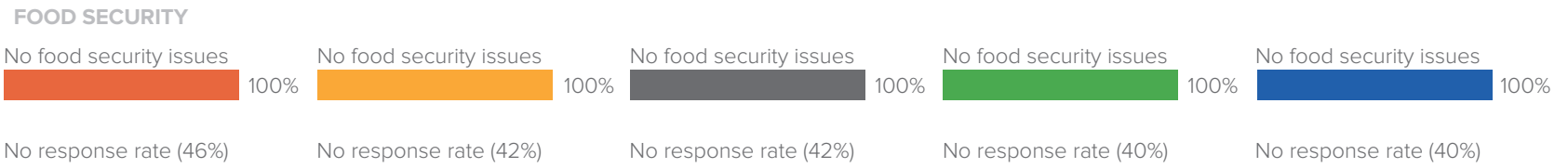
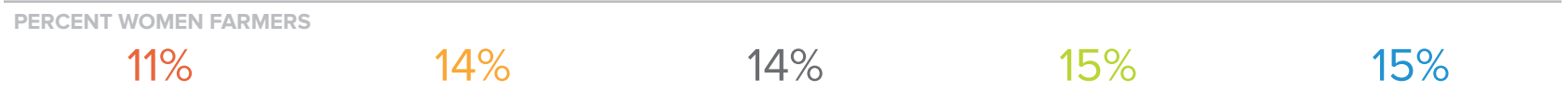
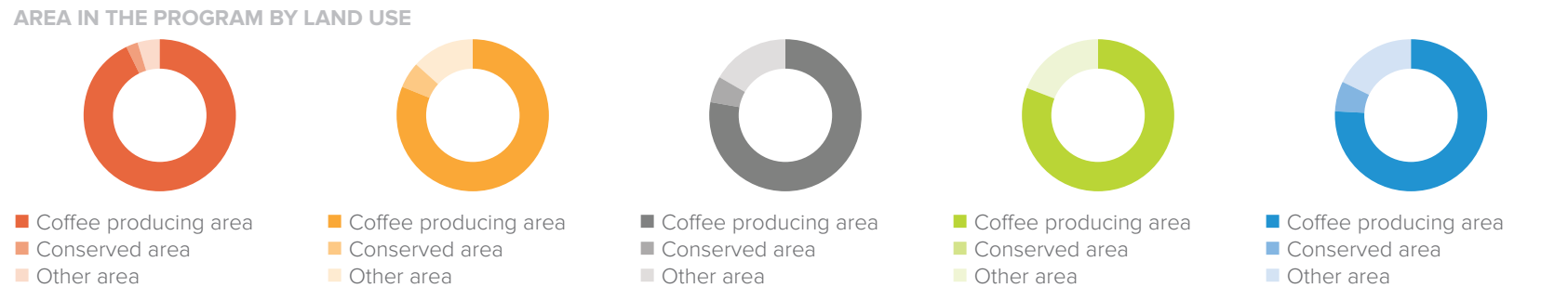
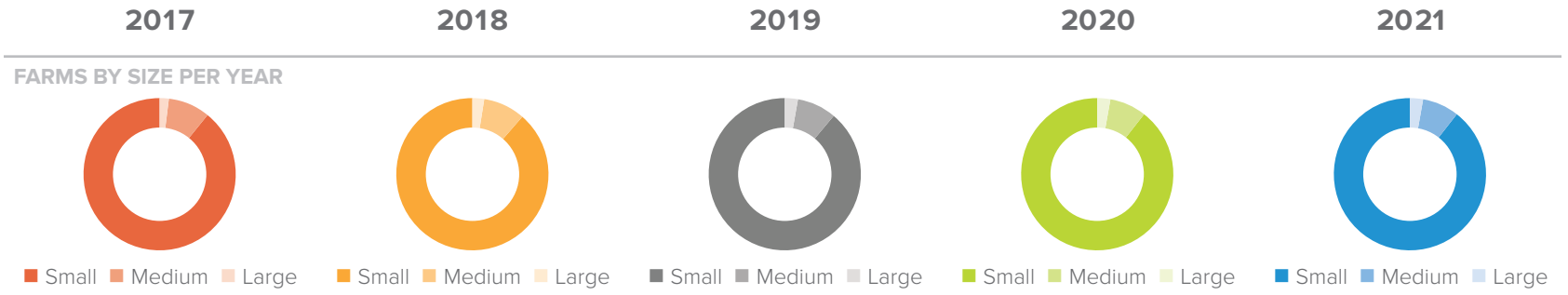
ID: Insufficient data may be due to no entities of this type with a valid status in this year or no workers corresponding to the indicator in this year.

N/A: Entities are not evaluated against this indicator in the C.A.F.E. Practices scorecard.

■ Indicators that have the greatest decrease in performance per entity

■ Indicators that have the greatest increase in performance per entity

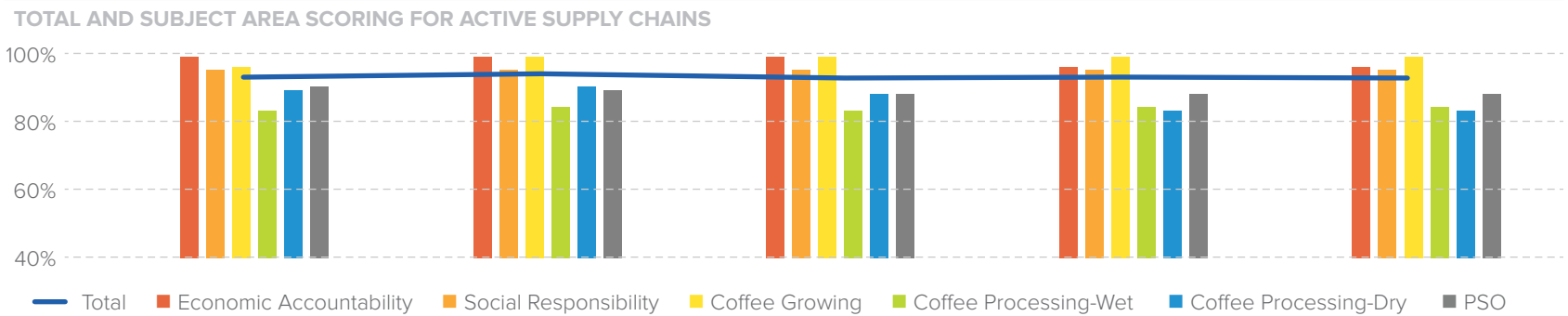
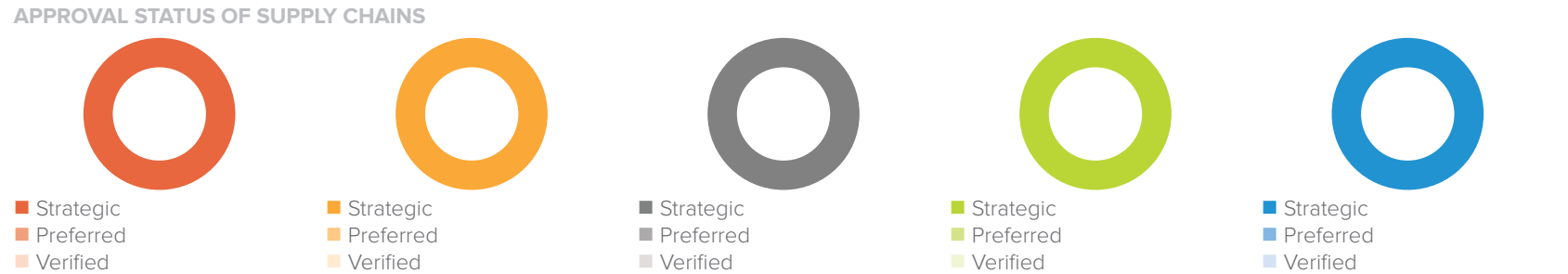
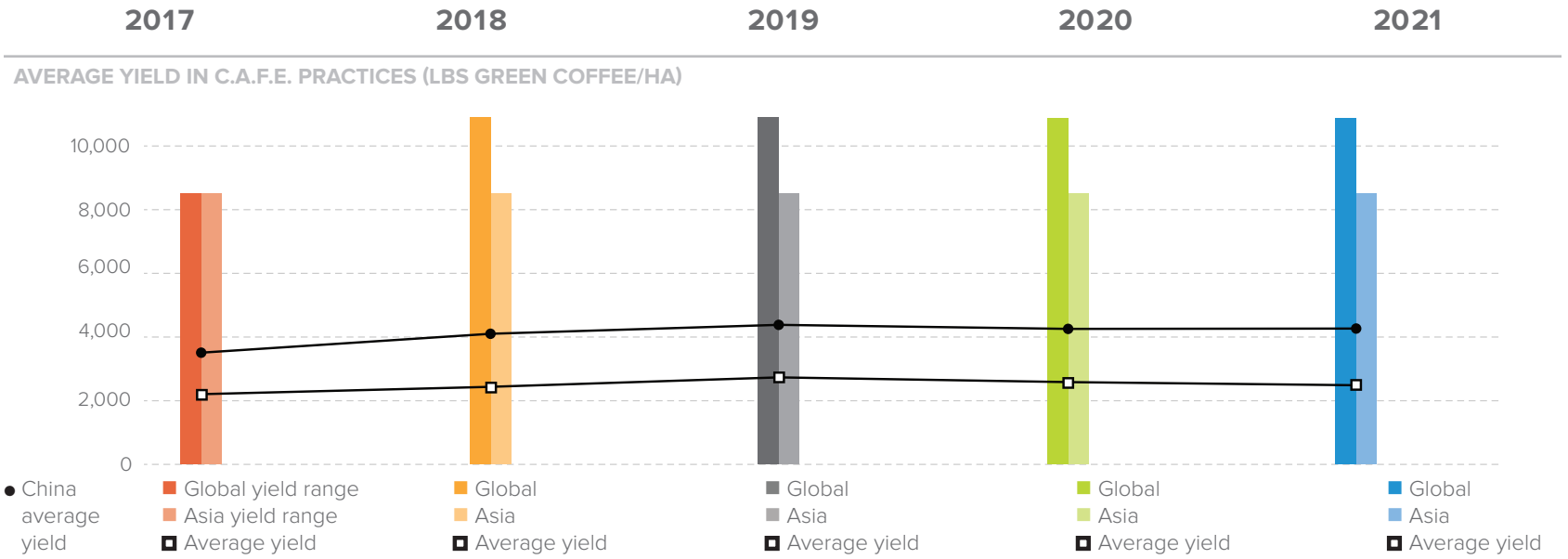
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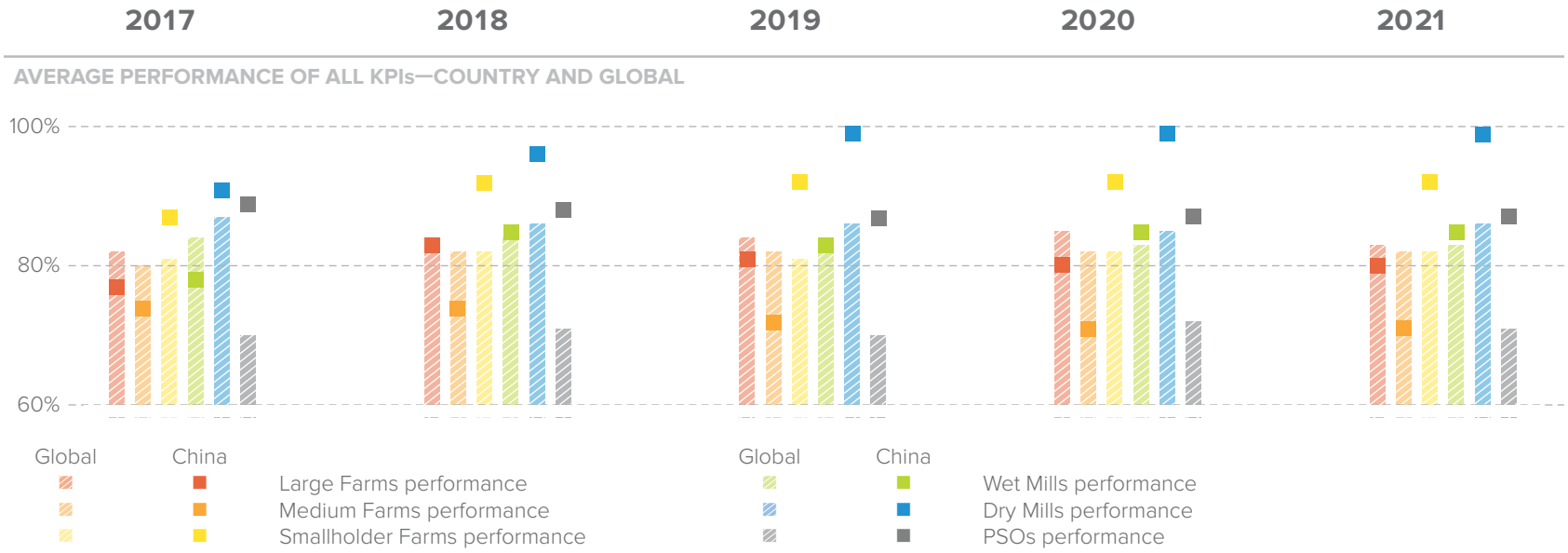
Note: Figures are based on sampled farms



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SECTIONS OF THE SCORECARD	2021 KEY PERFORMANCE INDICATORS– FARM SIZE	LARGE FARMS			MEDIUM FARMS			SMALLHOLDER FARMS		
		2017	2021	% point 2017 -2021	2017	2021	% point 2017 -2021	2017	2021	% point 2017 -2021
<b>Economic Accountability</b>	Keeps receipts for the coffee (EA-IS 1.3)	100.0	100.0	0.0	100.0	100.0	0.0	98.8	95.0	-3.8
	Receipt includes data product (EA-IS 1.4)	100.0	100.0	0.0	100.0	96.6	-3.4	98.8	96.4	-2.4
<b>Hiring practices and employment policies</b>	Minimum wage paid to permanent workers (SR-HP 1.1)	100.0	100.0	0.0	100.0	100.0	0.0	100.0	ID	-100.0
	Minimum wage paid to temporary workers (SR-HP 1.2)	100.0	100.0	0.0	100.0	100.0	0.0	100.0	100.0	0.0
	Benefits for permanent workers (SR-HP 1.7)	50.0	100.0	50.0	ID	ID	ID	ID	ID	ID
	Benefits for temporary workers (SR-HP 1.8)	ID	66.7	ID	ID	50.0	ID	0.0	100.0	100.0
	Minimum wage exceeded for temporary workers (SR-HP 1.11)	100.0	100.0	0.0	100.0	100.0	0.0	100.0	100.0	0.0
	Hours of work (SR-HP 3.3)	92.0	100.0	8.0	95.3	100.0	4.7	100.0	100.0	0.0
	No child labor (SR-HP 4.1)	100.0	100.0	0.0	100.0	100.0	0.0	100.0	100.0	0.0
<b>Working conditions</b>	Access to education (SR-WC 2.1)	100.0	100.0	0.0	100.0	100.0	0.0	100.0	100.0	0.0
	Employer contributes to cost of healthcare for all permanent workers (SR-WC 3.4)	25.0	50.0	25.0	20.8	0.0	-20.8	ID	ID	ID
	Employer contributes to cost of healthcare for all temporary workers (SR-WC 3.5)	46.2	21.7	-24.4	44.0	28.0	-16.0	ID	ID	ID
	Use of Personal protective equipment (SR-WC 4.2)	96.0	90.9	-5.1	97.7	96.6	-1.1	96.0	87.5	-8.5
<b>Protecting water resources</b>	Water body buffer zones (CG-WR 1.1)	91.7	87.5	-4.2	100.0	85.7	-14.3	80.0	83.3	3.3
<b>Protecting soil resources</b>	Erosion prevention (CG-SR 1.4)	16.7	50.0	33.3	17.4	41.2	23.8	20.3	31.3	10.9
	Formula of nutrients applied (CG-SR 2.10)	72.0	18.2	-53.8	81.4	42.4	-39.0	ID	ID	ID
<b>Conserving biodiversity</b>	No forest conversion (CG-CB 3.1)	96.0	100.0	4.0	100.0	100.0	0.0	100.0	100.0	0.0
	Conservation set asides (CG-CB 3.7)	36.0	39.4	3.4	41.9	30.5	-11.4	ID	ID	ID
<b>Environmental management and monitoring</b>	No WHO chemicals (CG-EM 1.1)	100.0	100.0	0.0	100.0	100.0	0.0	100.0	100.0	0.0
	Improvement tracking program (CG-EM 2.1)	88.0	100.0	12.0	97.7	100.0	2.3	ID	ID	ID
	Pruning program for long term productivity (CG-EM 3.1)	100.0	100.0	0.0	100.0	100.0	0.0	100.0	96.4	-3.6
	Renovation program for long term productivity (CG-EM 3.2)	100.0	66.7	-33.3	62.5	20.0	-42.5	ID	ID	ID

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■ Indicators that have the greatest decrease in performance per entity

■ Indicators that have the greatest increase in performance per entity

SECTIONS OF THE SCORECARD	2021 KEY PERFORMANCE INDICATORS—MILLS	WET MILLS			DRY MILLS			WET/ DRY MILLS		
		2017	2021	% point 2017 -2021	2017	2021	% point 2017 -2021	2017	2021	% point 2017 -2021
<b>Economic Accountability</b>	Keeps receipts for the coffee (EA-IS 1.3)	100.0	97.9	-2.1	100.0	100.0	0.0	100.0	75.0	-25.0
	Receipt includes data (EA-IS 1.4)	100.0	95.8	-4.2	100.0	100.0	0.0	100.0	75.0	-25.0
<b>Hiring practices and employment policies</b>	Minimum wage paid to permanent workers (SR-HP 1.1)	100.0	100.0	0.0	100.0	100.0	0.0	100.0	ID	ID
	Minimum wage paid to temporary workers (SR-HP 1.2)	100.0	100.0	0.0	100.0	100.0	0.0	100.0	100.0	0.0
	Benefits for permanent workers (SR-HP 1.7)	ID	62.5	ID	87.5	100.0	12.5	100.0	ID	ID
	Benefits for temporary workers (SR-HP 1.8)	ID	75.0	ID	75.0	ID	ID	ID	ID	ID
	Minimum wage exceeded for temporary workers (SR-HP 1.11)	100.0	100.0	0.0	100.0	100.0	0.0	100.0	100.0	0.0
	Hours of work (SR-HP 3.3)	98.2	100.0	1.8	42.9	100.0	57.1	100.0	100.0	0.0
	No child labor (SR-HP 4.1)	100.0	100.0	0.0	100.0	100.0	0.0	100.0	100.0	0.0
<b>Working conditions</b>	Access to education (SR-WC 2.1)	100.0	100.0	0.0	ID	ID	ID	100.0	100.0	0.0
	Employer contributes to cost of healthcare for all permanent workers (SR-WC 3.4)	46.2	55.6	9.4	100.0	100.0	0.0	100.0	ID	ID
	Employer contributes to cost of healthcare for all temporary workers (SR-WC 3.5)	6.3	24.0	17.8	100.0	100.0	0.0	N/A	N/A	N/A
	Use of Personal protective equipment/PEE (SR-WC 4.2)	100.0	97.9	-2.1	100.0	100.0	0.0	100.0	100.0	0.0
<b>Protecting water resources</b>	Wastewater management (CP-WC 2.1)	92.0	77.9	-14.1	N/A	N/A	N/A	0.0	50.0	50.0
<b>Waste management</b>	Processing waste does not contaminate local environment (CP-WM 1.1)	97.3	89.5	-7.9	N/A	N/A	N/A	0.0	75.0	75.0
	Composting byproduct (CP-WM 1.2)	100.0	100.0	0.0	N/A	N/A	N/A	100.0	100.0	0.0
<b>Energy use</b>	Responsible harvesting of wood for drying coffee during processing (CP-EC 1.4)	100.0	83.3	-16.7	N/A	N/A	N/A	100.0	ID	ID

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■ Indicators that have the greatest decrease in performance per entity

■ Indicators that have the greatest increase in performance per entity

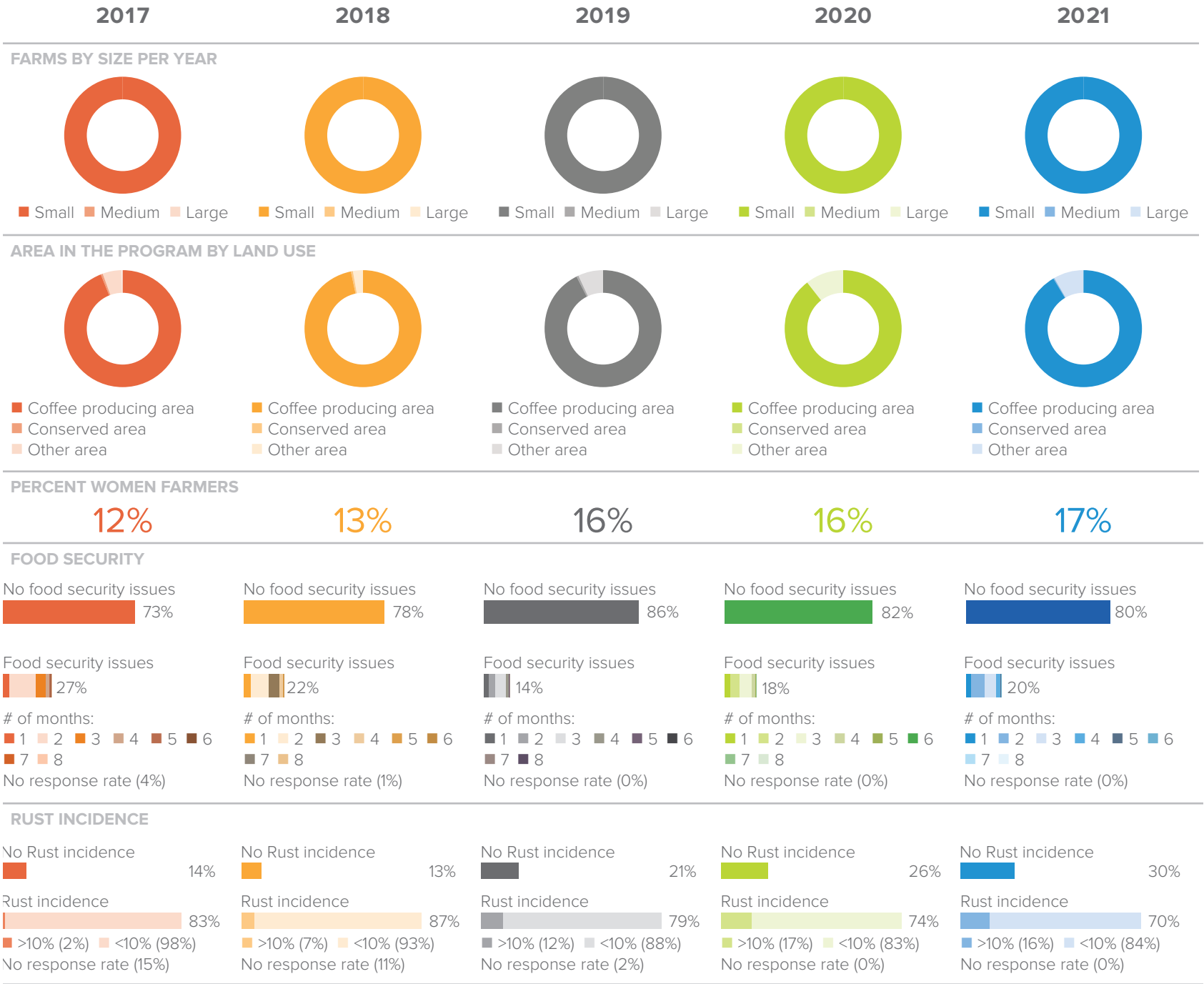
SECTIONS OF THE SCORECARD	2021 KEY PERFORMANCE INDICATORS—PSOs	PSOs		% point 2017 -2021
		2017	2021	
Management and tracking systems	Product Tracking systems all entities (PS-MT 1.1)	100.0	100.0	0.0
	C.A.F.E. Practices participant list (PS-MT 1.2)	100.0	100.0	0.0
	Receipts for farmers (PS-MT 1.3)	100.0	100.0	0.0
Hiring practices and employment policies	Hiring practices for PSOs (PS-HP 1.1)	100.0	100.0	0.0
Protecting soil resources	Maintaining soil productivity—soil plan includes soil analysis (PS-SR 2.1)	100.0	94.1	-5.9
	Maintaining soil productivity—implementing soil and foliar plan every two years (PS-SR 2.3)	100.0	100.0	0.0
Environmental management and monitoring	No distribution of WHO chemicals (PS-EM 1.1)	100.0	100.0	0.0
	Trains 30% on correct procedures for agrochemicals (PS-EM 1.4)	80.0	100.0	20.0
	Trains 30% on proper use of PPE and facilitates access to PPE (PS-EM 1.5)	80.0	100.0	20.0
	Annual meeting and Written management plan (PS-EM 2.5)	100.0	100.0	0.0
	Training materials (PS-EM 2.6)	100.0	100.0	0.0
	PSO trained 25% of producers on topics in PS-EM 2.6 (PS-EM 2.8)	100.0	100.0	0.0
	PSO trained 50% of producers (PS-EM 2.9)	80.0	100.0	20.0
Training program on climate change	Training program on climate change (PS-CC 1.2)	90.0	76.5	-13.5

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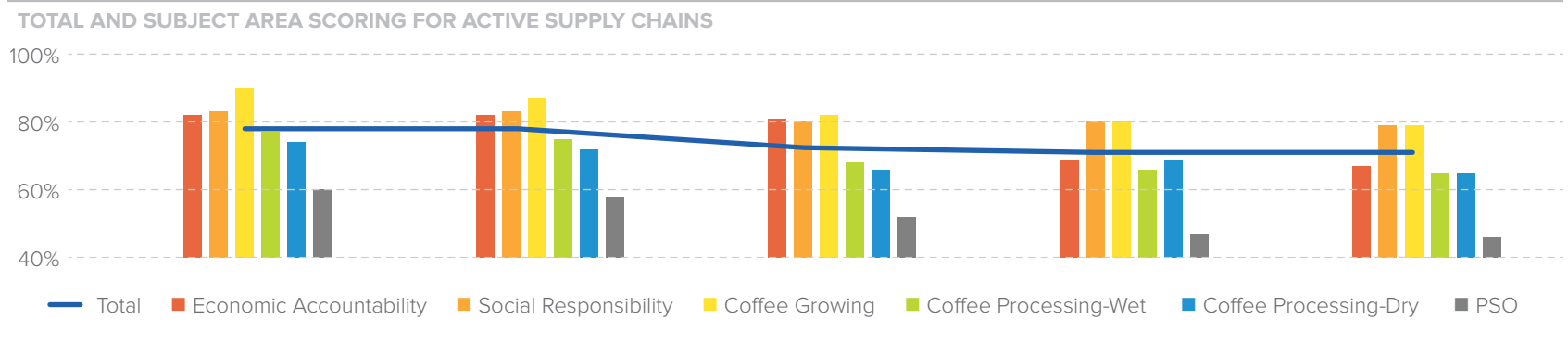
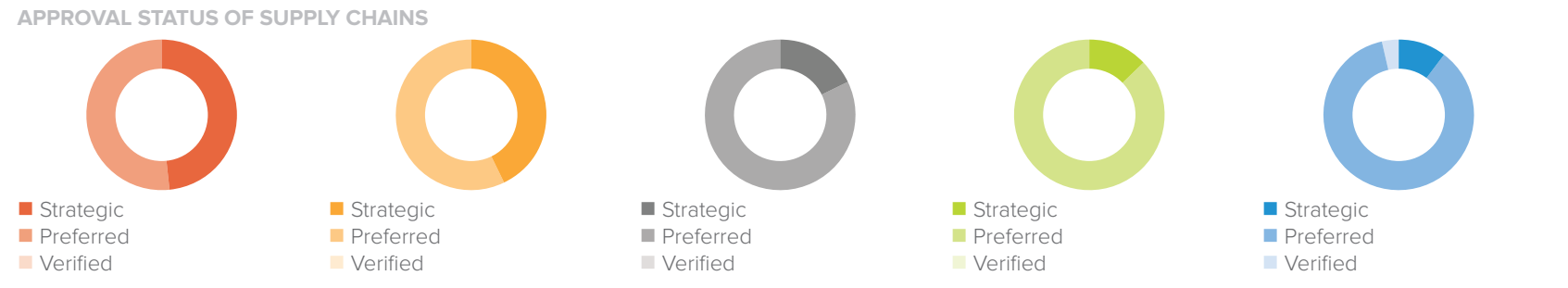
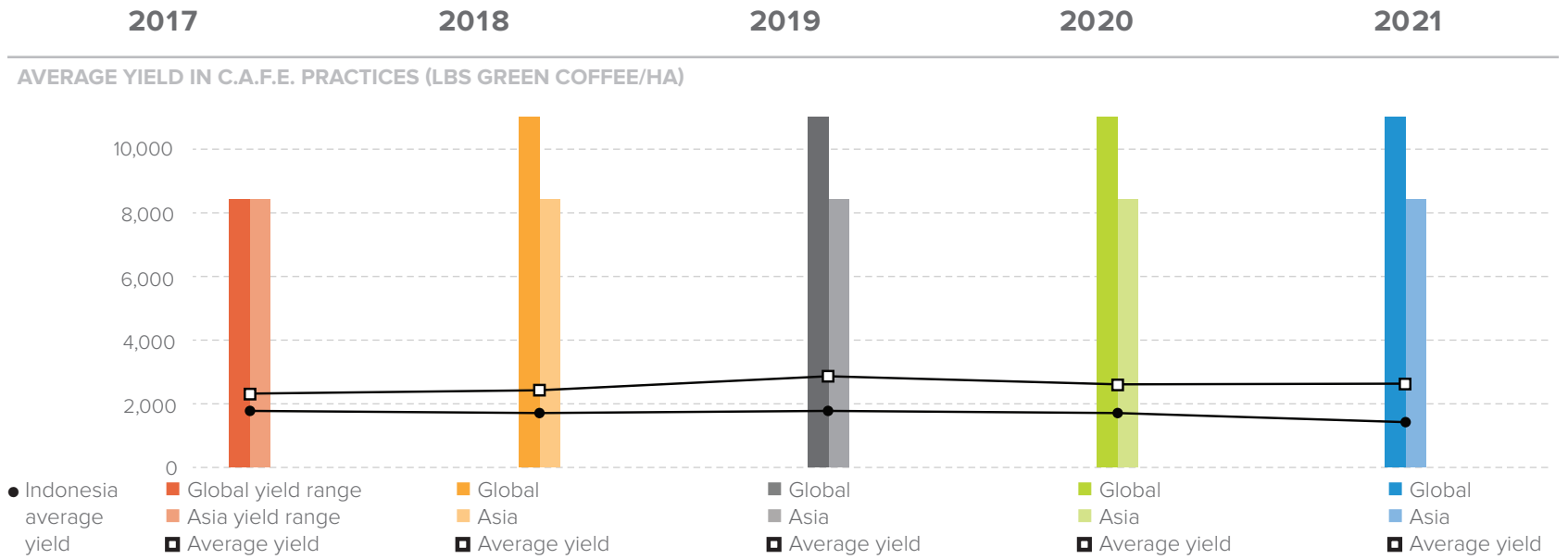
- Indicators that have the greatest decrease in performance per entity
- Indicators that have the greatest increase in performance per entity

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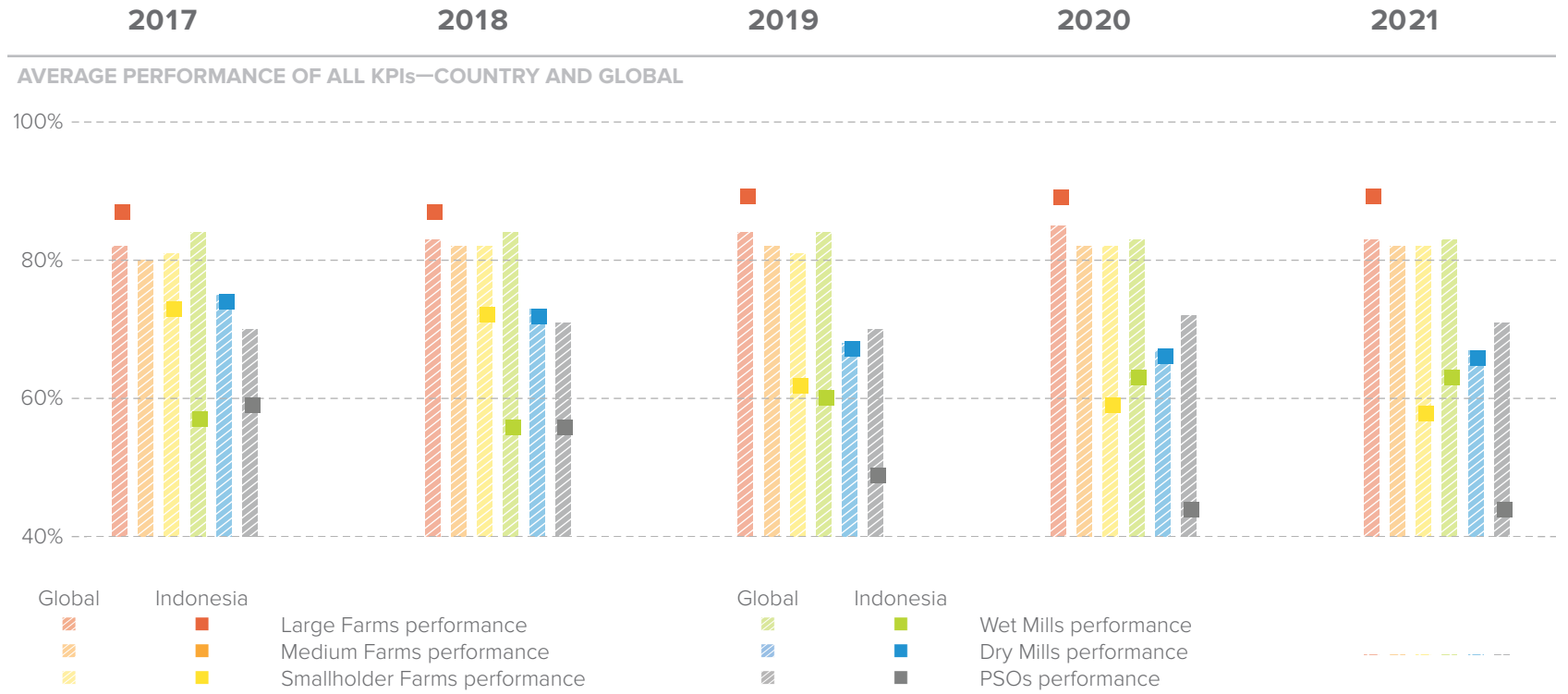


Note: Figures are based on sampled farms

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SECTIONS OF THE SCORECARD	2021 KEY PERFORMANCE INDICATORS– FARM SIZE	LARGE FARMS			MEDIUM FARMS			SMALLHOLDER FARMS		
		2017	2021	% point 2017 -2021	2017	2021	% point 2017 -2021	2017	2021	% point 2017 -2021
<b>Economic Accountability</b>	Keeps receipts for the coffee (EA-IS 1.3)	100.0	100.0	0.0	ID	ID	ID	69.1	33.6	-35.6
	Receipt includes data product (EA-IS 1.4)	100.0	100.0	0.0	ID	ID	ID	83.2	64.7	-18.4
<b>Hiring practices and employment policies</b>	Minimum wage paid to permanent workers (SR-HP 1.1)	100.0	100.0	0.0	ID	ID	ID	100.0	70.0	-30.0
	Minimum wage paid to temporary workers (SR-HP 1.2)	ID	100.0	ID	ID	ID	ID	99.6	96.7	-2.9
	Benefits for permanent workers (SR-HP 1.7)	ID	100.0	ID	ID	ID	ID	ID	18.2	18.2
	Benefits for temporary workers (SR-HP 1.8)	ID	ID	ID	ID	ID	ID	8.1	4.2	-3.9
	Minimum wage exceeded for temporary workers (SR-HP 1.11)	ID	ID	ID	ID	ID	ID	99.5	96.4	-3.1
	Hours of work (SR-HP 3.3)	100.0	100.0	0.0	ID	ID	ID	98.4	96.0	-2.4
	No child labor (SR-HP 4.1)	100.0	100.0	0.0	ID	ID	ID	99.9	100.0	0.1
<b>Working conditions</b>	Access to education (SR-WC 2.1)	100.0	100.0	0.0	ID	ID	ID	100.0	100.0	0.0
	Employer contributes to cost of healthcare for all permanent workers (SR-WC 3.4)	ID	100.0	ID	ID	ID	ID	ID	ID	ID
	Employer contributes to cost of healthcare for all temporary workers (SR-WC 3.5)	ID	ID	ID	ID	ID	ID	ID	ID	ID
	Use of Personal protective equipment (SR-WC 4.2)	100.0	100.0	0.0	ID	ID	ID	45.2	30.7	-14.5
<b>Protecting water resources</b>	Water body buffer zones (CG-WR 1.1)	100.0	100.0	0.0	ID	ID	ID	32.1	27.3	-4.8
<b>Protecting soil resources</b>	Erosion prevention (CG-SR 1.4)	100.0	100.0	0.0	ID	ID	ID	30.8	15.4	-15.4
	Formula of nutrients applied (CG-SR 2.10)	100.0	100.0	0.0	ID	ID	ID	ID	ID	ID
<b>Conserving biodiversity</b>	No forest conversion (CG-CB 3.1)	100.0	100.0	0.0	ID	ID	ID	100.0	100.0	0.0
	Conservation set asides (CG-CB 3.7)	100.0	100.0	0.0	ID	ID	ID	ID	ID	ID
<b>Environmental management and monitoring</b>	No WHO chemicals (CG-EM 1.1)	100.0	100.0	0.0	ID	ID	ID	99.8	99.8	0.1
	Improvement tracking program (CG-EM 2.1)	100.0	100.0	0.0	ID	ID	ID	ID	ID	ID
	Pruning program for long term productivity (CG-EM 3.1)	100.0	100.0	0.0	ID	ID	ID	95.2	95.5	0.3
	Renovation program for long term productivity (CG-EM 3.2)	ID	ID	ID	ID	ID	ID	ID	ID	ID

ID: Insufficient data may be due to no entities of this type with a valid status in this year or no workers corresponding to the indicator in this year.

N/A: Entities are not evaluated against this indicator in the C.A.F.E. Practices scorecard.

- Indicators that have the greatest decrease in performance per entity
- Indicators that have the greatest increase in performance per entity

SECTIONS OF THE SCORECARD	2021 KEY PERFORMANCE INDICATORS–MILLS	WET MILLS			DRY MILLS			WET/ DRY MILLS		
		2017	2021	% point 2017 -2021	2017	2021	% point 2017 -2021	2017	2021	% point 2017 -2021
<b>Economic Accountability</b>	Keeps receipts for the coffee (EA-IS 1.3)	94.4	85.9	-8.6	100.0	97.9	-2.1	100.0	100.0	0.0
	Receipt includes data (EA-IS 1.4)	98.2	80.2	-18.0	100.0	92.5	-7.5	100.0	100.0	0.0
<b>Hiring practices and employment policies</b>	Minimum wage paid to permanent workers (SR-HP 1.1)	100.0	92.3	-7.7	97.6	97.1	-0.4	100.0	100.0	0.0
	Minimum wage paid to temporary workers (SR-HP 1.2)	100.0	98.8	-1.2	96.8	98.0	1.2	100.0	100.0	0.0
	Benefits for permanent workers (SR-HP 1.7)	ID	77.8	77.8	43.4	41.2	-2.2	50.0	100.0	50.0
	Benefits for temporary workers (SR-HP 1.8)	ID	0.0	0.0	15.9	6.7	-9.2	50.0	ID	ID
	Minimum wage exceeded for temporary workers (SR-HP 1.11)	97.8	98.8	1.1	90.5	98.0	7.5	100.0	100.0	0.0
	Hours of work (SR-HP 3.3)	95.7	40.7	-55.1	83.9	56.6	-27.3	100.0	50.0	-50.0
	No child labor (SR-HP 4.1)	100.0	100.0	0.0	100.0	100.0	0.0	100.0	100.0	0.0
<b>Working conditions</b>	Access to education (SR-WC 2.1)	100.0	100.0	0.0	100.0	100.0	0.0	100.0	100.0	0.0
	Employer contributes to cost of healthcare for all permanent workers (SR-WC 3.4)	25.0	23.1	-1.9	48.2	25.7	-22.5	50.0	100.0	50.0
	Employer contributes to cost of healthcare for all temporary workers (SR-WC 3.5)	2.2	1.2	-1.0	48.2	14.0	-34.2	50.0	ID	ID
	Use of Personal protective equipment/PEE (SR-WC 4.2)	7.3	27.6	20.3	34.9	48.0	13.1	100.0	40.0	-60.0
<b>Protecting water resources</b>	Wastewater management (CP-WC 2.1)	16.4	15.1	-1.3	N/A	N/A	N/A	66.7	40.0	-26.7
<b>Waste management</b>	Processing waste does not contaminate local environment (CP-WM 1.1)	56.4	69.8	13.4	N/A	N/A	N/A	100.0	60.0	-40.0
	Composting byproduct (CP-WM 1.2)	92.7	81.1	-11.6	N/A	N/A	N/A	100.0	60.0	-40.0
<b>Energy use</b>	Responsible harvesting of wood for drying coffee during processing (CP-EC 1.4)	ID	100.0	ID	N/A	N/A	N/A	100.0	100.0	0.0

ID: Insufficient data may be due to no entities of this type with a valid status in this year or no workers corresponding to the indicator in this year.

N/A: Entities are not evaluated against this indicator in the C.A.F.E. Practices scorecard.

■ Indicators that have the greatest decrease in performance per entity

■ Indicators that have the greatest increase in performance per entity

SECTIONS OF THE SCORECARD	2021 KEY PERFORMANCE INDICATORS—PSOs	PSOs		
		2017	2021	% point 2017 -2021
Management and tracking systems	Product Tracking systems all entities (PS-MT 1.1)	97.1	90.3	-6.7
	C.A.F.E. Practices participant list (PS-MT 1.2)	100.0	96.8	-3.2
	Receipts for farmers (PS-MT 1.3)	100.0	96.8	-3.2
Hiring practices and employment policies	Hiring practices for PSOs (PS-HP 1.1)	91.2	61.3	-29.9
Protecting soil resources	Maintaining soil productivity—soil plan includes soil analysis (PS-SR 2.1)	35.3	35.5	0.2
	Maintaining soil productivity—implementing soil and foliar plan every two years (PS-SR 2.3)	33.3	25.8	-7.5
Environmental management and monitoring	No distribution of WHO chemicals (PS-EM 1.1)	100.0	100.0	0.0
	Trains 30% on correct procedures for agrochemicals (PS-EM 1.4)	55.2	42.9	-12.3
	Trains 30% on proper use of PPE and facilitates access to PPE (PS-EM 1.5)	59.4	34.6	-24.8
	Annual meeting and Written management plan (PS-EM 2.5)	85.3	67.7	-17.6
	Training materials (PS-EM 2.6)	73.5	45.2	-28.4
	PSO trained 25% of producers on topics in PS-EM 2.6 (PS-EM 2.8)	64.7	29.0	-35.7
	PSO trained 50% of producers (PS-EM 2.9)	35.3	22.6	-12.7
Training program on climate change	Training program on climate change (PS-CC 1.2)	41.2	29.0	-12.1

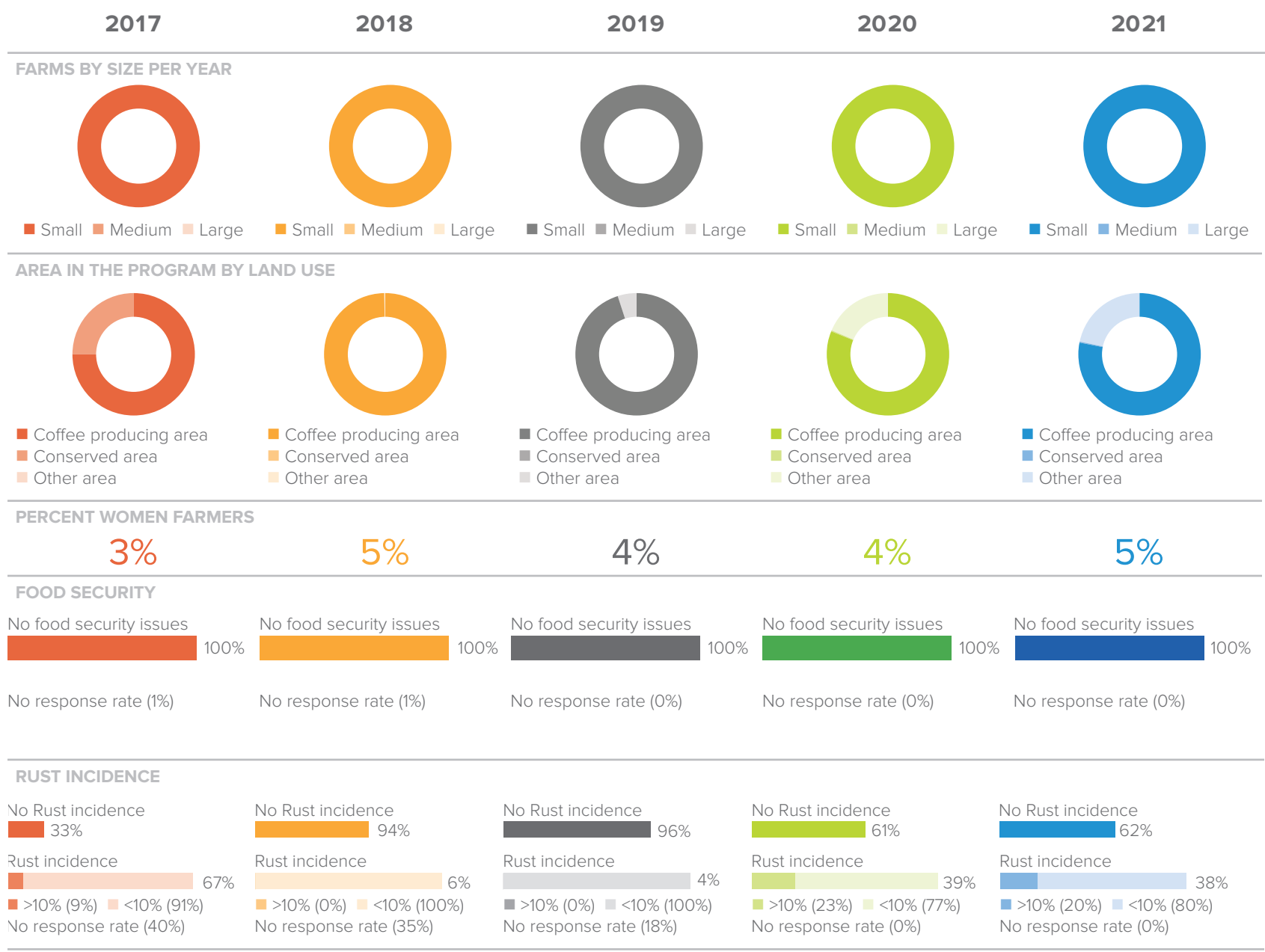
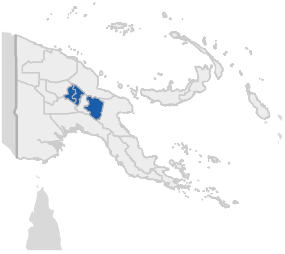
ID: Insufficient data may be due to no entities of this type with a valid status in this year or no workers corresponding to the indicator in this year.

N/A: Entities are not evaluated against this indicator in the C.A.F.E. Practices scorecard.

■ Indicators that have the greatest decrease in performance per entity

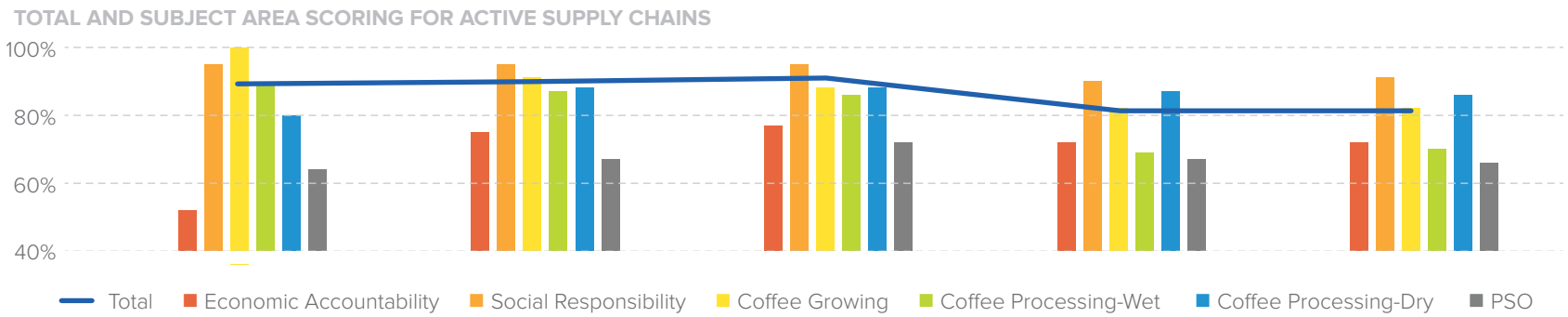
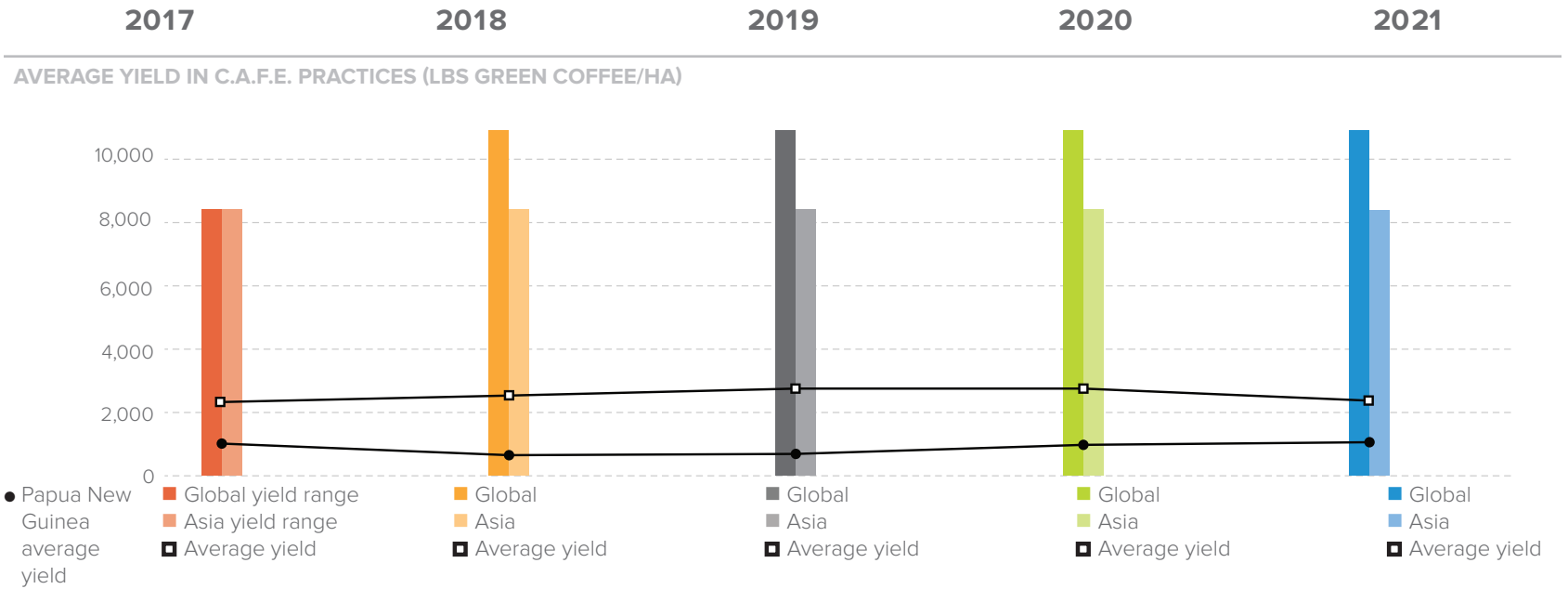
■ Indicators that have the greatest increase in performance per entity

# PAPUA NEW GUINEA

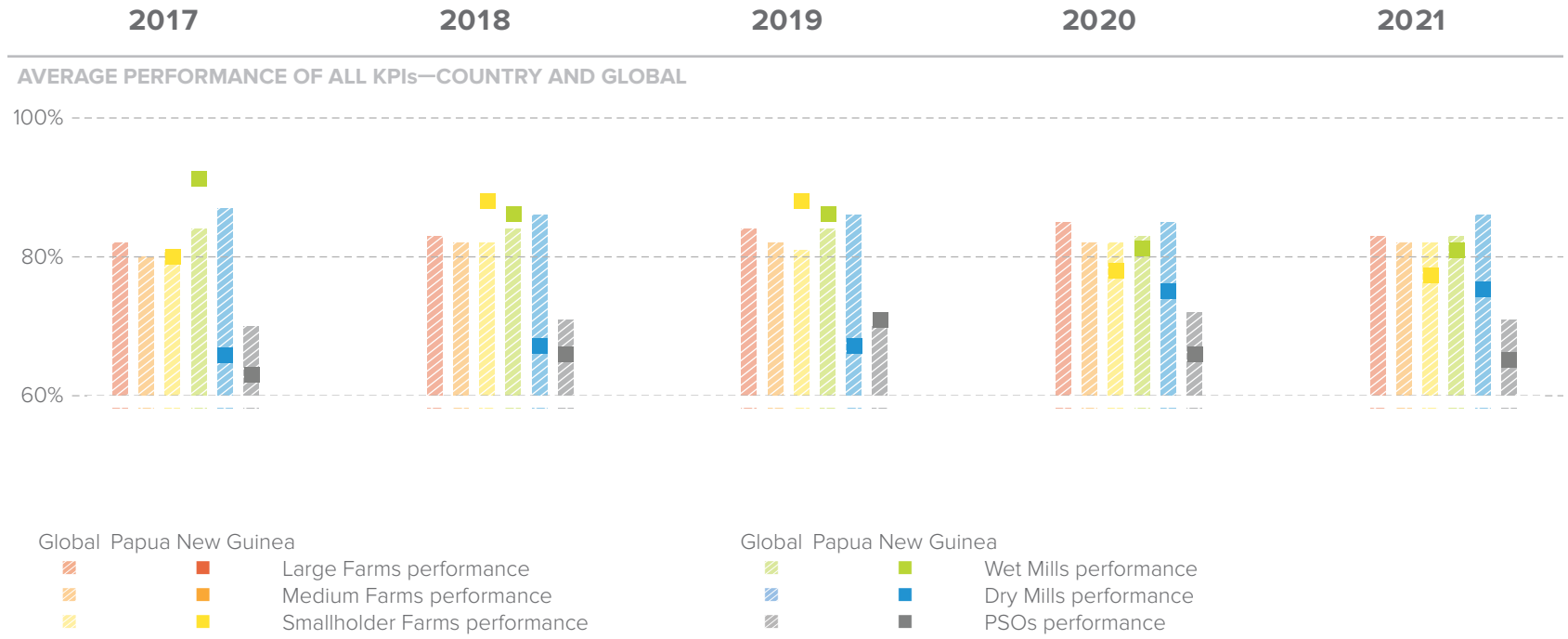


Note: Figures are based on sampled farms

# PAPUA NEW GUINEA



# PAPUA NEW GUINEA



## PAPUA NEW GUINEA

SECTIONS OF THE SCORECARD	2021 KEY PERFORMANCE INDICATORS– FARM SIZE	LARGE FARMS			MEDIUM FARMS			SMALLHOLDER FARMS		
		2017	2021	% point 2017 -2021	2017	2021	% point 2017 -2021	2017	2021	% point 2017 -2021
<b>Economic Accountability</b>	Keeps receipts for the coffee (EA-IS 1.3)	ID	ID	ID	ID	ID	ID	39.4	66.7	27.2
	Receipt includes data product (EA-IS 1.4)	ID	ID	ID	ID	ID	ID	39.6	70.9	31.3
<b>Hiring practices and employment policies</b>	Minimum wage paid to permanent workers (SR-HP 1.1)	ID	ID	ID	ID	ID	ID	100.0	ID	ID
	Minimum wage paid to temporary workers (SR-HP 1.2)	ID	ID	ID	ID	ID	ID	100.0	66.7	-33.3
	Benefits for permanent workers (SR-HP 1.7)	ID	ID	ID	ID	ID	ID	ID	ID	ID
	Benefits for temporary workers (SR-HP 1.8)	ID	ID	ID	ID	ID	ID	ID	ID	ID
	Minimum wage exceeded for temporary workers (SR-HP 1.11)	ID	ID	ID	ID	ID	ID	100.0	50.0	-50.0
	Hours of work (SR-HP 3.3)	ID	ID	ID	ID	ID	ID	100.0	100.0	0.0
	No child labor (SR-HP 4.1)	ID	ID	ID	ID	ID	ID	100.0	100.0	0.0
<b>Working conditions</b>	Access to education (SR-WC 2.1)	ID	ID	ID	ID	ID	ID	97.0	100.0	3.0
	Employer contributes to cost of healthcare for all permanent workers (SR-WC 3.4)	ID	ID	ID	ID	ID	ID	ID	ID	ID
	Employer contributes to cost of healthcare for all temporary workers (SR-WC 3.5)	ID	ID	ID	ID	ID	ID	ID	ID	ID
	Use of Personal protective equipment (SR-WC 4.2)	ID	ID	ID	ID	ID	ID	66.7	34.9	-31.8
<b>Protecting water resources</b>	Water body buffer zones (CG-WR 1.1)	ID	ID	ID	ID	ID	ID	60.6	32.9	-27.7
<b>Protecting soil resources</b>	Erosion prevention (CG-SR 1.4)	ID	ID	ID	ID	ID	ID	96.6	60.8	-35.8
	Formula of nutrients applied (CG-SR 2.10)	ID	ID	ID	ID	ID	ID	ID	ID	ID
<b>Conserving biodiversity</b>	No forest conversion (CG-CB 3.1)	ID	ID	ID	ID	ID	ID	100.0	99.6	-0.4
	Conservation set asides (CG-CB 3.7)	ID	ID	ID	ID	ID	ID	ID	ID	ID
<b>Environmental management and monitoring</b>	No WHO chemicals (CG-EM 1.1)	ID	ID	ID	ID	ID	ID	100.0	100.0	0.0
	Improvement tracking program (CG-EM 2.1)	ID	ID	ID	ID	ID	ID	ID	ID	ID
	Pruning program for long term productivity (CG-EM 3.1)	ID	ID	ID	ID	ID	ID	79.2	74.0	-5.2
	Renovation program for long term productivity (CG-EM 3.2)	ID	ID	ID	ID	ID	ID	ID	ID	ID

ID: Insufficient data may be due to no entities of this type with a valid status in this year or no workers corresponding to the indicator in this year.

N/A: Entities are not evaluated against this indicator in the C.A.F.E. Practices scorecard.

- Indicators that have the greatest decrease in performance per entity
- Indicators that have the greatest increase in performance per entity

## PAPUA NEW GUINEA

SECTIONS OF THE SCORECARD	2021 KEY PERFORMANCE INDICATORS–MILLS	WET MILLS			WET/ DRY MILLS			DRY MILLS		
		2017	2021	% point 2017 -2021	2017	2021	% point 2017 -2021	2017	2021	% point 2017 -2021
<b>Economic Accountability</b>	Keeps receipts for the coffee (EA-IS 1.3)	100.0	100.0	0.0	100.0	100.0	0.0	ID	100.0	100.0
	Receipt includes data (EA-IS 1.4)	100.0	33.3	-66.7	100.0	100.0	0.0	ID	100.0	100.0
<b>Hiring practices and employment policies</b>	Minimum wage paid to permanent workers (SR-HP 1.1)	100.0	100.0	0.0	ID	100.0	ID	ID	100.0	100.0
	Minimum wage paid to temporary workers (SR-HP 1.2)	100.0	100.0	0.0	100.0	100.0	0.0	ID	50.0	50.0
	Benefits for permanent workers (SR-HP 1.7)	100.0	33.3	-66.7	100.0	100.0	0.0	ID	100.0	100.0
	Benefits for temporary workers (SR-HP 1.8)	ID	100.0	100.0	ID	ID	ID	ID	ID	ID
	Minimum wage exceeded for temporary workers (SR-HP 1.11)	ID	ID	ID	100.0	ID	ID	ID	ID	ID
	Hours of work (SR-HP 3.3)	100.0	66.7	-33.3	ID	40.0	ID	ID	ID	ID
	No child labor (SR-HP 4.1)	100.0	100.0	0.0	100.0	100.0	0.0	ID	100.0	100.0
<b>Working conditions</b>	Access to education (SR-WC 2.1)	ID	100.0	100.0	ID	100.0	100.0	ID	100.0	100.0
	Employer contributes to cost of healthcare for all permanent workers (SR-WC 3.4)	100.0	100.0	0.0	100.0	75.0	-25.0	ID	100.0	100.0
	Employer contributes to cost of healthcare for all temporary workers (SR-WC 3.5)	100.0	100.0	0.0	100.0	60.0	-40.0	ID	50.0	50.0
	Use of Personal protective equipment/PEE (SR-WC 4.2)	ID	ID	ID	100.0	40.0	-60.0	ID	50.0	50.0
<b>Protecting water resources</b>	Wastewater management (CP-WC 2.1)	100.0	100.0	0.0	N/A	N/A	N/A	ID	100.0	100.0
	Processing waste does not contaminate local environment (CP-WM 1.1)	100.0	100.0	0.0	N/A	N/A	N/A	ID	100.0	100.0
<b>Waste management</b>	Composting byproduct (CP-WM 1.2)	100.0	100.0	0.0	N/A	N/A	N/A	ID	100.0	100.0
	Responsible harvesting of wood for drying coffee during processing (CP-EC 1.4)	ID	ID	ID	N/A	N/A	N/A	N/A	N/A	N/A

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■ Indicators that have the greatest decrease in performance per entity

■ Indicators that have the greatest increase in performance per entity

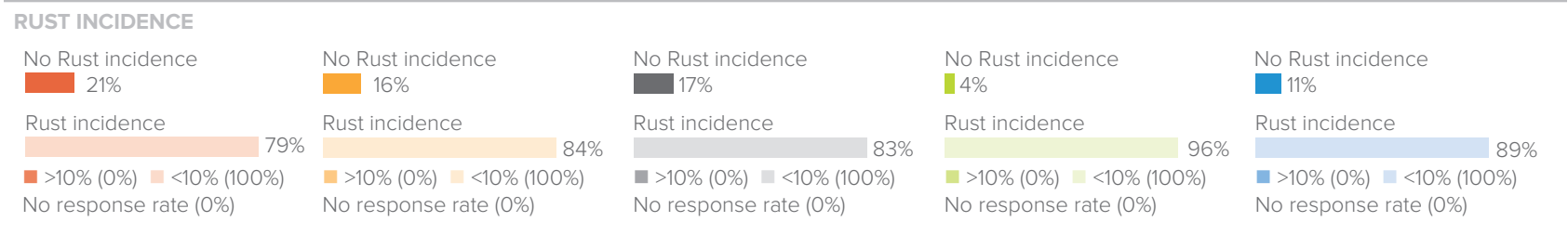
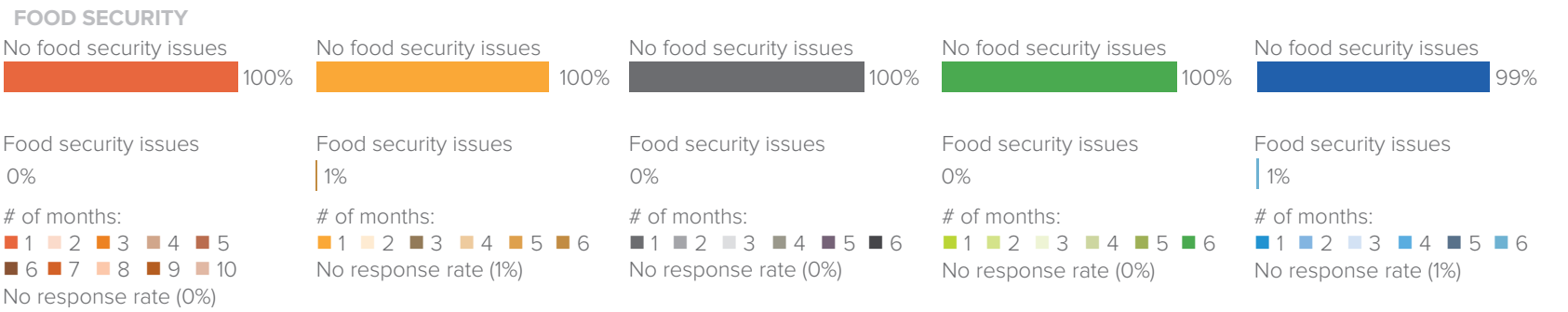
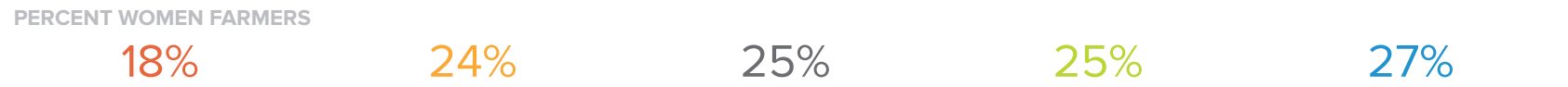
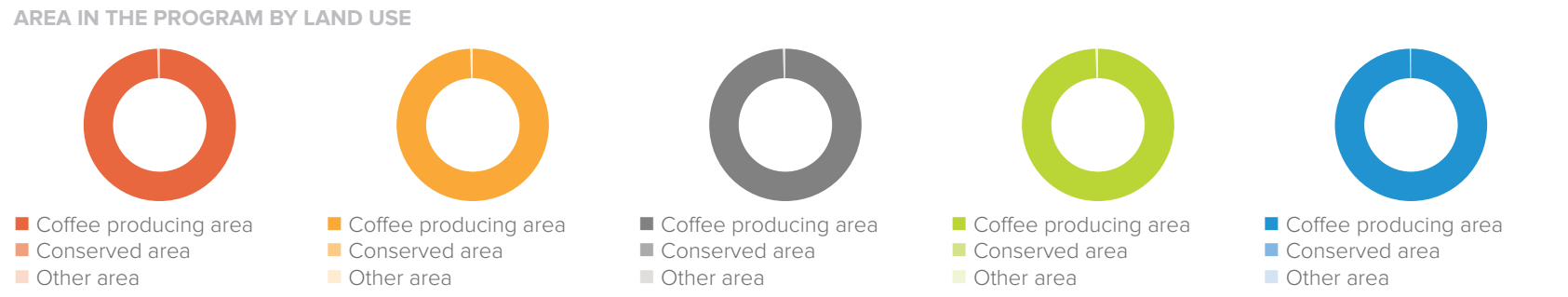
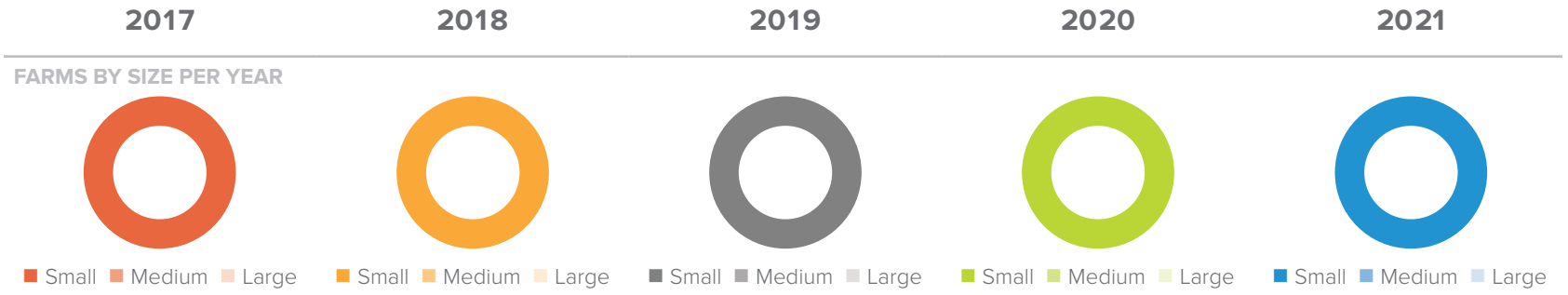


SECTIONS OF THE SCORECARD	2021 KEY PERFORMANCE INDICATORS—PSOs	PSOs		
		2017	2021	% point 2017 -2021
Management and tracking systems	Product Tracking systems all entities (PS-MT 1.1)	100.0	100.0	0.0
	C.A.F.E. Practices participant list (PS-MT 1.2)	100.0	100.0	0.0
	Receipts for farmers (PS-MT 1.3)	100.0	100.0	0.0
Hiring practices and employment policies	Hiring practices for PSOs (PS-HP 1.1)	60.0	60.0	0.0
Protecting soil resources	Maintaining soil productivity—soil plan includes soil analysis (PS-SR 2.1)	ID	10.0	10.0
	Maintaining soil productivity—implementing soil and foliar plan every two years (PS-SR 2.3)	ID	20.0	20.0
Environmental management and monitoring	No distribution of WHO chemicals (PS-EM 1.1)	100.0	100.0	0.0
	Trains 30% on correct procedures for agrochemicals (PS-EM 1.4)	100.0	ID	ID
	Trains 30% on proper use of PPE and facilitates access to PPE (PS-EM 1.5)	100.0	ID	ID
	Annual meeting and Written management plan (PS-EM 2.5)	100.0	100.0	0.0
	Training materials (PS-EM 2.6)	100.0	100.0	0.0
	PSO trained 25% of producers on topics in PS-EM 2.6 (PS-EM 2.8)	80.0	100.0	20.0
	PSO trained 50% of producers (PS-EM 2.9)	80.0	80.0	0.0
Training program on climate change	Training program on climate change (PS-CC 1.2)	100.0	90.0	-10.0

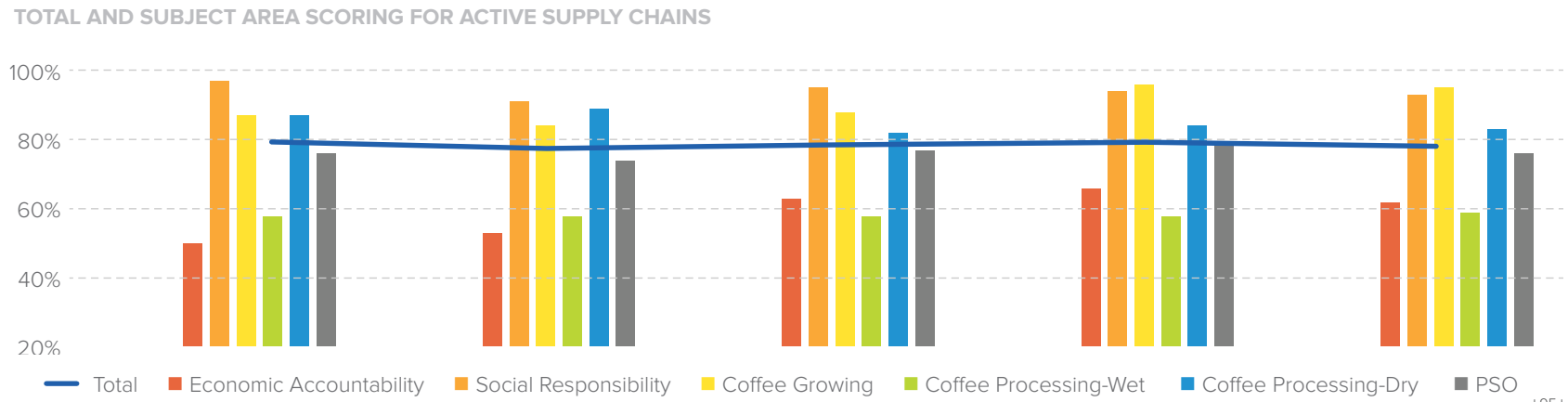
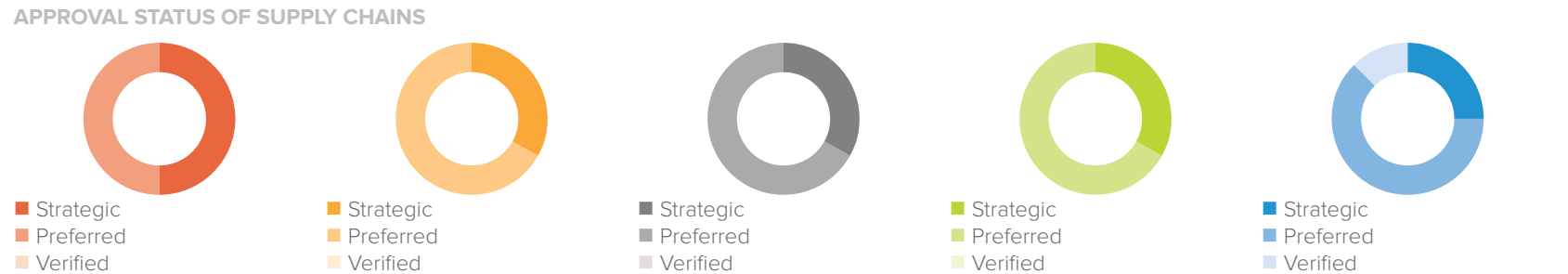
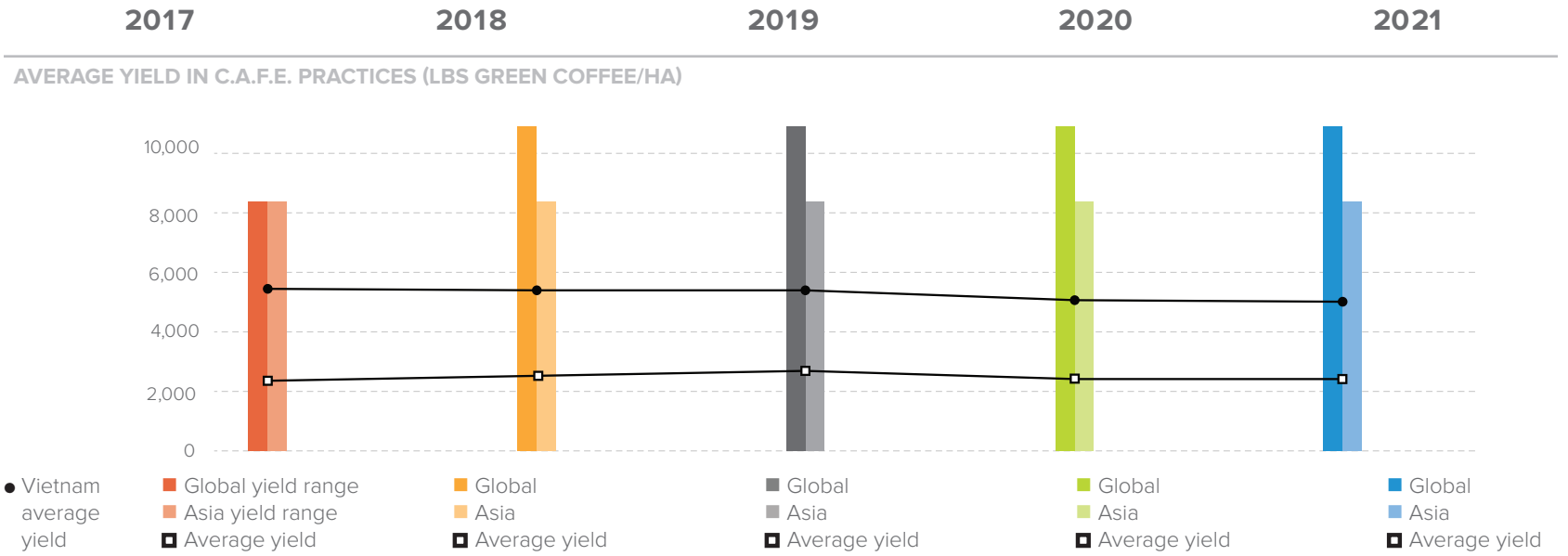
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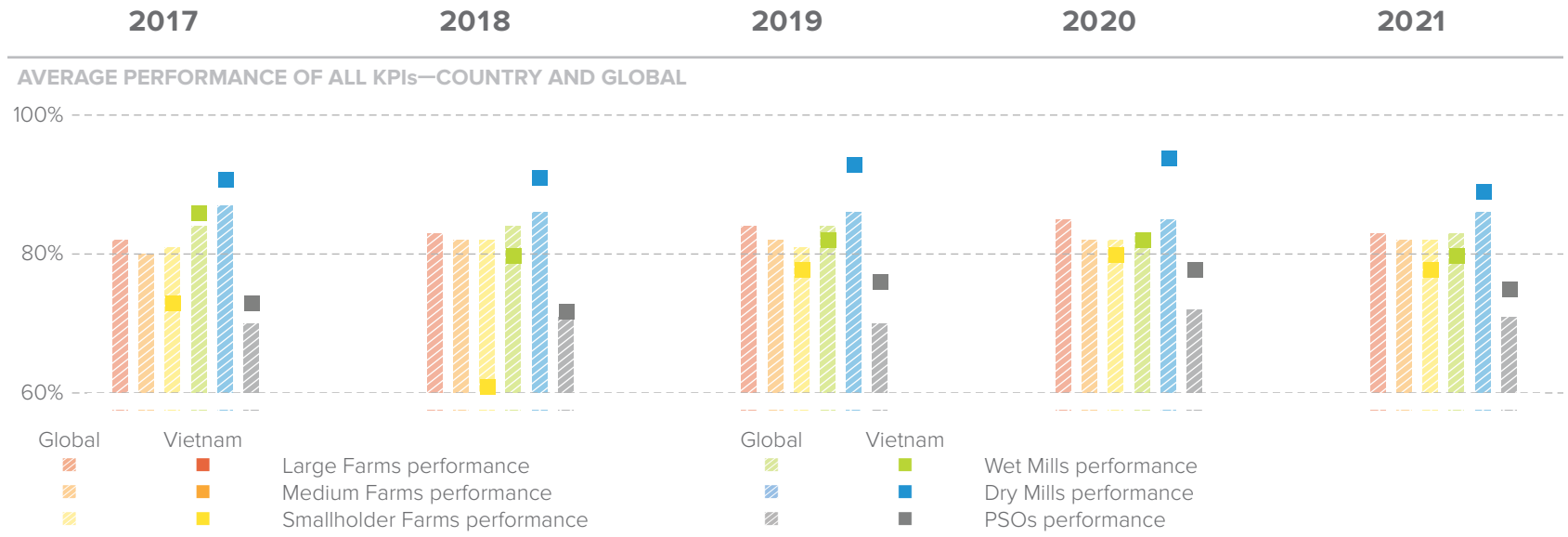
- Indicators that have the greatest decrease in performance per entity
- Indicators that have the greatest increase in performance per entity



Note: Figures are based on sampled farms



# VIETNAM



SECTIONS OF THE SCORECARD	2021 KEY PERFORMANCE INDICATORS– FARM SIZE	LARGE FARMS			MEDIUM FARMS			SMALLHOLDER FARMS		
		2017	2021	% point 2017 -2021	2017	2021	% point 2017 -2021	2017	2021	% point 2017 -2021
<b>Economic Accountability</b>	Keeps receipts for the coffee (EA-IS 1.3)	ID	ID	ID	ID	ID	ID	51.0	66.2	15.2
	Receipt includes data product (EA-IS 1.4)	ID	ID	ID	ID	ID	ID	35.4	43.6	8.2
<b>Hiring practices and employment policies</b>	Minimum wage paid to permanent workers (SR-HP 1.1)	ID	ID	ID	ID	ID	ID	100.0	ID	ID
	Minimum wage paid to temporary workers (SR-HP 1.2)	ID	ID	ID	ID	ID	ID	100.0	100.0	0.0
	Benefits for permanent workers (SR-HP 1.7)	ID	ID	ID	ID	ID	ID	ID	ID	ID
	Benefits for temporary workers (SR-HP 1.8)	ID	ID	ID	ID	ID	ID	ID	ID	ID
	Minimum wage exceeded for temporary workers (SR-HP 1.11)	ID	ID	ID	ID	ID	ID	100.0	100.0	0.0
	Hours of work (SR-HP 3.3)	ID	ID	ID	ID	ID	ID	100.0	100.0	0.0
	No child labor (SR-HP 4.1)	ID	ID	ID	ID	ID	ID	100.0	100.0	0.0
<b>Working conditions</b>	Access to education (SR-WC 2.1)	ID	ID	ID	ID	ID	ID	100.0	100.0	0.0
	Employer contributes to cost of healthcare for all permanent workers (SR-WC 3.4)	ID	ID	ID	ID	ID	ID	ID	ID	ID
	Employer contributes to cost of healthcare for all temporary workers (SR-WC 3.5)	ID	ID	ID	ID	ID	ID	ID	ID	ID
	Use of Personal protective equipment (SR-WC 4.2)	ID	ID	ID	ID	ID	ID	82.3	88.1	5.9
<b>Protecting water resources</b>	Water body buffer zones (CG-WR 1.1)	ID	ID	ID	ID	ID	ID	5.3	17.1	11.8
<b>Protecting soil resources</b>	Erosion prevention (CG-SR 1.4)	ID	ID	ID	ID	ID	ID	35.3	16.8	-18.5
	Formula of nutrients applied (CG-SR 2.10)	ID	ID	ID	ID	ID	ID	ID	ID	ID
<b>Conserving biodiversity</b>	No forest conversion (CG-CB 3.1)	ID	ID	ID	ID	ID	ID	100.0	100.0	0.0
	Conservation set asides (CG-CB 3.7)	ID	ID	ID	ID	ID	ID	ID	ID	ID
<b>Environmental management and monitoring</b>	No WHO chemicals (CG-EM 1.1)	ID	ID	ID	ID	ID	ID	100.0	100.0	0.0
	Improvement tracking program (CG-EM 2.1)	ID	ID	ID	ID	ID	ID	ID	ID	ID
	Pruning program for long term productivity (CG-EM 3.1)	ID	ID	ID	ID	ID	ID	99.0	97.9	-1.0
	Renovation program for long term productivity (CG-EM 3.2)	ID	ID	ID	ID	ID	ID	ID	ID	ID

ID: Insufficient data may be due to no entities of this type with a valid status in this year or no workers corresponding to the indicator in this year.

N/A: Entities are not evaluated against this indicator in the C.A.F.E. Practices scorecard.

- Indicators that have the greatest decrease in performance per entity
- Indicators that have the greatest increase in performance per entity

SECTIONS OF THE SCORECARD	2021 KEY PERFORMANCE INDICATORS– MILLS	WET MILLS			DRY MILLS			DRY MILLS		
		2017	2021	% point 2017 -2021	2017	2021	% point 2017 -2021	2017	2021	% point 2017 -2021
<b>Economic Accountability</b>	Keeps receipts for the coffee (EA-IS 1.3)	100.0	100.0	0.0	100.0	100.0	0.0	100.0	100.0	0.0
	Receipt includes data (EA-IS 1.4)	100.0	80.0	-20.0	100.0	100.0	0.0	66.7	66.7	0.0
<b>Hiring practices and employment policies</b>	Minimum wage paid to permanent workers (SR-HP 1.1)	100.0	100.0	0.0	100.0	100.0	0.0	100.0	100.0	0.0
	Minimum wage paid to temporary workers (SR-HP 1.2)	100.0	100.0	0.0	100.0	100.0	0.0	100.0	100.0	0.0
	Benefits for permanent workers (SR-HP 1.7)	100.0	60.0	-40.0	100.0	100.0	0.0	100.0	100.0	0.0
	Benefits for temporary workers (SR-HP 1.8)	100.0	40.0	-60.0	100.0	83.3	-16.7	66.7	66.7	0.0
	Minimum wage exceeded for temporary workers (SR-HP 1.11)	100.0	100.0	0.0	100.0	100.0	0.0	100.0	100.0	0.0
	Hours of work (SR-HP 3.3)	0.0	60.0	60.0	50.0	50.0	0.0	100.0	100.0	0.0
	No child labor (SR-HP 4.1)	100.0	100.0	0.0	100.0	100.0	0.0	100.0	100.0	0.0
<b>Working conditions</b>	Access to education (SR-WC 2.1)	ID	ID	ID	ID	ID	ID	ID	ID	ID
	Employer contributes to cost of healthcare for all permanent workers (SR-WC 3.4)	100.0	60.0	-40.0	100.0	100.0	0.0	100.0	100.0	0.0
	Employer contributes to cost of healthcare for all temporary workers (SR-WC 3.5)	0.0	0.0	0.0	100.0	66.7	-33.3	66.7	66.7	0.0
	Use of Personal protective equipment/PEE (SR-WC 4.2)	100.0	100.0	0.0	75.0	83.3	8.3	66.7	66.7	0.0
<b>Protecting water resources</b>	Wastewater management (CP-WC 2.1)	100.0	100.0	0.0	N/A	N/A	N/A	100.0	100.0	0.0
<b>Waste management</b>	Processing waste does not contaminate local environment (CP-WM 1.1)	100.0	100.0	0.0	N/A	N/A	N/A	100.0	100.0	0.0
	Composting byproduct (CP-WM 1.2)	100.0	100.0	0.0	N/A	N/A	N/A	100.0	100.0	0.0
<b>Energy use</b>	Responsible harvesting of wood for drying coffee during processing (CP-EC 1.4)	0.0	100.0	100.0	N/A	N/A	N/A	50.0	100.0	50.0

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N/A: Entities are not evaluated against this indicator in the C.A.F.E. Practices scorecard.

■ Indicators that have the greatest decrease in performance per entity

■ Indicators that have the greatest increase in performance per entity

SECTIONS OF THE SCORECARD	2021 KEY PERFORMANCE INDICATORS–PSOs	PSOs		
		2017	2021	% point 2017 -2021
Management and tracking systems	Product Tracking systems all entities (PS-MT 1.1)	100.0	100.0	0.0
	C.A.F.E. Practices participant list (PS-MT 1.2)	100.0	100.0	0.0
	Receipts for farmers (PS-MT 1.3)	100.0	87.5	-12.5
Hiring practices and employment policies	Hiring practices for PSOs (PS-HP 1.1)	100.0	100.0	0.0
Protecting soil resources	Maintaining soil productivity—soil plan includes soil analysis (PS-SR 2.1)	40.0	100.0	60.0
	Maintaining soil productivity—implementing soil and foliar plan every two years (PS-SR 2.3)	40.0	75.0	35.0
Environmental management and monitoring	No distribution of WHO chemicals (PS-EM 1.1)	100.0	100.0	0.0
	Trains 30% on correct procedures for agrochemicals (PS-EM 1.4)	100.0	100.0	0.0
	Trains 30% on proper use of PPE and facilitates access to PPE (PS-EM 1.5)	80.0	62.5	-17.5
	Annual meeting and Written management plan (PS-EM 2.5)	100.0	87.5	-12.5
	Training materials (PS-EM 2.6)	100.0	100.0	0.0
	PSO trained 25% of producers on topics in PS-EM 2.6 (PS-EM 2.8)	100.0	100.0	0.0
	PSO trained 50% of producers (PS-EM 2.9)	100.0	75.0	-25.0
Training program on climate change	Training program on climate change (PS-CC 1.2)	60.0	75.0	15.0

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N/A: Entities are not evaluated against this indicator in the C.A.F.E. Practices scorecard.

- Indicators that have the greatest decrease in performance per entity
- Indicators that have the greatest increase in performance per entity