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# Blog 1: Regenerative Grazing – A Sustainable Solution or Just  A Myth?

**Introduction**

Principle 8 of the UN Global Compact states, “businesses should undertake initiatives to promote greater environmental responsibility” (UN Global Compact, 2024). The “fundamental challenge of sustainability… goes beyond environmentalism.” (Clayton & Radcliffe 2018, foreword). Nestlé should care about regenerative grazing because it addresses the critical challenges of the environment and society associated with modern agriculture.

**The Grass Is Always Greener with Regenerative Grazing**

Regenerative grazing raises grass-fed cattle that locks carbon dioxide in the soil where it can’t cause trouble. Livestock systems contribute 14-15% of global emissions (Foley, 2024), significantly driving climate change. Properly managed grazing helps build soil fertility, retain water, and improve biodiversity (Wiltshire & Beckage 2022). Tallowin et al. (2005) suggest it helps diverse plant and animal species thrive. However, soil carbon storage has a cap (Stewart et al., 2009)— which means there is a limit on how much carbon can be stored in soil without overflowing. Plus, regenerative grazing is land-hungry, which might lead to deforestation as regenerative grazing needs huge land to store carbon (Alexander, 2021).

**Why Businesses Should Moo-ve Into Action**

Businesses in the food industry— Nestlé — hold the keys to reducing the environmental impact of animal agriculture. Nestle engages in regenerative grazing as part of its broader sustainability strategy to combat climate change, enhance soil health and ensure long term food resilience (Varol, 2023). These efforts support Nestle because it is committed to meeting climate goals and securing a more sustainable supply chain by implementing regenerative agricultural techniques. Strengthened supply chains means better reliability for meeting demand in markets globally. Nestle’s partnership with the National Fish and Wildlife Foundation represents the US’s private sector regenerative ranching initiative. Together, they aim to support sustainable grazing on 1.7 million acres of land over the next five years by helping ranchers adopt voluntary conservation practices that combat climate change and restore wildlife habitats (Cargill, 2024).



Supporting regenerative practices is beneficial for helping the planet and becoming a market leader in sustainability. Nestle can be a leader but a challenge is consumer trust, where Nestle must ensure transparency to avoid accusations of greenwashing (Nemes et al., 2022). Linking corporate practices to environmental goals gives employees a sense of purpose and boosts motivation (Bhattacharya, 2016). Consumers and investors increasingly demand sustainable practices, proving to businesses that interests are changing and shifting to a more sustainable future (Close, 2021).

Nestlé can use ethical innovation to secure long-term business success. Increasing resource efficiency keeps companies competitive, meaning innovations like improving grazing methods meets demands for sustainable food systems while keeping profits flowing (Hart & Milstein , 2003). Nestle has an inherent obligation to preserve and restore the natural environment by supporting regenerate grazing which reduces harm to ecosystems, therefore it's about doing the right thing for its own sake, not just the paycheck (Schwartz & Carroll, 2003). Nestle can use ethical innovation to enhance long term resilience. Companies that embrace the Triple Bottom Line are better equipped to thrive in dynamic markets (Elkington, 1994). Nestle can use the Triple Bottom Line to focus on the "planet" aspect which helps ensure long term business sustainability. Nestle must also create shared value (Porter & Kramer 2011), which suggests that Nestle must reconnect company success with social progress. Shared value is an approach that generates greater innovation and growth for companies but also seeks greater benefits for society. However, CSV is naïve about business, like Nestle's, willingness to be ethically compliant (Crane et al., 2014), which suggests Nestle will not care about being ethical as long as there is profit to be made. Nestle can also prioritise stakeholders according to their influence on business activities (Beschorner, 2013), which suggests that Nestle may act in the best interests of the investors rather than all stakeholders.



**Ethics**

Deontological ethics emphasizes the importance of moral duties and obligations and actions are judged based on honesty, fairness, and respect for others (Korsgaard et al., 2012). Deontological ethics requires Nestlé to act honestly and fairly. However, there are downsides; consumers expect Nestle to balance ethical initiatives with affordability. If regenerative grazing results in higher costs being passed onto consumers, Nestle could risk losing market competitiveness or lower-income customers. Another disadvantage of Nestle's deontological ethics is its lack of flexibility. Strict deontological ethics could hinder Nestle's ability to balance environmental sustainability goals with the practical challenges that local ranchers face, like financial hardship.

**Why It All Matters and What's Next**

By committing to transparency, ethical innovation, and long-term viability, Nestlé can prove it's a leader in sustainability. Nestle aims to reduce its greenhouse gas emissions and achieve net zero emissions by 2050, two-thirds of the way there (Nestlé, 2023). Nestle is pushing by testing regenerative agriculture through pilot programs on 30 dairy farms across 12 countries, which aim to explore scalable, climate-friendly solutions that align with the net zero emissions goals (Cornall, 2021).

# Blog 2: A Bitter Truth: Examining Nestlé's Role in the Landmark Child Slavery Lawsuit

**Introduction**

Principle 5 of the UN Global Compact (UN Global Compact, 2024) states "Businesses should uphold the effective abolition of child labour". Nestle was under public scrutiny as eight former child labourers from Mali filed a lawsuit accusing them of complicity in child slavery on cocoa farms in Ivory Coast. The lawsuit alleges Nestle knowingly benefitted from illegal child labour, despite commitments to ethical practises.

**Stakeholder Impact on Nestle**

The allegations of child labour and slavery within Nestle's cocoa supply chain have significant implications for the company. One stakeholder that was significantly impacted by this was shareholders. The legal challenges and negative publicity from this would have diminished investor confidence, decreasing stock prices and dividends (Firth et al., 2015). Investors may have perceived risk, prompting them to sell shares or demand higher returns to compensate for potential losses, decreasing Nestle's market value and financial performance (Kumar et al., 2024).

Another stakeholder that was affected was consumers. Consumer awareness of ethical issues can influence purchasing decisions, with perceptions of unethical behaviour leading to declining sales (Román, 2003). Nestle's involvement in the lawsuit may have harmed its brand image and eroded consumer trust, decreasing brand loyalty and harming Nestle's long-term profitability (Harrison et al., 2019). Ethical supply chain practises are crucial in

maintaining Nestle's brand equity. Ethical supply chain practises positively influence brand equity, suggesting consumers are more likely to support brands that demonstrate ethical behaviour in their supply chain but this lawsuit of Nestle disregards any ethical standards (Holloway, 2024). Ethical consumerism is a global trend meaning consumers are more likely to boycott brands accused of unethical behaviour like Nestle. 73% of global consumers are willing to change their consumption habits to reduce their environmental impact. This growing consumer consciousness underscores the importance for Nestlé to adopt and promote sustainable and ethical business practices (Nielsen, 2019). Nestle's case would have amplified negative consumer perceptions, aligning with the findings that scandal-related brands face boycotts.

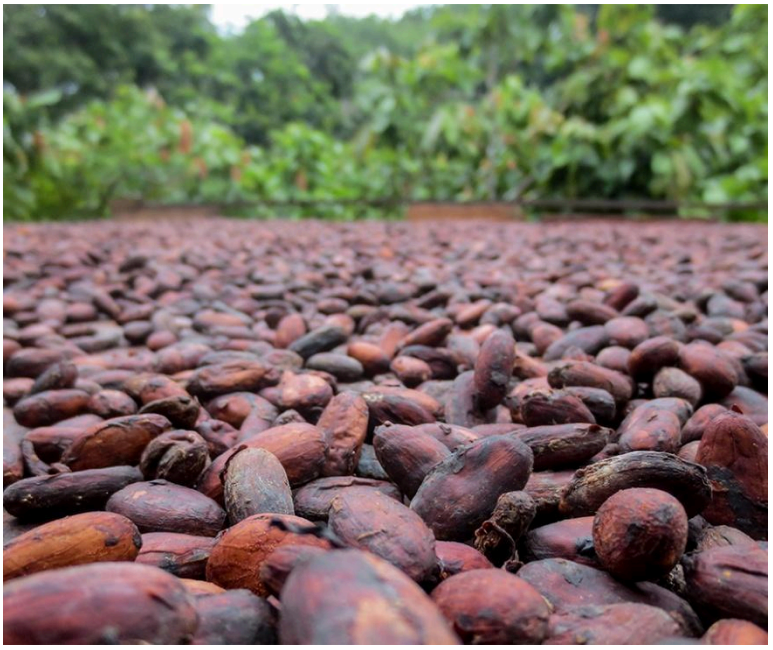


Another stakeholder that was affected was employees. Corporate scandals can erode employee morale and job satisfaction. Organisational corruption can lead to negative emotional reactions among employees, particularly feelings of shame and guilt, which can diminish job satisfaction and organisational commitment (Pelletier & Bligh, 2007). This is particularly relevant as Nestle positions itself as a global leader in corporate social responsibility. Child labor allegations directly undermine this narrative, potentially causing employees to question the alignment between the company's values and actions. Ethical controversies can impact Nestle's ability to attract and retain talent. 64% of millennials would decline a job offer from a company lacking strong corporate social responsibility (CSR) practices, and 75% would accept a pay cut to work for a socially responsible company (Inc, 2016). For Nestlé, this could result in challenges in recruiting and retaining talent, particularly among socially conscious professionals, further jeopardizing its workforce and ability to drive future innovation. In summary, Nestlé's allegations of child labour significantly undermine its relationships with these key stakeholders, demonstrating the far-reaching consequences of ethical controversies in modern business.

**Ethics**

Utilitarianism is an ethical theory that determines the rightness or wrongness of an action based on its outcome, specifically aiming to maximise overall happiness or minimise overall suffering (Bentham, 1789) (Mill, 2017). From a utilitarian perspective, the use of child labour results in significant harm to the affected children depriving them of education, exposes them

to physical and emotional abuse, and limits their prospects. This violates the principle of utility, as it creates long-term suffering for a vulnerable group (Edmonds & Pavcnik, 2005). By perpetuating child labour, Nestlé's alleged practices may contribute to ongoing poverty cycles in cocoa-producing regions. This systemic harm diminishes the well-being of entire communities, contradicting utilitarian principles. The reliance on child labour undermines social development by depriving children of education and perpetuating low-skilled labour forces (Berlan, 2009). This study shows that child labour harms the children involved and perpetuates the broader cycles of poverty which contradicts utilitarian principles that advocate for actions promoting the greatest good for the greatest number of people. However, Nestle may argue that low-cost labour benefits stakeholders, including shareholders and consumers, by maintaining affordable prices and profitability. However, a utilitarian analysis shows that these short-term financial benefits outweigh the broader and long-term harm caused to the children, consumers and Nestle's reputation.



**Ethical Innovation**

Addressing child labour allegations requires Nestlé to implement ethical innovations that eliminate such practices and promote sustainable development within cocoa-producing communities. One of these ethical innovations is the CLMRS (Child Labour Monitoring and Remediation Systems). Nestle has developed the CLMRS in collaboration with the International Cocoa Initiative to identify and address child labour in its supply chain. This system involves local community members monitoring at-risk children and implementing remediation activities, like building schools and providing educational resources (High, 2019). "Our system was successful in tackling child labor in just over half of cases in the 2019 reporting period" shows that Nestle are pushing themselves further to tackle child labour in its supply chain. Another way to combat child labour is through enhancing farmer incomes through sustainable practises. Low farmer incomes are a primary driver of child labour in cocoa production. Nestle can improve farmer's livelihoods, which reduces the economic necessity for child labour. Initiatives like the Nestle Cocoa Plan (Nestle, 2024) aim

to increase productivity (by providing training and resources to help cocoa farmers improve yields and quality of produce) and fair pricing, contributing to higher household incomes and decreased reliance on child labour (Ollivier de Leth & Ros-Tonen, 2022). Another way is through investing in education and community development. Building and refurbishing schools, offering scholarships, and supporting community education programs can provide children with viable alternatives to labour. Access to quality education is crucial in breaking the cycle of poverty and child labour (Nestlé, 2022). Nestlé's efforts in constructing schools and bridging classes have been recognized as effective measures in promoting education and reducing child labour. Nestle's 2025 action plan states that Nestle has prioritised countries where child labour is a massive issue and has also found raw materials being produced in ways that involve high risks of child labour (Nestlé, 2023).

# Blog 3: Nestle and California's Water Crisis: Balancing Profits and Ethical Responsibility

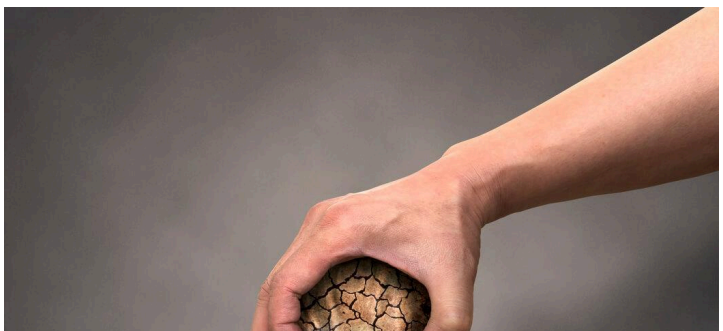
**Introduction**

Principle 7 of the UN Global Compact states, "Businesses should support a precautionary approach to environmental challenges" (UN Global Compact, 2024). Nestlé found itself in a controversy over water extraction practices. The company faced allegations of exploiting outdated permits to extract millions of gallons of water while paying minimal fees. Critics argued that these actions prioritized corporate profit over public welfare, exacerbating water scarcity in a vulnerable region.

**Stakeholders**

Residents in areas like the San Bernardino National Forest expressed concerns over Nestlé's water extraction, especially during periods of drought. The depletion of local water resources can reduce water availability for household use, agriculture, and local businesses (Bernardino & Lawrence, 2021). This underscores Nestle's importance of corporate water management practises that considers the community needs and environmental sustainability.

Another stakeholder is regulatory authorities. State and federal agencies tasked with managing public lands face challenges in ensuring compliance with water rights and permits. The discrepancy exposes weaknesses in regulatory oversight and risks undermining public trust in government institutions, shown by accusations that Nestle was effectively stealing water from public lands without proper authorisation (Syrmopoulos, 2017). Ensuring adherence to water rights and permits requires robust regulatory frameworks. However, gaps in enforcement can lead to unauthorized resource extraction, like with Nestle (Nichols, 2024).



**Ethics**

Justice ethics evaluates the fairness of resource distribution and the equity of outcomes. Water is a shared resource, and justice ethics stresses its fair allocation to all stakeholders (Rawls, 1971). Nestlé's over-extraction of water during droughts disadvantages vulnerable communities that rely on the same water supply. This raises concerns of distributive justice, where benefits (profits) are unfairly concentrated while costs (water scarcity) are borne by others. Inequitable water use by Nestle often leads to heightened conflicts, particularly in areas already facing resource scarcity. Such practices exacerbate social and environmental vulnerabilities (Castro, 2011). Nestlé's actions undermine social trust in both corporate and government institutions. Local populations may perceive regulatory agencies as complicit for failing to enforce water rights or for granting lenient extraction terms. This erosion of trust exacerbates the challenges of achieving sustainable and equitable water resource management.

By addressing these inequities and aligning their practices with distributive justice principles, Nestlé could mitigate harm and rebuild public confidence.

**Ethical Innovation**

The development of community-centric water projects is a proactive approach to addressing water scarcity issues caused by corporate activities, like over-extraction Nestle. Nestle could partner with local communities to co-develop water infrastructure like wells and storage tanks to enhance water for residents (Swyngedouw, 2004). Infrastructure like wells and tanks can serve dual purposes: supporting both Nestle's corporate water needs and the community's household, agricultural, and business requirements. Communities and companies can co-manage water resources, establishing rules for fair allocation, extraction limits, and seasonal priorities. This participatory approach fosters mutual respect and reduces conflict (Roque et al., 2022).

Nestle could transition to renewable water sources by investing in rainwater and desalination technologies. This can be done by implementing large-scale rainwater collection systems to supplement water supplies and developing desalination plants in water-scarce regions, ensuring an additional water source without depleting natural reserves (Abraham &

Priyadarshini, n.d.), benefiting Nestle by ensuring a sustainable water supply for their operations and surrounding communities. This demonstrates Nestle's corporate responsibility, improving public perception and trust in the brand.

# Blog 4: Corporate Espionage Uncovered - The Nestlé-Attac Infiltration Scandal

**Introduction**

Principle 10 of the UN Global Compact states, "Businesses should work against corruption in all its forms, including extortion and bribery" (UN Global Compact, 2024). In 2013, Nestle was found guilty of orchestrating a covert operation against the Swiss branch of the activist group Attac. The revelation that Nestlé had hired a private security firm to infiltrate, and spy sent shockwaves through corporate and civil society circles. This case highlighted the lengths corporations may go to silence critics and raised serious ethical and legal questions about privacy, accountability, and corporate power.

**Stakeholders**

The exposure of Nestlé's espionage against Attac significantly tarnished the company's public image, portraying it as engaging in unethical practices to suppress criticism. This scandal highlights Nestle's infiltration as an example of corporate misconduct, emphasizing how these actions reveal the deeper aspects of capitalism and contribute to public distrust (Gjøvik, 2023). Additionally, Nestle faced legal consequences which led to a court ruling. This resulted in financial penalties and damaged Nestle's reputation as a responsible corporate entity (CORPWATCH, 2024).

Nestle prioritised suppression of criticism over transparency, risking alienating activists, consumers, employees, and investors. Unethical corporate behaviour has long-term reputational impacts. Trust is a foundational aspect of stakeholder relationships, and breaches of trust through unethical practices can damage these relationships irreparably (Mayer et al., 1995)

Nestlé's actions in this case likely deepened public suspicion of corporate motives, reducing confidence in their social responsibility claims.

**Ethical Innovation**

Establishing secure channels for reporting unethical behaviour is crucial for fostering organizational transparency and accountability. Protecting whistleblowers from retaliation encourages individuals to report misconduct, thereby deterring unethical practices.

When stakeholders are encouraged to report unethical behaviours, it leads to improved relationship quality and a reduction in misconduct, highlighting the importance of establishing and promoting whistleblowing mechanisms to maintain ethical standards within Nestle (Zhou et al., 2021). Nestlé has implemented measures to facilitate the reporting of unethical

behaviour, emphasising the importance of integrity and provides channels for employees to report concerns. They have established a "Speak Up" platform, allowing employees and stakeholders to report unethical conduct confidentially (Nestle, 2024a).

There are challenges in ensuring effectiveness. More than half of whistleblowers felt pressured not to use internal hotlines to raise concerns, fearing retaliation (Ridley, 2024). This shows the need for Nestle to provide reporting mechanisms but to cultivate a culture that supports this. Nestle could strengthen confidentiality measures by ensuring all reports are handled to protect the identity of whistleblowers. Nestle could promote a supportive culture by fostering an environment that encourages ethical behaviour and supports individuals who report misconduct.



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