



FREE2WORK PRESENTS:  
**COFFEE INDUSTRY  
TRENDS** 

COFFEE COMPANY RATINGS | 2014

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FREE2WORK COFFEE RATINGS | 2014

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Not For Sale

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# Introduction | Coffee Industry Trends

Coffee is the world’s second-most traded commodity,<sup>1</sup> supporting the livelihoods of an estimated 25 million smallholder farmers and workers around the globe.<sup>2</sup> Its producers have faced difficult times over the last decade and a half; many farmers continuously fail to break even on their production costs.<sup>3</sup> What is even worse, though, is that child and forced laborers work in coffee production in fourteen countries around the world.<sup>4</sup> The manner in which coffee companies purchase from and manage their supply chains has a direct impact on the welfare of these free and forced workers.

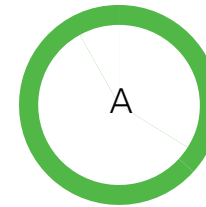
*Coffee Industry Trends* is the second of a series of Free2Work reports that examine what leading brands are doing to assess and address modern day slavery within their supply chains. The report is intended as a snapshot rather than a comprehensive assessment of industry practices. In it, we present eighteen company profiles, and evaluate trends amongst their supply chains. For relevance, we selected a number of large coffee brands, and also a set of UTZ, Fairtrade and Rainforest Alliance certified product lines: the three leading systems the industry has adopted to address slavery. We give each product line A-F grades for their efforts to address slavery in four ways: through Policies, Traceability & Transparency, Monitoring, and Worker Rights.

The data we present highlights the efforts of a group of leading brands, and sets apart those putting resources toward better practices from those that lag behind. It is important to note, however, that Free2Work grades evaluate supply chain management systems that can theoretically prevent abuse, not the working conditions these systems are designed to ameliorate. Recent studies have found that the impact of certification systems on workers and smallholder coffee producers is relatively unknown.<sup>5</sup> We would like to point out that our report is not intended to fill this data void.

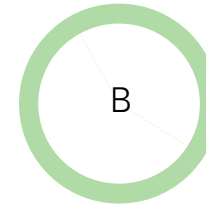
Green Mountain Coffee Roasters’ and Starbucks’ Fairtrade certified product lines are the only to receive As for overall better practices. Café Justo is a smaller company that lacks written policies, but that we would like to highlight for its otherwise particularly exemplary claims. According to the company, the full price consumers pay for this coffee goes directly to workers, who own every stage of the cooperative-- from growing to sales. Prices the company pays to its producers are the highest we found, exceeding those offered by certification systems.

Our hope is that consumers, who can be potent motivators for change, will use *Coffee Industry Trends* to ‘vote with their wallets’; We hope that companies will use the report to understand their own practices in the context of the industry as a whole, and as a roadmap for change. Our goal at Free2Work is to bring transparency to the marketplace so that together we can improve the conditions of the 25 million farmers who work to produce our coffee. Let’s put an end to supply chain slavery.

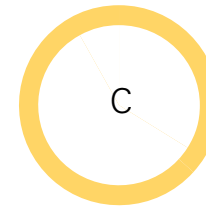
**See how companies perform:** (See Index pg 20 for brands these companies represent)



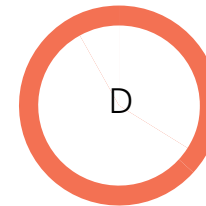
Green Mountain Coffee Roasters (FLO)  
Starbucks (FLO)



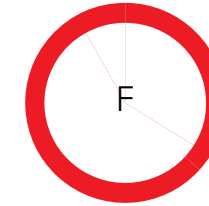
Allegro Coffee (FLO)  
Allegro Coffee (RAC)  
Café Justo  
Coffee Bean Direct (FLO)  
Dunkin’ Brands (FLO)  
Green Mountain Coffee Roasters (RAC)  
illy



365 Everyday Value (Whole Trade Guarantee)  
Allegro Coffee  
Barefoot Coffee  
Green Mountain Coffee Roasters  
Intelligentsia Coffee



Dunkin’ Brands  
Nescafé  
Ritual  
Trader Joe’s



**CERTIFICATION LABEL KEY:**  
FLO: Fairtrade Products  
RAC: Rainforest Alliance Products  
UTZ: UTZ Products

Peet’s (FLO)  
Peet’s (RAC)  
Peet’s (UTZ)  
Seattle’s Best (FLO)  
Starbucks  
Trader Joe’s (FLO)

Roger’s Family Company  
Stumptown Coffee Roasters

365 Everyday Value  
Coffee Bean Direct  
Peet’s Coffee & Tea  
Philz Coffee  
Seattle’s Best

**About the Grades:** A Free2Work grade indicates the extent to which a company has traced its suppliers and established systems throughout its supply chain that can enable it to prevent and address child and forced labor. Grades are not meant as a picture of supply chain worker rights-- though they take these into account-- but rather of systems to address slavery specifically. Parent company grades are listed above. In many cases these grades apply to multiple brands owned by the company; see index for details.

<sup>1</sup>Global Exchange: *Coffee Production and Labor*. <http://www.globalexchange.org/fairtrade/coffee/faq#2>

<sup>2</sup>Bloomberg: *Global Coffee Production Seen Reaching Record in 2012-13, 2012*

<sup>3</sup>TCC: *Coffee Barometer, 2012*

<sup>4</sup>DOL: *List of Goods Produced by Child Labor or Forced Labor, 2012*

<sup>5</sup>TCC: *Coffee Barometer, 2012*

# 1

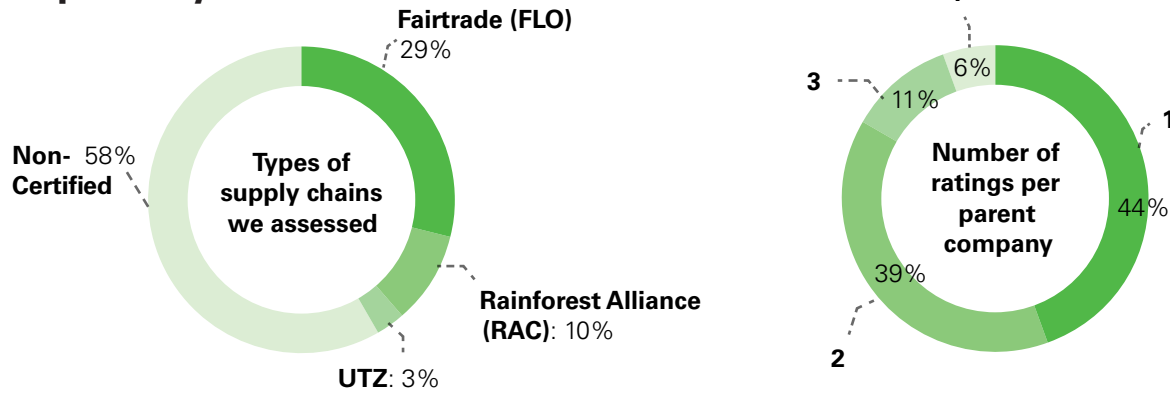
## METHODOLOGY

This chapter provides an overview of Free2Work methodology. It also covers the scope of the report, and provides basic information about coffee supply chains.

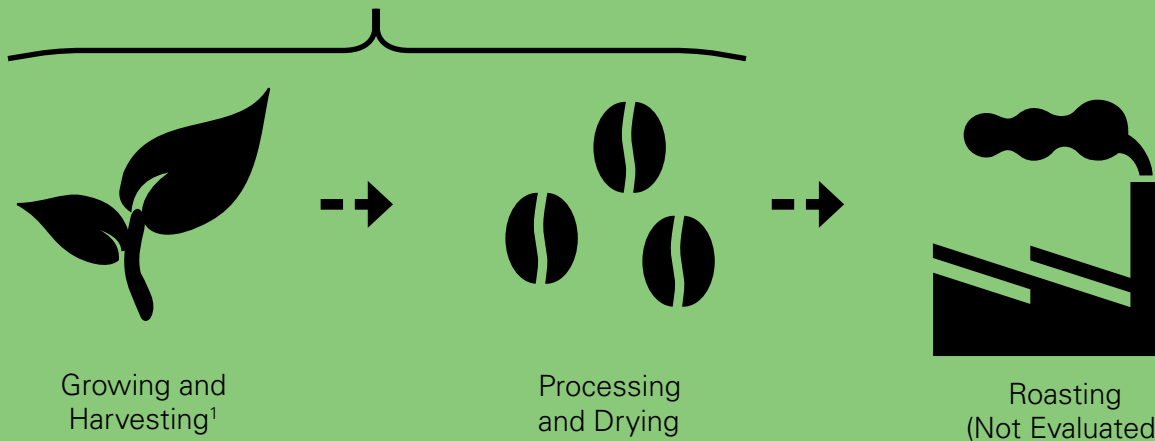
# Methodology | Free2Work Company Evaluations

**We give companies A-F grades for efforts to address slavery.**

**We rate companies' certified and non-certified product lines separately:**



**We evaluate two key coffee supply chain production phases:**



<sup>1</sup>Image designed by Tak Imoto from The Noun Project

Free2Work gives companies and product lines A-F grades on efforts to guard against the use of child and forced labor in production. Assessments are based on publicly available information and data self-reported by the company.

This report looks at eighteen coffee companies that represent thirty-nine brands in total (see Index pg 20 for details). Note that we conducted our research in 2012, so companies' supply chains and efforts may have changed since that time. The companies we selected for analysis include a number of household brand names, and also a set of companies with UTZ, Fairtrade and Rainforest Alliance certified product lines. While we present statistics on our findings throughout the report, the supply chains we assess do not necessarily represent an average slice of the coffee industry. To understand the numbers in the report, this statistical bias should be considered (see graphic to the left for details). In the report, we feature a number of companies that produce both non-certified products and certified products. We have chosen to assess these supply chains separately. Thus, many brands in this report receive two or more ratings, distinguished by product certification. We look at eighteen companies, but thirty-one supply chains in total, some of which supply multiple brands. See the Index for a full explanation of the scope of each rating.

Coffee supply chains consist of a number of production, transportation, packaging and retail stages. Free2Work evaluations focus on labor-intensive production phases, where risks of abuse are significant. Coffee production is made up of growing and harvesting, processing and drying, and roasting stages. In this study we focus on companies' interaction with two of these: growing and harvesting (raw materials), and processing and drying (inputs). While we evaluate these phases separately, in reality they often take place at the same location. We have chosen to exclude final stage production (roasting) in this study, since the phase is not relatively labor intensive, and thus would skew results.

## We look at companies' supply chain management systems in four categories:

### **POLICIES:**

We evaluate the brand's code of conduct, sourcing and subcontracting policies, and involvement with other organizations working to combat child and forced labor.

### **TRACEABILITY & TRANSPARENCY:**

We look at how thoroughly the brand understands its own supply chain, and whether it discloses critical information to the public.

### **MONITORING & TRAINING:**

We measure the adequacy of the brand's monitoring program to address the specific issues of child and forced labor.

### **WORKER RIGHTS:**

We assess the degree to which the brand supports worker well-being by ensuring that workers are able to claim their rights at work through collective bargaining or worker owned co-ops, and whether workers earn a living wage or income.

In evaluating a company, Free2Work asks a set of 61 questions about its production policies and practices. These questions concern a company's management of raw materials (growing and harvesting) and inputs (processing and drying), and fall into four categories: Policies, Traceability & Transparency, Monitoring & Training, and Worker Rights (see graphic to the left for details).

When conducting a brand evaluation, our research team first assesses a brand's own publications alongside relevant independent reports and data such as third party audit findings and non-governmental organization (NGO) publications. Next we send our questionnaire to the brand for information and comment, which we in turn review; we allot six to eight weeks for this process. Where a brand is non-responsive, we note this on its scorecard.

Free2Work grades take into account the prevalence of child and forced labor in the countries in which companies operate. Where companies source from suppliers in low risk areas, they are graded on a softer curve because it is expected that less stringent management systems are necessary to combat abuse in these regions, particularly where strong national rule of law exists.

High grades do not necessarily represent supply chains free of child or forced labor, but instead those that are better managed on a relative basis. Free2Work grades are an indication of the extent to which companies have developed a set of management systems that theoretically prevent abuses. As the Clean Clothes Campaign has stressed, these components will likely only create positive impact if used in conjunction with one another.<sup>1</sup> For example, a company can have strong written policies against modern slavery and gather information about supplier working conditions through in-depth monitoring, but unless it uses these standards and information to correct grievances, we would not expect it to create impact. Free2Work category grades represent the health of pieces of a system rather than the system as a whole, and should be evaluated within this broader context.

For more information on Free2Work's risk assessments and broader methodology, see [www.free2work.org](http://www.free2work.org)

<sup>1</sup>CCC: *How Weak Social Auditing is Keeping Workers in Sweatshops*, 2005

Coffee  
Industry:

2

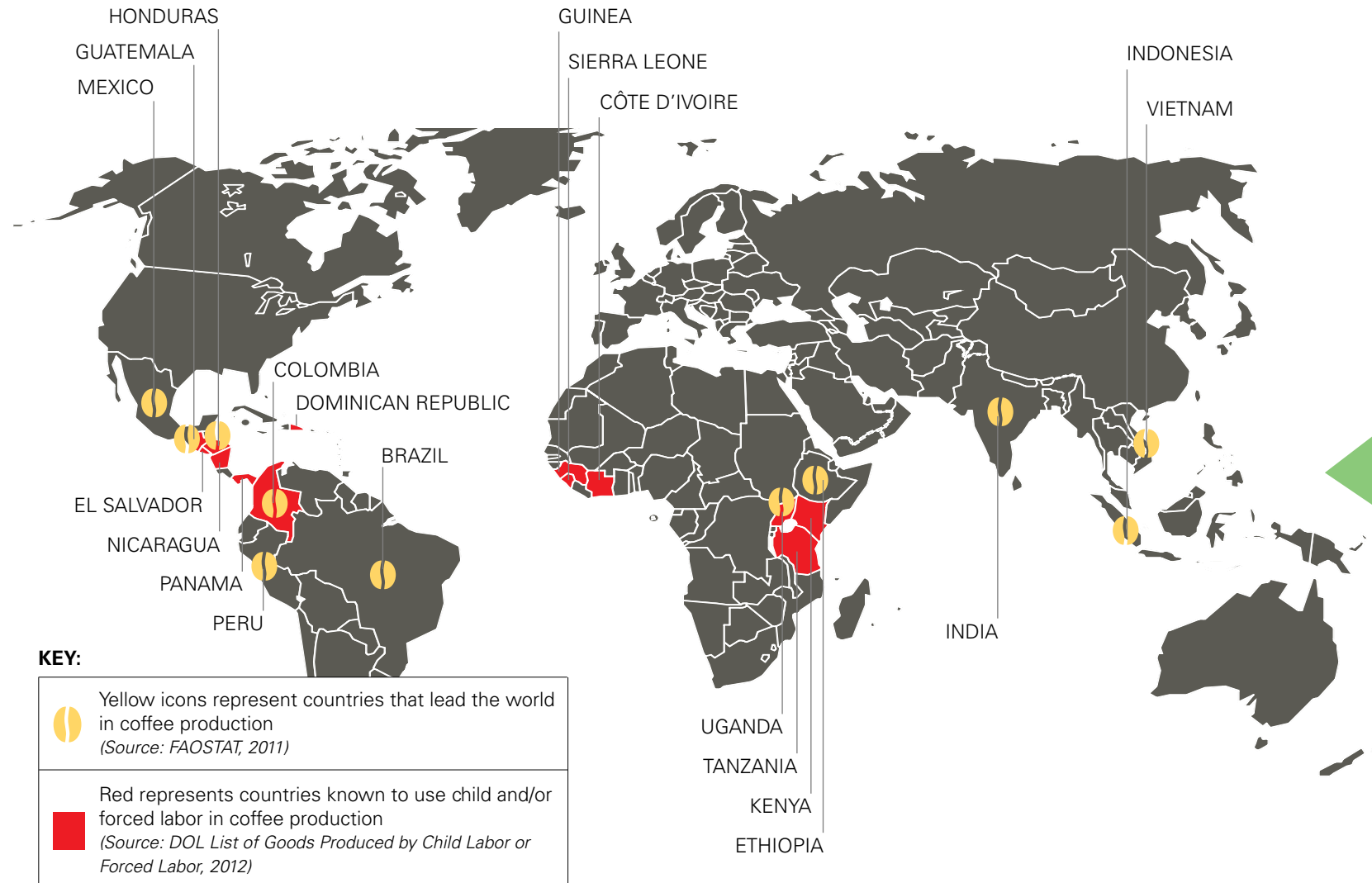
THE  
PROBLEM:  
**CHILD  
&  
FORCED  
LABOR**

This chapter provides a geographic overview of where child and forced labor are used in coffee production today. Free2Work uses this information to understand companies' specific supply chain risks.

# The Problem: Child & Forced Labor in Coffee Production

Modern slavery can be found at the growing and harvesting level of many coffee supply chains. In total, fourteen countries are listed by the US Department of Labor for their use of child and/ or forced labor in coffee production. Of these, Guatemala, Colombia, Mexico and Honduras are all top-ten global producers.

## Where is Child and Forced Labor Used?



## SPOTLIGHT: GUATEMALA

Guatemala is one of the largest exporters of coffee in the world, producing nearly four million bags of coffee each year. An estimated half a million children work in the sector, the majority as unpaid family “helpers.” Farmers in Guatemala are paid by weight of coffee harvest. A recent study found that interviewed workers have to pick a quota of 100 pounds to reach even the local minimum wage of \$3 per day; more than half of the workers assessed did not manage to reach this difficult to attain quota. Similarly, because farm-gate prices are low, small farmers are often only able to make the equivalent of 50% of the nation’s minimum wage annually. In response, workers often bring their children to the coffee fields to help with the harvest and bolster their production capacity.

Though Guatemala has laws that protect against forced and child labor, legal loopholes, weak and rare inspections and corruption perpetuate the country’s vulnerability to these issues. Government officials have been found to facilitate trafficking, and workers who dare speak out against their employers risk punishment or “blacklisting” against future employment.

Sources: Stanford Graduate School of Business: *The Global Coffee Trade*, 2004  
 Top 10 Coffee Exporting Countries by Production, 2011  
 Verité: *Research on Indicators of Forced Labor in the Supply Chain of Coffee in Guatemala*, 2011



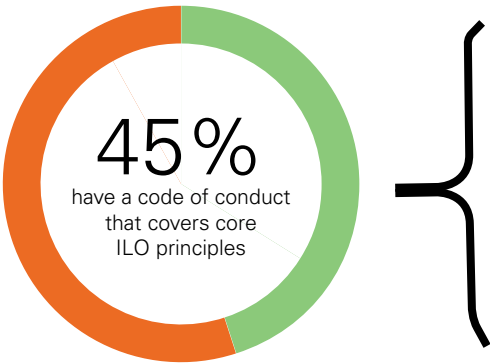
Coffee  
Industry:

# 3

## POLICIES

This chapter focuses on coffee companies' policies to address child and forced labor in their supply chains. It looks at how eighteen companies perform in this category.

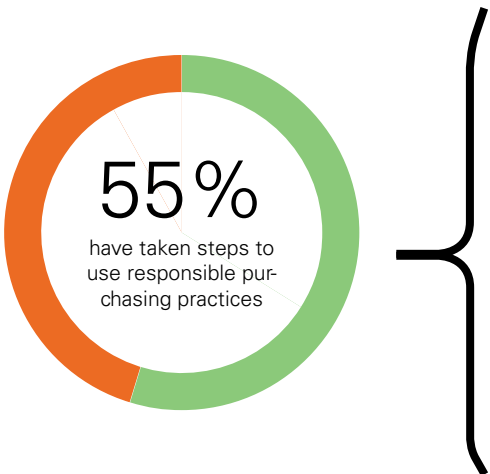
Of the 31 supply chains assessed:



While good policies do not necessarily mean good practices, they are a critical starting point for companies. They form the backbone of management systems that uphold worker rights and protect against abuses like the use of child and forced labor. The statistics below overview how the 31 supply chains assessed perform in two key Policies areas.

## **CODES OF CONDUCT**

A Code of Conduct lays out minimum social requirements suppliers must follow. Good codes are based on internationally agreed upon standards. The International Labor Organization (ILO)'s Four Fundamental Principles and Rights at Work define clear international norms: prohibition of child labor, forced labor and discrimination, and the right of freedom of association and collective bargaining. Among the coffee supply chains Free2Work assessed, 45% have Codes of Conduct that align at minimum with these basic principles.

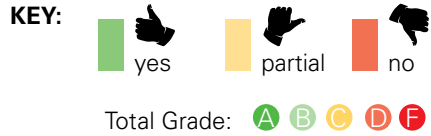


## **RESPONSIBLE PURCHASING**

The way a company purchases from its coffee suppliers affects the ability of large farm owners to provide fair conditions to hired workers, and of small farm holders to sustain their businesses and provide for their families. Farmers in the coffee industry consistently face big up-front investment costs, fluctuating prices, and low returns. Buyers can counter these issues and support suppliers through the way they purchase by offering fair and fixed prices, as well as by providing opportunities for pre-finance and farmer loans. A number of buyers have started to move in this direction by cutting out middlemen and buying coffee beans directly from farmers, which creates traceability and also affords the farmers a larger share of the profits. Of the companies assessed, 55% reported some steps toward improved purchasing practices.

# Policies | Company Performance

See which companies performed the best and which companies lack policies that protect against child and forced labor. In some cases we did not have room to display all of a company's brands; see index for full breakdown.



## Understanding our Infographics:

- Each colored bar in the infographic corresponds to one indicator in the featured assessment category. Not all indicators are represented.
- Ratings are organized by parent company, brand and product line. Parent companies are divided by long lines, while brands are divided by short lines. In some cases we did not have room to display all of a company's brands (see index for full breakdown). Since brands sometimes offer both non-certified and certified products, ratings for different product lines under the same brand have been separated and are presented next to one another.
- As explained in the Methodology section, we grade brands on different curves depending on the risk of forced and child labor in their countries of production. Hence, in some cases below, brands whose answers appear identical receive different grades.
- Statistics look at the coffee growing phase only, while the grades displayed at the bottom of the chart take into account company efforts at both the growing and processing phases.



Coffee  
Industry:

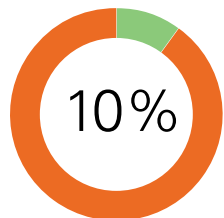
4

## **TRACEABILITY & TRANSPARENCY**

This chapter focuses on coffee companies' supply chain traceability and transparency. It looks at how eighteen companies perform in this category.

# Traceability & Transparency | Industry Overview

Of the 31 supply chains assessed:



of supply chains without fully traced suppliers are involved in some form of tracing project



68% of the supply chains we assessed know who produces their coffee, while 32% do not. Since child and forced labor are used in many countries to produce this crop, it is critical that a company knows the actors at each stage to guard against abuse. Public transparency is important as well because it shows a company's willingness to being held externally accountable for its supply chain. We define traceability as the extent to which a company understands its supply chain, and transparency as the extent to which it makes information publicly available. The stats below overview how the 31 supply chains assessed perform in three key Traceability & Transparency areas.

## KNOWN SUPPLIERS

Free2Work believes that companies are responsible for workers in every stage of production; traceability is the first concrete step a company can take to realizing this responsibility. As detailed on the following page, some of the companies assessed buy coffee beans directly from farmers, while others do not know their origin. 68% of the supply chains we assessed buy from "traced" suppliers. In most cases, this coffee is bought through certification systems, which means that the company may not know exactly which of a number of certified farms or cooperatives produces its product. Companies that are truly ahead of the curve— Barefoot, Café Justo, and Ritual— trace their coffee all the way to the grower level, where risks of labor abuses are significant.

## TRACING PROJECTS

While more responsible companies have a good understanding of all stages of production, companies less far along can take a step in this direction by undertaking a tracing project. Of the product lines we assessed, 10% of those without fully traced suppliers are putting at least some resources toward traceability: a positive step.

## PUBLIC SUPPLIER LISTS

Free2Work believes that companies can show workers, consumers, and the public as a whole that they are committed to being held accountable to workers by publishing supplier lists. Transparency enables independent groups to shed light on supply chain working conditions, which can in turn facilitate better public understanding of the issues and consumer demand for change. Of the companies Free2Work assessed, 13% publish a full raw materials supplier list.



Coffee  
Industry:

# 5

## MONITORING & TRAINING

This chapter focuses on coffee companies' monitoring and training programs, which can be important parts of preventative systems. It looks at how eighteen companies perform in this category.

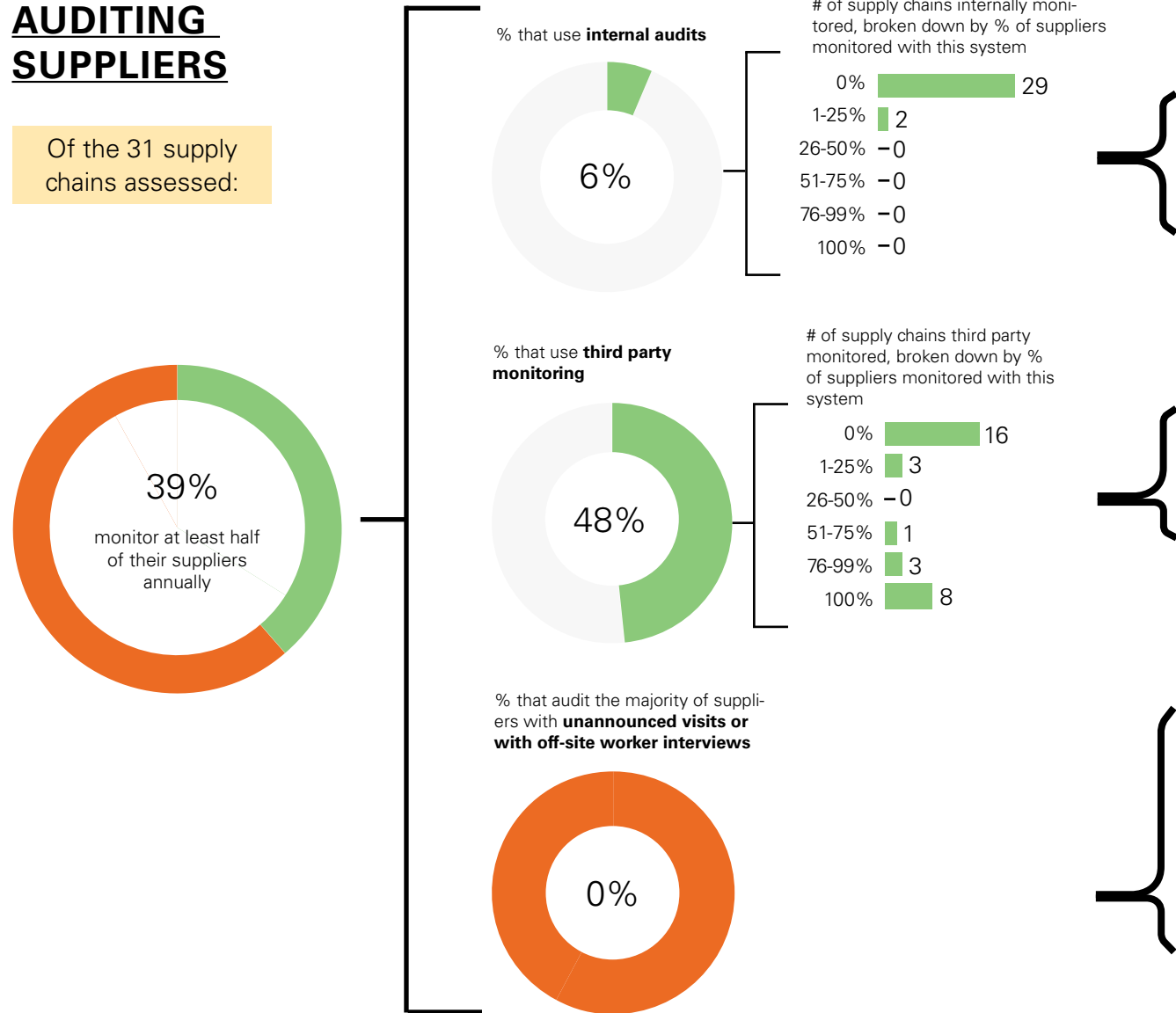
# Monitoring & Training | Industry Overview

Audits are tools companies can use to get snapshots of supplier working conditions, and to identify major abuses such as the use of modern-day slavery. Workers themselves are the best monitors, since they are present when auditors cannot be. Accurate information can often only be gathered by interviewing workers off-site and away from management, where workers feel comfortable to express con-

cerns. The most replicable model – one that is under utilized – is one where workers are organized into a functioning union with access to a safe and effective grievance process. While audits can be a key element of ensuring compliance, they are by nature only effective when the information gathered is used to improve working conditions. In the best cases they form the basis of corrective action plans, which suppliers can use to improve on issues.

## AUDITING SUPPLIERS

Of the 31 supply chains assessed:



## INTERNAL SYSTEMS

Among the supply chains Free2Work assessed, only 6% are audited to some extent with internally developed monitoring systems. These systems vary in quality and are not necessarily better or worse than third party audits.

## THIRD PARTY SYSTEMS

48% of supply chains are monitored at least in part by a third party auditor. Some of these are also audited internally. Third party monitoring systems, like internal ones, differ significantly in quality.

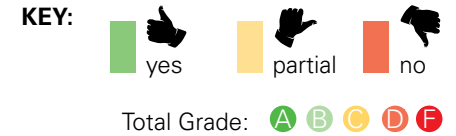
## QUALITY OF AUDIT

Unannounced audits may provide a more accurate picture of day-to-day operations because abuses cannot be as easily hidden without advanced warning. Workers are best able to express concerns when interviewed off-site, away from management. While certification systems and some companies conduct a small percent of audits in this fashion, none use this methodology for the majority of farm visits.

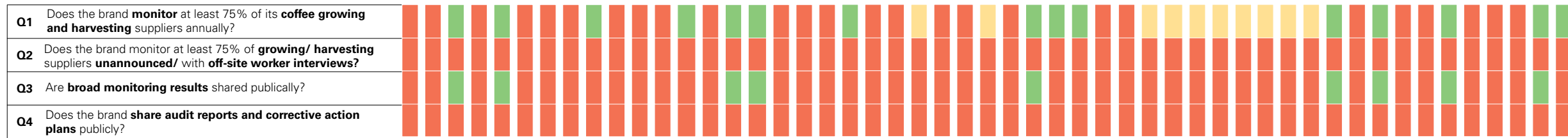


# Monitoring & Training | Company Performance

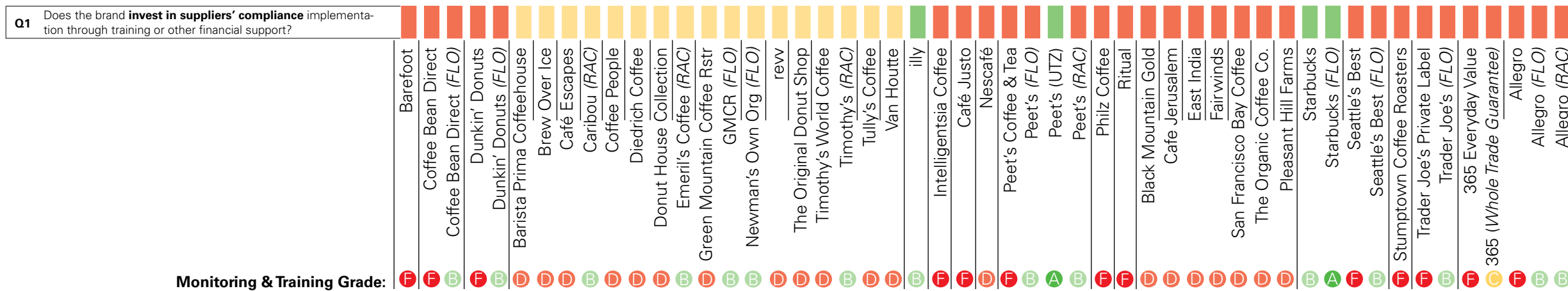
See which companies performed the best and which companies have neglected monitoring or training their suppliers. The graphic below does not directly list all of each company's brands; see index for a full list of the brands these grades cover.



## Monitoring



## Training



Monitoring & Training Grade:

Green Mountain Coffee Roasters (GMCR)

Rogers Family Co.

Starbucks

Whole Foods

Coffee  
Industry:

6

## **WORKER RIGHTS**

This chapter focuses on the degree to which companies support worker rights. It looks at how eighteen companies perform in this category.

# Worker Rights | Industry Overview

Of the 31 supply chains assessed:



Workers in coffee supply chains often labor under poor conditions. Free2Work looks at whether companies are actively addressing worker well-being: risks of modern-day slavery are by nature far less in workplaces where individuals are able to claim their rights at work.

## **LIVING WAGES & INCOMES**

Taking into account the country in question, Free2Work defines a living income or wage as one that provides enough money for a worker to pay for a family's basic needs including food, water, shelter, clothing, transportation, energy, education, health care, savings, and some discretionary spending. Many smallholder farmers and coffee plantation workers do not make even the equivalent of the legal minimum wage, much less a living wage/ income. As discussed on page six, low incomes leave families with little choice but to rely on their children's labor to make ends meet.

The certification systems we assessed do in many cases offer price premiums to farmers which can contribute to higher incomes (see next page); however, they do not guarantee wages higher than the minimum to laborers hired seasonally by smallholder farmers. These workers, who are often migrants, can be some of the most vulnerable to abuse. While this is the case, we chose nonetheless to allocate Fairtrade certified product lines with partial credit for living incomes, since it stands apart as the only certification to guarantee a minimum price to producers. Under our criteria, Café Justo is the industry leader: the company is fully worker-owned, gives producers "\$1.60 or more per pound of coffee – higher than even Fairtrade standards, and more than three times the 35 to 50 cents growers are typically paid by standard commercial operations" – and even provides them with medical benefits and a pension plan.<sup>1</sup>

<sup>2</sup>[www.justcoffee.org](http://www.justcoffee.org)

# Worker Rights | Industry Overview

Of the 31 supply chains assessed:



## PRICES

Most smallholder farmers receive farm-gate prices far below the fluctuating world price; as a result, farmers can be at risk of failing to recover their production costs. Fairtrade, Rainforest Alliance and UTZ certification systems, and the company Café Justo, seek to combat this and support farmer incomes by offering higher prices. The three certifications give producers price “premiums,” which usually range from \$0.01 to \$0.15 extra per pound. As will be discussed in an upcoming International Labor Rights Forum (LRF) report, not all premium systems are equal. Only Fairtrade guarantees minimum prices, meaning that it protects farmers from sub-farm-gate prices and market volatility. Certifications also charge fees to farmers, which means that higher prices lead to improved farmer incomes on average under these systems, but not in all cases. Fair prices help workers and farmers to provide for their families, which means they can play an important role in preventing child labor.



## EMPOWERMENT

A worker owned cooperative is an association of workers or independent farmers that come together to jointly conduct business: to grow and harvest coffee beans together, to process and dry beans, etc. In many co-ops, smallholder farmers are democratically responsible for decision making and management. This business structure can thus play an important role in empowering workers and farmers. Similarly, where growers work directly for employers, a freely negotiated Collective Bargaining Agreement is an essential instrument to enable workers to claim rights. Among the companies assessed, only 10% source the majority of their coffee from worker-owned cooperatives or suppliers that have a collective bargaining agreement in place. This statistic is low since in most cases we were not able to obtain information about whether cooperatives that exist are truly worker owned.



# Index | Rating Scopes

Most ratings apply to multiple brands owned by the same company. See the scope of each rating below:

(Note: Where not marked, product lines are non-certified)

## **BAREFOOT COFFEE** C

Barefoot Coffee

## **CAFÉ JUSTO** B

Café Justo

## **COFFEE BEAN DIRECT**

**Non-Certified Products:** F

Coffee Bean Direct

**Fairtrade Products:** B

Coffee Bean Direct

## **DUNKIN' BRANDS**

**Non-Certified Products:** D

Dunkin' Donuts

Baskin Robbins

**Fairtrade Products:** B

Dunkin' Donuts

Baskin Robbins

## **GREEN MOUNTAIN COFFEE ROASTERS**

**Non-Certified Products:** C

Barista Prima Coffeehouse

Brew Over Ice

Café Escapes

Caribou Coffee

Coffee People

Diedrich Coffee

Donut House Collection

Emeril's Coffee

Green Mountain Coffee Roasters

Newman's Own Organics

revv

The Original Donut Shop

Timothy's World Coffee

Tully's Coffee

Van Houtte

**Fairtrade Products:** A

Green Mountain Coffee Roasters

Newman's Own Organics

**Rainforest Alliance Products:** B

Caribou Coffee

Emeril's Coffee

Timothy's World Coffee

## **ILLYCAFFÉ SPA** B

illy

## **INTELLIGENTSIA COFFEE** C

Intelligentsia Coffee

## **NESCAFÉ** D

(Subsidiary of Nestlé)

Nescafé

## **PEET'S COFFEE & TEA**

**Non-Certified Products:** F

Peet's Coffee & Tea

**Fairtrade Products:** B

Peet's Coffee & Tea

**Rainforest Alliance Products:** B

Peet's Coffee & Tea

**UTZ Products:** B

Peet's Coffee & Tea

## **PHILZ COFFEE** F

Philz Coffee

## **RITUAL COFFEE ROASTERS** D

Ritual

## **ROGER'S FAMILY COMPANY, INC** C

Black Mountain Gold Coffee

Cafe Jerusalem

East India Coffee

Fairwinds Coffee

San Francisco Bay Coffee

The Organic Coffee Co.

Pleasant Hill Farms

## **STARBUCKS COFFEE COMPANY**

STARBUCKS

(Subsidiary of Starbucks Coffee Company)

**Non-Certified Products:** B

Starbucks

**Fairtrade Products:** A

Starbucks

SEATTLE'S BEST COFFEE

(Subsidiary of Starbucks Coffee Company)

**Non-Certified Products:** F

Seattle's Best Coffee

**Fairtrade Products:** B

Seattle's Best Coffee

## **STUMPTOWN COFFEE ROASTERS** C

Stumptown Coffee Roasters

## **TRADER JOE'S PRIVATE LABEL**

**Non-Certified Products:** D

Trader Joe's Private Label

**Fairtrade Products:** B

Trader Joe's Private Label

## **WHOLE FOODS MARKET INC.**

365 EVERYDAY VAUE

(Subsidiary of Whole Foods Market Inc.)

**Non-Certified Products:** F

365 Everyday Value

**Whole Foods Guarantee Products:** C

365 Everyday Value

ALLEGRO COFFEE

(Subsidiary of Whole Foods Market Inc.)

**Non-Certified Products:** C

Allegro Coffee

**Fairtrade Products:** B

Allegro Coffee

**RAC Products:** B

Allegro Coffee

## Ownership:

### Brand Name:

Allegro Coffee

Baskin Robbins

Barefoot Coffee

Barista Prima Coffeehouse

Black Mountain Gold Coffee

Brew Over Ice

Café Escapes

Cafe Jerusalem

Café Justo

Caribou Coffee

Coffee Bean Direct

Coffee People

Diedrich Coffee

Donut House Collection

Dunkin' Donuts

East India Coffee

Emeril's Coffee

Fairwinds Coffee

Green Mountain Coffee

illy

Intelligentsia Coffee

Nescafé

Newman's Own Organics

Peet's Coffee

Philz Coffee

Pleasant Hill Farms

revv

Ritual

San Francisco Bay Coffee

Seattle's Best Coffee

Starbucks

Stumptown Coffee Roasters

The Organic Coffee Co.

The Original Donut Shop

Timothy's World Coffee

Trader Joe's

Tully's Coffee

Van Houtte

365 Everyday Value

### Parent Company:

ALLEGRO COFFEE

DUNKIN' BRANDS

BAREFOOT COFFEE

GREEN MOUNTAIN COFFEE ROASTERS

ROGER'S FAMILY COMPANY, INC.

GREEN MOUNTAIN COFFEE ROASTERS

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ROGER'S FAMILY COMPANY, INC.

CAFÉ JUSTO

GREEN MOUNTAIN COFFEE ROASTERS

COFFEE BEAN DIRECT

GREEN MOUNTAIN COFFEE ROASTERS

GREEN MOUNTAIN COFFEE ROASTERS

GREEN MOUNTAIN COFFEE ROASTERS

DUNKIN' BRANDS

ROGER'S FAMILY COMPANY, INC.

GREEN MOUNTAIN COFFEE ROASTERS

ROGER'S FAMILY COMPANY, INC.

GREEN MOUNTAIN COFFEE ROASTERS

illy CAFFÉ SPA

INTELLIGENTSIA COFFEE

NESCAFÉ

GREEN MOUNTAIN COFFEE ROASTERS

PEET'S COFFEE AND TEA

PHILZ COFFEE

ROGER'S FAMILY COMPANY, INC.

GREEN MOUNTAIN COFFEE ROASTERS

RITUAL COFFEE ROASTERS

ROGER'S FAMILY COMPANY, INC.

SEATTLE'S BEST COFFEE

STARBUCKS COFFEE COMPANY

STUMPTOWN COFFEE ROASTERS

ROGER'S FAMILY COMPANY, INC.

GREEN MOUNTAIN COFFEE ROASTERS

GREEN MOUNTAIN COFFEE ROASTERS

TRADER JOE'S

GREEN MOUNTAIN COFFEE ROASTERS

GREEN MOUNTAIN COFFEE ROASTERS

WHOLE FOODS MARKET, INC.