

SUSTAINABLE FOOD PLANNING

Unsustainable food systems

Evidence from recent reports
on ecology, corporate power
and food work

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With material from the AESOP4Food project



Food provisioning in 1952

1952

Unsustainability of the
food system
Dr Roxana Triboi
LE:NOTRE Institute



Food provisioning in 1999

1999

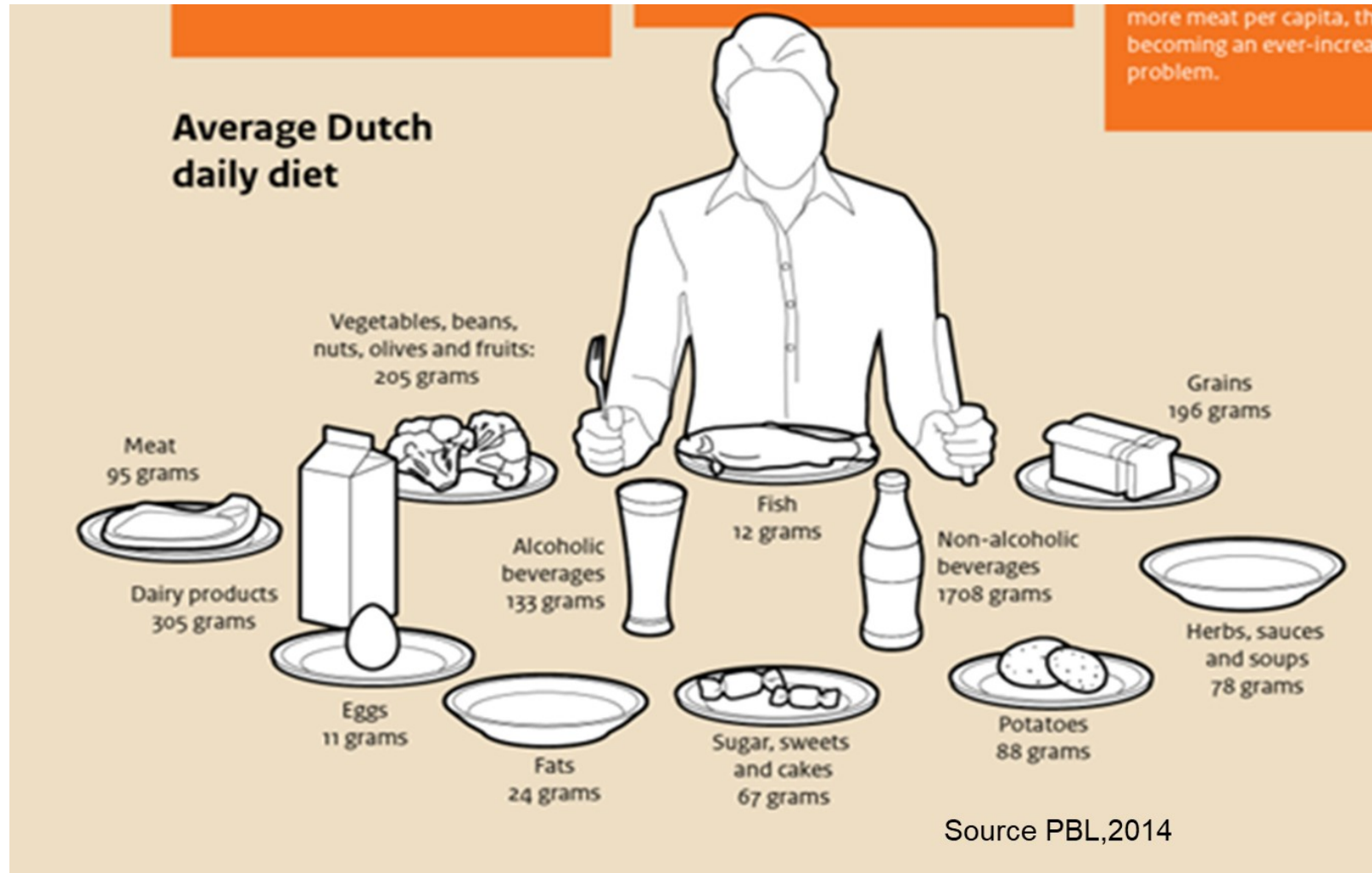


Food provisioning in 2019

2019



Average Dutch daily diet



Food-system pressures and just transitions

Evidence from recent global reports

- 01 Ultra-processed foods and health
- 02 Food systems and planetary boundaries
- 03 Doughnut Economics
- 04 Corporate power in food systems
- 05 Systems thinking and hidden costs
- 06 Dependence on fossil fuels
- 07 Food insecurity in the UK
- 08 Unequal power in food systems



Why the global food system is unsustainable

Nearly 30%

of global greenhouse-gas emissions come from food systems.

37%

of the planet's ice-free land has been converted for agriculture.

2.8 billion

people could not afford a healthy diet in 2022.

32%

of food-system workers fell below the Commission's wage benchmark in 2022.

The system includes production, processing, distribution, retail, eating and waste, together with the work and institutions that organise them.

Six reports, six food-system questions

2026	Food Work	Who does the work, bears the risk and has a voice?
2026	Agribusiness Atlas	Who controls inputs, markets and the distribution of value?
2025	EAT–Lancet Commission	What makes diets healthy, sustainable and just?
2025	Fuel to Fork	How do fossil fuels shape food-system dependence?
2024	The State of Food and Agriculture	Which health, social and environmental costs stay hidden?
2026	The State of Food Security and Nutrition in the World	Who can reliably access sufficient food?

00–22 pressures · 22–31½ corporate power · 31½–46½ food work · 46½–54 responses · 54–60 application

Where food-system reports agree, 2019–2026

Ecological and social pressures

Food systems contribute to climate change, biodiversity loss and inequality.

Diet and health

Diet-related disease is a central food-system outcome.

Barriers to change

Power, incentives and entrenched systems can prevent available knowledge from informing action.

Analytical lenses

Ultra-processed food, planetary boundaries, corporate power, and fossil dependence and hidden costs inform planning choices.

Why food-system transformation remains difficult

Hunger and non-communicable diseases coexist with ecological damage.

Fragmented governance weakens accountability.

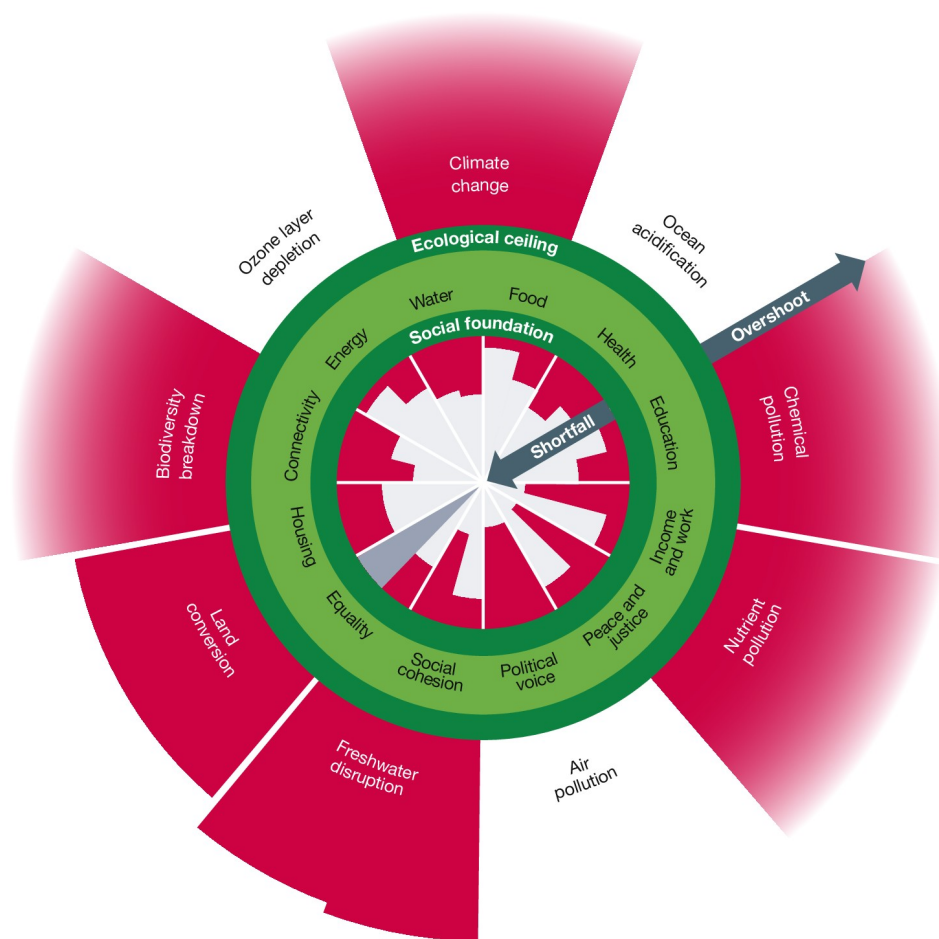
Corporate capture can obstruct binding regulation and redistributive reform.

Civil society and Indigenous peoples need a role in leading decisions.

Transformation requires changes in how power is distributed and democratic accountability.



A social foundation and an ecological ceiling



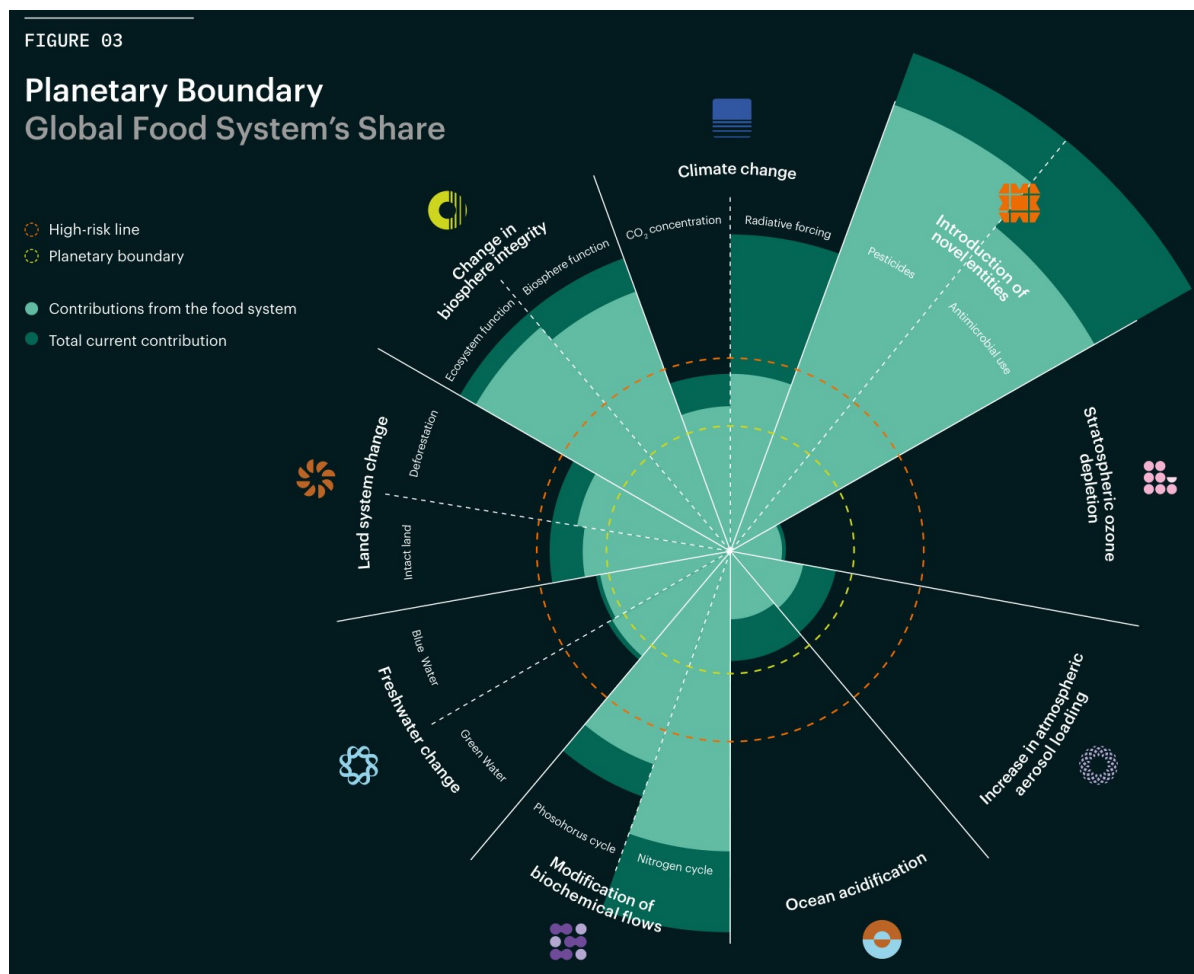
The social foundation includes food, health, income, decent work and political voice.

The ecological ceiling concerns climate, biodiversity, land, water and nutrient cycles.

Food planning must reduce ecological pressure while preventing deprivation and displaced burdens.

Use the framework to ask who benefits, who pays and what happens beyond the project boundary.

Food pressures extend beyond carbon



Climate boundary: about 5 Gt CO₂-equivalent/year by 2050, alongside wider energy decarbonisation.

Agricultural land: below 48 million km².
Intact ecosystems should no longer be converted to fields or pasture.

Blue-water consumption: a global ceiling of 2,000 km³ per year for water taken from rivers and aquifers.

Nutrients: 57 Tg N/year surplus and 4.6 Tg P/year losses to surface water. Different boundaries require different measures.

The health potential of changing diets



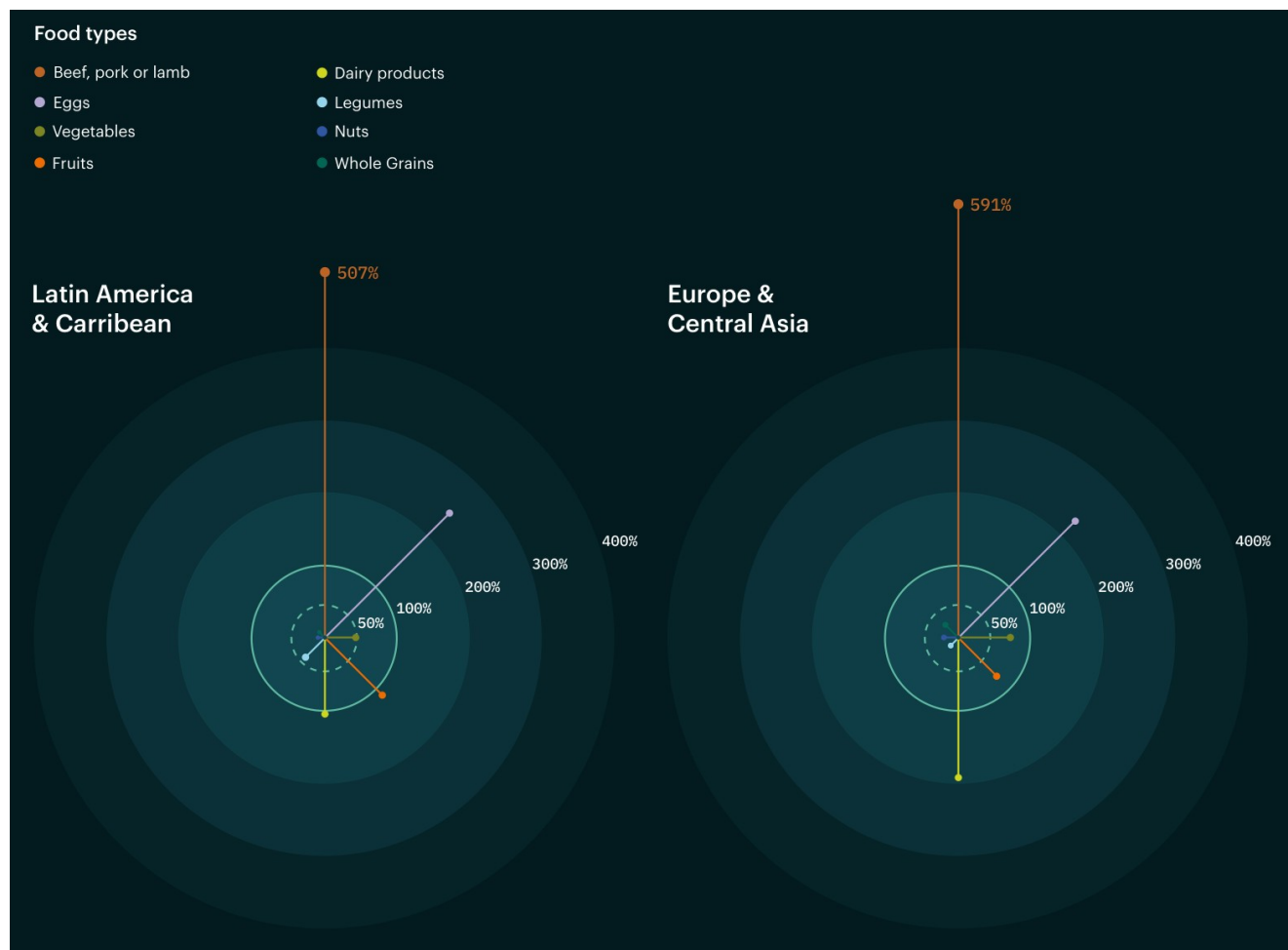
About 15 million adult deaths per year could be averted under high adherence to the Planetary Health Diet, around 27% of adult deaths.

Reference amounts per day include 300 g vegetables, 200 g fruit, 75 g legumes and 50 g nuts, with flexible ranges.

The adult reference averages roughly 2,400 kcal/day. It allows modest animal-source foods and adaptation to different cuisines.

The mortality benefit is modelled potential. Dietary change needs affordability, access and attention to different nutritional needs.

Dietary gaps differ sharply between regions



Regional adult diets in 2020 are compared with the Planetary Health Diet; the reference ring is 100%.

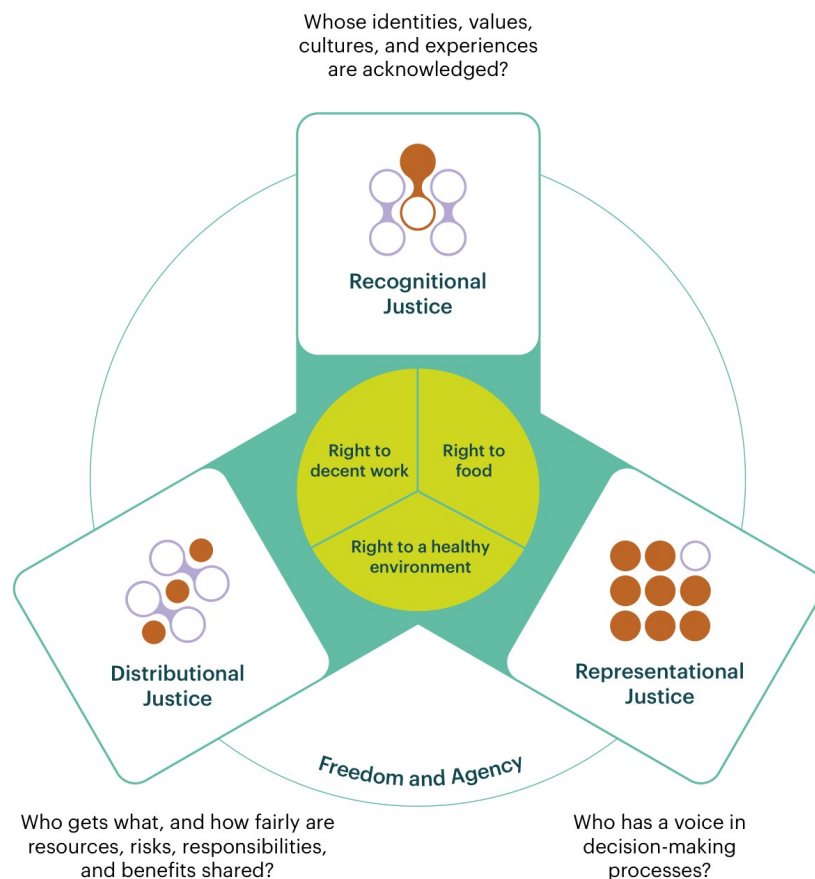
Red-meat intake: 591% of the reference in Europe/Central Asia and 507% in Latin America/Caribbean.

These mean about 5.9× and 5.1× the reference amount; they are not shares of people or calories.

Transition means reducing excesses and improving access to under-consumed healthy foods; averages conceal inequalities.

Healthy diets depend on social foundations

Our Justice Framework



Only about 1% of people live in the assessed “safe and just space”, combining planetary limits with social foundations.

In 2022, 2.8 billion people could not afford a healthy diet and 32% of food-system workers fell below the wage benchmark.

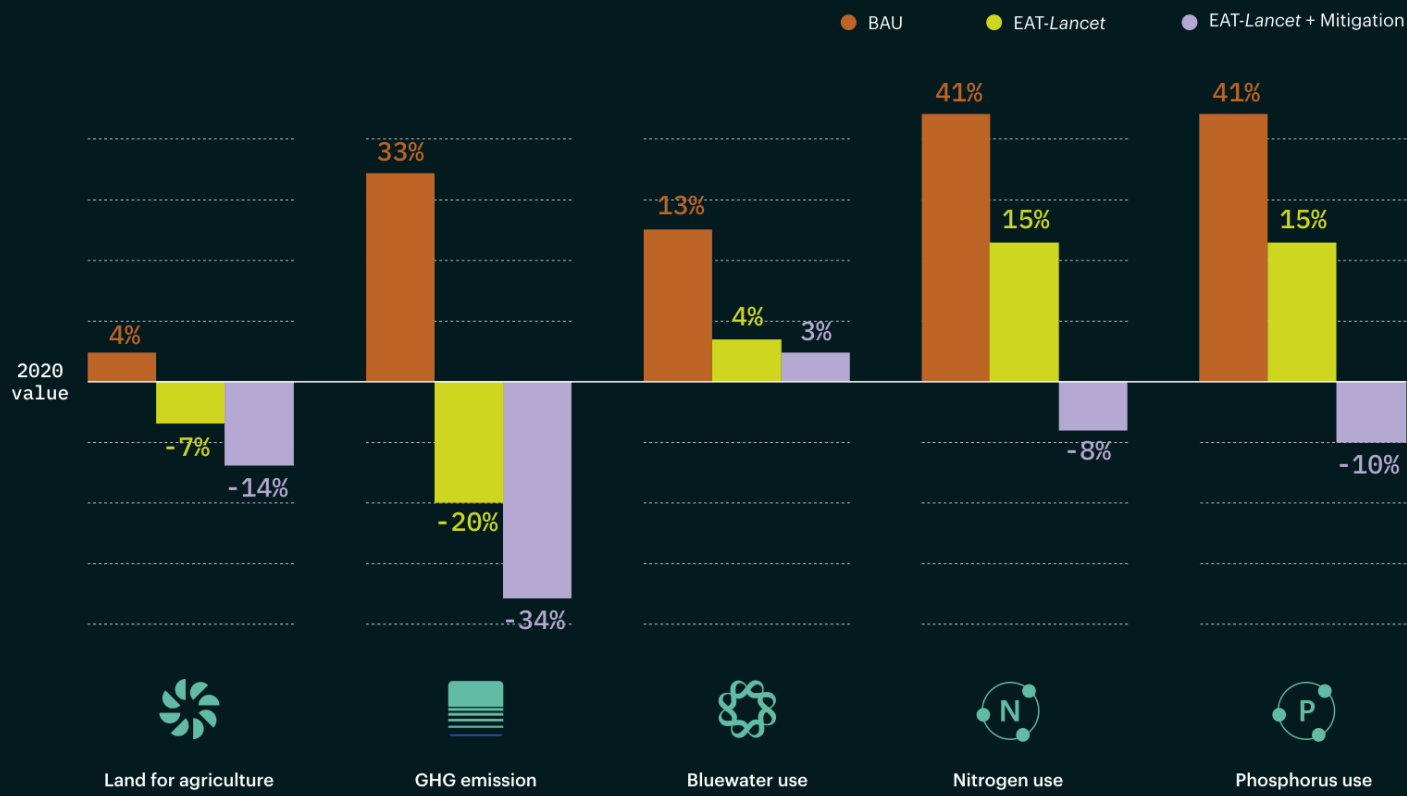
Wage benchmark: 67% of median wages in low-income countries and 55% in high-income countries.

Distribution, recognition and representation connect the right to food with decent work and a healthy environment.

Combined changes alter the trajectory to 2050

FIGURE 07

Modelling to 2050 Key Interventions for Environment



Compared with 2020, business as usual raises agricultural non-CO₂ emissions by 33% and agricultural land use by 4% in 2050.

The EAT–Lancet pathway instead gives –20% emissions and –7% land use. With additional mitigation: –34% and –14%.

The pathway combines dietary change, improved production and a 50% reduction in food loss and waste.

These are model medians from an ensemble of 11 global models. Outcomes depend on combined action and transition support.

Titans of Industrial Agriculture

Jennifer Clapp studies global food politics and the history of corporate concentration in industrial agriculture.

Power also concentrates across the wider food chain

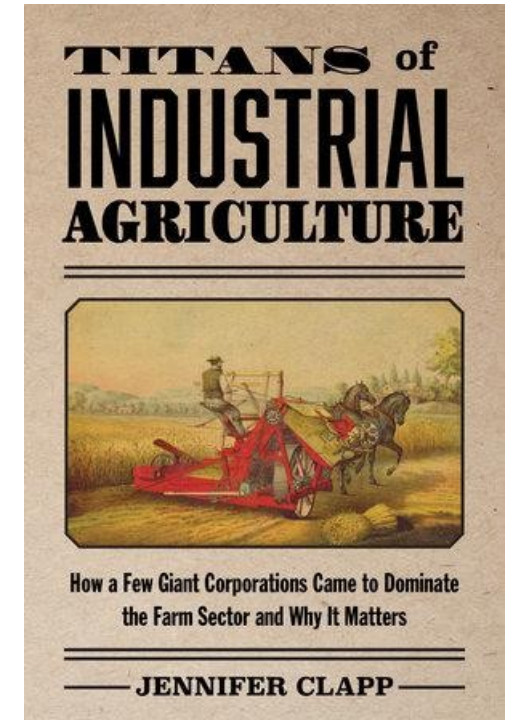
Seeds and agrochemicals

Grain trading and processing

Retail and food delivery

Finance and digital platforms

Control over capital, data and knowledge shapes what food is produced, how and for whom.
Concentration can weaken food sovereignty and environmental sustainability.



Four dimensions of power in food systems

Structural power	Setting the terms of trade, finance and technology.
Instrumental power	Influencing public decisions through lobbying and partnerships.
Discursive power	Shaping narratives about innovation, efficiency and feeding the world.
Material power	Controlling land, inputs, logistics and digital infrastructure.

These forms of power reinforce one another, entrench existing systems and increase the risk of corporate capture of sustainability agendas.

Food-system transformation and corporate power

Green, digital and climate-smart transitions can deepen concentration when ownership and decision-making remain unchanged.

Democratic governance

Give food producers, workers and communities influence over decisions.

Food in local economies

Strengthen social and ecological relationships around production and consumption.

Territorial food systems

Support diverse provisioning networks and public goods, and address monopoly power.

Corporate accountability

Hold companies responsible for environmental and social harm.

For planners: examine who holds power, whose knowledge counts and whose interests shape policy.

Acquisitions, partnerships and platform launches

Company	Digital agriculture	Biological and related technologies
Deere	Blue River Technology (2017); Bear Flag Robotics (2021); Light / LGT, LLC (2022)	—
CNH	NX9 software/IP (2021); Raven (2021)	Zasso: minority investment (2020), electrical weed control
AGCO	Precision Planting (2017); JCA Industries (2022)	—
Kubota	AgJunction (2021); Accenture joint venture (2022)	—
Bayer	Climate / FieldView via Monsanto (2018); ForGround platform launched (2022)	Ginkgo: partnership and asset sale (2022); Pairwise: collaboration/investment (2018); Targenomix (2022)
Syngenta	Cropio (2019); Land.db (2015)	Valagro (2020)
Corteva	Granular: DuPont acquisition (2017)	Stoller Group and Symborg (2023; announced 2022)
BASF	ZedX (2017); xarvio: Bayer assets (2018)	Becker Underwood (2012)
Nutrien	Agrible (2018); Agbridge (2020)	—
Yara	Atfarm: platform launched (2018); Adapt-N + Agronomic Technology Corp.: one deal (2017)	—
Mosaic	—	Plant Response (late 2021; announced 2022)

Adapted from Jennifer Clapp lecture; company announcements and filings. Dates denote completion or launch unless marked; other relationships are labelled.

Consolidation reorganises agricultural input sectors

Continual consolidation reconfigures industries and increases concentration.

Seed companies + agrochemical firms

→

Integrated agricultural biotechnology groups

Mergers bring seeds, crop protection and related technologies into the same groups.

Fertiliser firms

→

Global and vertically integrated suppliers

Consolidation links nutrient markets and different stages of production and distribution.

Farm machinery firms

→

Global groups with integrated production

Ownership links equipment manufacturing with technology and production systems.

How major agribusiness groups took shape

2017 / 2019	Dow + DuPont	DowDuPont merger in 2017; the agricultural business became Corteva in 2019.
2017 / 2021	ChemChina + Syngenta + Sinochem	ChemChina acquired Syngenta in 2017; Sinochem and ChemChina combined in 2021.
2018	Bayer + Monsanto	Bayer completed its acquisition of Monsanto.
2018	Bayer divestitures to BASF	BASF acquired major seed and crop-protection assets required for regulatory approval.
2018	Agrium + PotashCorp	The merger created Nutrien.

How much do the four largest firms control?

Global input markets

43%

Farm equipment



56%

Commercial seeds



61%

Pesticides



24%

Fertilisers



National maize-seed markets

Brazil	2016	97%
Indonesia	2016	95%
South Africa	2016	99%
United States	2018–20 est.	≈84%

National fertiliser markets

US potash†	2019†	100%
US phosphate†	2019†	90%
US nitrogen: production	2019	≈75%
Indonesia urea: capacity	2008–09	≈95%

CR4 = the four largest firms' combined share. † Original lecture figures: source/year unverified. US maize is a post-merger estimate. National figures use differing sales, production or capacity measures.

Market concentration also shapes governance

Agricultural inputs

Four firms held 56% of commercial seed sales and 61% of pesticide sales in 2023.

Food processing

The ten largest processors generated 34% of sales among the top 100 processors.

Food retail

The ten largest retailers accounted for 11% of global consumer spending on food.

Mergers

Horizontal and vertical mergers concentrate ownership across supply chains.

Research and innovation

Corporate research funding and patents can influence innovation agendas.

Lobbying

US agricultural lobbying rose from US\$79 million in 2000 to over US\$150 million in 2021.

Governance platforms

Multi-stakeholder platforms can give corporations greater influence over public decisions.

Policy capture

IPES-Food warns that private interests can shape sustainability frameworks and calls for public accountability.

Hunger and food insecurity measure different things

645 million

people faced hunger in 2025

2.1 billion

experienced moderate or severe food insecurity

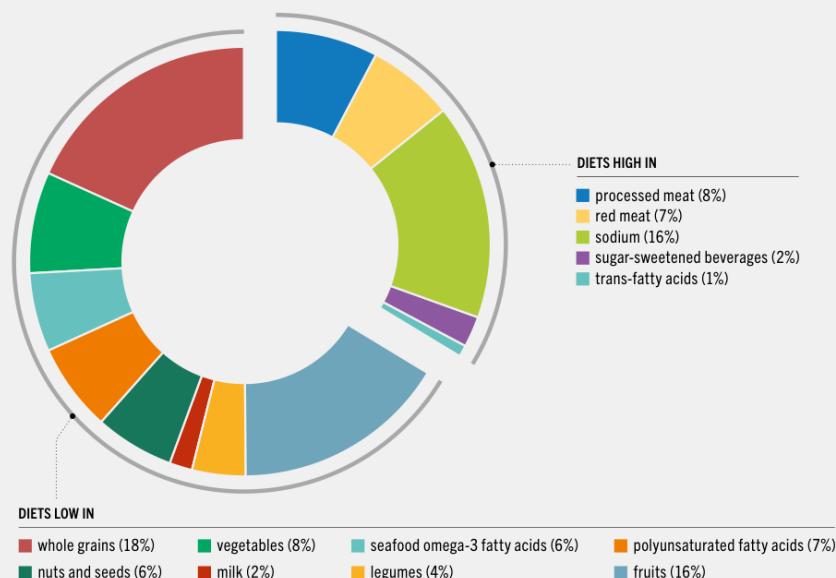
Hunger: 7.8% of the global population; chronic undernourishment.

Moderate/severe food insecurity: 25.8%; difficulty accessing sufficient food.

The groups overlap. Map affordability, income and reliability as well as outlet locations.

Food prices leave substantial costs elsewhere

FIGURE IN BOX 5 DIETS LOW IN WHOLE GRAINS AND FRUITS AND HIGH IN SODIUM ARE THE LEADING DIETARY RISKS CONTRIBUTING TO GLOBAL HEALTH HIDDEN COSTS



NOTES: The hidden costs presented in the figure are the global total costs of disability-adjusted life years (DALYs) lost due to dietary risks associated with non-communicable diseases (NCDs). Data on DALYs are downloaded from the 2021 Global Burden of Disease study by selecting all dietary risks and NCDs as a cause of death/disability. DALYs are costed using GDP per person employed (2019) from the World Bank.

SOURCES: Authors' own elaboration based on Global Burden of Disease Collaborative Network. 2024. Global Burden of Disease Study 2021 (GBD 2021): Results. [Accessed on 7 June 2024. <https://ghdx.healthdata.org/gbd-results>; World Bank. 2021. World Development Indicators: GDP per person employed (2019). [Accessed on 29 January 2021]. <https://data.worldbank.org/indicator/SL.GDP.PCAP.EM.KD>. Licence: CC BY-4.0.

US\$11.6 trillion: quantified annual hidden costs across 156 countries, in 2020 purchasing-power-parity dollars.

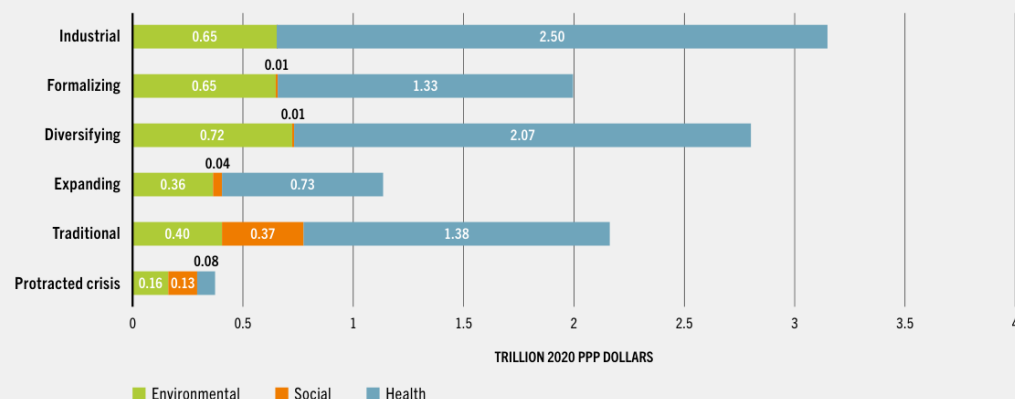
US\$8.1 trillion — roughly 70% — is linked to dietary health risks; this graphic details that component.

Retail prices omit burdens absorbed by households, health services, workers and ecosystems.

These are modelled valuations, not a cash bill. True-cost accounting reveals burdens but does not settle policy choices.

Hidden costs vary across food-system types

FIGURE 6 QUANTIFIED HIDDEN COSTS BY AGRIFOOD SYSTEMS CATEGORY

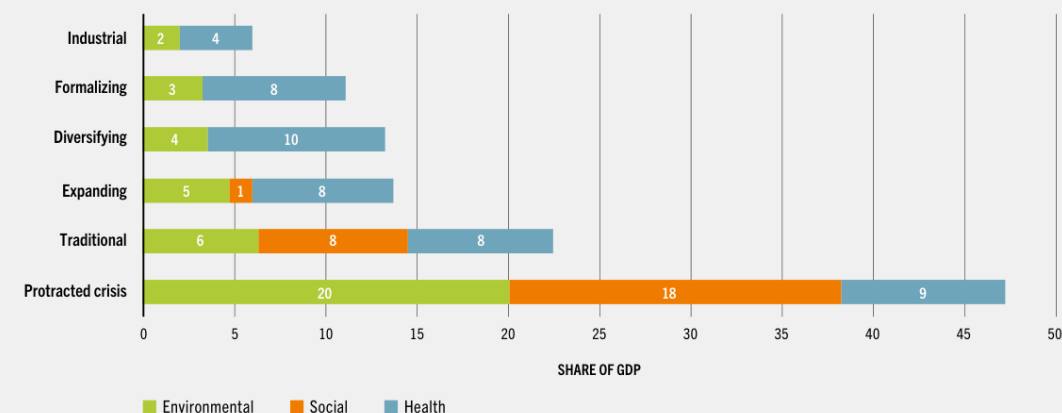


NOTE: The numbers in each bar represent the total quantified environmental, social and health hidden costs of agrifood systems by agrifood systems category.

SOURCE: Authors' own elaboration.

Industrial systems: US\$2.50 trillion in health costs and US\$0.65 trillion in environmental costs (2020 PPP dollars).

FIGURE 7 QUANTIFIED HIDDEN COSTS AS A SHARE OF GROSS DOMESTIC PRODUCT BY AGRIFOOD SYSTEMS CATEGORY



NOTE: The numbers in each bar represent the share of the quantified hidden costs in the gross domestic product (GDP) of countries on average by agrifood systems category.

SOURCE: Authors' own elaboration.

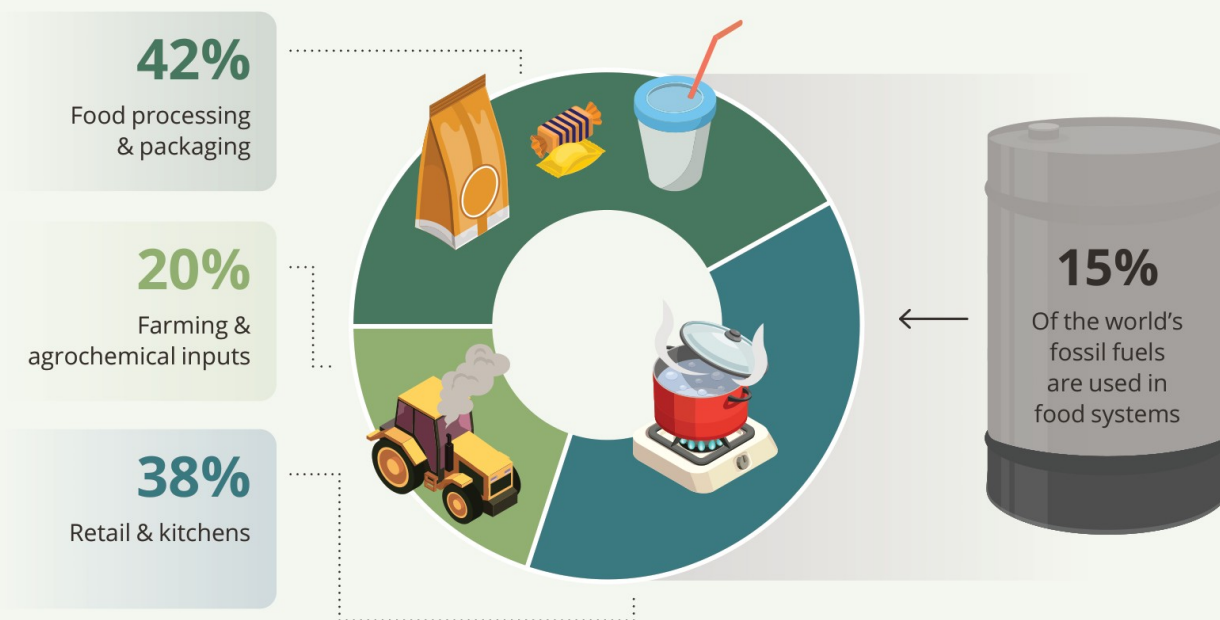
Average national burden: about 47% of GDP in protracted-crisis, 23% in traditional and 6% in industrial systems.

153 countries in the typology. Absolute costs and costs relative to GDP tell different stories.

80% of food-system fossil energy is used after farming

FIGURE 1

FOOD SYSTEMS CONSUME 15% OF GLOBAL FOSSIL FUELS



Source: Global Alliance for the Future of Food. (2023). [Power shift: Why we need to wean industrial food systems off fossil fuel](#).

Food systems account for at least 15% of total global fossil-fuel use (Power Shift, 2023).

Within that food-system total: processing/packaging 42%; retail/kitchens 38%; farming/agrochemicals 20%.

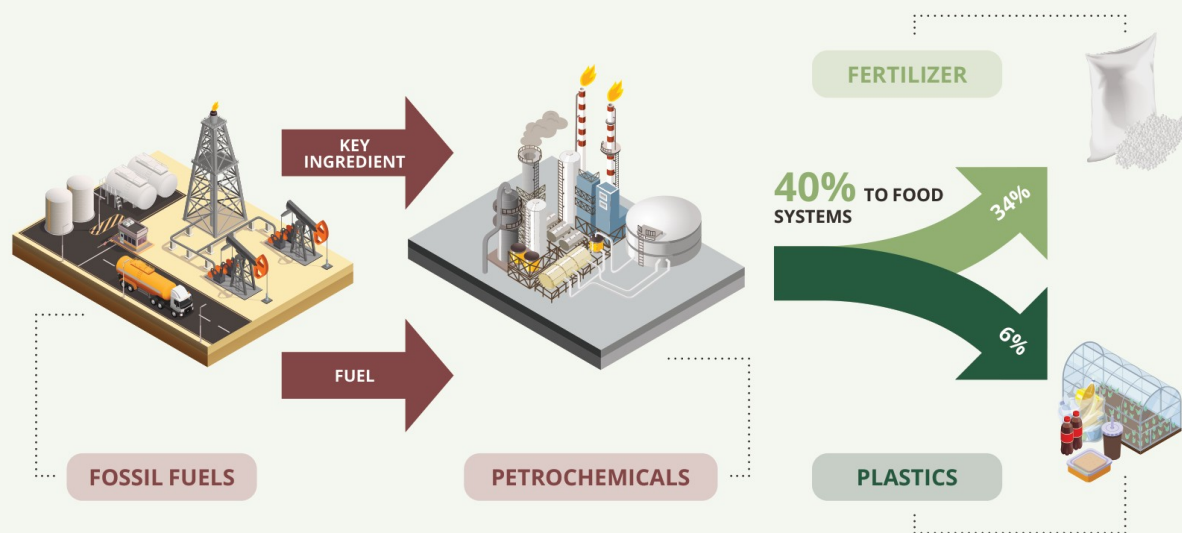
The two post-farm categories add to 80%: kitchens, cold chains and processing matter for transition.

These are energy-use shares, not greenhouse-gas shares. Biological emissions and land-use change are different measures.

Petrochemical dependence is built into food provision

FIGURE 2

FOOD SYSTEMS EAT UP 40% OF GLOBAL PETROCHEMICALS



An estimated 40% of global petrochemicals are used in food systems – primarily as synthetic fertilizers on farms and as plastics in food and beverage packaging.*

Source: Levi, P. G., & Cullen, J. M. (2018). *Mapping global flows of chemicals: from fossil fuel feedstocks to chemical products*. Environmental Science & Technology, 52(4), 1725–1734.

FAO. (2021) *Assessment of agricultural plastics and their sustainability – A call for action*.

* Plastic use estimates are based on FAO calculations using limited global data and broad regional assumptions. The figures exclude plastics used in storage, processing, transport, and distribution, and likely underestimate total plastic use in food and drink packaging. As such, they should be considered a conservative estimate of the sector's plastic footprint.

Food systems use an estimated 40% of global petrochemicals, a different total from fossil-fuel energy use.

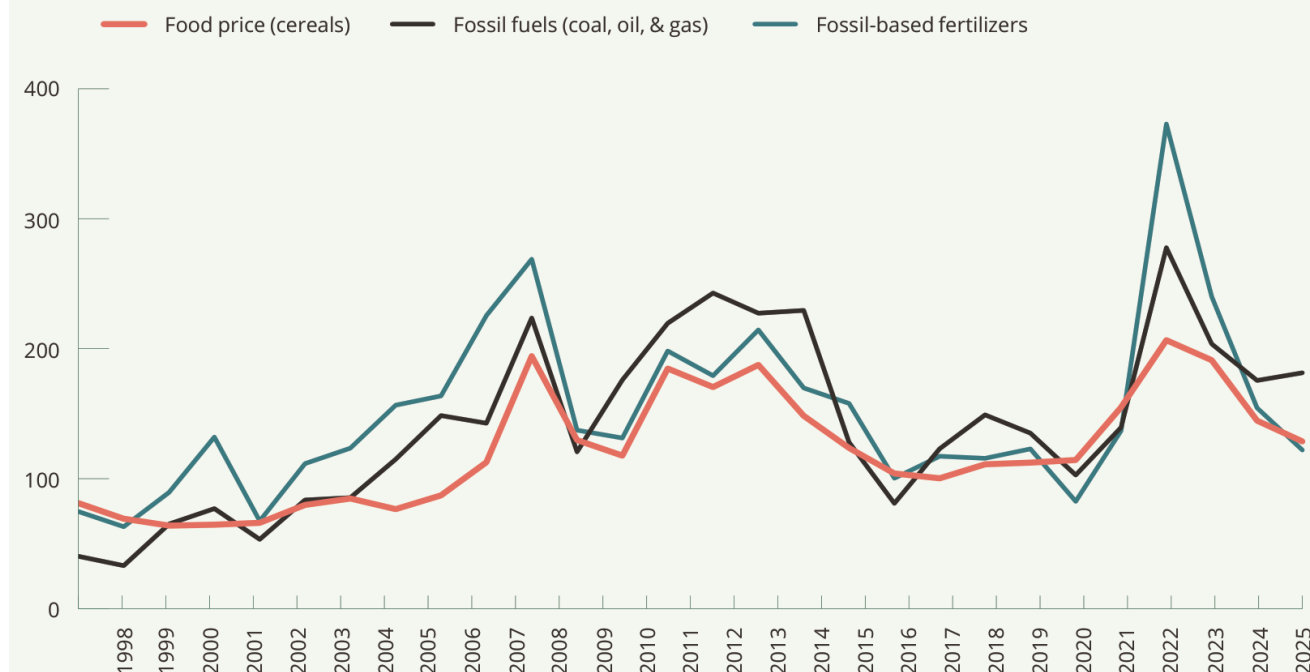
Synthetic fertilisers and plastic packaging connect food production and distribution to oil and gas.

The report argues that food demand helps sustain fossil industries as other sectors decarbonise.

Responses combine lower synthetic-input dependence, packaging reduction and changes in production and distribution.

Energy shocks travel through inputs into food prices

FIGURE 3
FOOD, FERTILIZER, AND FOSSIL ENERGY PRICES ARE DEEPLY INTERLINKED



Source: [Levi, IMF Primary Commodity Price Index](#).

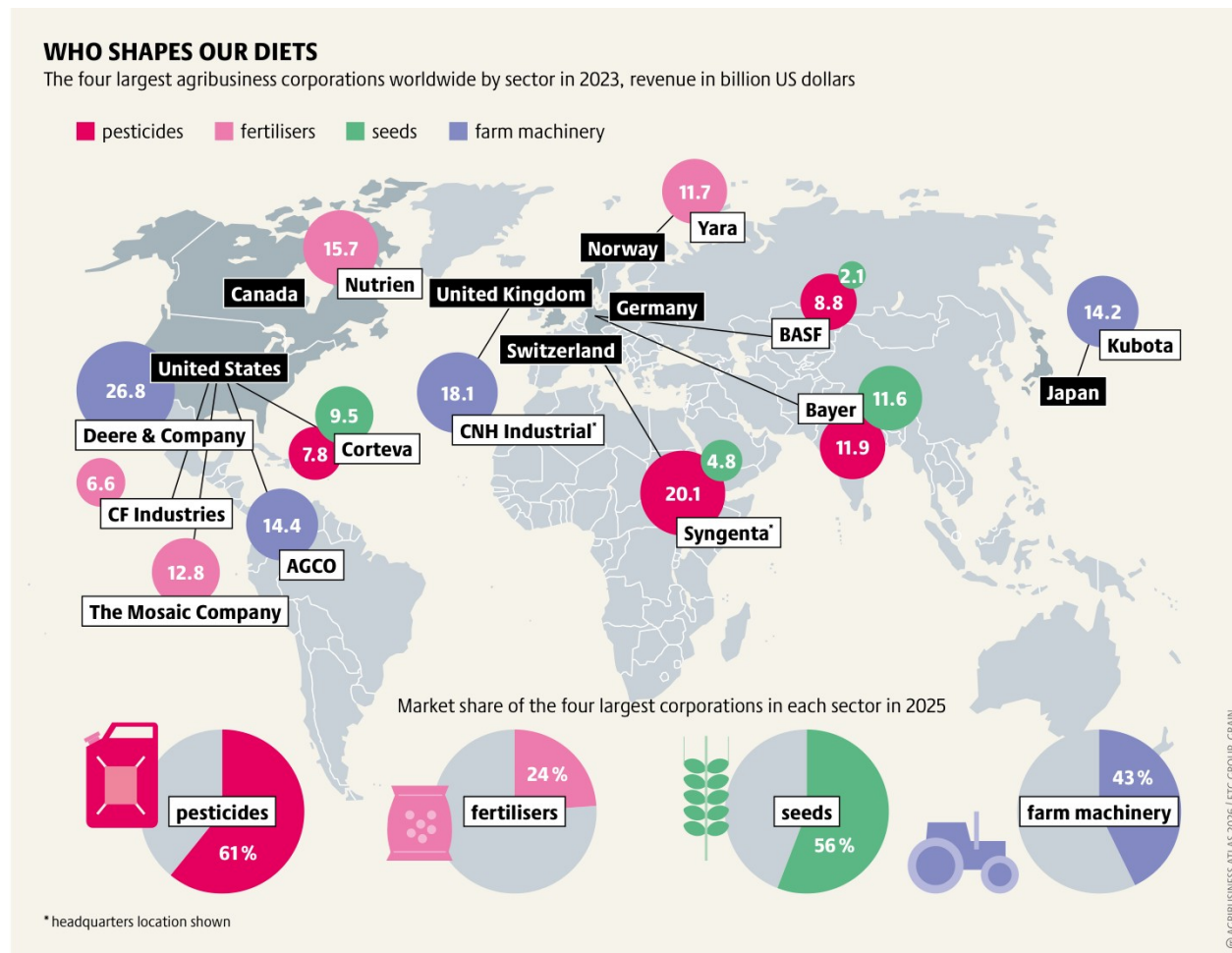
Cereal, fossil-fuel and fossil-based fertiliser price indices are tracked over 1998–2025.

All rise in the late 2000s and again in 2022; fertiliser has the largest 2022 spike in this chart.

Exposure enters through fertiliser manufacture, machinery, processing, refrigeration and distribution.

Co-movement is not proof of one cause: conflict, trade disruption, speculation and concentration can amplify shocks.

Concentration across agricultural inputs

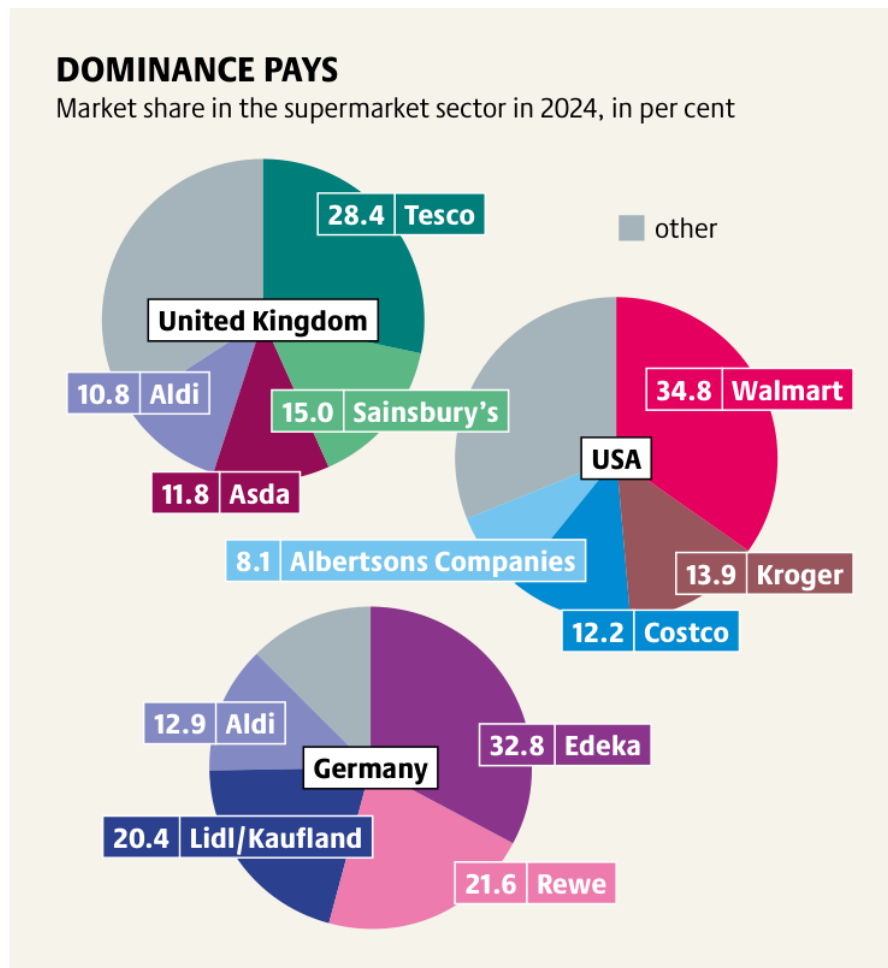


The four largest firms held 61% of pesticide sales and 56% of commercial seed sales (2023 data, published 2025).

Top-four shares are 43% for machinery and 24% for fertilisers; firms differ between sectors.

The map and concentration estimates use 2023 sales. Company revenue and market share measure different aspects of corporate scale. Concentrated input supply can constrain farmers' prices, technology choices and ability to change production.

Retail concentration shapes bargaining power



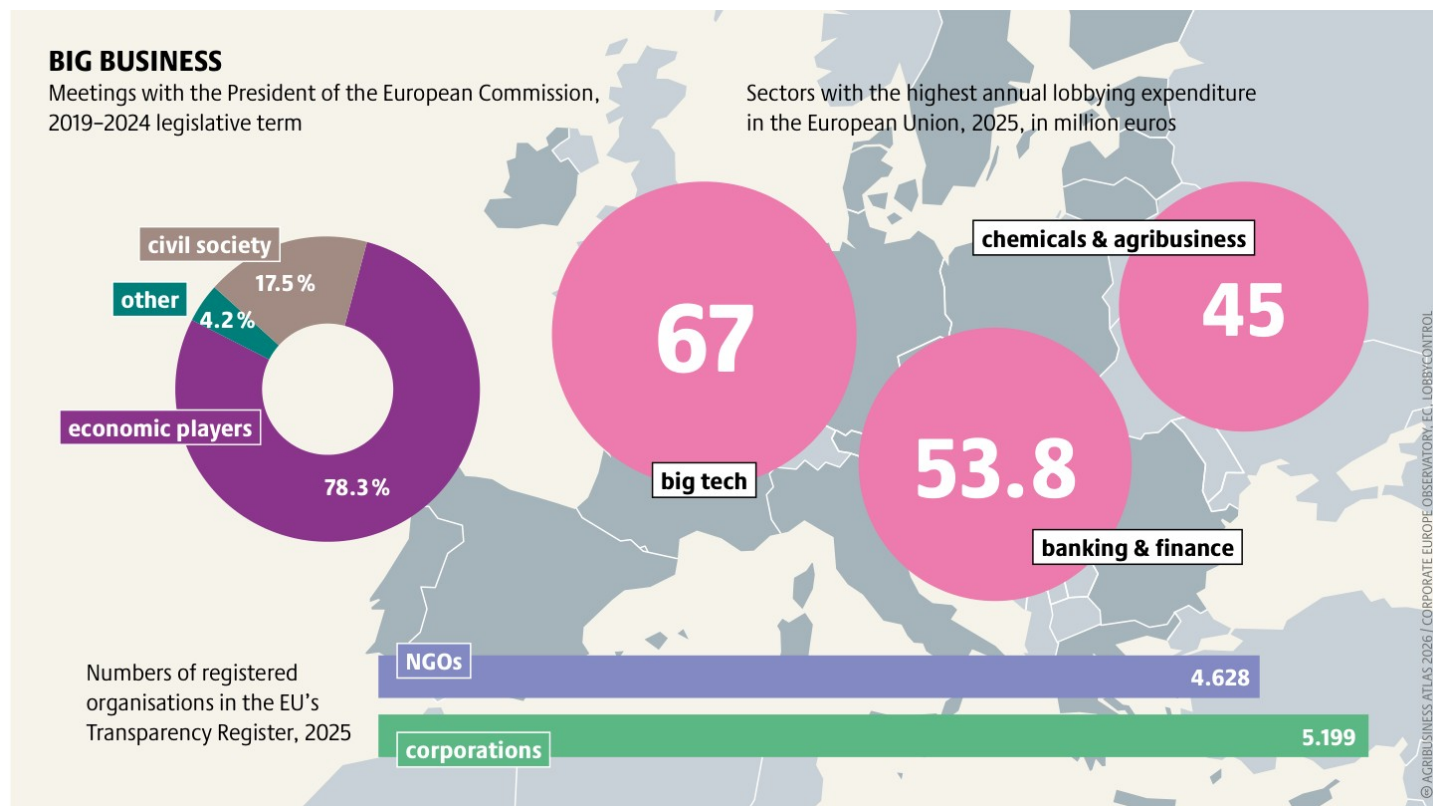
Germany: the four named groups total 87.7% of the supermarket market; Edeka is shown at 32.8%.

United States: four groups total 69.0%; Walmart accounts for 34.8%.

United Kingdom: four groups total 66.0%; Tesco accounts for 28.4%.

Totals are calculated from the graphic. Its 2024 label combines underlying references from 2021 and 2025.

Corporate influence extends into policy-making



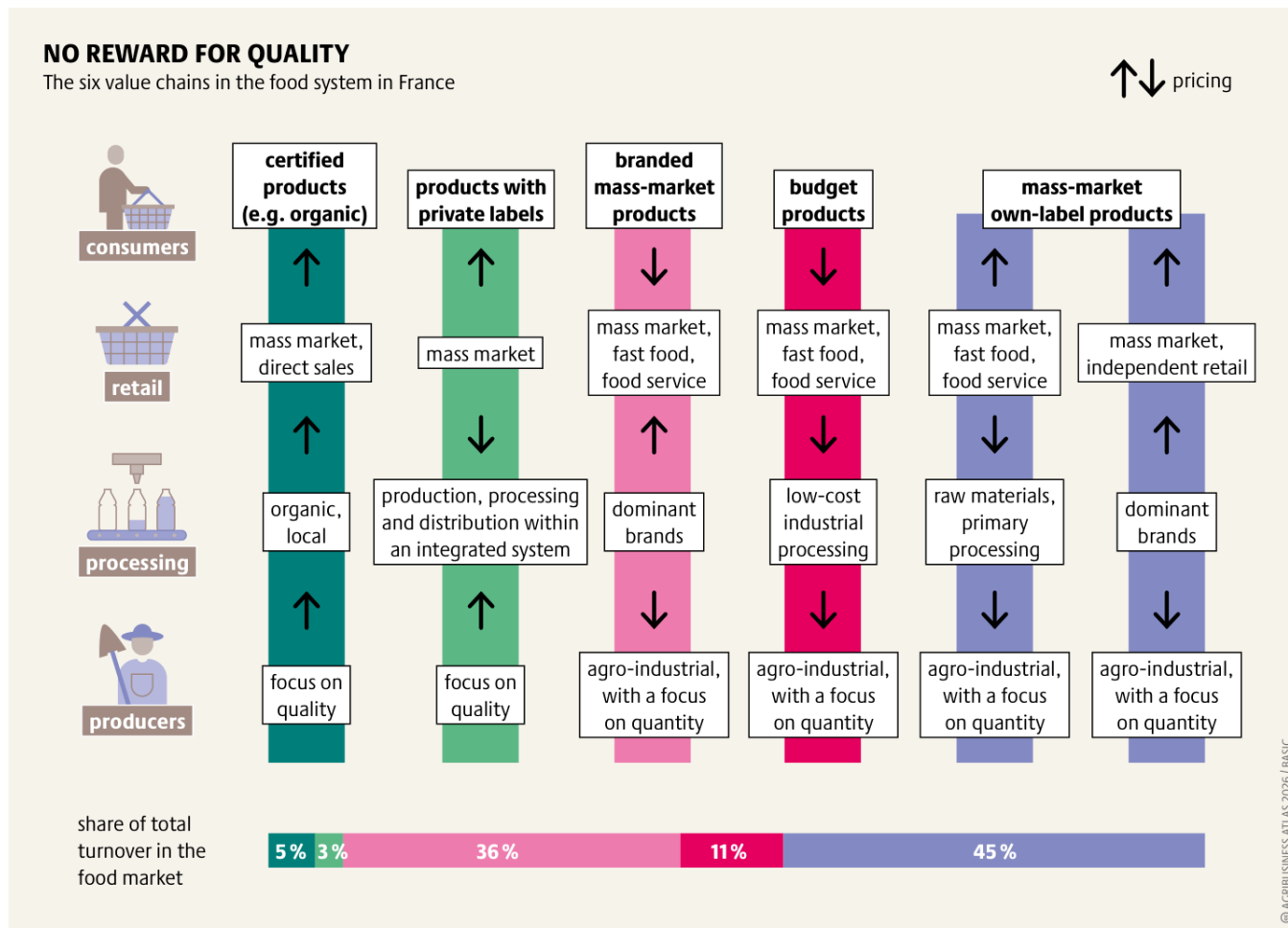
Commission President meetings, 2019–24: 78.3% economic players; 17.5% civil society; 4.2% other.

EU lobby expenditure, 2025: chemicals/agribusiness €45m; technology €67m; banking/finance €53.8m.

US agriculture lobbying, 2023: \$177m, compared with defence \$137m and oil/gas \$133m.

Access, spending and numbers of registered organisations measure different forms of influence.

What do food-chain prices reward?



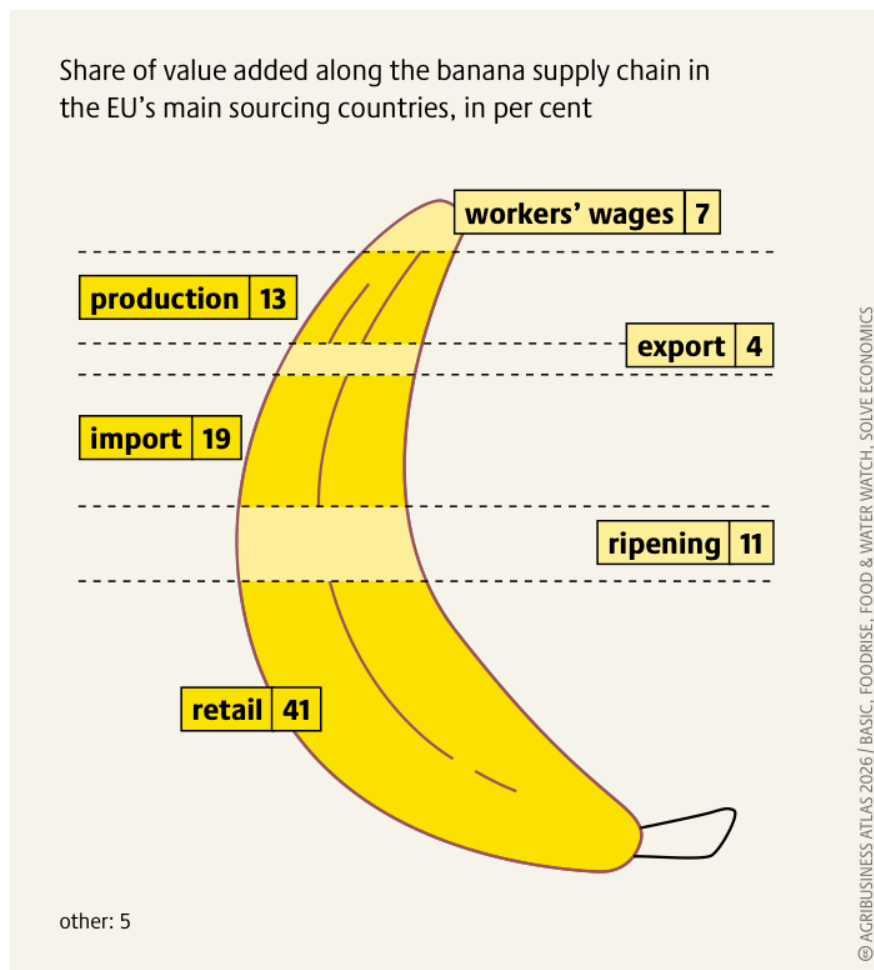
France, BASIC study (2024): 8% of food-market turnover sits in quality-oriented chains (5% + 3%).

Leading branded products represent 36%: value relies on brands and standardised raw materials.

Budget products account for 11%; price competition leaves many actors struggling to cover costs.

The other two chains represent 45%. The report argues that most turnover does not reward distinctive farm-level quality.

Who receives the value of a banana?



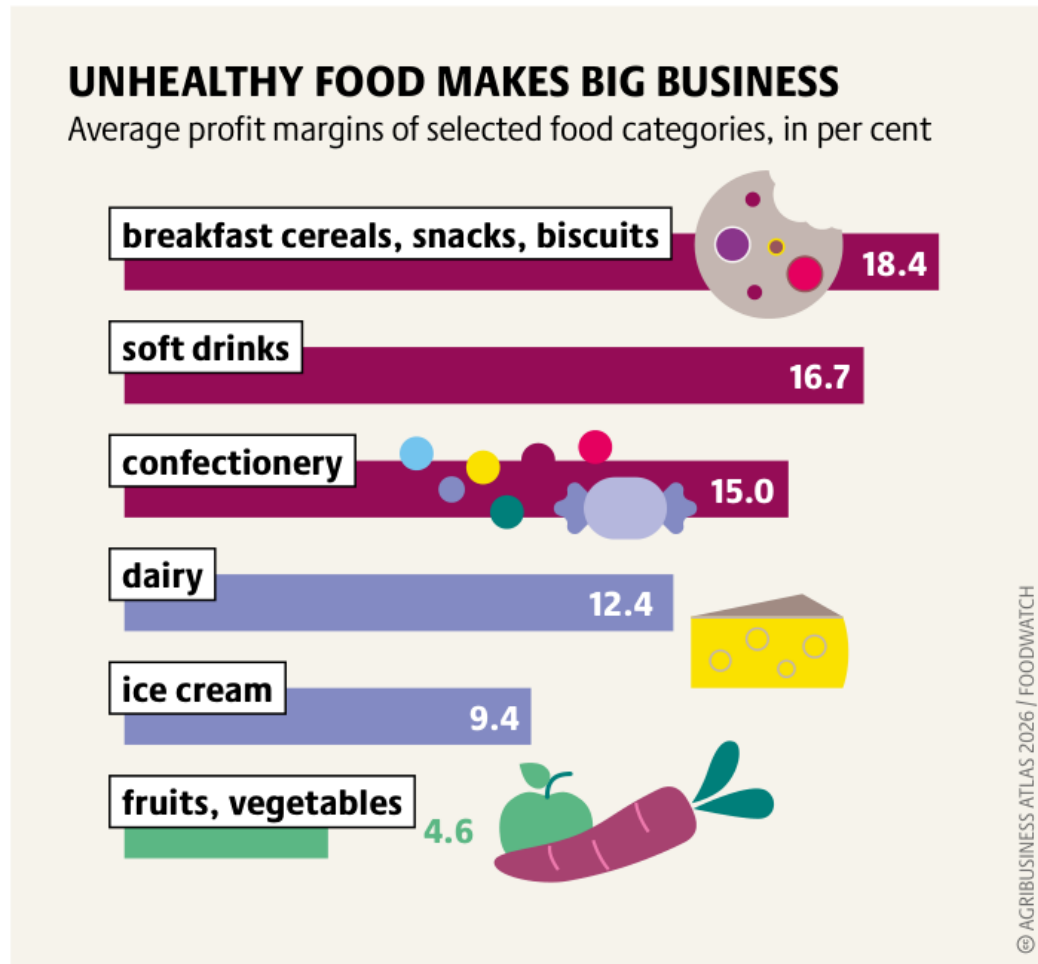
Workers' wages receive 7% of the value, while retail receives 41% in this banana-chain example.

Other shares: production 13%, export 4%, import 19%, ripening 11% and other 5%.

The underlying BASIC study is from 2015; this is a historical distribution, not a 2026 observation.

Value shares are not net-profit margins. Ask who absorbs pressure when shelf prices fall.

The commercial appeal of ultra-processed food



Selected-category margins: processed snacks 18.4%; fruit/vegetables 4.6%.

Underlying evidence: Foodwatch (2021). These are category estimates, not the margin of every business.

Branding, shelf life and standardisation help explain the commercial appeal of industrial food products.

Convenience is also an infrastructure issue: affordable prepared meals, public kitchens and people's time.

Nearly 1.4 billion people work in food systems



About 1.4 billion people — two in five workers worldwide — are recognised as food-system workers.

The graphic distinguishes 928 million agricultural workers and 460 million in other food activities.

Informal work, migration and unpaid household provision leave substantial activity undercounted.

Additional groups in the figure overlap. Do not add them into a new global workforce total.

Low prices can conceal poor working conditions

FIGURE 2

FOOD SYSTEMS EXPLOIT MORE WORKERS THAN ANY OTHER SECTOR ON THE PLANET



ILO. (2023). Women and men in the informal economy: A statistical update.

Rockström, J., et al. (2025). The EAT–Lancet Commission on healthy, sustainable, and just food systems. The Lancet, 406(10512), 1625–1700.

ILO. (2023). A call for safer and healthier working environments.

ILO & UNICEF. (2025). Child Labour: Global estimates 2024, trends and the road forward.

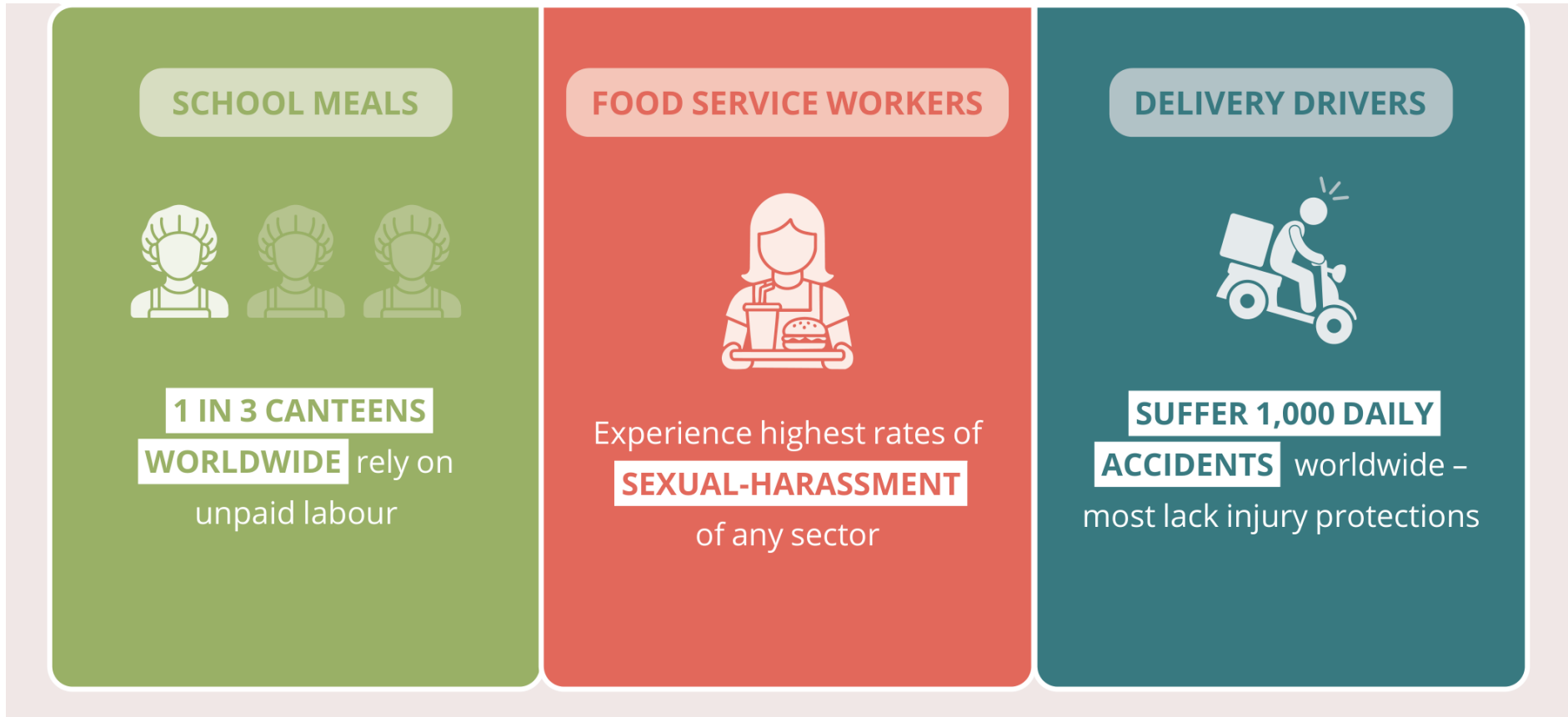
Food Work reports that nearly one in three food-system workers earns below a living wage.

Informality affects around 90% of agricultural workers and 60–80% of workers in other food sectors.

Agriculture accounts for about one third of work-related deaths and 61% of child labour.

Years and wage benchmarks differ, including from EAT–Lancet. Low food prices can displace costs onto workers.

Urban food places are also workplaces



School meals: unpaid labour • Food service: harassment and insecure work • Delivery: road risk and algorithmic pressure

Legal exclusions create gaps before enforcement begins



The report identifies exclusions from wage floors, safety coverage/enforcement and union rights.

Some exclusions apply only to small farms, seasonal or piece-rate work; others concern enforcement rather than legal coverage.

Digitalisation can transfer risk to workers

FIGURE 11

AUTOMATION & DIGITAL TECHNOLOGIES: THE NEW FRONTIERS OF FOOD WORKER EXPLOITATION

	 PRODUCTIVITY PRESSURE	 MENTAL & PHYSICAL SAFETY RISKS	 WEAKENED WORKER BARGAINING POWER	 LACK OF BASIC LABOUR RIGHTS
 Automation				
 Algorithmic management & surveillance				
 Gig-based platform work				

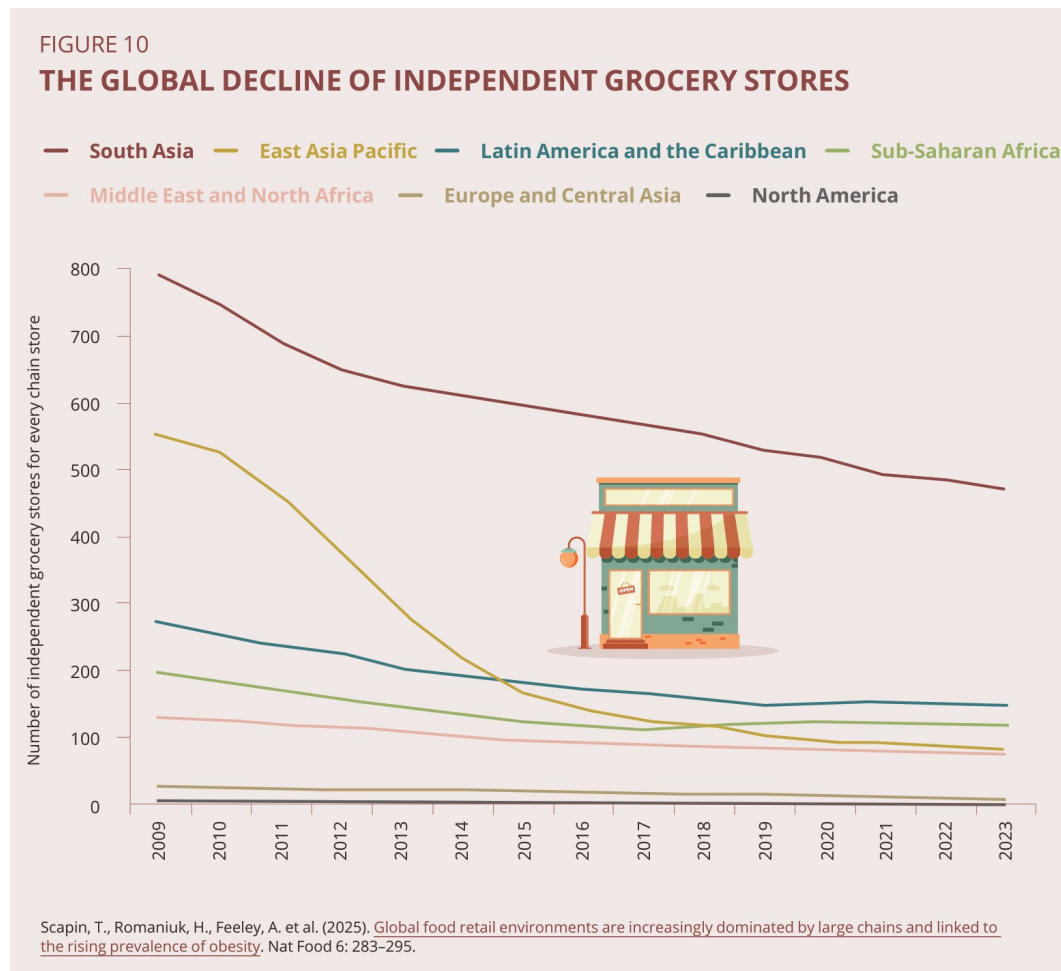
Three mechanisms: automation, algorithmic management and surveillance, and platform work.

The report links all three to productivity pressure, safety risks and weaker bargaining power.

Platform work also raises concerns about exclusion from basic labour rights.

Its response: negotiated digital rights, algorithm transparency and worker participation in technology governance.

Independent retailers lose ground relative to chains



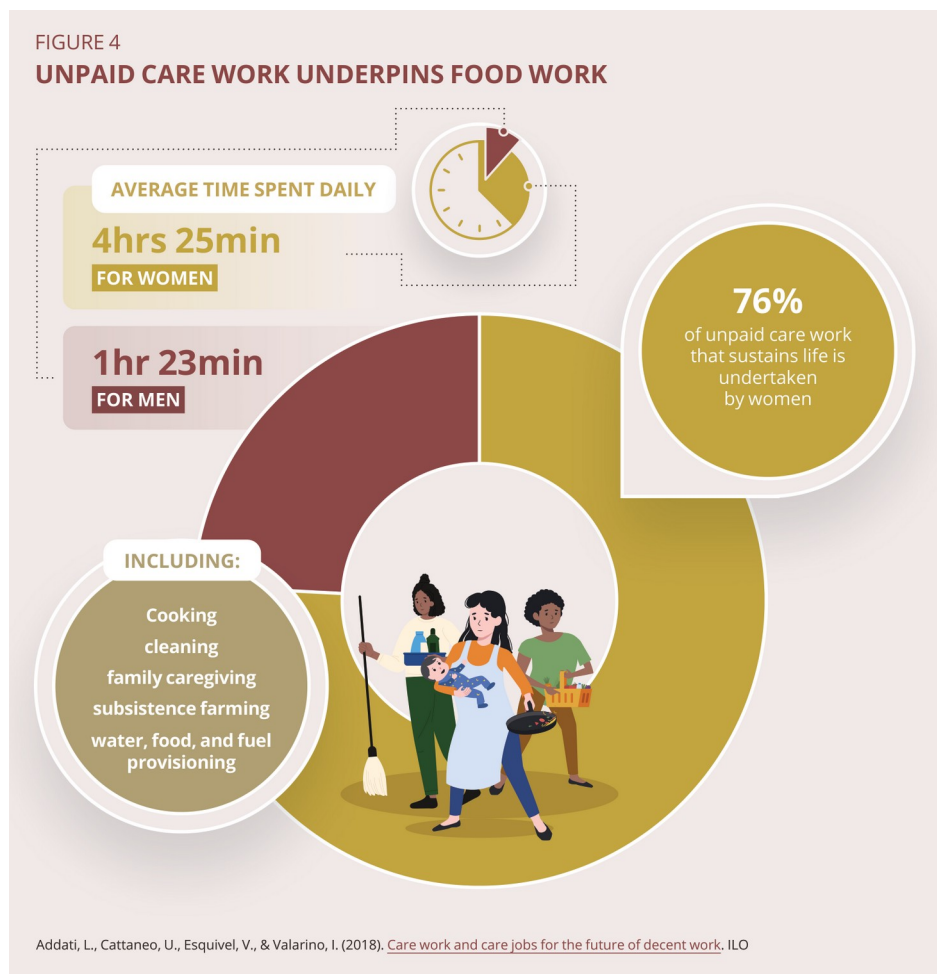
2009–2023: independent grocery stores per chain outlet declined across all seven regional series.

East Asia & Pacific: approximately 550 → 80 independents per chain outlet.

South Asia: approximately 790 → 470; starting positions differ sharply between regions.

This is a ratio: chain expansion can drive decline without an equivalent fall in absolute independent-store numbers.

Food provision depends on unpaid care



Women perform 76% of unpaid care work in the global estimate cited by the report.

Average daily time: 4 hours 25 minutes for women, compared with 1 hour 23 minutes for men.

Source: ILO (2018); these figures cover all unpaid care, including but not limited to food work.

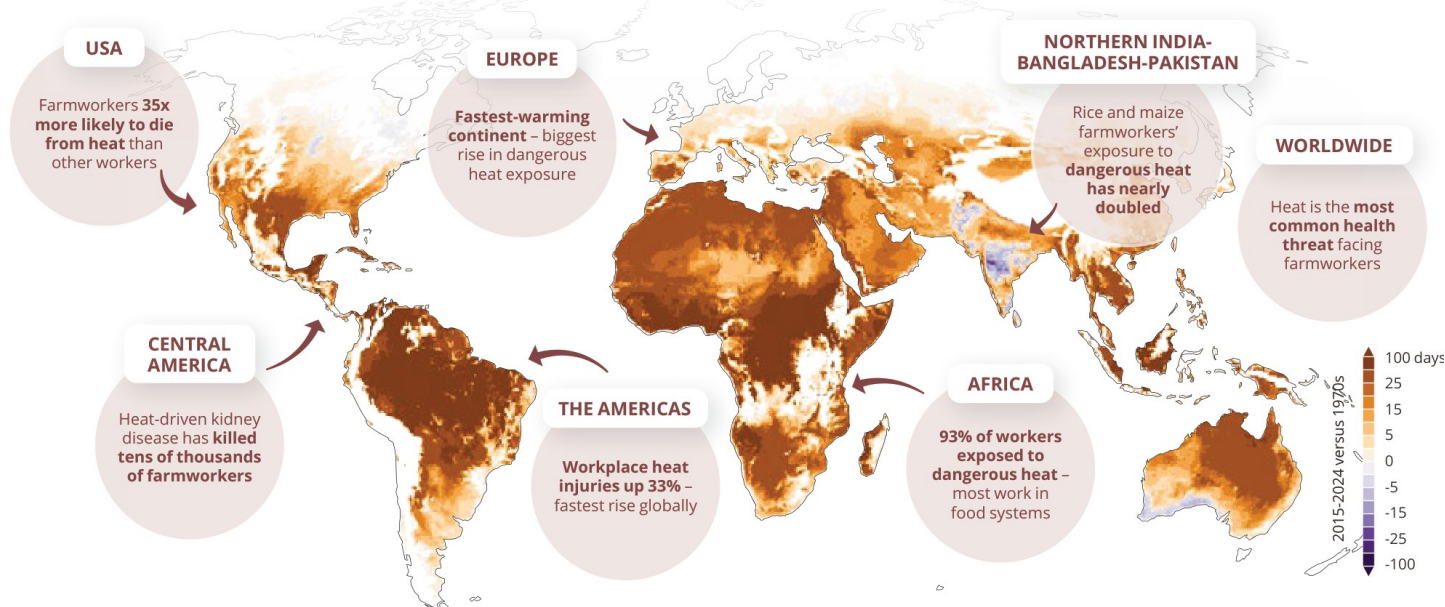
Recognise, reduce, redistribute, reward and represent care: initiatives need staffing and funding, not assumed volunteer time.

Climate adaptation is also a workers' issue

FIGURE 12

FOOD AND FARM WORKERS FACE RISING DANGEROUS HEAT WORLDWIDE

Map shows the rise in dangerous heat days since the 1970s, measured by the heat stress experienced by people



The map compares dangerous heat days in 2015–2024 with conditions in the 1970s.

Farm work, kitchens, loading areas, markets and delivery expose workers in different ways.

Piece-rate or per-delivery pay can penalise breaks; shade alone cannot remove that pressure.

Adaptation needs water, rest, safe schedules, income protection and workers' input into implementation.

Four levers for fairer food work



Build worker power through organisation, collective bargaining and worker-driven monitoring.

Connect labour, food, feminist and environmental movements around shared material needs.

Hold lead companies accountable; fund inspections and accessible complaints procedures.

Use public funding and procurement to support labour standards, cooperatives and public services.

Social food infrastructure needs paid work and care



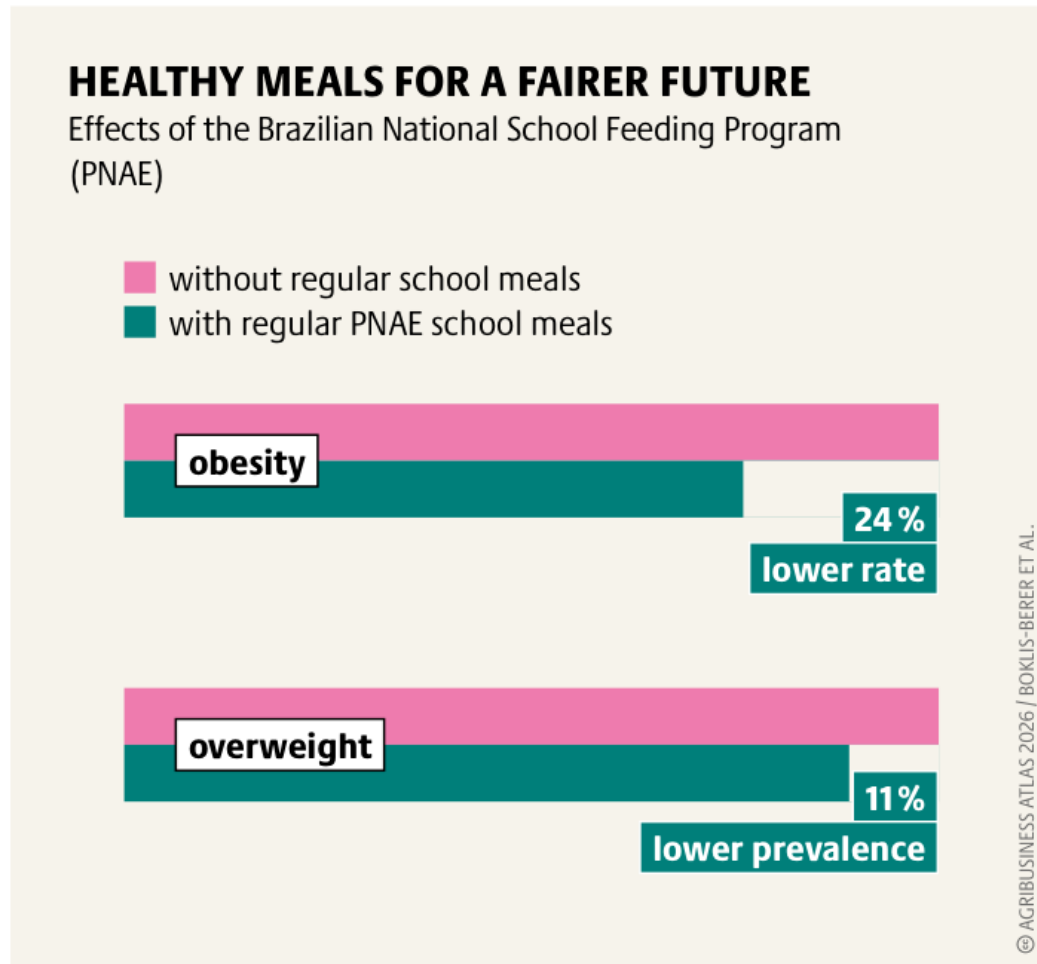
Places: kitchens, canteens, markets, storage and distribution facilities.

Services: reliable and dignified meal access, with public responsibility for everyday provision.

Work: paid coordination, adequate staffing, safe kitchens and recognition of care.

Governance: stable budgets, worker/user voice and accountability for service quality.

Public purchasing can change demand and livelihoods



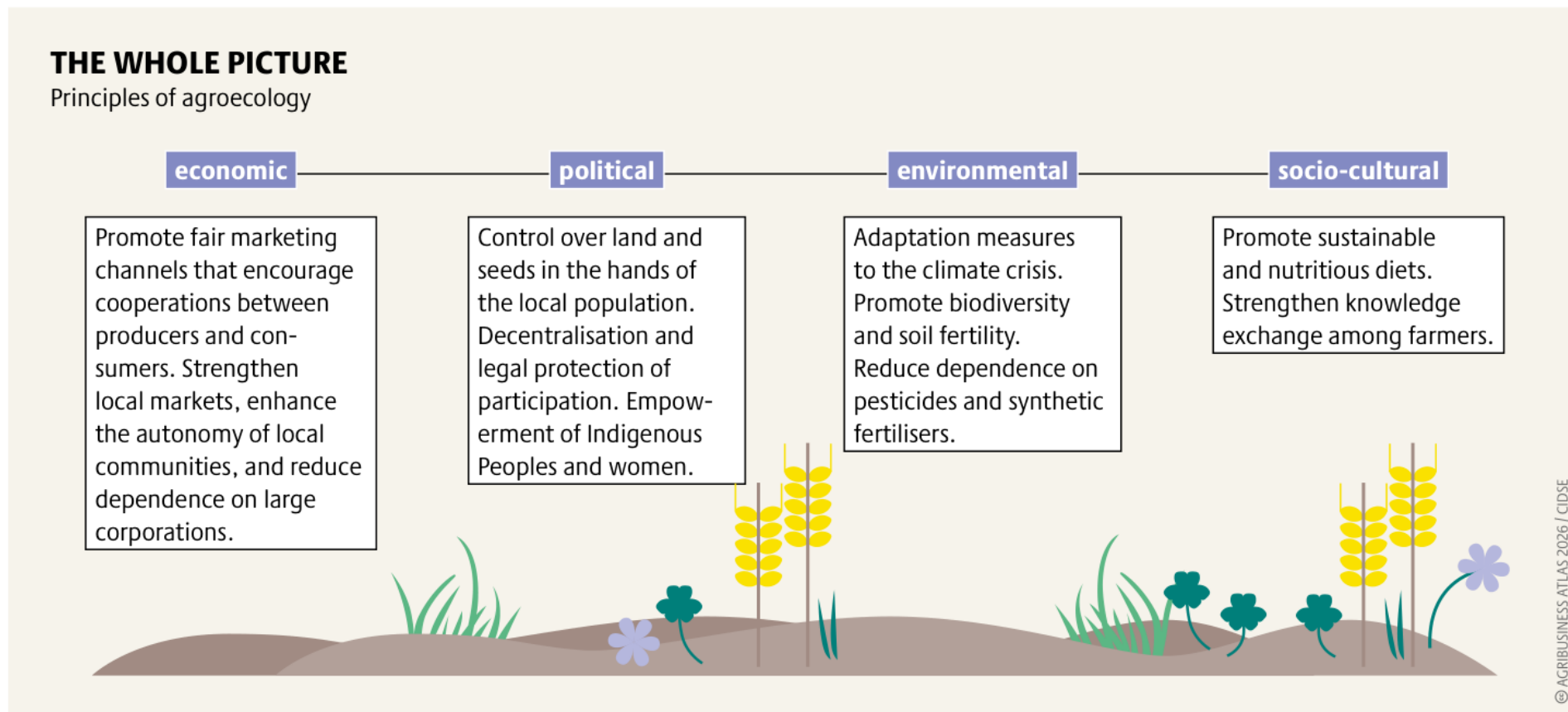
EU public food/catering procurement: approximately €50bn per year, as reported in the Atlas.

Brazil's PNAE reaches over 40 million pupils daily in 155,000 schools.

PAA in 2023: more than 81,000 family farmers benefited; 61% were women.

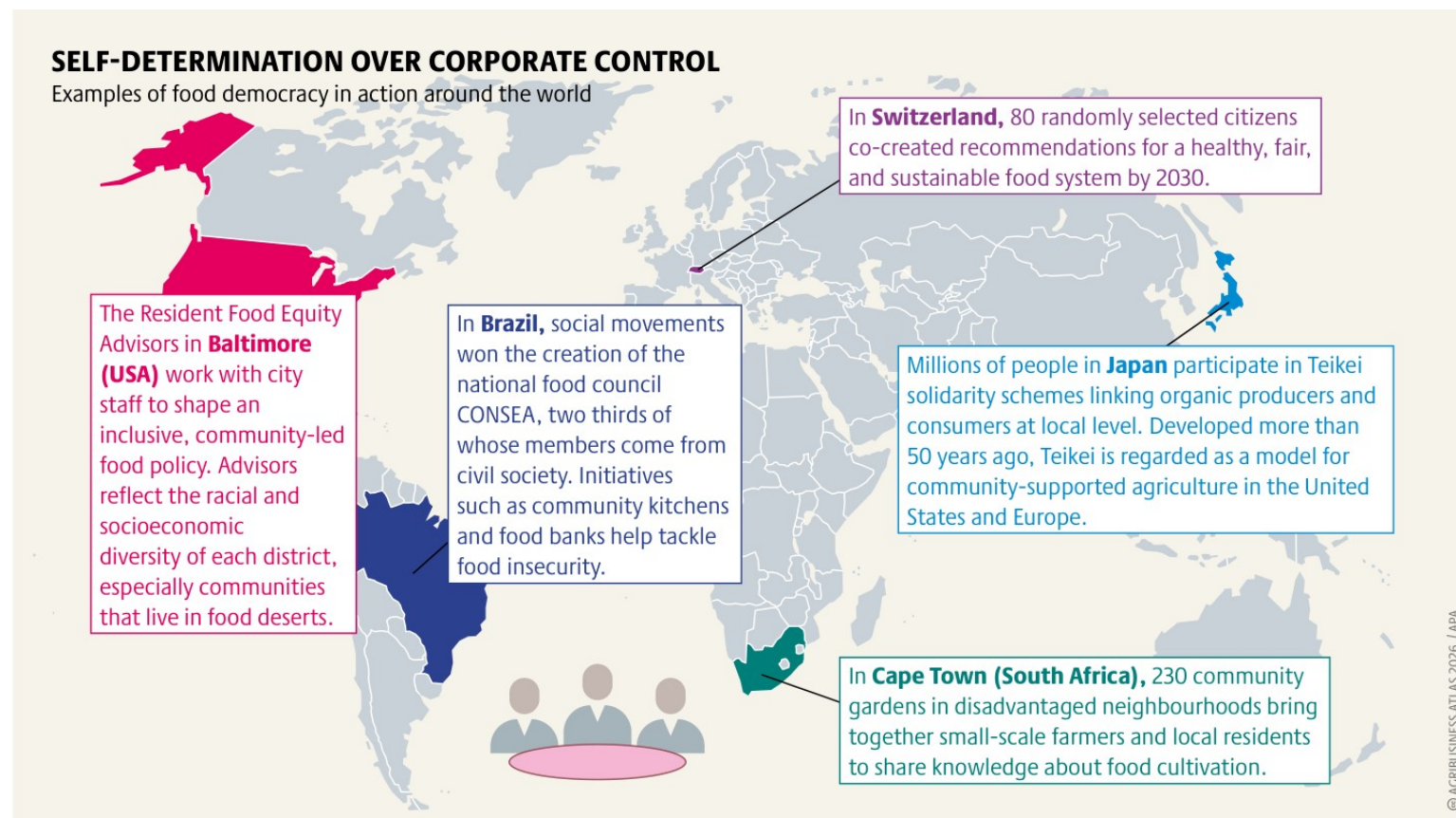
The school-meal graph reports an association with lower obesity/overweight odds; it is not proof of causation.

Agroecology includes economic and political change



Agroecology combines ecological practices with land access, shared knowledge, viable livelihoods and democratic power.

Food democracy needs a role in decisions



CONSEA: two-thirds civil-society seats • Switzerland: 80 randomly selected citizens • Participation needs a mandate and resources.

Food-policy responsibilities across scales

Municipal	Meals, premises, kitchens, markets; staffing and contracts; users' and workers' voice.
Regional	Territorial logistics, producer support, shared facilities and land coordination.
National / EU	Income and labour protection, competition, agriculture, energy and migration policy.
Across scales	Name the decision-maker, funding, enforcement and measurable outcome.

A school-meal brief

A municipality proposes healthier, affordable school meals, local sourcing and a refurbished kitchen.

Add two requirements that address work, care, supplier power or ecological pressure.

For each, identify the responsible actor, budget implications, workers' and users' voice, and an observable outcome.

1 minute to frame the problem · 2 minutes in pairs · Two report findings to justify your proposal

Four implications for food planning

01

Sustainability is also political and economic

Food-system outcomes depend on who controls resources, sets the rules and bears the costs.

03

Food environments shape diets and health

Ultra-processed food consumption is linked to health inequalities and shaped by policies governing availability, affordability and marketing.

02

Concentration shapes farmers' choices

Corporate control of agricultural inputs influences prices, innovation and farmers' autonomy.

04

Hidden costs reveal priorities for action

True-cost accounting reveals costs borne elsewhere. Planners can use it to identify changes that address their causes.

Connect evidence to a decision

Evidence	Food planning response	Check the result
Diet and hidden costs	Healthy, affordable public meals	Access, meal quality and uptake
Market concentration	Fair supplier access and prices	Contract terms and supplier diversity
Exploitation and unpaid care	Funded staffing, fair pay and voice	Safety, paid time and complaints resolved
Energy and climate exposure	Efficient facilities and heat protection	Energy use and safe working conditions

Hear two proposals. Who has authority to act, and which report evidence justifies the change?

Core readings and report images

IPES-Food · October 2026

[Food Work: The workers behind our food and the exploitation they face](#)

Heinrich-Böll-Stiftung, IPES-Food, FoEE & Association of Ethical Shareholders · September 2026

[Agribusiness Atlas 2026: Facts and figures about the corporations that control what we eat](#)

EAT–Lancet Commission · 2025

[The EAT–Lancet Commission on Healthy, Sustainable, and Just Food Systems — Summary Report](#)

IPES-Food · June 2025

[Fuel to Fork: What will it take to get fossil fuels out of our food systems?](#)

Further sources and evidence notes

FAO · 2024

[The State of Food and Agriculture 2024:
Value-driven transformation of agrifood systems
— In Brief](#)

Kate Raworth · 2017 / DEAL

[Doughnut Economics: Seven Ways to Think Like
a 21st-Century Economist; the Doughnut framework](#)

IPES-Food · 2023

[Who's Tipping the Scales? The growing influence
of corporations on the governance of food
systems, and how to counter it](#)

OECD · 2018

[Concentration in Seed Markets: Potential Effects
and Policy Responses](#)

FAO et al. · 2026

[The State of Food Security and Nutrition
in the World 2026 \(SOFI\)](#)

Jennifer Clapp · 2025

[Titans of Industrial Agriculture. MIT Press](#)

ETC Group and GRAIN · 2025

[Top 10 agribusiness giants: corporate concentration
in food & farming in 2025](#)

Company announcements · 2012–2023

Acquisitions, partnerships, launches and completion dates cited in the corporate-power section

Report-based slides identify publications and years. Footers distinguish underlying data years. Original report figures and photographs retain their local credits.