To Canadian Special Crops Association members,

At Pulse Canada and the Canadian Special Crops Association, we work to continually enhance the value of our multi-billion dollar pulse and special crops industry by developing new market opportunities. A key part of this effort is focused on promoting the contribution of pulses to a sustainable food system.

As you know, our dynamic sector meets the needs of over 150 markets around the world. In recent years, we have been actively tracking the growing interest by the global food industry and consumers for more sustainable and environmentally friendly food products.

Given this trend, we expect that your business will increasingly face sustainability demands and we want to help you prepare. We are excited to provide you with this *Sustainable Business Guide*. It will help you better understand sustainability and how it can increase your profitability. The pages ahead are full of tips and worksheets that will help you build your sustainability program. It also includes step-by-step instruction on how to market your sustainability commitment to customers and target audiences who are key to your future success.

Whether you are just starting out on your sustainability journey, or if you are well along the path, we hope that you’ll find this *Guide* is a practical tool to put sustainability to work for you.

Sincerely,

Gordon Bacon
CEO
Pulse Canada/
Canadian Special Crops Association
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What this Guide can do for your business

As a result of using this Guide, you will:
• Better understand sustainability and its benefits
• Develop sustainability performance measures for your business
• Build your sustainability platform
• Tell your sustainability story for a marketing advantage

Getting started

There are multiple entry points for this Guide. Not everyone will start with Section 1. Review the chart below to determine what section is most relevant for your business depending where you are on your sustainability journey.

1 Understanding Sustainability
   What is Sustainability?
   Why is it important?

2 Building Your Sustainability Position
   Sustainability performance and measurement in your operation

3 Marketing Sustainability
   How to tell your sustainability story
How to use this Guide:

This is more than a how-to book. It includes a series of worksheets that are critical to putting your company’s sustainability plan in place.

Use this Guide in tandem with downloadable worksheets available at PulseCanada.com.

Look for these milestone markers throughout the book. That’s your clue that it’s time to take action.

The stop sign symbol indicates that it is time to stop and think about how you can apply your learnings to your business.

The notepaper symbol indicates that there is a downloadable worksheet available for that particular topic.

Acknowledgements

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What is Sustainability?

The food industry faces intense competition, both locally and globally. To be competitive, companies of all sizes need to understand and be proactive in how they manage the increasing expectations of their customers and stakeholders regarding sustainability.

Unlocking the meaning of sustainability for your company is an important first step in your sustainability journey. Like many emerging areas, there is no single, commonly accepted definition.

**Triple bottom line**

One popular definition of sustainability aligns with the increasing pressure for businesses in today’s marketplace to perform against a “triple bottom line.” This concept is based on the three pillars of sustainability – social, environmental and economic. Also known as “people, planet, profit,” companies use this definition to extend commonly used business language to include social and environmental responsibility.

### Sustainable companies:

- Create financial value
- Know how their actions affect the environment and actively address those impacts
- Care about their employees, customers and communities and work to make positive social change
- Understand these three elements are intimately connected to each other
The triple bottom line definition of sustainability is about finding the connectivity among people, planet and profit.
Collaborating on sustainability

Increasingly, food companies are working pre-competitively on sustainability, especially in their agricultural supply chains. The Sustainability Consortium and the Sustainable Agriculture Initiative (SAI) Platform are two examples of organizations that help facilitate this alignment and collaboration among like-minded companies.

The Sustainability Consortium

You can’t manage what you can’t measure. The Sustainability Consortium is a worldwide collaborative designed to share scientific research to measure product and process sustainability through Life Cycle Assessment.

Established in 1990 by Walmart and its partners, The Sustainability Consortium has grown to represent more than 100 of the world’s largest companies, leading scientists, government and non-governmental organizations.

The Food, Beverage, and Agriculture (FBA) Sector Working Group was the first to form after The Consortium’s launch with the knowledge that increasing the sustainability of food supply and production practices will continue to be essential in sustaining resources.

Together, the working group is improving the environmental and social sustainability of global agricultural supply chains. They have worked on several product categories to date, including beans, peas and lentils, grains/cereal and seed oils to name only a few.

Sustainable Agriculture Initiative (SAI) Platform

SAI Platform is the main food industry initiative supporting the development of sustainable agriculture worldwide. Pulse Canada is a member of this non-profit organization, which facilitates the knowledge and initiatives to support the development and implementation of sustainable agriculture practices throughout the food chain.
SAI Platform’s definition of sustainable agriculture is: “a productive, competitive and efficient way to produce safe agricultural products, while at the same time protecting and improving the natural environment and social/economic conditions of local communities.” Its principles and practices for sustainable agriculture are articulated around four main pillars: sustainable farming systems, economy, social and environment.

McCain Foods, an active member of the SAI Platform, has led three SAI Platform pilot projects: 

**Sustainable Potato Pilot in Great Britain:** McCain in Great Britain sponsored a project to examine sustainability indicators for a whole farming system in potato crops. The result: a Potato Toolbox to guide farmers in sustainable potato production while enhancing biodiversity.

**Irrigation Management in India:** India is the third-largest potato-producing country in the world, but a lack of infrastructure and outdated growing methods meant a limited supply of the type of quality potatoes needed by McCain. McCain supported farmers in their acquisition and use of drip and sprinkler irrigation. The result: a 30 percent decrease in water use and a 40 percent increase in yield.

**McDonald’s Agricultural Assurance Program (MAAP) in North America:** In 2005, McDonald's asked McCain to assist in the global implementation of its own agricultural sustainability program. Pilot projects were initiated to adapt European requirements for North America. The result: in March 2008, all McDonald’s potato suppliers agreed to implement MAAP in North America, with work currently underway to implement it in other markets.
Why Commit to Sustainability?

Why should you consider sustainability for your business? Sustainability can help in four key ways:

• It can make you more efficient and grow your bottom line
• It can help you meet customers’ needs
• It can address increasing consumer demands
• It benefits the environment

Your Business – increasing sustainability and profitability

Sustainability improves the performance and profitability of your operations. CEOs around the world see sustainability strategies as critical tools for the future prosperity of their companies. Some of the reasons include:

• Operational efficiencies
• Market differentiation
• Employee engagement and productivity
• Innovation
• Supplier productivity
• Meeting regulations and standards
• Access to capital

Operational efficiencies

Operational efficiencies are usually the “low-hanging fruit” when starting a sustainability program. Eco-efficiencies in energy, water, waste and material handling can be significant. “Best in Class” sustainable companies achieved a 24 percent reduction in energy and facilities costs over their counterparts in the bottom 30 percent according to an Aberdeen Research report. Small- and medium-sized companies have the most to gain, yielding as much as a 66 percent gain in profitability. (See sidebar.)

On the flip side, companies with sustainability strategies can also avoid or minimize rising costs. The global food sector is responsible for around 30 percent of total global primary energy consumption and generates 20 percent of the world’s greenhouse gases (GHG). Rising energy costs and a potential price on carbon emissions will surely impact profitability in the future. In addition, companies not pursuing the operational efficiencies associated with sustainability have experienced higher insurance premiums and financing costs.

Gains by small- and medium-sized companies

1. Eco-efficiencies: savings in energy, water, materials, waste handling - 10%
2. Increased employee productivity + 6%
3. Increased revenue / market share + 5%
4. Lower insurance & borrowing costs - 5%
5. Reduced recruiting costs - 1%

Understanding Sustainability
Market differentiation

Your reputation for management of sustainability issues increasingly matters to a range of stakeholders including customers, suppliers, regulators, shareholders, employees, consumers and the community in which you operate.

Developing sustainability expertise enhances “business-to-business” relationships, as noted by McCain Foods (see page 9). Their SAI Platform experience opened the door to helping their customer (McDonald’s) implement its own sustainable agriculture program around the world.

Sustainability can also become a point of differentiation through your brand and enhanced public perception. (See Section 3: Marketing Sustainability to learn how to use these benefits to promote your brand.) Patrick Cescau, CEO of Unilever notes, “Concerns about social and environmental issues provide opportunities for brands to connect with their consumers at a deeper level and, in doing so, gain competitive and sales advantage.”

Companies like Starbucks, Whole Foods and Unilever have developed reputations for sustainable brands. In 2008, Danone produced a product that was good for consumers, farmers, the planet and even the cows. (See sidebar.)

Employee engagement and productivity

Employee engagement in sustainability has a tremendous impact on productivity, employee attraction and retention, innovation/creativity and resilience.

A 2010 study by Canadian Business for Social Responsibility identified a strong correlation between employee engagement and company environmental and social responsibility. The study revealed that organizations with high employee engagement generated shareholder returns that were 29 percent above average, moderate engagement produced returns that were only one percent above average, and low engagement had total shareholder returns that were 60 percent below average.xii

When employees are engaged, magic happens. Bob Willard, a leading sustainability expert and author, estimated that employee productivity can increase 20 to 235 percent based on engagement in authentic sustainability initiatives.

Developing sustainable brands – “a win-win”

Danone has been working on a project with added value for health and the environment as well as increased productivity in dairy farming.

The food manufacturer partnered with Bleu Blanc Coeur, a European association dedicated to health-oriented farming on the project that is centred around enhancing milk quality. Adding flax to feed increases yields by an average of 10 percent. It also helps to increase cows’ fertility and bolster their natural defenses. Milk from cows fed with flax offers health benefits for consumers, since its fat content is lower and it is rich in omega-3 fatty acid. In addition, cows fed flax produce 20 percent less of the greenhouse gas methane.xi
Innovation

Sustainability is considered the key driver of innovation in many circles. Innovating for sustainability involves making intentional changes to organizational products or processes that produce environmental and/or social benefits as well as economic value.\textsuperscript{xiii}

Shifting from a “take-make-waste” approach to a closed-loop “borrow-use-return” model, and fully engaging employees in leading and implementing innovation creates competitive advantage for companies.

Five innovations of a circular, “borrow-use-return” business model include:

1. Radical resource productivity (e.g. stretching a natural resource by significantly increasing productivity)
2. Investment in natural capital (e.g. Coca Cola’s restoration of wetlands)
3. Environmentally friendly design (e.g. the removal of man-made toxins from use)
4. Reduce and reuse approach (e.g. taking products back for remanufacturing)
5. Responsible consumption (e.g. educating consumers so they can make more informed decisions about their purchases based on sustainability-related criteria)

Each of these characteristics results in innovative thinking about the whole system, leading-edge products and efficient plant operations.

“Smart companies now treat sustainability as innovation’s new frontier”

~\textit{Harvard Business Review}\textsuperscript{xiv}

Supplier productivity

Adopting sustainable practices is not only full of advantages for your business, but those in your supply chain will benefit as well. Many companies in the food industry have started their sustainability program looking first at their own internal production plants and facilities. Their next step is to look at suppliers such as packaging, freight, raw materials and ingredients, and include them as part of their sustainability effort. In the case of pulse crops, this could include farmers who supply the incoming product as well as transportation companies that ship the end product to their customers.
Meeting regulations and standards

Sustainability programs can often offset changes or risk associated with new environmental, social and financial reporting standards or regulations. Stakeholders are increasingly calling upon companies to adopt voluntary and non-voluntary standards for certain industries. In addition, customers are also expecting more information about products' environmental and health impacts (e.g. nutritional labeling, ingredients, origin of raw materials, greenhouse gas emissions, etc.).

In addition, many companies increasingly follow voluntary codes such as the Human Rights, Labour, Environment and Anti-Corruption principles under the Global Compact.xv Neglecting to consider these social and environmental considerations can leave a company open to litigation and customer actions, even if the affected product is only loosely associated with the company through its global supply chain.

Access to capital

Access to capital for your business, whether through lending or investment, will increasingly be looked at with an environmental and social responsibility lens. Many leading financial institutions around the world now practice “responsible lending” whereby they undertake a high level of due diligence to identify and assess the environmental risks associated with financing.

For example, several Canadian banks have adopted the Equator Principles, a set of globally recognized, voluntary guidelines established to assess and manage social and environmental risk in project financing. Equator Principles Financial Institutions (EPFIs) commit to not providing loans to projects where the borrower will not or is unable to comply with their respective social and environmental policies and procedures.xvi
Your Customers – meeting sustainability reporting requirements throughout the supply chain

Your customers are likely at various stages of implementing sustainability throughout their supply chain. Some companies like Walmart and Unilever are highly advanced in sustainable sourcing, others are just starting. Similar to food safety and quality criteria, sustainability is becoming a requirement for the food business in the future.

93% of 766 global CEOs in 26 countries said that environmental and social sustainability was critical to future business success.

88% said they were embedding sustainability into their strategy and operations.

~A New Era of Sustainability: UN global Compact-Accenture CEO Study

Managing and reporting sustainability initiatives

Companies use various tools to manage and report sustainability initiatives. These tools are important for communicating your efforts with supply chain partners. A few of the most popular tools include:

• Scorecards
• Carbon Disclosure Project
• Global Reporting Initiative

Rise of customer scorecards

Sustainability scorecards are a fast-rising global trend across the supply chains of many industries. Shareholders and investors are putting pressure on suppliers to improve overall sustainability efforts, and disclose this data.

In the agri-food sector, supplier scorecards are not new. They have been used for Hazard Analysis Critical Control Point (HACCP) food safety programs and food quality specifications for decades. For sustainability, pressing issues such as climate change, water scarcity, energy risk and natural resource management have been incorporated into scorecards and now affect the buying decisions of some multinational companies and governments.

Large buyers (such as Walmart, Unilever, IKEA, P&G and Ford) are setting the pace for these scorecards and smaller companies are following suit. With new emphasis on measuring supply chain sustainability and risk, scorecards (also called surveys or assessments) are becoming a component of corporate social responsibility differentiation.
The most well-known scorecard program is the Walmart Supplier Sustainability Assessment (SSA). The SSA and most other scorecards measure a supplier’s efforts in many of the following categories: water, waste, energy, carbon, packaging, and social performance. The questions are an attempt to measure a supplier’s progress in setting reduction targets and disclosing progress.

**Sample of P&G’s Scorecard**

The Carbon Disclosure Project (CDP) may be used to track your sustainability progress. The CDP Supply Chain Program provides purchasing organizations with a global standard for supply chain disclosure and the carbon footprint of supply chains. Many of the supplier scorecards include questions about the CDP. (See sidebar.)

**Global Reporting Initiative**

The Global Reporting Initiative (GRI) has become the standard against which many companies report their progress against their sustainability goals.

Unlike CDP, which focuses exclusively on GHG emissions, the GRI provides proposed performance indicators for six categories: environmental, human rights, labour practices and decent work, society, product responsibility and economic. Furthermore, it proposes principles for defining sustainability report content, ensuring report quality and creating a standard reporting profile.

In 2012, more than 1,800 companies used the GRI framework for sustainability reporting. Fifty-two percent of GRI-based reports come from publicly listed firms. The top reporting sectors are financial services, energy, utilities, food and beverage, mining, telecommunications, chemicals, construction and health care.

For more information, tools and GRI reports: https://www.globalreporting.org/Pages/default.aspx

What is the Carbon Disclosure Project?

First launched in 2000 in the United Kingdom, the Carbon Disclosure Project (CDP) collects and distributes information on over 4,100 organizations, including 81 percent of the world’s largest public companies.

These organizations use the CDP to disclose their impacts on the environment and natural resources to stakeholder organizations in 60 countries. They report their GHG emissions and climate change strategies to 722 investors representing US$87 trillion (that’s more than half the world’s invested capital).

Other reports, all available online, include procurement by the public sector, supply chain and water disclosure for 300 of the world’s largest companies in water-intensive sectors.

For more information: www.cdproject.net
Your Consumers – meeting their sustainability demands

The consuming public is starting to demand that products be grown, manufactured and distributed in an environmentally and socially responsible manner. While some consumers seem willing to pay more for these products, most consumers believe that all foods should be produced in a sustainable manner.

Increased information sharing from companies and reduced waste and packaging are long-term trends we see in today’s marketplace.

Shoppers’ opinions on sustainability

- 84% of consumers at least sometimes think about social and environmental concerns when making a purchase
- While consumers are familiar with the term “sustainability,” they don’t know sustainable companies or products:
  - 74% are familiar with the term “sustainability”
  - 23% can identify a sustainable product
  - 15% can identify a sustainable company

The Environment – preserving natural resources

Sustainable companies recognize that we live on a finite planet with increasing population, resource constraints and global climate change. They know how their actions affect the environment and actively work to address those impacts. Fluctuating energy prices and concerns about GHG emissions present specific challenges for the agri-food sector.

The world’s population is expected to rise dramatically over the next 40 years, from 7 billion in 2012 to 9.2 billion by 2050. To feed the world, global food production will need to double by 2050.

Good and getting better

Growing grain in Western Canada is getting “greener” according to a recent study that evaluated the environmental progress of eight field crops.

Over a period of two decades, each crop showed an improvement in land use, soil loss, energy use and climate impact. The improvement in the sustainability indicators was largely driven by a combination of yield improvements, reduced tillage, better crop rotations and improved nutrient management.

View the full report at www.pulsecanada.com/fieldtomarket.

At the same time, the global demand for energy and water will increase by 40 percent. Pulse crops and modern agricultural practices play a key role in how the agri-food sector will double output in the face of rising energy costs, scarce water resources, declining soil health and increasingly adverse weather.

Responsible protection for biodiversity is also a key consideration.

Sustainable farm practices

Canadian farmers are committed to sustainable farm practices that ensure healthy productive soils for future generations, but the specific crops they grow also play a significant role. Pulses provide a strong example of how a crop can make an immediate and positive impact on your sustainability story. For instance, peas, lentils, beans and chickpeas can contribute to a more sustainable food system – from energy efficiency to a low carbon footprint and making crop systems more sustainable.

Pulses reduce the environmental footprint of your grocery cart.

- Pulses use half the non-renewable energy inputs of other crops
- Pulses are a low carbon footprint food
- Pulses improve the sustainability of cropping systems

Now that you have a better understanding of sustainability and its benefit, you are ready to measure your company’s performance and build your sustainability platform.
Start in this section if you already have a good understanding of sustainability and what it can do for your business.

Sustainability Performance and Measurement in Your Operation

At first glance, adding a sustainability program to your business may seem like an added cost, however, these programs often provide companies with opportunities to support business growth and reduce costs. Companies worldwide are turning waste into revenue, eliminating inefficiencies in their production plants and building more resilient operations as a result of sustainability.

One could be easily overwhelmed by reading all the “need to dos” for sustainability. But it is important to recognize that most companies are already engaged in sustainability activities at some level. As a first step, take stock of current practices and recognize the sustainability efforts among them. Give your company credit for “doing good” and identify the positive co-benefits generated.

In order to understand your starting point for sustainability a number of self-assessments are available:

- Provision Coalition
  (Source: http://provisioncoalition.com/Tools/SelfAssessment)
- The Sustainability Audit Tool
  (Source: http://www.rcroyalbank.com/commercial/advice/_assets-custom/pdf/HR-Sustainability-Audit-Table_v7.pdf)
A Road Map for Sustainability

Think of the sustainability journey as starting from the core of your organization, beginning with a commitment to change, and moving outward to where sustainability is mainstream throughout all aspects of your business. Typical steps for implementation include:

1. **Commit to change**
2. **Assemble a sustainability leadership team**
3. **Create a sustainability vision**
4. **Conduct a baseline assessment of energy, water, waste, etc.**
5. **Develop an action plan**

Throughout the process you will:

- Educate staff, share results and communicate the program
- Measure and report success
- Share with customers and your supply chain
- Review, update, continuously improve

1. **Commit to change**
   Start by making a commitment at the senior management or board of directors level. Then, depending on the size of your company, form a cross-functional sustainable leadership team that has the authority and accountability for implementing a sustainability program.

2. **Assemble a sustainability leadership team**
   Ideally, the sustainability team will include members of the senior management team and managers from various functional units throughout the organization such as finance, production/manufacturing, purchasing, sales and marketing, human resources and communications. Participants need to have the authority and accountability to lead. They also need to be able to envision the future for the company and the future business environment.
3. Create a sustainability vision
Developing a policy or vision statement for sustainability brings focus to your efforts and enables clear communication and transparency with your stakeholders. Stakeholders are individuals or groups with a vested interest in the activities of your business. Take a look at the list below and identify which stakeholders are relevant to your business. Then conduct a quick poll among those stakeholders to ensure you know their demands and concerns around sustainability. (See sidebar for polling tips.)

EXERCISE: Stakeholders & Sustainability

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<th>Sustainability Concerns?</th>
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<tr>
<td>Consumers</td>
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<tr>
<td>Community (around company/plant locations)</td>
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<tr>
<td><strong>Business Stakeholders</strong></td>
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<tr>
<td>Customers (e.g. agents, distributors)</td>
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<tr>
<td>Farmer suppliers</td>
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<tr>
<td>Other suppliers</td>
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<td></td>
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<tr>
<td>Regulatory officials</td>
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<td><strong>Internal Audience</strong></td>
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<tr>
<td>Staff</td>
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<tr>
<td>Board of Directors</td>
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<tr>
<td>Shareholders</td>
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**Polling stakeholders**

Your vision should reflect the sustainability needs of your stakeholders. Don’t assume you know their needs – it’s best to ask them directly. You can get this feedback from stakeholders in many ways – from informal conversations to more formal approaches such as electronic polls (e.g. Survey Monkey). Regardless of your method, your goal is to identify what aspects of sustainability are important to them. Here are some potential areas to probe:

- On-farm practices
- Energy use
- Waste
- Water use
- Transportation

**How do you write a sustainability vision statement?**

Once you have identified your audience (i.e. your stakeholders in the chart above) and know their demands/concerns around sustainability, you can begin drafting a compelling vision for the company. It is typically one or two short sentences that clearly articulate the principles that guide your organization’s approach to sustainability.
Keep the following in mind as you craft your vision. What you write should:

- embody what the organization is aiming to achieve
- be aspirational and long term
- bring clarity and meaning to your company’s sustainability efforts

Here are some examples of sustainability visions used today:

- “To be a recognized global leader in natural and organic food products that drive sustainable well-being.” (SunOpta, a Canadian food manufacturer)
- “… a global organisation that is socially and environmentally responsible, that embraces creativity and diversity and is financially rewarding for our employees and shareholders.” (Adidas, sports shoes and clothing manufacturer)
- “… to be trusted stewards of valuable natural resources. Guided by our values, we will lead the way to deliver economic prosperity, improved social well-being and a healthy environment for today and tomorrow.” (Suncor, energy company)

Your statement should be accompanied by a strategy for achieving your vision and managing the short-, medium- and long-term economic, environmental and social challenges.

**EXERCISE: Sustainability Vision Statement**

---

4. **Conduct a baseline assessment of energy, water, waste, etc.**

Wondering where to start? Wherever your business is situated on the food value chain – from primary production to processing and exporting – it’s important to remember that your sustainability story begins on the farm. That’s where the products and ingredients you use or sell get started. The following pages show some commonly used goals, measures and strategies to help increase your profitability and sustainability as it relates to:

A. Supply chain (including pulse farmers and other suppliers)
B. Plant
C. Transportation
D. People
A. Supply Chain – on-farm production

Improved supply chain performance increases consistency of incoming product and reliability of supply as well as many other sustainability benefits. In the case of pulse crops, the industry has a great story to tell regarding the carbon footprint of pulses, reduced tillage and other environmental benefits. In some cases, global food companies are signaling that they will eventually require their suppliers to meet the same environmental and social standards that the company has established for itself. Taking steps now to strengthen and improve supply chains can help companies prepare for any future customer requirements.

### Production Practices

**Goal (example):** Establish sustainable crop production practices and track performance on key sustainability indicators.

<table>
<thead>
<tr>
<th>Common Performance Indicators</th>
<th>A Few Ways to Get There</th>
</tr>
</thead>
<tbody>
<tr>
<td>Measurement of key crop production practices used</td>
<td>Establish farmer supplier standards and support production practices that provide environmental benefits</td>
</tr>
<tr>
<td>Reduced tillage (and number of years since adopted)</td>
<td>Train purchasing staff to evaluate sustainability criteria from crops purchased</td>
</tr>
<tr>
<td>Amount of fertilizer (different types) used on a crop</td>
<td>Provide incentives to farmer suppliers in accordance with sustainability standards</td>
</tr>
<tr>
<td>Training provided to farmers and suppliers that supports sustainable practices</td>
<td>Provide annual training for farmers and other suppliers on the company’s sustainability policies and practices</td>
</tr>
<tr>
<td>Sustainability policies are included in crop purchase contracts</td>
<td>Commit to longer-term contracts with those suppliers that are meeting sustainability performance targets</td>
</tr>
<tr>
<td>Pesticide use monitoring (to ensure use of registered products only)</td>
<td>Adopt the use of sustainability measurement tools for your agricultural commodities. Contact Pulse Canada for a pilot version of the Canadian On-Farm Sustainability Calculator (See page 24)</td>
</tr>
<tr>
<td>Water use (irrigation)</td>
<td></td>
</tr>
<tr>
<td>Fuel use/energy use</td>
<td></td>
</tr>
<tr>
<td>GHG emissions</td>
<td></td>
</tr>
<tr>
<td>Soil organic carbon level</td>
<td></td>
</tr>
<tr>
<td>Other beneficial practices (cover crops, etc.)</td>
<td></td>
</tr>
<tr>
<td>Crop rotation sequence</td>
<td></td>
</tr>
</tbody>
</table>

Supply Chain Resources:
2. The Road to 2020 - Corporate progress on the Ceres Roadmap for Sustainability: http://www.ceres.org/roadmap-assessment
Biodiversity

**Goal (example):** Protect and improve habitats for biodiversity (e.g. the variety of life on Earth or in a given region/landscape), which is an integral part of our environment and livelihoods.

### Common Performance Indicators

- Habitats protected or restored by the company
- % of land that is not farmed and can be considered habitat (e.g. wetland, woodland, grassland, even pasture would qualify)
- Other measures to assist wildlife/species at risk (e.g. nest boxes)
- ________________________________
- ________________________________
- ________________________________

### A Few Ways to Get There

- Make a strategic commitment to at least one biodiversity initiative (e.g. committing unproductive land as wildlife habitat – left as grassland/woodland/wetland)
- Conduct an inventory (in conjunction with local government or conservation groups) of sensitive habitats and species in the vicinity of your operations
- Conduct Environmental Impact Assessments before making changes to land use
- Ask supply chain partners, including farmer suppliers, to make a commitment to biodiversity
- ________________________________
- ________________________________
- ________________________________

Biodiversity Resources:

2. Global Reporting Initiative – Environmental Aspects: [https://www.globalreporting.org/reporting/guidelines-online/G31Online/StandardDisclosures/Environmental/Pages/default.aspx](https://www.globalreporting.org/reporting/guidelines-online/G31Online/StandardDisclosures/Environmental/Pages/default.aspx)

---

**Field to Market: The Alliance for Sustainable Agriculture**

Field To Market is an alliance that brings together a diverse group of grower organizations, agribusinesses, food, fiber, restaurant and retail companies, conservation groups, universities and agency partners to focus on promoting, defining and measuring the sustainability of food, fiber and fuel production.

The US-based group works to create opportunities across the agricultural supply chain for continuous improvements in productivity, environmental quality, and human well-being. The organization engages in communications and collaboration with stakeholders to ensure a coordinated, outcomes-based approach to sustainable agriculture issues. The organization also develops analytical reports and tools, such as the Fieldprint Calculator, that farmers and the supply chain can use to better understand sustainability at the field, local and national levels.

For more information: [www.fieldtomarket.org](http://www.fieldtomarket.org)
Measuring sustainability on Canadian farms

**Canadian On-Farm Sustainability Calculator**
www.pulsecanada.com

Currently in development, the calculator demonstrates how farmers’ production practices are improving sustainability as measured by GHG emissions, energy use, soil loss and soil organic carbon. The intent of the project is to provide a free tool to the Canadian industry, allowing it to collect sustainability information on the production of grain, oilseed and pulse crops. The tool contains data sets and methodologies that are representative of Canadian growing conditions and production practices. A pilot project is currently underway in Western Canada, where farmer data will be collected from the production of peas, oats, wheat and canola. This project is the result of a partnership between Pulse Canada, General Mills, the Canadian Canola Growers Association, CropLife Canada, Ducks Unlimited Canada and the Prairie Oat Growers Association.

**Fieldprint Calculator**
www.fieldtomarket.org/fieldprint-calculator/

A free and confidential educational resource that helps growers in the US to explore relationships between management practices and sustainability outcomes. It allows growers to estimate their performance at the field level, test scenarios and compare their performance against local, state and national averages.

**The Cool Farm Tool**
www.coolfarmtool.org

A GHG calculator that is free for growers to help them measure the carbon footprint of crop and livestock products. This tool has been developed by Unilever to be used on any farm, anywhere in the world, although results may not be representative of Canadian conditions.

**Farmer Self Assessment Checklist by SAI Platform**
www.saiplatform.org/checklist/introduction

An industry-wide tool to communicate sustainability expectations of the food and drink sector to supplying farmers. The goal of the checklist is to align sustainability expectations and definitions and reduce multiple assessments at the farm level.
B. Plant – achieving efficiencies in buildings, energy, waste and water

Processing and manufacturing companies around the world are constantly reviewing their operations for cost reductions and higher returns. Increasing the efficiency of energy, waste, and water is a great place to start and can add 10 percent or more to the profit of a small- and medium-size enterprise.\textsuperscript{xii}

**Energy Efficiency**

**Goal (example):** Improve energy efficiency, reduce energy demand, increase use of renewable energy.

<table>
<thead>
<tr>
<th>Common Performance Indicators</th>
<th>A Few Ways to Get There</th>
</tr>
</thead>
<tbody>
<tr>
<td>☑ Total non-renewable energy consumption</td>
<td>☑ Conduct an energy audit and greenhouse gas inventory</td>
</tr>
<tr>
<td>☑ Total renewable energy consumption</td>
<td>☑ Train staff to “spot the energy savings” and implement programs</td>
</tr>
<tr>
<td>☑ Total energy saved in Joules or Joules/unit of product</td>
<td>☑ Explore savings opportunities:</td>
</tr>
<tr>
<td>☑ ___________________________</td>
<td>• Improving speed control or variable speed drives (e.g. freezers, motors, pumps and tank agitators)</td>
</tr>
<tr>
<td>☑ ___________________________</td>
<td>• Installing more efficient process equipment</td>
</tr>
<tr>
<td>☑ ___________________________</td>
<td>• Retrofitting or replacing ventilation fans and air systems</td>
</tr>
<tr>
<td></td>
<td>• Optimizing the furnace or boiler and controls</td>
</tr>
<tr>
<td></td>
<td>• Retrofitting or upgrading blower systems</td>
</tr>
<tr>
<td></td>
<td>• Retrofitting or upgrading compressed air and pumping systems</td>
</tr>
<tr>
<td></td>
<td>• Improving process control with the installation of sensors and control systems</td>
</tr>
<tr>
<td></td>
<td>• Lighting retrofits</td>
</tr>
<tr>
<td></td>
<td>☑ Consider the role of renewable energy and greenhouse gas offsets in your operation; renewable energy includes: solar, wind, geothermal and biomass sources</td>
</tr>
<tr>
<td></td>
<td>☑ ___________________________</td>
</tr>
</tbody>
</table>

**Measuring results**

Here are two programs that have a natural fit with sustainability:

**Lean** – Because lean manufacturing techniques create a culture of continuous improvement, employee empowerment, and waste minimization, it is very compatible with sustainability.

**ISO 14000 & ISO 26000** – The ISO family of programs do not provide standards for specific environmental or social issues. However, they do provide a framework for an approach in managing the policies, procedures, work instructions and records and can easily accommodate new sustainability measures.

**Energy Resources:**

# Waste

**Goal (example):** Practice waste prevention by recapturing chemicals, energy, packaging and materials in a closed loop.

<table>
<thead>
<tr>
<th>Common Performance Indicators</th>
<th>A Few Ways to Get There</th>
</tr>
</thead>
<tbody>
<tr>
<td>❑ Total weight of waste by type and disposal method</td>
<td>❑ Conduct a Waste Audit of your current processing system</td>
</tr>
<tr>
<td>❑ Materials used by weight or volume</td>
<td>❑ Undertake life-cycle assessments (&quot;LCAs&quot;) to move towards less impact and zero waste products and manufacturing processes. (See The Sustainability Consortium)</td>
</tr>
<tr>
<td>❑ % materials used that are recycled</td>
<td>❑ Turn waste into new products (revenue streams for by-products and waste)</td>
</tr>
<tr>
<td>❑ Emissions of ozone depleting substances (if applicable)</td>
<td>❑ Use less/fewer raw materials in products that you manufacture (e.g. lighter weight packaging, less packaging)</td>
</tr>
<tr>
<td>❑ [ ]</td>
<td>❑ Make your products' packaging reusable</td>
</tr>
<tr>
<td>❑ [ ]</td>
<td>❑ [ ]</td>
</tr>
</tbody>
</table>

**Waste Resources:**

---

**Showcase what you’re NOT doing, too. For example, highlight low or no water use for processing or irrigating crops.**

# Water

**Goal (example):** Reduce water withdrawals, consumption and discharges and recycle water. (Profitability is increased by reducing energy, effluent surcharges and water costs.)

<table>
<thead>
<tr>
<th>Common Performance Indicators</th>
<th>A Few Ways to Get There</th>
</tr>
</thead>
<tbody>
<tr>
<td>❑ Total water withdrawal (and reductions) by source</td>
<td>❑ Conduct a comprehensive water audit</td>
</tr>
<tr>
<td>❑ Total water discharge (and reductions)</td>
<td>❑ Consider the optimum energy-water use for your operation. Reduced water use also means reduced energy costs for heating or pumping</td>
</tr>
<tr>
<td>❑ Rainwater capture and use</td>
<td>❑ Reuse and recycle water</td>
</tr>
<tr>
<td>❑ Percent total water recycled/reused</td>
<td>❑ Use rainwater harvesting systems</td>
</tr>
<tr>
<td>❑ [ ]</td>
<td>❑ [ ]</td>
</tr>
</tbody>
</table>

**Water Resources:**
2. Provision Coalition Wastewater Tool: http://provisioncoalition.com/Tools/WastewaterTool
Facilities and Buildings

Goal (example): Meet green building standards for conservation and healthy workplaces. Follow best practices for sustainable land use and smart growth.

<table>
<thead>
<tr>
<th>Common Performance Indicators</th>
<th>A Few Ways to Get There</th>
</tr>
</thead>
<tbody>
<tr>
<td>☑ Air quality tracking</td>
<td>☑ Conduct comprehensive audits to determine health and safety considerations in buildings and facilities</td>
</tr>
<tr>
<td>☑ Ventilation air change</td>
<td>☑ Use green building guidelines such as LEED to assess buildings and facilities</td>
</tr>
<tr>
<td>effectiveness</td>
<td>☑ Locate new buildings to support smart growth initiatives (e.g. Brownfield development, access to public transportation)</td>
</tr>
<tr>
<td>☑ See energy and water</td>
<td></td>
</tr>
<tr>
<td>sections for other building/</td>
<td></td>
</tr>
<tr>
<td>facilities metrics</td>
<td></td>
</tr>
</tbody>
</table>

Facilities and Buildings Resources:

Buildings represent 40 percent of the world’s total energy demand.

The long-term viability of a company depends on its ability to design and deliver products and services that are aligned with sustainability goals. From a pulse crop perspective, your product might be simply conditioned and shipped in a bulk format, or you might have developed a value-added consumer product. In either case, consider the product you are selling and how it could be made more sustainably by using fewer inputs and materials. Also consider any potential health and safety concerns with the actual product.

Products and Services

Goal (example): Reduce material inputs and minimize potential food safety impacts of products and services.

<table>
<thead>
<tr>
<th>Common Performance Indicators</th>
<th>A Few Ways to Get There</th>
</tr>
</thead>
<tbody>
<tr>
<td>☑ Measure product raw materials (% recyclable, biodegradable, etc.)</td>
<td>☑ Design all products and services to reduce environmental impact throughout their life cycle; this means prioritizing the use of non-toxic materials, biodegradability and recyclability</td>
</tr>
<tr>
<td>☑ Total number of incidents of non-compliance with regulations or voluntary standards</td>
<td>☑ Identify opportunities for product improvement, such as newly available materials, new sourcing possibilities or manufacturing efficiencies</td>
</tr>
<tr>
<td>☑ Products assessed for health and safety improvements</td>
<td>☑ Integrate sustainability considerations into the criteria to determine new product research and development investment</td>
</tr>
</tbody>
</table>

Products and Services Resources:
2. The Road to 2020 - Corporate progress on the Ceres Roadmap for Sustainability: http://www.ceres.org/roadmap-assessment
C. Transportation & Logistics – sustainability beyond the plant

Rising energy costs point to a need for low-impact transportation systems and modes. Managing transportation modes and systems from a sustainability standpoint can bring significant benefits in both the short and long term.

Transportation Management

Goal (example): Reduce energy use and carbon footprint of transportation through improvements in distribution systems and networks, which will lead to improved efficiencies and cost.

<table>
<thead>
<tr>
<th>Common Performance Indicators</th>
<th>A Few Ways to Get There</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transportation cost per unit of product</td>
<td>Evaluate use of different modes of transportation (e.g. truck, rail, plane or ship) and shift to modes with lower emissions</td>
</tr>
<tr>
<td>Fuel cost per unit of product (applies if you have your own fleet)</td>
<td>Seek opportunities to share logistics networks to reduce the number and length of trips required (e.g. programs by GS1 Canada)</td>
</tr>
<tr>
<td>Percent bio-fuel usage</td>
<td>Move towards low-carbon fuels and more fuel-efficient vehicles</td>
</tr>
<tr>
<td>Business travel reductions (# of flights or total costs)</td>
<td>Use the Greenhouse Gas Calculator developed by CN to estimate carbon emissions for the entire transportation of your shipment, from vessel to rail to truck. (<a href="https://www.cn.ca/en/repository/popups/ghg/ghgcalculatortool">https://www.cn.ca/en/repository/popups/ghg/ghgcalculatortool</a>)</td>
</tr>
<tr>
<td></td>
<td>Encourage teleconferencing and webinar technologies to reduce business travel</td>
</tr>
</tbody>
</table>

Sustainable transportation

Rail is the most energy-efficient method of moving freight over land, up to six times more fuel efficient than shipping by truck.

Carbon emissions comparison

This chart compares GHG emissions for shipping 20 tonnes of pulses 5,092 nautical miles/5,860 miles by marine, rail and truck.

Transportation Management Resources:

2. The Road to 2020 - Corporate progress on the Ceres Roadmap for Sustainability: http://www.ceres.org/roadmap-assessment
D. People – engaging employees

A culture of sustainability is established throughout a company when sustainability is a consideration in employee training, incentives, recognition and everyday work activities. Engaging employees in sustainability initiatives can contribute to an effective human resources plan.

Engaging Employees

Goal (example): Incorporate sustainability into everyday culture of the workplace. Implement formal training and mentoring on key sustainability issues for all employees.

Common Performance Indicators

- Employee engagement surveys
- Incentives paid based on the three pillars of sustainability (economic, environmental and social)
- Sustainability needs assessment integrated with other employee training
- Completion of a sustainability training program for key employees
- Average hours of training per year per employee
- ____________
- ____________

A Few Ways to Get There

- Embed sustainability criteria as part of each employee’s goals, job responsibilities and performance incentives
- Integrate aspects of sustainability in employee orientation covering concerns such as labour relations, health and safety, environmental protection and ethics
- Have formal systems in place to incentivize and capture employee ideas and feedback on the sustainability vision, goals and new ideas
- Launch an “Every Job is a Sustainability Job” campaign to encourage employees to contribute to the company’s sustainability goals while enhancing company profitability
- Train all employees regularly on the broad sustainability challenges facing the company

Note: The sections above are a partial list of performance criteria based on some of the elements of the Ceres Roadmap for Sustainability and the Global Reporting Initiative (GRI). These are likely the main considerations for pulse processors operating in Canada. Companies with global operations should also consider performance indicators associated with human rights, labour practices and decent work and societal issues.

Engaging Employees Resources:
2. The Road to 2020 - Corporate progress on the Ceres Roadmap for Sustainability: http://www.ceres.org/roadmap-assessment

Not ‘where’ but ‘how’ it’s grown

Some importers feel that Canadian product is less sustainable because of the fuel needed to transport the product. However, the transportation of agricultural products generally has a much smaller environmental footprint than the footprint created in producing the crop. In other words, whether a crop was grown locally is much less important than how a crop is grown, and what crops are grown in rotation.

Stop

Not ‘where’ but ‘how’ it’s grown

Some importers feel that Canadian product is less sustainable because of the fuel needed to transport the product. However, the transportation of agricultural products generally has a much smaller environmental footprint than the footprint created in producing the crop. In other words, whether a crop was grown locally is much less important than how a crop is grown, and what crops are grown in rotation.
5. Develop an action plan

A multi-year action plan can lay out how your company will approach sustainability. Download the worksheet templates (PDF format) from www.PulseCanada.com. Using the performance metrics tables on the previous pages as your guide:

1. Develop your own goals related to the areas that you’ve deemed as priorities (e.g. supply chain, plant, transportation, people).
2. Record the performance indicators that are relevant to your business.
3. Plan some ways to get there.
4. Identify a target date for completion.
5. Assign responsibility for the task.

Once complete, these worksheets become your sustainability action plan.

**WORKSHEETS: Sustainability Action Plan**

**Production Practices**

<table>
<thead>
<tr>
<th>Goals</th>
<th>Performance Indicators</th>
<th>Ways to Get There</th>
<th>Target Date</th>
<th>Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
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</table>

**Biodiversity**

<table>
<thead>
<tr>
<th>Goals</th>
<th>Performance Indicators</th>
<th>Ways to Get There</th>
<th>Target Date</th>
<th>Responsibility</th>
</tr>
</thead>
<tbody>
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</tr>
</tbody>
</table>
Make the business case for investment

In some cases, upgrades in equipment or other investments are needed to achieve sustainability targets. Building a proper business case ensures your action plan for social and environmental sustainability aligns with your company’s financial priorities and budgets. A couple of free tools for building the business case for sustainability include:


“Our financials would be not nearly as good as they are today if we had not gone down this road. Our products would be more expensive, our talent base would be less, and engagement would be not as good. We would not have as many sales.”

~ Daniel Hendrix, former Chief Financial Officer of Interface Carpet, who once thought sustainability could only be a cost to the business.
Start in this section if you are already measuring your sustainability performance and have a story to share.

Telling Your Sustainability Story

In the previous sections of this Guide, you’ve learned about sustainability and the opportunities it presents to support business growth, reduce costs and increase profitability. You’ve also learned how to assess, measure and benchmark your company’s commitment using the three pillars of sustainability – environmental, social and economic.

Now it’s time to market your sustainability story. In this section, you’ll learn that this task includes the same core elements as any other type of marketing plan.

- **Target Audience**: The first step is to determine your target audience. Who do you need to communicate with? Who needs to know your sustainability story?
- **Communications Objectives**: The next step is to set your marketing communications objectives. Your objectives may include creating awareness and understanding of your commitment to sustainable practices.
- **Key Messages**: You’ll then develop key messages that form the foundation of all your sustainability communications.
- **Tactics**: Finally, you’ll select specific communications tactics that are most effective in reaching your target audience with your key messages.

How sustainable marketing can help your business

There are many ways sustainable marketing can help your business. For instance, it can:

- Differentiate your brand
- Increase customer retention and brand loyalty
- Create new market opportunities
- Motivate and retain employees
- Improve your corporate image
Targeting Key Audiences

Your first step is to identify the key audiences who need to understand your sustainability efforts. These are easily determined based on the stakeholders you identified as being relevant to you in Section 2 (page 20). Each of these stakeholders is an audience you should be communicating with. Now go to the next level and rank the importance of each stakeholder in the chart below so that you can better focus your communications.

- Farmers, for example, may want to target processing customers or consumers if you sell direct to end-consumers.
- Processors may target the food industry, retailers and consumers if they are selling a branded product.
- Processors who sell bulk commodities may target distributors, customers, farmer suppliers and regulatory officials.

**EXERCISE: Identify Your Key Audiences**

<table>
<thead>
<tr>
<th>Stakeholders</th>
<th>Low</th>
<th>Medium</th>
<th>High</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Public</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Consumers</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Community (around company/plant locations)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Business Stakeholders</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Customers (e.g. agents, distributors)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Farmer suppliers</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other suppliers</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Regulatory officials</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Internal Audience</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Staff</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Board of Directors</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Shareholders</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Setting Marketing Communications Objectives

Once you have determined your target audiences, you can then set sustainability communications objectives. A simple approach to setting objectives would be to determine what you want your target audience to Think, Feel, and Do. For example:

- A pulse processor may want a retail customer to THINK their products are excellent quality and highly sustainable.
- The processor also wants the retailer to FEEL confident that the processor is committed to sustainability and is a reliable supplier.
- As a result, what does the processor want the retailer to DO? Contact them for more information and buy product.

**EXERCISE: Think, Feel, Do**

Write down what you would like your customers to Think, Feel and Do as it relates to sustainability.

What do you want your target audience to THINK? ____________________________________

What do you want your target audience to FEEL? ____________________________________

What do you want your target audience to DO? ____________________________________

Your next step is to turn these "Think, Feel and Do" aspirations into tangible communications objectives. For example:

- To create awareness and understanding of your sustainability commitment and goals among employees, suppliers and community members
- To increase knowledge that you’re meeting your customers’ sustainability requirements
- To differentiate your company/brand
- To increase understanding of product features and benefits
- To support sales efforts to generate longer-term contracts or customer loyalty

**WORKSHEET: Marketing Communications Objectives**

- Marketing communications objective 1
- Marketing communications objective 2
- Marketing communications objective 3
- Marketing communications objective 4
Developing Key Messages

Key messages are a basic tool you can use to clearly communicate your sustainability program and commitment. It helps you focus on the most important ideas that you want your audience to take away from your communication.

Identifying your ‘stats’ and ‘stories’

Before crafting your sustainability key messages, you’ll need to form the foundation of your message pyramid. This is made up of statistics and stories from within your company that illustrate or prove your company’s commitment to the three pillars of sustainability – environmental, social and economic. For example, ‘stats’ can be developed using the data points and information you’ve gathered through measuring inputs or operational efficiencies. Your ‘stories’ should describe business philosophies, practices and programs that exemplify your commitment to sustainability.

In Section 2 of this Guide, we reviewed four key areas of your business – Supply Chain, Plant, Transportation and People. The goals, measurements and strategies identified in this section will help you develop the foundation of your sustainability messages. Turn the page to see some examples of ‘stats’ and ‘stories.’
Pulse crops

Pulses give industry stakeholders – from farmers to processors, traders and retailers – a tremendous sustainability story to tell. Below are several pulse stats that can be incorporated directly into your company’s sustainability messaging.

**Greenhouse Gas and Energy**

Pulses use half the non-renewable energy inputs of other crops.

<table>
<thead>
<tr>
<th>Crop</th>
<th>Kg of non-renewable energy (per hectare)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Winter Wheat</td>
<td>7000</td>
</tr>
<tr>
<td>Spring Wheat</td>
<td>5000</td>
</tr>
<tr>
<td>Flax</td>
<td>4000</td>
</tr>
<tr>
<td>Peas</td>
<td>2000</td>
</tr>
</tbody>
</table>

**STAT** – Pulses use half the non-renewable energy inputs of other crops.

**STORY** – Pulse crops are grown in no-till and reduced-tillage systems. These conservation tillage methods result in significant sustainability advantages, including: less soil erosion, reduced fuel and labour requirements, increased water availability, carbon sequestration, GHG mitigation and enhanced biodiversity.

**STAT** – Pulse plants’ ability to ‘fix’ nitrogen improves soil fertility, reducing the nitrogen requirement of other crops grown in rotation, like wheat. Pulses help reduce the use of fossil fuels for the entire rotation.

**STAT** – Up to 70% of the non-renewable energy used in crop production in Canada is attributable to inorganic fertilizers, particularly nitrogen. Pulses require little to no nitrogen fertilizer thanks to their ability to collect solar energy to power a biological process that requires nearly all of the energy required for their growth.

For more information on sustainability and pulses, including reports, videos and links, visit: www.pulsecanada.com/environment.
Sons Bakery

Sons Bakery, an Ontario bakery processor, used improved operational efficiency to generate stats and stories that illustrate and provide proof of its commitment to sustainability. The company launched a formal sustainability program in August 2012 designed to integrate sustainability into its business strategy, operations and culture. After six months it achieved:

STAT – Expected electrical savings of $58,000 annually and 16% reduced electricity consumption.

STAT – Total non-ingredient water consumption decrease of 11% due to operational changes in the Clean-in-Place (CIP) system and tray wash.

STAT – Expected natural gas annual savings of up to 10% primarily from improved oven controls.

STORY – Expecting to achieve zero waste-to-landfill status by 2013 resulting from comprehensive, solid waste segregation and landfill diversion program, and a partnership with a waste management company to send all remaining landfill waste for energy generation.

STORY – Sons Bakery’s commitment to sustainability has also helped increase engagement with employees and the community.

Source: Provision Coalition

Why the food industry needs to know your sustainability story

There is strong alignment between crop production systems and the sustainability focus areas of the food industry. The following chart illustrates how primary farm practices support key sustainability focus areas for the food industry.

<table>
<thead>
<tr>
<th>Sustainability Focus Area of Primary Agriculture</th>
<th>Food Industry Sustainability Focus Areas Impacted</th>
</tr>
</thead>
<tbody>
<tr>
<td>No Tillage / Conservation Tillage</td>
<td>Soil Quality •</td>
</tr>
<tr>
<td>Crop Rotation Diversity</td>
<td>Soil Quality •</td>
</tr>
<tr>
<td>Nutrient Management</td>
<td>Soil Quality •</td>
</tr>
<tr>
<td>Water Use Efficiency</td>
<td>Soil Quality •</td>
</tr>
<tr>
<td>Integrated Pest Management</td>
<td>Soil Quality •</td>
</tr>
</tbody>
</table>

Creating a Sustainability Message Map

You’re now ready to build your Sustainability Message Map. Download the electronic worksheet and follow these steps:

• Populate the Sustainability Message Map using the stats and stories illustrating your company’s commitment to sustainable Supply Chain, Plant, Transportation and People. Refer to the previous page for examples of these.

• Reflecting on these stats and stories create a general key message for each pillar of sustainability. Look at the key message examples on the opposite side of this spread.

• Your stats and stories may focus predominantly on one or two specific sustainability pillars. In this case, you may want to develop multiple key messages for these pillars to incorporate all your support points.

• This process will also highlight any weaknesses or gaps in your sustainability story that should be addressed.

**WORKSHEET: Sustainability Message Map**

<table>
<thead>
<tr>
<th>Economic</th>
<th>Social</th>
<th>Environmental</th>
</tr>
</thead>
<tbody>
<tr>
<td>Key message:</td>
<td>Key message:</td>
<td>Key message:</td>
</tr>
<tr>
<td>Supply Chain</td>
<td>Stat:</td>
<td>Stat:</td>
</tr>
<tr>
<td>Story:</td>
<td>Story:</td>
<td>Story:</td>
</tr>
<tr>
<td>Plant</td>
<td>Stat:</td>
<td>Stat:</td>
</tr>
<tr>
<td>Story:</td>
<td>Story:</td>
<td>Story:</td>
</tr>
<tr>
<td>Transportation</td>
<td>Stat:</td>
<td>Stat:</td>
</tr>
<tr>
<td>Story:</td>
<td>Story:</td>
<td>Story:</td>
</tr>
<tr>
<td>People</td>
<td>Stat:</td>
<td>Stat:</td>
</tr>
<tr>
<td>Story:</td>
<td>Story:</td>
<td>Story:</td>
</tr>
</tbody>
</table>

**Messaging: How much is too much?**

Key messages are designed to help you clearly communicate your sustainability story. How you use the key messages will be determined by your audience. For example, if you have a sustainability page on your website designed to communicate with a general audience, you may decide to limit the amount of sustainability information you provide. In this case, building content using your key economic, social and environmental messages plus select supporting stats and stories is a preferred option. This allows you to reserve competitive or proprietary information for direct face-to-face presentations with key customers or new business targets.
Sample ECONOMIC key message – Sons Bakery

At Sons Bakery our sustainability program makes our operations more efficient, increases customer focus and contributes to our long-term business success.

Supporting stats and stories

• Six months ago we initiated a new program that integrated sustainability into our business strategy and all operations. Early results indicate a tremendous return on our sustainability investment including:
  • Expected electrical savings of $58,000 annually and 16% reduced electricity consumption.
  • Expected natural gas annual savings of up to 10% primarily from improved oven controls.
  • Total non-ingredient water consumption decrease of 11% due to operational changes in the CIP system and tray wash.

Sample ENVIRONMENTAL key message – pulse crops

Energy efficient pulse crops have a low carbon footprint and make cropping systems more sustainable.

Supporting stats and stories

• Pulses are very energy efficient, using only half the non-renewable energy inputs of other crops such as wheat.
• Pulses have a low carbon footprint because they require little to no inorganic fertilizer such as nitrogen, which makes up 70% of the non-renewable energy used in crop production.
• Pulses produce nearly all the energy they need for growth by collecting solar energy through a biological process.
• A pulse plant’s ability to ‘fix’ nitrogen improves soil fertility, reducing the nitrogen requirement of other crops grown in rotation, like wheat. Pulses help reduce the use of fossil fuels for the entire rotation.
Building Your Sustainability Marketing Plan

**Getting started**

The first step to building your sustainability marketing plan is to review your business’s current marketing communications plan. Look for opportunities to integrate your sustainability story into existing marketing tactics. For example:

- Consider adding a “Sustainability” section to your current website.
- Add information on sustainability to presentations used to introduce your company, products and services to new customer targets.
- Consider integrating sustainability messaging into various brand touchpoints – from invoices, email signatures and business letterhead to signage, truck decals, phone messaging, etc.
- Look for opportunities to engage staff in sustainability by creating programs that recognize and reward their efforts to make the company more sustainable.

The second step in building your marketing plan is to select specific tactics to promote your sustainability story.

There is a wide range of tactics to choose from. Selecting the right tactics will help you achieve your marketing goals as quickly as possible. A disciplined approach also ensures the right amount of resources are employed and your goals are achieved economically.

**Integrating sustainability into your brand**

Now that you have established your sustainability story including key messages, you can look for opportunities to integrate the story into your brand.

Sustainability will fit nicely into many existing brand touchpoints including your company website, business presentations, product packaging, sales materials and more.
Marketing Your Sustainability Story

Whether you have $1,000 to spend on marketing implementation or $100,000, your dollars are guaranteed to go farther with the work you’ve completed to develop your sustainability story.

See the Tactical Checklist at the end of this chapter to select which tools will be most appropriate for your sustainability marketing needs.

The following section will provide more detail on the specific tactics and tools and help you evaluate which ones would be most effective for your business when marketing sustainability.

Direct “face-to-face” communication

Direct face-to-face communications occurs when you have direct contact with your target audience. The best example is contact between buyer and seller that leads to sale of your product. You will likely also have opportunities to meet directly with suppliers, regulatory officials or internal audiences such as staff, board of directors or shareholders. In these situations, consider the following tactics:

• **Presentations:** Look for opportunities to add slides to an existing PowerPoint or other business presentation to help you tell your sustainability story. Use the key messages and support points you developed in your message map to effectively communicate with your target audience.

• **Sales materials:** You likely produce a product guide, sell sheet or other sales information that describes your product’s features and benefits. Consider adding sustainability messaging and support points to these materials.

• **Employee engagement programs:** Many of your employees have ideas on how to make your business and your products more sustainable. You can tap into these insights by building a program that recognizes and rewards employees for sharing their ideas. Consider striking a committee and meeting with interested employees who have sustainability ideas they want to share.
Online communications

Communicating online provides a range of opportunities to reach your target audiences.

- **Website:** Your company website is an excellent platform to tell your sustainability story. Consider adding a sustainability section to your site that draws on your key messages and support points. Use the digital technology your website provides to publish your sustainability story using compelling photos, charts and graphics that can be updated as you reach and exceed the sustainability measurement benchmarks you’ve set.

- **Blog:** Consider writing a blog that will allow you to engage with your target audiences. A blog presents a great opportunity to share details of how you are working to make your company and its products more sustainable.

- **Social media:** A Twitter account or Facebook page helps you share your sustainability story with consumers, customers, suppliers, staff and other target audiences. Your stats and stories, blogs, photos and other sustainability materials provide excellent content that you can share through social media.

Public relations

Public relations (PR) generally refers to the process of distributing planned information to “earn” (rather than pay for) media attention. Whether you sponsor a community sports team, partner with a well-known charity, or send a news release directly to members of the media, the purpose of PR is to get people talking about good things relating to your company. Your sustainability story will be a perfect fit for PR.

In the case of media coverage, you cannot control what the media says. But if you’ve done a good job of drafting your key messages, you are well positioned for success. You should be proud of your company’s sustainability story and PR is a great way to let target audiences know about it.

- **News releases and editorial:** A news release announcing your sustainability policy, sharing details of your commitments and how you intend to meet them will interest local, business and industry media. With a little legwork you should be able to identify specific journalists who are interested in sustainability and may be willing to write a story about your company.

- **Corporate sustainability report:** An annual or semi-annual report gives you an opportunity to showcase your ongoing commitment to sustainability and highlight new initiatives, strong performance and successes.

- **Corporate video:** A short video allows you to tell your sustainability story in your own words. You can take your target audience inside your operation and provide an up-close view of your sustainability commitment. The video can easily be posted on your website and shared through email, social media and other tactics.
• **Community sponsorship:** Sponsorships provide excellent opportunities to create brand awareness and credibility in your community. For example, many communities have local sustainability initiatives focused on carbon footprint and GHG reduction.

• **Media event:** Inviting media to your company’s production plant, warehouse or even growers’ fields is an excellent way to generate media coverage of your sustainability story. Select your spokespeople and build a program that showcases the raw products, technology, processes and people who help make your business and products sustainable.

**Advertising & promotion**

A vast number of traditional advertising and promotions tactics are available to help you tell your sustainability story and attract customers, suppliers, partners, investors and employees.

• **Sustainability tagline:** Develop a short statement or “tagline” that captures your company’s commitment to sustainability. This tagline can be used in all your sustainability marketing and communications materials.

• **Product packaging:** Your tagline can be added to product packaging to create awareness of your commitment to sustainable production as well as the sustainable nature of products such as pulses.
  - **Tradeshow display:** Depending on where you are situated in the value chain you likely have opportunities at tradeshows to share your sustainability story with suppliers, wholesalers, retailers or consumers. When attending a tradeshow, consider adding a dedicated sustainability panel as part of your tradeshow display.

• **Targeted advertising:** Advertising allows you to target your message to specific audiences. For example, you may want to focus on creating awareness of your sustainability story in your local business community. This can be achieved through advertising in local media such as community newspapers.

• **Point of Sale materials (POS):** These materials allow you to take your sustainability message directly to consumers. If your sustainability communications strategy requires POS support there are many options to consider including shelf-talkers, promotional stands, posters and banners, etc.

• **Brand touch points:** A branding opportunity is presented every time you engage or communicate with members of your target audience. Look for opportunities to integrate sustainability messaging into appropriate brand touch points – from email signature, invoices and letterhead to voice messages, signage and truck decals.
A step-by-step approach

When building your sustainability marketing plan, download the Tactical Checklist worksheet to help you select the best tactics to help achieve your goals.

**Step 1**
Select your target audience and rank their level of importance to your business success – Low, Medium or High.

**Step 2**
Consider which type of tactic is most relevant to your target audiences. If you sell products directly to consumers, you should consider public relations or specific marketing tactics. If you deal directly with retailers or distributors, direct face-to-face presentations or marketing at industry tradeshows will likely be a preferred option.

When you identify your target audience, the chart will then tell you what tactics will be most effective in reaching your marketing objectives.

**Step 3**
Review the recommended tactics that correspond to the target audiences you have selected. Check the boxes of the individual tactics that could be effectively executed by your business or add your own.

### Selecting Marketing Tools to Tell Your Sustainability Story

**Worksheet: Tactical Checklist**

<table>
<thead>
<tr>
<th>Stakeholders</th>
<th>Low</th>
<th>Medium</th>
<th>High</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Public</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Consumers</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Community (around company/plant locations)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Business Stakeholders</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Customers (e.g. agents, distributors)</td>
<td></td>
<td>PowerPoint presentation</td>
<td>Sales materials</td>
</tr>
<tr>
<td>Farmer suppliers</td>
<td></td>
<td>PowerPoint presentation</td>
<td></td>
</tr>
<tr>
<td>Other suppliers</td>
<td></td>
<td>PowerPoint presentation</td>
<td></td>
</tr>
<tr>
<td>Regulatory officials</td>
<td></td>
<td>PowerPoint presentation</td>
<td></td>
</tr>
<tr>
<td>Internal Audience</td>
<td></td>
<td>PowerPoint presentation</td>
<td></td>
</tr>
<tr>
<td>Staff</td>
<td></td>
<td>PowerPoint presentation</td>
<td>Employee engagement program</td>
</tr>
<tr>
<td>Board of Directors</td>
<td></td>
<td>PowerPoint presentation</td>
<td>Staff lunchroom bulletin board with scorecard</td>
</tr>
<tr>
<td>Shareholders</td>
<td></td>
<td>PowerPoint presentation</td>
<td></td>
</tr>
</tbody>
</table>

*Direct “Face-to-Face” Communication (Direct contact with your key target audience).*
<table>
<thead>
<tr>
<th>Stakeholders</th>
<th>Online (Utilizing online platforms such as a website to connect with target audiences.)</th>
<th>Public Relations (Relationship and awareness building with target audiences, including media.)</th>
<th>Advertising &amp; Promotion (A range of tactics that allows you to educate and engage your target audience.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Direct</td>
<td>❑ Website ❑ Blog ❑ Social media</td>
<td>❑ Corporate Sustainability Report ❑ News release and editorial ❑ Corporate video ❑ Community Sponsorship ❑ Media event</td>
<td>❑ Sustainability tagline ❑ Product packaging ❑ Tradeshows support ❑ Targeted advertising ❑ Point of sale ❑ Brand touch points</td>
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<td>❑ Corporate Sustainability Report ❑ E-newsletter ❑ Corporate video</td>
<td>❑ Sustainability tagline</td>
</tr>
</tbody>
</table>
**How to Avoid ‘Green-washing’**

When you develop your sustainability story be sure to avoid what Underwriters Laboratories calls the seven sins of green-washing. It defines ‘green-washing’ as “the act of misleading consumers regarding the environmental practices of a company or the environmental benefits of a product or service.”

**Sin of the Hidden Trade Off**

A claim suggesting that a product is ‘green’ based on a narrow set of attributes without attention to other important environmental issues. Paper, for example, is not necessarily environmentally preferable just because it comes from a sustainably-harvested forest. Other important environmental issues in the paper-making process, such as GHG emissions, or chlorine use in bleaching may be equally important.

**Sin of No Proof**

An environmental claim that cannot be substantiated by easily accessible supporting information or by a reliable third-party certification. Common examples are facial tissues or toilet tissue products that claim various percentages of post-consumer recycled content without providing evidence.

**Sin of Vagueness**

A claim that is so poorly defined or broad that its real meaning is likely to be misunderstood by the consumer. ‘All-natural’ is an example. Arsenic, uranium, mercury, and formaldehyde are all naturally occurring, and poisonous. ‘All natural’ isn’t necessarily ‘green.’

**Sin of Worshipping False Labels**

A product that, through either words or images, gives the impression of third-party endorsement where no such endorsement exists; fake labels, in other words.

**Sin of Irrelevance**

An environmental claim that may be truthful but is unimportant or unhelpful for consumers seeking environmentally preferable products. ‘CFC-free’ is a common example, since it is a frequent claim despite the fact that CFCs are banned by law.

**Sin of Lesser of Two Evils**

A claim that may be true within the product category, but that risks distracting the consumer from the greater environmental impacts of the category as a whole. Organic cigarettes could be an example of this Sin, as might the fuel-efficient sport-utility vehicle.

**Sin of Fibbing**

Environmental claims that are simply false. The most common examples were products falsely claiming to be Energy Star certified or registered.

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**Conclusion**

Congratulations! You’ve successfully navigated through the Guide and are well down the road on your sustainability journey. With your new or improved sustainability platform, you’re ready to discover efficiencies in your operation. You’re also well positioned to address growing customer demands for sustainability and generate awareness of your sustainability commitment through marketing. Your efforts will pay off when key stakeholders view you as a reliable source of sustainable food products. Use the corresponding worksheets on www.PulseCanada.com to your advantage; share them with your team, update them regularly and return to the Guide often for more pointers.
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